

Published 6 September 2016

Agenda for meeting of the Cabinet to be held at 6.00 pm on Wednesday, 14 September 2016 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 13 July 2016 (previously circulated).

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 Corporate plan performance 2010 - 2016 (KD).** (Pages 1 - 36)
Report of Chief Executive.
Cabinet lead member: Councillor Troy Tester.
- 8 Corporate performance - quarter 1, 2016/17 [KD].** (Pages 37 - 72)
Report of Chief Executive and Chief Finance Officer.
Cabinet lead members: Councillors Gill Mattock and Troy Tester.
- 9 Treasury management annual report 2015-16 (BPF).** (Pages 73 - 84)
Report of Deputy Chief Executive.
Cabinet lead member: Councillor Gill Mattock.
- 10 Attendance management - revised/updated policy (BPF).** (Pages 85 - 106)
Report of Assistant Director of Human Resources and Organisational Development.
Cabinet lead member: Councillor Troy Tester.
- 11 Devonshire Park (KD).** (Pages 107 - 112)
Report of Director of Tourism and Enterprise.
Cabinet lead member: Councillor Margaret Bannister.
- 12 Tourist accommodation retention supplementary planning document (KD).** (Pages 113 - 156)
Report of Director of Regeneration and Planning.
Cabinet lead members: Councillors Steve Wallis and Margaret Bannister.
- 13 Housing and economic development partnership (HEDP) - Delivery Programme (KD).** (Pages 157 - 166)
Report of Director of Service Delivery.
Cabinet lead member: Councillor Margaret Bannister.
- 14 Homelessness strategy (KD).** (Pages 167 - 246)
Report of Director of Service Delivery.
Cabinet lead member: Councillor Alan Shuttleworth.
- 15 Exclusion of the public.**

The Chief Executive considers that discussion of the following item 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 item 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 Corporate assets - investment (KD). (Pages 247 - 252)

Report of Director of Regeneration and Planning.
Lead cabinet member: Councillor Troy Tester.

Exempt information reasons: 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information) and 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).

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://democracy.eastbourne.gov.uk/ieDocHome.aspx?bcr=1>

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Agenda Item 7

- BODY:** CABINET
- DATE:** 14th September 2016
- SUBJECT:** Corporate Plan Performance 2010 – 2016
- REPORT OF:** Chief Executive
- Ward(s):** All
- Purpose:** To update Members on the Council’s performance against Corporate Plan priority actions, performance indicators and targets over the 2010-2016 period.
- Contact:** William Tompsett, Senior Corporate Development Officer
Tel 01323 415418 or internally on ext 5418
- Recommendations:** Members are asked to:
- i) Agree the performance for year-end 2015/16 against local Performance Indicators and Actions from the 2010/16 Corporate Plan.
 - ii) Note the highlight achievements and progress against Corporate Plan priorities and aims for the 2010-16 period.

1.0 Introduction

1.1 In 2010 the council adopted a Corporate Plan with priorities, actions and performance indicators set to achieve the vision of its improvement journey over a period of 5 years. Due to the timing of elections in 2015, this was then extended to include the 2015/6 period prior to a new plan being adopted. The council’s priorities were chosen to help deliver the longer term partnership vision for Eastbourne as set out in the Sustainable Community Strategy:

“By 2026 Eastbourne will be a premier seaside destination within an enhanced green setting. To meet everyone’s needs Eastbourne will be a safe, thriving, healthy and vibrant community with excellent housing, education and employment choices, actively responding to the effects of climate change.”

1.2 The Corporate Plan was refreshed on an annual basis to ensure the contextual information in it was kept up to date and relevant. The actions and indicators were also revised annually to reflect progress made and development in the key priority areas. Performance against these actions and outcomes of the key indicators were reported on a quarterly basis to Scrutiny and Cabinet committees alongside key budget reporting to help align financial and corporate performance.

1.3 The information in these performance reports is collected and managed

using the Covalent performance management system. Further detail behind the report and evidence providing a full and robust audit trail for the performance information presented is available to view within the online system. A dedicated Member portal has been designed to enable and encourage Members to access performance information at any time and two dedicated training sessions have been delivered. All Members are invited to contact the Corporate Development Team at any time to arrange individual training or support on using the system if required.

- 1.4 In the absence of a National Performance Framework it is important that the authority continues to strengthen its own performance management procedures particularly in relation to the use of robust local indicators and meaningful reporting against actions and activities.

2.0 Themes and Priority Visions

- 2.1 The Corporate Plan was developed with 4 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.

2.2 Prosperous Economy

- An outstanding seaside resort and gateway to the South Downs National Park
- An inspiring cultural provision combining opportunities for employment, learning, participation and shared experiences for residents and tourists
- A Science Park that will be a regional centre of technology excellence
- Increased investment in infrastructure capitalising on the Eastbourne/Hailsham Triangle
- A new Town Centre that is vibrant, accessible and attractive to residents, businesses and visitors
- A wide range of employment opportunities

2.3 Quality Environment

- Transformed sites that are currently under-used in our town centre
- Increased quantity and improved quality of public space
- Enhance and promote the unique natural and built environment for the maximum benefit of the town
- Continue working closely with the Community Environment Partnership for Eastbourne
- Moving towards becoming a low carbon town
- Less waste supported by more recycling and reusing
- Range of transport options, improved public transport and cycling facilities

2.4 Thriving Communities

- Lowest levels of crime in comparison to similar towns in the South East
- Support for families and young people to reach their full potential
- A wider range of activities and facilities for young people, enabling them to be the best they can be
- A high level of community volunteering and involvement in our

- neighbourhoods
- A wide range of quality homes including affordable housing for those in need
- Increased opportunities to take part in recreational and sporting activities

2.5 Sustainable Performance

- Service excellence and innovation
- Customer and outcome focussed
- An excellent employer
- A sustainable asset base
- A valued partner across the public, private and voluntary sectors
- A high performing local authority evidenced by sustained improvement

2.6 The previous version of the Corporate Plan had 7 distinct themes. This was reduced for the 2010-16 plan following feedback from external audit and the recognition that greater focus was needed to drive meaningful improvements. The 4 chosen priority themes reflected the ambition of the council and the feedback received from residents, partners and stakeholders. This has been reaffirmed through the consultation exercises held each year.

3.0 2015/16 End of Year Performance Overview

- 3.1 **Appendix 1** is a detailed report on the activities and outturns of the performance indicators listed within the 2010/16 Corporate Plan. This report shows the available outturns for the final Quarter of 2016 for the local performance indicators featured in the Corporate Plan broken down into themed areas.
- 3.2 Each project has been allocated a number of in-year actions and milestones to be completed in order to progress the project efficiently. Some projects may be fully completed within the year whereas larger scale priorities will be delivered over a longer period. **The first section of Appendix 1 lists all the Corporate Plan priority actions whose in-year milestones have already been fully completed this year.** Full details of the specific milestones and commentary for these actions is available on request or directly via the Covalent Performance Management System.
- 3.3 The second section of Appendix 1 lists the ongoing actions showing any outstanding milestones along with commentary to explain the context behind them.
- 3.4 Chapter summary text has been supplied by the relevant Heads of Service to provide added context for the performance reported in each section. This commentary highlights important achievements and challenges for the reporting period and can be found at the start of each chapter.
- 3.5 The PI tables show which indicators related to the priority projects are performing on target (green tick icon), failing to reach target (red octagonal icon) or are near misses (amber triangle icon). Relative performance is based on quarterly targets as set by the managers of each area using past performance, available benchmarking and planned service developments.

- 3.6 The current outturn for each PI is shown on the performance gauges in column 4 – Year to date. The gauges show visually how the level of performance compares to targets (green zones) and near miss levels (amber zones). Amber zones have been reviewed to reflect appropriate levels of performance expectation and any national targets which are lower than our own local aspirations.
- 3.7 The bar charts in column 6 show comparative performance against previous quarters/years as appropriate. This enables an at a glance indication of whether performance is improving or not and will help identify potential trends and seasonality of performance.
- 3.8 Commentary has been included in the action and indicator outturn tables where supplied. This provides some contextual background to the performance and this function and is backed up by the online evidence collation facility of the Covalent system.
- 3.9 Of the 31 Key Performance Indicators reported in the Corporate Plan this quarter, **16 are showing as Green, 6 are showing as Amber and 9 are data only or contextual PIs.**
- 3.10 We have the capability within Covalent to analyse performance data via dashboard reporting. This allows us to look beyond green – amber – red performance reporting and drill down more into the data and what it is telling us. The following PIs are showing as the relatively best performing according to the latest confirmed data available:

...	Code & Title	Gauge	Value	Target
✓	DE_007 EBC Carbon Footprint - Vehicles		29 tonnes	91 tonnes
✓	DE_011 Number of reported fly-tipping incidents		1512	2124
✓	DE_194 Missed collections		2,704	4,500
✓	TL_008 Conference delegates		14,005	12,000
✓	TL_005 Marketing campaign value for money		£0.50	£0.60

4.0 Achievements

4.1 Over the life of the Corporate Plan, there have been a number of achievements against the priority themes as evidenced by the actions and PIs managed through Covalent. Highlights of these are listed below.

4.2 Prosperous Economy

- Town Centre Local Plan adopted
- Sovereign Harbour Innovation Park
- Arndale Centre and Terminus Road Improvements started
- Consistently strong Town Centre retail void rate
- Driving Devonshire Forward project
- Strong events provision including the 20th anniversary Airbourne, International Tennis tournaments, Olympic torch route and cycling Tour of Britain stage hosting



- Over 50 properties improved in “secondary shopping areas”

4.3 Quality Environment



- Solarbourne – Solar panels on over 280 buildings
- Joint Waste Contract implemented
- Around 200 “Grot Spots” and difficult properties tackled since 2010
- Green Flag awards for Hampden Park and Princes Park
- 20 QE2 protected fields protected in perpetuity
- Over 1,000 new allotment plots created
- Adoption of borough-wide cycling strategy and completion of new cycle routes
- Council’s carbon footprint reduced by 23% since 2010

4.4 Thriving Communities



- Devonshire Park redevelopment planned
- Neighbourhood First team established
- Youth Strategy delivered with YMCA
- Benefits processing times down from 20.3 days (2008/9) to 9.3 days (2015/16)
- Tennis development plan
- Introduction of new Sports Festival
- Overall reductions in crime
- First programme of Council House building for 20 years
- Local Authority mortgage assistance scheme

4.5 Sustainable Performance



- Agile working implemented across the authority
- Future Model
- Customer First
- Improved financial process and management
- Revised and integrated service planning and corporate performance management processes
- GoSE peer Review, iESE “Council of the Year”, LGA Peer Challenge, Local Government Transformation Award and UK IT Industry Awards runner up
- Adopted Corporate Landlord Model for asset management

4.6 A breakdown of Key PIs and outturns used through the life of the Corporate Plan is included as **Appendix 2**. Not all indicators were measured for each year of the Corporate Plan as they are refreshed to reflect the annual priority areas.

Any years where an outturn is not listed either means that no data was returned that year or that the indicator was not part of the Corporate Plan priority indicators list that year.

4.7 Some of the key areas highlighted within these PI outturns include:

DE_004 Town centre vacant business space – This Pi has not only shown improvement over the period dropping from 12% to below 9% but has consistently performed well above the national average despite the economic challenges that have faced the high street over the past 6 years.

TL_005 Marketing campaign value for money and **TL_008 Conference delegates** – The success of these PIs shows the effectiveness of our direct marketing of Eastbourne as a resort for leisure and business visitors. The value of tourism to the local community is also highlighted through the “Cambridge Model” indicators including **TL_042 Total spend** which has increased almost £50 million over the past 6 years.

NI_192/DE_192 Waste sent for reuse, recycling and composting has increased incrementally over the past six years and continues to be a high priority for the authority. Satisfaction with recycling processes (**DE_001c**) has increased significantly from 86% to 95% in 2014/5 and we continue to drive initiatives to encourage further activity in this area. Missed bin collections (**DE_194**) has dropped considerably over the past 3 years

The council’s carbon footprint as evidenced through **DE_006 (buildings)** and **DE_007 (vehicles)** has reduced by a total of 23% since 2010/11.

Whilst **CD_004 Council Tax and CD_004 Non-domestic rates** collection has remained steady or dropped slightly as a percentage over the difficult economic period, the actual financial amounts collected have increased by around £10 million since 2010/11.

The council’s dedication to providing suitable quality housing through partnership working is reflected through the performance of a number of PIs including **CD_008 Decent Homes**, **CD_050 Empty private sector homes returned to occupation** and **CD_056 Average time taken for DFG adaptations**. In 2014/15, management of the Decent Homes program resulted in just 0.06% of properties being deemed below standard at the end of the year.

Changes in national reporting standards for the crime indicators during 2010-16 have made it difficult to accurately assess performance trends in this area. In future years, we will concentrate on the indicator that ranks Eastbourne amongst its “Most Similar Group” (**ECSP_015**) for the Corporate Plan.

TL_017a Redoubt visitors (paying visitors) shows the success of the team supporting this area in providing quality events and attractions to encourage greater interest in and use of a key asset on our seafront with numbers rising from 5,784 in 2010/11 to 14,452 in 2015/16.

CS_003 Working days lost due to sickness has remained relatively steady over the Corporate Plan period and met our local target in all but one of the past 6 years. Benchmarking against other local authorities in this area has always shown Eastbourne to be one of the better performing councils against this measure.

With the development of Customer First and the focus on delivering effective and efficient customer service at first point of contact, a strong positive trend can be seen over the past 3 years for **CS_010 Calls answered within 30 seconds** and **CS_011 Telephone call abandonment rate**.

4.8 An important measure of success for any authority or service provider is the satisfaction and perception of its customers. According to Residents' Surveys held in 2008 and 2015, overall satisfaction with the council has increased along with view that the council provide good value for money.

	2008 Place Survey	2015 Residents Survey	2015 Online Consultation
Taking everything into account, how satisfied or dissatisfied are you with the way Eastbourne Borough Council run things?	45% satisfied 25% dissatisfied	58% satisfied 13% dissatisfied	53% satisfied 19% dissatisfied
To what extent do you agree or disagree that Eastbourne Borough Council provides good value for money?	38% agree 29% disagree	46% agree 19% disagree	47% agree 22% disagree

5.0 Consultation

5.1 This report directly references evidence collected via the 2008 Place Survey as well as the Residents Survey and online Survey which were both conducted throughout July and August 2015. Full reports on each of these as well as the annual Corporate Plan consultations have previously been presented to committee and are available on request.

6.0 Implications

6.1 There are no significant implications of this report.

7.0 Conclusions

7.1 This report provides an overview of performance against the authority's priority actions and indicators as at Quarter 4 2015/16 and an overview of the achievements made throughout the life of the Corporate Plan from 2010-16.

The new 2016-20 Corporate Plan looks to build on the success and approach of the 2010-16 plan with increased focus on project delivery and clear links to delivering the council's priority visions as reinforced by robust stakeholder feedback and consultation.

Progress against the key projects and indicators is updated on the online Covalent system on a regular basis and provides a "live" view of the Council's performance accessible at any time.

William Tompsett
Senior Corporate Development Officer

Background Papers:

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

Corporate Plan 2010/16

Covalent performance management system

Place Survey 2008

Residents Survey 2015

Online Stakeholder Survey 2015

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

APPENDIX 1

Completed Corporate Plan Actions



Priority Theme	Project	Status
Priority Theme 1 Prosperous Economy	CP14_1_01 Tourism Marketing and Brand Development	
Priority Theme 1 Prosperous Economy	CP14_1_05 Pier Fire Fund	
Priority Theme 2 Quality Environment	CP14_2_01 Managing Waste Responsibly	
Priority Theme 2 Quality Environment	CP14_2_02 Improving the Cleanliness of the Street and Public Areas	
Priority Theme 2 Quality Environment	CP14_2_03 Allotment Provision	
Priority Theme 2 Quality Environment	CP14_2_07 Pride in Our Parks	
Priority Theme 3 Thriving Communities	CP14_3_01 Develop Youth Services and Activities	
Priority Theme 3 Thriving Communities	CP14_3_02 Improving Neighbourhood Delivery	
Priority Theme 3 Thriving Communities	CP14_3_04 Support to Vulnerable Households	
Priority Theme 3 Thriving Communities	CP14_3_05(a) Enable the transfer of Towner to independent governance	
Priority Theme 3 Thriving Communities	CP14_3_05(b) Progress work with English Heritage to secure funding for the development of the Redoubt as an accessible, living museum	
Priority Theme 3 Thriving Communities	CP14_3_06 Tennis Development	
Priority Theme 3 Thriving Communities	CP14_3_08 Devonshire Park	
Priority Theme 4 Sustainable Performance	CP14_4_01 Asset Management	
Priority Theme 4 Sustainable Performance	CP14_4_02 Sustainable Service Delivery Strategy (SSDS)	

Corporate Plan Milestones

Parent Action	Action	Description	Due Date	Note
CP14_1_02 Employment - Town Centre	CP14_1_02g Environmental improvement to Terminus Road	Work in partnership with ESCC to tender project	30-Jun-2015	The detailed design has been agreed. Detailed costings are currently being finalised after which tender documents can be prepared.
		Commence works to move bus stops from Terminus Road into Cornfield Road	30-Sep-2015	This will start in 2016 alongside the proposed extension to the Arndale.
CP14_1_03 Business Support Scheme	CP14_1_03a Use of technology to promote local services including procurement	Complete marketing plan for Partnership to market the service to traders and public.	31-Mar-2015	This project is now part of the £2m Pier Fire Grant from DCLG. The grant was approved in February and the timetable is that this project will be delivered within 18 months.
		Start input of data to website and implement automatic data transfer.	30-Sep-2015	The VisitEastbourne data is ready to switch on as soon as EBNow sign the data sharing agreement.
CP14_1_04 Employment - Sovereign Harbour	CP14_1_04d Employment - Sovereign Harbour	Determine planning application for infrastructure delivery on Site 6	31-May-2015	A planning application has yet to be submitted.
CP14_1_04 Employment - Sovereign Harbour	CP14_1_04e Progress the provision of the Community Centre	Contractors appointed	01-Aug-2015	Site investigation works were undertaken which confirmed that the community centre couldn't be delivered on Site 5 due to ground conditions. The Council therefore elected to provide the facility on the alternative site (7a) and the design of the building is being progressed.
CP14_2_04 Towards a Low Carbon Town	CP14_2_04a Implement actions to reduce the carbon use of the Council's own buildings (a)	Complete feasibility study for the creation of a smart grid	31-Aug-2015	Draft report has been received which is being reviewed by DECC and the Council. Aiming to sign this off by 31 January 2016.
		Identify costs and opportunities to implement a CHP energy and food hub, and report to Strategic Property Board for decision	31-Aug-2015	Draft report from the BRE has been received which is being reviewed by DECC and the Council. Aiming to sign this off by 31 January 2016. Also looking at other potential sites in addition to Cross Levels Way.
CP14_2_04 Towards a Low Carbon Town	CP14_2_04b Implement actions to reduce the carbon use of the Council's own buildings (b)	Complete feasibility study for alternative heating and lighting solutions for the Eastbourne Sports Park	31-Aug-2015	Lighting feasibility studies have been completed and we are proceeding with an investment for partial lighting upgrades covering the internal lights. Due to the specialist nature of stadium lighting it has not been possible to invest in a cost effective solution for external lights however the position and changes in technology are regularly reviewed. Heating feasibility studies are ongoing and are due for completion February 2016.
		In conjunction with the Asset Management Programme initiate recommendations outlined in the Carbon Audits for priority buildings	31-Aug-2015	In addition to lighting upgrades at the Sports Park, lighting upgrades are being made at other key buildings. A programme of other low carbon works will be agreed with Kier by February 2016.

Parent Action	Action	Description	Due Date	Note
CP14_2_05 Transport - Cycling Provision	CP14_2_05a Implement Cycle Strategy	In partnership with ESCC complete detailed design of 5 new cycle routes	30-Nov-2014	Detailed designs have been completed for three routes; Meads to town centre and seafront, town centre to seafront via Devonshire Place and Horsey Phase 1. The Horsey Phase 3 route is to be constructed on floodplain and therefore the detailed design and associated planning is extensive. Construction of the route is not expected until the Summer of 2016. The provision of the seafront cycle route has been delayed due to ongoing discussion with DCLG regarding the amendment to the byelaw. These delays are outside EBC's control as they involve external partners/stakeholders. The Council responded to questions raised by DCLG as a result of the consultations and it is hoped that the amendment to the byelaw will be confirmed shortly.
		Complete detailed design of seafront cycle route	30-Sep-2015	Detailed design is currently being finalised by ESCC.
CP14_2_06 Eastbourne Park	CP14_2_06b Carry out feasibility work for the new flood mitigation measures	Commission Consultants to assess the need for additional flood storage capacity and provide options for delivery	31-Mar-2015	A brief for consultants to review the Eastbourne Park flood storage scheme has been prepared. It is anticipated that consultants will be appointed in June 2016.
		Prepare tender documents	30-Jun-2015	A brief for consultants to review the Eastbourne Park flood storage scheme has been prepared. It is anticipated that consultants will be appointed in June 2016.
		Commission Consultants	30-Sep-2015	It is anticipated that consultants will be appointed in June 2016.
CP14_3_03 Best Use of Housing Resources	CP14_3_03f Supporting Housing and Economic Progress (SHEP)	Three priority commercial properties to be brought into use for Business Start Ups	31-Mar-2016	Delayed to incorporate Coastal Communities funding requirements for larger project. New completion target March 2016.
CP14_3_07 Active Eastbourne	CP14_3_07a Complete and implement the first priorities of the Active Eastbourne strategy	Commence work on action plan	30-Sep-2014	The action plan requires further development and this milestone will be carried forward to 2016
		Monitor progress on actions through quarterly forum meetings	31-Dec-2014	The action plan requires further development and this milestone will be carried forward to 2015/16. It should be noted though that we are co-ordinating significant activity which goes towards achieving the priorities set within the strategy.
		Quarterly Forum Meeting	31-Mar-2015	This action will carry forward to 2015/16

Overarching commentary : Prosperous Economy



Tourism & Events

Significant broadcast media airtime on tennis in Eastbourne / Devonshire Park during Johanna Konta's winning streak in Australian Open in January.

Launch of the new Trails App + soon to be launched Resort App.

PR Team attended media networking event in February and added substantial amount of online journalists / bloggers to contacts database.

Sports Launch.

England in Excellence Awards.

Christmas Parties.

Launch of the new branding.

4 page feature in Gastro magazine of Eastbourne's food and drink offering.

Full-page competition in 'Candis' national glossy magazine – promoting Airbourne, Aviator Club Hospitality and the Grand Hotel.

Family / Drusillas Farm visit – That's Life magazine and The Sun.

Italians press & travel trade visit.

Attendance at Excursions – provisional group booking for 50.

BBC visit to Making Tracks, new exhibition at the Pavilion.

Magnificent Motors April Fool on BBC Sussex.

The Eastbourne Half Marathon took place on 6th March commencing from Princes Park. EBC events assisted by the provision and delivery of equipment for road closures and providing tables chairs and drink holders etc for the route.

The Coastal trail run took place on 19th March using Eastbourne downland starting and finishing at Birling Gap.

Planning has commenced and is well advanced for events for the 2016 season, the early season events will be reported at the 1st quarter in June.

Significant progress was made on the main corporate regeneration projects during the final quarter of the year. Following the making of the CPO, Legal and General continued to purchase properties in Terminus Road.

The CPO Inquiry took place at the end of November and on 29th February, the Secretary of State confirmed the CPO which will facilitate the £85m extension to the Arndale Centre.

Works to replace the canopies and shopfronts in Terminus Road and to provide a new fully glazed (west) entrance to the Arndale are well underway. The design of the development will mirror that of the proposed extension and will therefore provide a seamless elevation treatment along Terminus Road.

The Town Centre Improvement Scheme that will see a significant investment in the public realm in Terminus Road and Cornfield Road will commence in 2016. The scheme will be delivered in phases in order to minimise disruption and to ensure works are delivered alongside the extension to the Arndale.

The business space at Pacific House at the Sovereign Harbour Innovation Park has proved popular with occupancy at 30%, which is higher than anticipated for the first year.

Site investigation works on Site 5 at Sovereign Harbour confirmed that the community centre could not be delivered on the site due to ground conditions. The Council has therefore elected for the centre to be delivered on Site 7a in Pacific Drive and a design is being worked on.

Pier Projects

The 'History Trail', 'Stars and Ice' and 'Marketing' projects are progressing well and are on schedule.

The Camera Obscura stair replacement is yet to be agreed as the quotation exceeds the budget; this will be discussed during the Pier Action Committee on 28/4/16.

Four designs have been shortlisted for the sculpture and the designers are developing scale models (maquettes) for a public display in the Towner in May/June 2016. The winning design will be chosen by the Design Panel, taking into consideration public feedback.




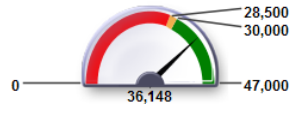
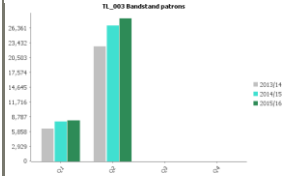

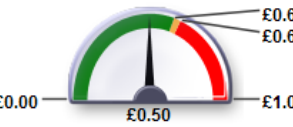
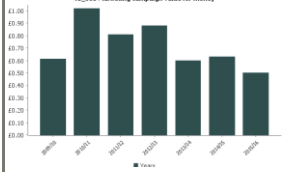
Tendering is ongoing for the Wish Tower Operator with a final decision due in May/June 2016. Concept designs have been drawn up by Levitt Bernstein and will be shared with the Pier Action Committee on 28/4/16. A planning application is due to be submitted in June/July 2016. Tendering for the contractor will take place in Autumn 2016 and the existing Western View facility will be relocated late 2016/early 2017, with the intention of commencing work on site in Spring 2017.


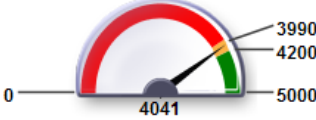
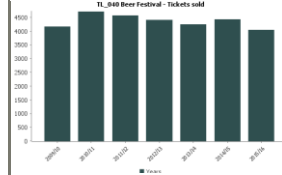

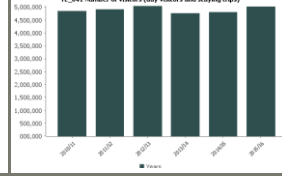

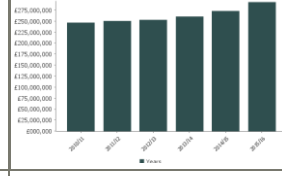

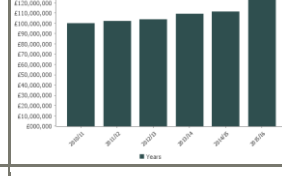

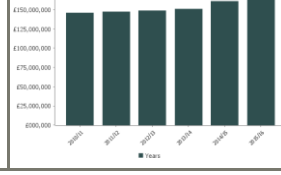
Prosperous Economy PIs

Rows are sorted by Code

Traffic Light	
Amber	1
Green	2
Data Only	5

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Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	DE_004 Town centre vacant business space	Latest result for 2015/16 as of March 2016 8.82%	8.82%		At March 2016 shop vacancy rates were 8.82%, a marginal increase from 8.66% in February 2016 but lower than Springboard's national rate of 9.1%. Eastbourne continues to return lower vacancy rates than those reported nationally.	Nazeya Hussain
	TL_003 Bandstand patrons	Cumulative result for 2015/16 as of Q2 2015/16 	36,148		The Bandstand has been closed during quarter four	Philip Evans
	TL_005 Marketing campaign value for money	2015/16 result 	£0.50		As at the end of 2015/16, this PI is on target with a cost per return value on marketing of just 50p.	Philip Evans

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	TL_040 Beer Festival - Tickets sold	<p>2015/16 result</p> 	4041		The ticket sales for the 2015 Eastbourne Beer Festival were 4041 over the 4 sessions. This generated a gross income of £29,233, net of VAT £24,360, which was an increase on last year's figures.	Philip Evans
	TL_041 Number of visitors (day visitors and staying trips)	<p>2015/16 result</p> <p>5,007,000</p>	5,007,000		2014 was an exceptional year for visitors, the pier fire in July acted as a catalyst for additional visitors. A number of attractions also reported higher visitor numbers than achieved for 2013.	Philip Evans
	TL_042 Total tourist spend	<p>2015/16 result</p> <p>£293,066,000</p>	£293,066,000		In line with the rise of visitors for 2014, Eastbourne achieved a higher visitor spend, both through day and staying visitors.	Philip Evans
	TL_043 Total day visitor spend	<p>2015/16 result</p> <p>£125,230,000</p>	£125,230,000		Higher day visitors for 2014 than 2013, the destination marketing strategy is targeting day visitors to try to convert to overnight stays as the spend per head is much greater for staying visitors.	Philip Evans
	TL_044 Total accommodation spend	<p>2015/16 result</p> <p>£167,836,000</p>	£167,836,000		In 2014 there was a very marginal decrease in the actual staying visitors however the spend was greater. which is great news as we are achieving higher rates for accommodation providers and a greater yield from the visitors	Philip Evans

Overarching commentary : Quality Environment




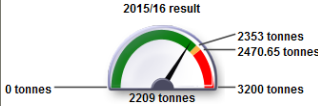
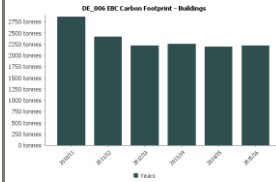
Phase 1 of the Horsey Way is to be installed in stages, the first stage between the railway station and Cavendish Place has been completed and the construction of the final stage up to Ringwood Road is planned to be completed later in 2016/17. Phase 3 of the Horsey Way (between Lottbridge Drove and Langney roundabout) is currently planned to be constructed in the summer of 2016. When completed the Horsey Way will link the railway station all the way through to Langney roundabout.


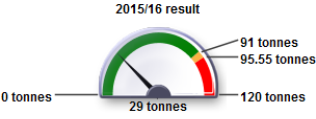
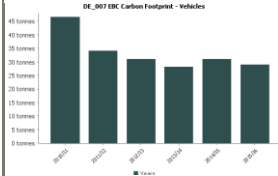


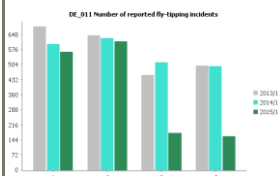

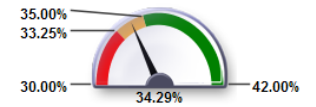
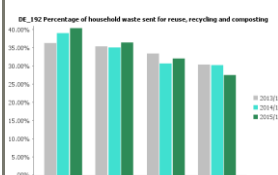


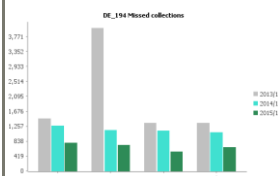
The Council approved the amendment to the existing byelaw that will allow cycling to take place on the promenade between the Wish Tower and Fisherman's Green. DCLG forwarded copies of the representations they had received as a result of the consultation and Officers provided detailed responses to the questions they had raised. It is hoped the amendment will be confirmed shortly. Detailed designs of the Wish Tower to Fisherman's Green cycle route are being finalised and it is intended that works will commence in 2016 following confirmation of the amendment to the byelaw.

Quality Environment PIs

Rows are sorted by Code

Traffic Light	
Amber	1
Green	4

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	DE_006 EBC Carbon Footprint - Buildings		2209 tonnes		<ul style="list-style-type: none"> • There has been a 1% increase over last year's emissions • Increase in emissions due to some sites increase in energy usage • Sites that have had interventions showing savings e.g. 1 Grove Road natural gas • Overall reduction appears to have stabilised at 25% below baseline • Some non-operational sites still included for reporting consistency e.g. Towner 	Ian Fitzpatrick

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	DE_007 EBC Carbon Footprint - Vehicles		29 tonnes		<ul style="list-style-type: none"> Continues to remain on track Neighbourhood First vans now have smaller engines to support this target 	Ian Fitzpatrick
	DE_011 Number of reported fly-tipping incidents	<p>Cumulative result for 2015/16 as of March 2016</p> 	1512		We have achieved a reduction in this quarter, despite the additional reports on EHL land, through targeted interventions. We are trialling a CCTV camera that can be deployed at different locations to drive further improvements. We are expecting an increase in reports in zone 2, through January, after the missed refuse collections at Christmas.	Ian Fitzpatrick
	DE_192 Percentage of household waste sent for reuse, recycling and composting	<p>Cumulative result for 2015/16 as of March 2016</p> 	34.29%		A reduction in recycling in January and February have meant we just missed our target of 35% for the year. However, the annual rate has increased over last year's 33.92% and we expect promotional activity and positive reinforcement of recycling messages to continue to drive this figure upwards in 2016/17.	Ian Fitzpatrick
	DE_194 Missed collections	<p>Cumulative result for 2015/16 as of March 2016</p> 	2,704		Q4 has seen a slight increase in missed collections from Q4. This is predominately as a result in an elevated level of reports after the festive period. Comparing this year with last year's figures shows nearly a 40% reduction in missed bins for the year.	Ian Fitzpatrick

Overarching commentary : Thriving Communities



The Youth Partnership promoted anti - bullying week through a range of activities including supporting the 'No Bystanders' campaign asking people to make a pledge to challenge bullying and features on Eastbourne Youth Radio in November.

The Youth Partnership also commissioned AlterEgo Productions to deliver 10 productions of "Chelsea's Choice" in local schools in March. A total of around 1,090 young people and 150 professionals saw these performances which deal with Child Sexual Exploitation and grooming. The Local Safeguard Children Board and WiSE Project liaised with local schools to ensure the success of this project and provide support to staff and children following the performances. The performances were very well received and the Local Safeguarding Children Board is now keen to organise further performances in East Sussex. The Major and Housing Grants programme for the three years 2016/17 to 2018/19 was considered by Cabinet in December and grants awarded subject to confirmation of final budgets in February. Small Grant applications for funding in 2016/17 have been assessed and will be considered by Cabinet in February 2016. Cabinet agreed the allocation of Small Grants in 2016/17 awarding grants totalling £60,000 to 16 voluntary and community organisations including projects designed to promote inclusion and the needs of those communities and groups protected under current Equality legislation, projects designed to promote digital inclusion, projects designed to promote emotional health and well-being and services to children and families.

Phase 2 of the Go Eastbourne project was completed. In this second phase, 30 events were delivered including drop-ins and workshops on 'Heating Your Home for Less' 'Jobsearch' and 'Making and Managing Benefit Claims'. A new Digital Inclusion network has been established and a leaflet 'Why Use IT?' has been produced and circulated with details of all those services offering support and training for people looking for help to use the internet and digital technology. The project showed that 'drop-in' sessions at venues where people gather (e.g. for lunch or coffee) or attend for services (e.g. the Job Centre) are more likely to attract people than events advertised as workshops.

Major improvements have been carried out at Hampden Park Community Centre covering electrical and heating systems and improvements to drainage and fire safety. A new e-safety policy has been agreed as an Appendix to the Council's Safeguarding Policy and is now in InSite. This covers safeguarding issues arising from the use of digital technology. Work began on a Homelessness Review assessing the level of homelessness and recent trends. The Review will provide a basis for a new Homelessness Strategy over the next few months. Council adopted the Local Council Tax Reduction Scheme for 2016/17 in November. This includes everybody paying a minimum of 20% of their Council Tax and changes to how we assess self-employed earnings.

Bourne to Recycle, the Recycling Reward Scheme funded by DCLG was launched in January 2016. Over 1100 households have signed up and the number is growing. Three draws have now been held, in February, March and April, and so 15 households have received £100 each to reward them for recycling. An extensive communication campaign is underway, and whilst the focus is on sign - up to the Scheme, the important messages to encourage residents to recycle are continuing to be communicated.

Customer First has successfully managed the large volume of enquiries following the issue of the annual council tax bills and the introduction of the new local council tax reduction scheme. Customer Advisors handled the enquiries for first time, in person and by telephone. This has significantly improved performance and the service to our residents in comparison to the previous arrangements.

Neighbourhood First have continued with a number of dog fouling campaigns in local parks and streets in partnership with local residents. A week of "Clean for the Queen" events were held which resulted in 2.986 tonnes of litter (not including fly tipping) being collected.

We have been successful in our bid to the Environment Agency to fund sea defence works, including the beach replenishment scheme until 2020/21 at £300k per year. Significant beach replenishment from the Wish Tower to the Redoubt will commence in October 2016.

Our Local Land and Property Gazetteer status has improved from bronze to silver and we are anticipating achieving gold during the next quarter.

Coventry Court and Belmore/Longstone Road sites completed.

New traditional beach huts have been installed next to Fort Fun. 5 winning designs for the iconic huts were announced in March with lots of associated publicity. The 5 iconic huts are now progressing to planning.

New initiative to provide start up and business space for creative enterprises in Devonshire Ward. Project approved at CMT and resourcing approved by Cabinet. B&R productions engaged to deliver the project to include incorporation of CCF funded commercial spaces (1-5 Seaside, 67/69 Seaside Road) and use of Gowland Court.

Works have commenced on site for the refurbishment of the Princes Park Cafe; prior to the University of Brighton taking it over. Completion of refurbishment scheduled for Sept 16 with launch in Oct 16

Works on Princes Park public realm to include a new pedestrian crossing from the seafront and a new entrance to the park leading up towards the café. There will also be planting of new established trees and landscaping

Works on Seahouses Square to provide new lighting, planting and seating. There will also be a mosaic in the paving created by the local community.

We have started work for Arun District Council to help them bring forward a Local Housing Company. The commission is for 8 months up until Cabinet in December 2016. We are in discussion with a number of other Authorities who are seeking similar support.

Development agent work for LDC continues in relation to the garage site programme and we are helping to appraise further potential programme delivery.



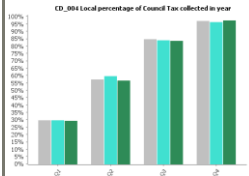


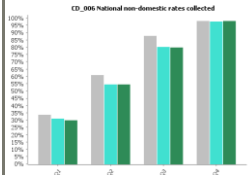
EBC were announced as UKHA winners as Outstanding New Developer of the Year at an event on 26th April. We have been shortlisted for 2 further awards in June – LABC Building Excellence Awards for Coventry Court and Longstone Road.

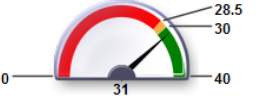
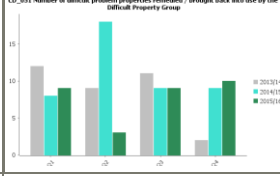

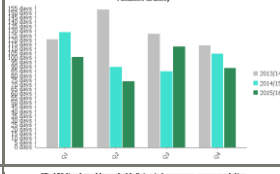

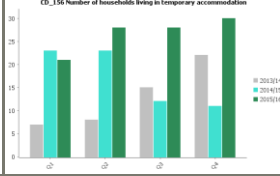

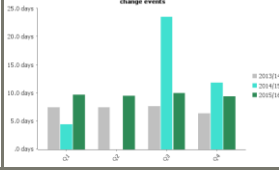
Thriving Communities PIs


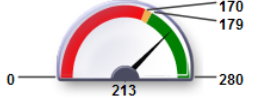
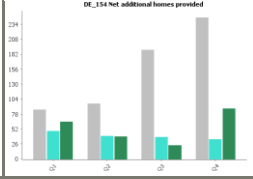

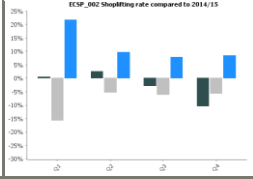

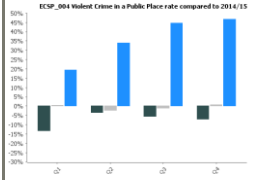

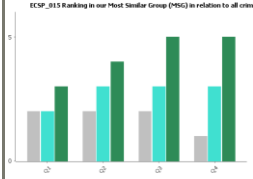
Rows are sorted by Code

Traffic Light	
Amber	3
Green	7
Data Only	4


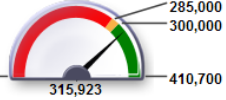

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Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CD_004 Local percentage of Council Tax collected in year	<p>Latest result for 2015/16 as of March 2016</p> 	97.05%		<p>There has been an increase in performance during quarter 4 and although slightly down on the in year target, the gap has decreased since quarter 3 from being 0.49% down to 0.20% down at the end of March, finishing the financial year with a respectable collecting rate of 97.05%, which was an increase of 0.92% compared to the final in year collection rate for 2014/15 of 96.13%. Despite collection being below target, £1,813,226.68 more was collected this year than in 2014/15.</p>	Ian Fitzpatrick
	CD_006 National non-domestic rates collected	<p>Latest result for 2015/16 as of March 2016</p> 	97.63%		<p>There has been an increase in performance during quarter 4 and although slightly down on the in year target, the gap has decreased since quarter 3 from being 0.55% down to 0.37% down at the end of March, finishing the financial year with a respectable collecting rate of 97.63%, which was an increase of 0.15%</p>	Ian Fitzpatrick

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
					compared to the final in year collection rate for 2014/15 of 97.48%. Despite collection being below target, £771,459.46 more was collected this year than in 2014/15.	
✔	CD_051 Number of difficult problem properties remedied / brought back into use by the Difficult Property Group	Cumulative result for 2015/16 as of March 2016 	31		10 properties were successfully dealt with in quarter four.	Ian Fitzpatrick
✔	CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants)	Latest result for 2015/16 as of Q4 2015/16 	88 days		The average median time to deliver a DFG from receipt of OT to formal sign off has been reduced to 88 days for the final Qtr of the financial year.	Ian Fitzpatrick
✔	CD_156 Number of households living in temporary accommodation	Latest result for 2015/16 as of Q4 2015/16 	30		At the end of Quarter 4 there were 30 households in B&B. This figure is within target but continues to represent the increase in homeless demand.	Ian Fitzpatrick
✔	CD_181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Latest result for 2015/16 as of March 2016 	9.3 days		Performance is showing a continued improvement. The fourth quarter showing 9.3 days compared to the previous quarter of 9.9 days.	Ian Fitzpatrick

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	DE_154 Net additional homes provided	<p>Cumulative result for 2015/16 as of Q4 2015/16</p> 	213		The target was exceeded with a large portion of these units being delivered in Quarter 4.	Ian Fitzpatrick
	ECSP_002 Shoplifting rate compared to 2014/15	<p>Latest result for 2015/16 as of March 2016 -20.32%</p>	-20.32%		This is a successful reduction of over 20%, due in part to the new shoplifting wardens and the implemented ECSP shoplifting plan.	Ian Fitzpatrick
	ECSP_004 Violent Crime in a Public Place rate compared to 2014/15	<p>Latest result for 2015/16 as of March 2016 25.6%</p>	25.6%		This category has seen a major increase as a result of the Home Office Crime Recording Procedures being fully implemented by Sussex Police and this category is affected more than most other crime categories. It is interesting to note that the Police District Commander confirms that whilst the number of crimes has increased the number of incidents in this category has not. It is also to be noted that the rate of increase has substantially reduced throughout the performance year.	Ian Fitzpatrick
	ECSP_015 Ranking in our Most Similar Group (MSG) in relation to all crime	5	5		It has been a target to be in the top 4 for overall crime per 1000 population compared to our Most Similar Group. AT the end of the year we were 5th by a very small margin. This may be due to a change in priorities to increase personal victim crimes, for example domestic abuse and sexual offences by improved reporting. Overall crime in Eastbourne has come down month on month over the last year and we	Ian Fitzpatrick

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
					expect improved performance to this PI over the next year.	
	ECSP_016 Serious Acquisitive Crime (robbery, car crime and burglary dwelling) rate compared to 2014/15	Latest result for 2015/16 as of March 2016 -24.68%	-24.68%		We have seen positive reductions in burglary and vehicle crime throughout the year. Our partnership work continues to suppress this type of crime.	Ian Fitzpatrick
	TL_017a Redoubt visitors - paying visitors	Cumulative result for 2015/16 as of March 2016 	14,452		September was a particularly good month as we had 500 visitors for the 'Waterloo 200' event, included in the ticket price was entry to the museum. March visitor figures were more than double our target resulting in another very successful year for the Redoubt.	Philip Evans
	TL_022 Junior (age <=16) participation in sport (number)	Cumulative result for 2015/16 as of March 2016 	322,661		The last quarter has been successful at HPSC and Motcombe Pool. There has been a drop at the Sovereign Centre due to fewer swimmers but there is also a potential computer glitch with their new software. Sports Park figures were up for the last quarter. Cavendish Sports Centre also down over the whole year due to clubs moving to other venues. Shinewater is about on target for the year. Over the whole year. Sovereign Centre down 7,000 + HPSC up 2,500+ Motcombe up 2,500+ Sports Park down 2,500+ Cavendish down 2,000+ Shinewater on target. Overall if Sovereign Centre figures are correct there is a deficit of about 7,500 but most of this is in the last quarter.	Philip Evans

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	TL_026 Total number of theatre users	<p>Cumulative result for 2015/16 as of March 2016</p> 	315,923		Total for the year exceeded all targets	Philip Evans

Overarching commentary : Sustainable Performance



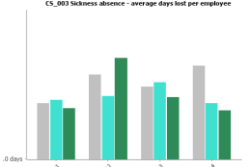

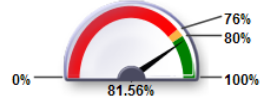
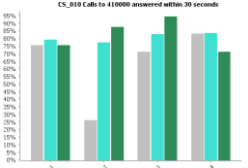

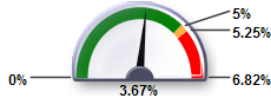
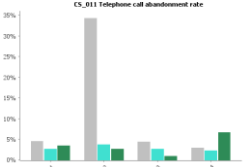



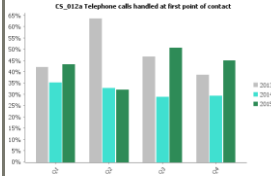
A substantial programme of capital improvements including restoration works at Devonshire Park Theatre (Phase 1) was undertaken in 2015/16. The remaining works at the theatre are progressing well, with completion due in Sep 2016. The wider programme for capital improvement works on other operational assets is being developed, for consideration, in parallel with the Planned Preventative Maintenance (PPM) programme. The PPM programme will form the Asset Maintenance Plan to be managed by Property & Facilities Shared Service (PFSS), acting as "Corporate Landlord" and operating across EBC and LDC effective from 01 May 2016.

Sustainable Performance PIs

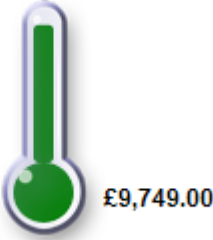
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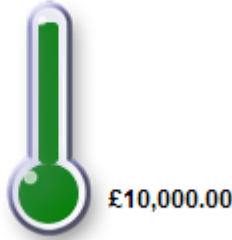
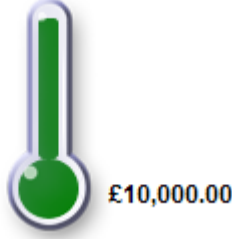
Traffic Light	
Green	3
Data Only	1

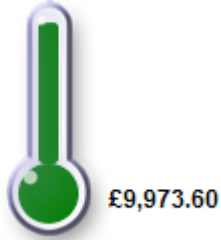

Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CS_003 Sickness absence - average days lost per employee	Cumulative result for 2015/16 as of Q4 2015/16 	5.26 days		Our target for the year was achieved with a particular strong 4 th quarter outturn of just 0.97 day average sick days per employee.	Alan Osborne
	CS_010 Calls to 410000 answered within 30 seconds	Cumulative result for 2015/16 as of March 2016 	81.56%		Target achieved for the even with an increase in the volume of calls received over the last quarter.	Ian Fitzpatrick
	CS_011 Telephone call abandonment rate	Cumulative result for 2015/16 as of March 2016 	3.67%		Quarter 4 saw an increase in calls but the performance remained within target overall.	Ian Fitzpatrick

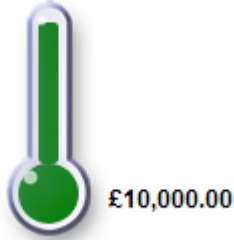
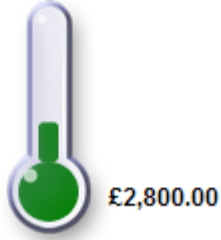
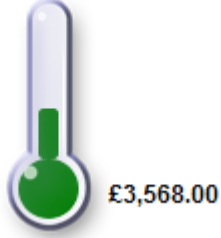
Traffic Light Icon	Code & Short Name	Year to date	2015/16	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CS_012a Telephone calls handled at first point of contact	Cumulative result for 2015/16 as of March 2016 42.38%	42.39%		We saw an increase from 32% in Q2 to 50% in Q3. In December, nearly 60% of calls led to a script being run. This percentage settled again in Q4 as call volumes increased significantly but almost twice as many scripts were run in 2015/16 as the previous year.	Henry Branson



Devolved Budgets 2015/16

Wards	Gauge	Projects	Project Budget
Devolved Budget Spend - Devonshire	<p data-bbox="678 418 1218 443">Cumulative result for 2015/16 as of March 2016</p>  <p data-bbox="996 641 1108 667">£9,749.00</p>	Bourne School Play Equipment	£1,000.00
		Campaign to increase footfall Terminus Road	£2,000.00
		Diwali Event	£659.00
		Friends of Seaside Recreation Ground	£300.00
		Mural Hippodrome Theatre	£110.00
		Pevensey Road Tree	£250.00
		ROC	£1,000.00
		Run Wednesday	£320.00
		Seedy Sunday	£500.00
		Tables for the Leaf Hall	£600.00
		Tree in Wellesley Road	£510.00
		Trees in Cavendish Avenue - Additional	£1,000.00
		Trees in Cavendish Place	£1,000.00
		Two Trees Seaside Recreation Ground	£500.00

Devolved Budget Spend - Hampden Park	Cumulative result for 2015/16 as of March 2016 	Academy Gardening Club	£318.00
		Contribution to Hampden Park in Bloom	£500.00
		Contribution to Willingdon Trees Funday	£600.00
		Green Flag Flagpole	£1,058.02
		Messy Play Equipment Willingdon Trees Comm	£756.02
		Parkland School Garden	£200.00
		Provision of a boat for the WRAS	£400.00
		Provision of a MUGA (Multi Use Games Area) at Lindfiled School	£3,000.00
		Security Fencing Hampden Park Bowls Club	£1,414.00
		St Mary's Church Flooring	£753.96
		St Peters Church Lighting	£1,000.00
Devolved Budget Spend - Langney	Cumulative result for 2015/16 as of March 2016 	Hazel Court Sensory Room	£2,000.00
		Lawnmower Shinewater Playing Field	£500.00
		Sevenoaks Road Traffic calming	£7,000.00
		Shinewater Fun Day	£500.00

Devolved Budget Spend - Meads	Cumulative result for 2015/16 as of March 2016 	Beachy Head Countryside Centre	£757.20
		Benches – Repairs and Maintenance within the Ward	£2,900.00
		Helen Gardens Planting	£3,000.00
		Heritage Centre Projector	£874.83
		Meads Community Association – Banner	£344.60
		Meads Community Association – Laptop and Software	£469.00
		Meads Magic	£127.97
		Trees in South Cliff Avenue	£1,500.00
Devolved Budget Spend - Old Town	Cumulative result for 2015/16 as of March 2016 	Community Wise Refurbishment 2nd tranche	£500.00
		Contribution towards the refurbishment of the Community Wise premises	£1,000.00
		Duke of Edinburgh Awards	£480.00
		Maintenance and improvements to Green Street Triangle	£1,785.00
		Replacement trees in Milton Road and Upland Road	£6,000.00
		Tree within the Ward	£200.00

Devolved Budget Spend - Ratton	Cumulative result for 2015/16 as of March 2016 	Bulb Planting Willingdon Area	£500.00
		Contribution to JPK	£750.00
		Hazel Court Sensory Room	£1,000.00
		Ratton School Defibrillator	£1,000.00
		ROC	£1,000.00
		Tree Wrestwood Avenue	£250.00
		Trees Willingdon Road	£1,000.00
		Trees within the Ward	£750.00
		Willingdon Road Stream	£3,750.00
		Devolved Budget Spend - St Anthony's	Cumulative result for 2015/16 as of March 2016 
Provision of noticeboards and environmental improvements to Seaside Recreation Ground	£2,500.00		
Devolved Budget Spend - Sovereign	Cumulative result for 2015/16 as of March 2016 	Christmas Lights Kingsmere	£250.00
		Kings Park Community Centre floor	£768.00
		Memory Lane	£2,000.00
		Replacement Ledon Springer	£550.00

Devolved Budget Spend - Upperton	Cumulative result for 2015/16 as of March 2016  £9,475.52	Boarding Shops in Willingdon Road	£180.00
		Community Wise	£1,000.00
		Community Wise - 2nd Tranche	£1,000.00
		Duke of Edinburgh Awards	£480.00
		Easter Egg Hunt	£130.00
		Hartfield Square	£2,890.00
		Manor Garden Bins	£480.00
		Manor Gardens Planting	£1,315.52
		St Michael and all Angels path	£2,000.00
Devolved Budget Spend - all wards	Cumulative result for 2015/16 as of March 2016  £75,531.12		

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Corporate Plan Performance Indicators

APPENDIX 2

		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Prosperous Economy							
DE_004	Town centre vacant business space	12.08%	12.69%	9.89%	9.44%	8.83%	8.82%
DE_005	JSA claimant count	2,078	2,474	2,343	1,958	-	-
DE_008	Number of buildings tackled with success	-	11	19	14	-	-
TL_001	Number of Holiday guides distributed	72,930	75,738	-	-	-	-
TL_002	Users at the TIC	285,405	286,515	-	-	-	-
TL_003	Bandstand Patrons	32,797	32,067	19,910	29,093	34,469	36,148
TL_004	Hits to VisitEastbourne website	11,058,174	16,159,311	-	-	-	-
TL_005	Marketing campaign value for money	£1.02	£0.81	£0.88	£0.60	£0.63	£0.50
TL_006	Online bookings made	£189,537	£148,063	£108,502	-	-	-
TL_008	Conference delegates	10,459	14,385	12,140	14,800	14,775	14,005
TL_009	Theatre show account surplus	£786,946	£595,401	£671,106	£710,005	£823,845	£826,199
TL_040	Beer Festival tickets sold	4,692	4,555	4,397	4,228	4,422	4,041
TL_041	Number of visitors (day visitors and staying trips)	4,839,000	4,908,000	5,022,000	4,749,000	4,795,000	5,007,000
TL_042	Total Tourist spend	£245,974,000	£249,306,000	£252,097,000	£260,219,000	£272,094,000	£293,066,000
TL_043	Total day visitor spend	£100,179,000	£102,183,000	£103,643,000	£109,230,000	£111,230,000	£125,230,000
TL_044	Total accomodation spend	£145,795,000	£147,123,000	£148,454,000	£150,934,000	£160,864,000	£167,836,000
TL_060	Online accommodation referrals made	-	39510	56384	48,162	-	-
Quality Environment							
DE_001a	Satisfaction with street cleanliness (refuse collection)	96%	96%	94%	-	97%	-
DE_001b	Satisfaction with street cleanliness (street sweeping)	81%	81%	80%	-	86%	-
DE_001c	Satisfaction with recycling	86%	88%	86%	-	95%	-
DE_006	EBC carbon footprint - buildings	2,860	2,408	2,216	2,251	2,187	2,209
DE_007	EBC carbon footprint - vehicles	47	34	31	28	31	29
DE_008	Percentage of buildings tackled with success	-	11	19	14	-	-
DE_009	Increased number of allotment plot numbers	-	228	122	16	95	-
DE_011	Number oif reported fly-tipping incidents	-	-	-	2,278	2,236	1,512
DE_194	Missed waste collections	-	-	-	8,161	4,608	2,704
NI.157a	Processing of planning applications: Major	58%	55%	44%	47%	82%	75%
NI.157b	Processing of planning applications: Minor	77%	63%	67%	51%	77%	69%
NI.157c	Processing of planning applications: Other	87%	69%	79%	59%	88%	86%
NI.191	Residual household waste per household	529.20kg	528.20kg	511.90kg	511.10kg	-	-
NI.192	Percentage of household waste sent for reuse, recycling and composting	31.42%	32.83%	32.76%	33.86%	33.92%	34.29%
NI.193	Percentage of municipal waste lanfilled	41.88%	15.49%	-	-	-	-

Corporate Plan Performance Indicators

APPENDIX 2

		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Thriving Communities							
CD_004	Local percentage of Council Tax collected in year	97.41%	97.54%	97.05%	96.87%	96.13%	97.05%
CD_006	National non-domestic rates collected	98.55%	98.23%	98.76%	97.71%	97.48%	97.63%
CD_008	Decent Homes Programme	11.51%	7.72%	1.54%	0.09%	0.06%	1.86%
CD_014	Number of incidences of homelessness prevented and relieved	363	182	451	596	-	-
CD_016	Number of homelessness applications	99	171	191	153	-	-
CD_017	Number of homelessness acceptances	12	17	22	33	-	-
CD_050	Empty private sector dwellings returned to occupation as a direct result of action by EBC	-	148	142	228	157	-
CD_051	Number of difficult problem properties remedied/brought back into use by the Difficult Property Group	20	26	52	34	44	31
CD_052	Number of homes where category 1 hazards (sever risk of harm) have been remedied to improve quality of life for tenants	-	301	247	154	-	-
CD_055	Number of completed adaptations (DFG)	-	88	99	72	-	-
CD_056	Median average number of days for assistance with adaptations (DFG)	220 days	104 days	88 days	113 days	104 days	88 days
CD_057	Fewer families with children occupying unsuitable homes in the private sector	-	6	19	27	-	-
CD_060	Increase the number of young people engaged in positive activities by 10%	-	132	166	157	167	-
CD_061	Increase the number of people engaged in Youth Forum and other consultations	-	6	15	15	-	-
ECSP_001	Overall Crime	-	-9.70%	-8.70%	-	-	-
ECSP_002	Shoplifting	-	17.40%	-10.40%	-5.60%	8.52%	-20.32%
ECSP_004	Violent Crime in a public place	-	-25.20%	-7%	0.80%	46.77%	25.60%
ECSP_006	Criminal damage	-	-24.40%	-7.90%	-	-	-
ECSP_015	All crimes as against Most Similar Group	-	2	2	1	3	5
ECSP_016	Reduce serious acquisitive crime	-	-	-	-18.60%	12.39%	-24.68%
NI.154 DE_154	Net additional homes provided	121	217	161	245	160	213
NI.155 CD_155	Number of affordable homes delivered	57	62	18	34	70	31
NI.156 CD_156	Households in temporary accommodation	26	36	12	22	11	30
NI.16	Serious acquisitive crime rate	7.80%	-	-	-18.60%	12.39%	-24.68%
NI.181 CD_181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	12.7 days	9.8 days	9.4 days	6.3 days	11.8 days	9.3 days
TL_014	Towner - visitors	79,932	88,479	121,010	91,331	-	-
TL_017	Redoubt - visitors	17,360	15,636	18,897	-	-	-
TL_017a	Redoubt visitors (paying visitors)	5,784	5,199	6,585	10,629	15,026	14,452
TL_018	Towner outreach	1,885	1,318	972	-	-	-
TL_022	Junior participation in sport	241,892	228,607	245,568	304,218	329,470	322,661
TL_026	Total number of theatre users	344,265	338,279	307,544	338,622	333,980	315,923
Sustainable Performance							
CS_003	Working days lost due to sickness	5.57 days	5.59 days	5.27 days	6.15 days	5.1 days	5.26 days
CS_004	Equality Standard for Local Government	2	2	-	-	-	-
CS_010	Calls to 410000 answered within 30 seconds	-	-	-	59.79%	80.47%	81.56%
CS_011	Telephone calls abandonment rate	-	-	-	14.03%	2.80%	3.67%
CS_012	Calls handled at first point of contact	-	-	-	49.30%	31.62%	42.39%

Agenda Item 8

- BODY:** CABINET
- DATE:** 14th September 2016
- SUBJECT:** Corporate Performance - Quarter 1 2016/17
- REPORT OF:** Chief Executive and Chief Finance Officer
- Ward(s):** All
- Purpose:** To update Members on the Council's performance against Corporate Plan priority actions, performance indicators and targets for Quarter 1 2016/17.
- To inform Cabinet of the Council's provision financial outturn for Quarter 1 2016/17.
- Contact:** William Tompsett, Senior Corporate Development Officer
Tel 01323 415418 or internally on ext 5418
- Pauline Adams, Financial Services Manager
Tel 01323 415979 or internally on ext 5979.
- Recommendations:** Members are asked to:
- i) Agree the proposed framework for reporting on performance of the 2016-20 Corporate Plan going forward.
 - ii) Agree the performance against national and local Performance Indicators and Actions from the 2016-20 Corporate Plan for Quarter 1.
 - iii) Agree the General Fund, HRA and Collection Fund financial performance for the quarter ended June 2016, as set out in sections 3, 4 & 7.
 - iv) Approve the virements and transfer to and from reserves as set out in Appendix 3
 - v) Approve the amended capital programme as set out in Appendix 4.
 - vi) Agree the Treasury Management performance as set out in section 7.

1.0 Introduction

1.1 The Corporate Plan for 2016-20 was adopted by Council in May 2016 and sets out the priority visions for Eastbourne Borough Council to deliver over the 4 year period. These are broken down into 4 specific themes.

1.2 Prosperous Economy

- A great destination for tourism, arts, heritage and culture

- Supporting employment and skills
- Providing opportunities for businesses to grow and invest
- Investing in housing and economic development
- Supporting investment in infrastructure

1.3 Quality Environment

- A clean and attractive town
- Less waste and a low carbon town
- A range of transport opportunities
- High quality built environment
- Excellent parks and open spaces

1.4 Thriving Communities

- Keeping crime and anti-social behaviour levels low
- Meeting housing needs
- Improved health and wellbeing
- Resilient and engaged communities
- Putting the customer first

1.5 Sustainable Performance

- Making the best of our assets
- Managing people and performance
- Delivering in partnership
- Making the best use of technology
- Delivering a balanced budget

1.6 In order to deliver progress against these priorities, a list of key projects and performance indicators has been drawn up for each chapter to reflect the vision statements. A majority of these projects are managed through the council's Corporate Projects register. These projects are linked to the Corporate Plan themes on the council's performance management system "Covalent" and are available for members to view at any time at www.eastbourne.covalentcpm.

2.0 Performance Overview

2.1 The council is currently in the process of aligning its project management reporting with the Corporate Plan. A more detailed report covering Quarters 1 and 2 performance will be available for Scrutiny and Cabinet in December.

2.2 Appendix 1 provides an overview of current Corporate Plan performance information in three parts: Corporate Projects, Performance Indicators and Devolved Budgets.

2.3 Corporate Projects

This section of the appendix lists the projects currently linked to the delivery of the four priority themes of the Corporate Plan. The tables show the title, description and desired outcomes of these projects as well as a simple progress bar. In future reports, there will be more detailed commentary attached to each of these to provide an update on activities, achievements

and challenges in each area.

2.4 Performance Indicators

The Corporate Plan 2016-20 currently has 27 performance indicators linked to the priority themes and visions which include a number of annual indicators that will be reported later in the year once they are available. The full list with live and historic data is available on Covalent.

Whilst we are in a period of development for reporting the thematic performance of the new plan in more detail, there are currently 11 indicators reported in this quarter split across three of the themes.

Of the indicators reported here, 5 are Green (on target), 1 is Amber (slightly off target), 4 are Red (off target) and 1 is Data Only.

The off target indicators are:

- TL_017a Redoubt visitors – paying visitors
- CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants)
- CS_010 Calls to 41000 answered within 30 seconds
- CS_011 Telephone call abandonment rate

2.5 Devolved Budgets

This section of the report 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.

3.0 **Financial Performance – General Fund**

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

Department	Full Year Budget	Profiled Budget	Actual to 30 June 16	Variance to date
	£'000	£'000	£'000	£'000
SUMMARY				
Corporate Services	5,703	2,445	2,522	77
Community Services	6,145	14,521	14,448	(73)
Regeneration, Planning & Assets	80	168	166	(2)
Tourism & Leisure Services	3,127	918	902	(16)
Total Service Expenditure	15,055	18,052	18,038	(14)
Contingencies etc	(437)	37	-	(37)
Capital Financing and Interest	1,868	-	-	-
Contributions to/(from) Reserves	(1,321)	-	-	-
Net Expenditure	15,165	18,089	18,038	(51)

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

- 3.2 The position at the end of June shows a small variance of £14,000 on service expenditure. This relates to several areas of minor under and over spends which are being carefully monitored.
- 3.3 The contingency fund currently stands at £147,350 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 underachievement in the JTP savings target for the year if financial benefits from the programme are delayed.
- 3.4 Financial procedure rules require all virement requests over £10,000 for revenue expenditure to be approved by Cabinet. These are set out in Appendix 3.
- 3.5 As part of the 15/16 final accounts audit, member's approval is sought to confirm the transfer from reserves as set out in Appendix 3. These transfers are in addition to those approved by Cabinet on 25th May and 13th July and are in line with the approved financial strategy.

4.0 Financial Performance – HRA

- 4.1 HRA performance for the quarter is as follows:

	Current Budget	Profiled Budget	Actual to 30 Jun 14	Variance to date
	£'000	£'000	£'000	£'000
HRA				
Income	(15,587)	(4,068)	(4,148)	(80)
Expenditure	12,561	1,859	1,831	(28)
Capital Financing & Interest	1,809	-	-	-
Contribution to Reserves	924	-	-	-
Total HRA	(293)	(2,209)	(2,317)	(108)

- 4.2 HRA performance is currently above target by £108k this is mainly as a result of the slow take up of the under occupation scheme (£10k), the lower provision for bad debts required (£37k) and rental income being higher than profiled (£83k).

- 4.3 Rent Collection rates

Cash Collection Rates	Housing Rents
Q1 Actual	£3,779,316
Q1 Target	£3,637,984

5.0 Financial Performance – Capital Programme

- 5.1 The detailed capital programme is shown at Appendix 4. Actual expenditure is low compared to the budget. There are no significant variances and expenditure is in line with traditional patterns of spend as at quarter one.

Expenditure is expected to increase as schemes progress throughout the year.

- 5.2 The capital programme has been amended from that approved by Council in February to reflect new schemes approved by Cabinet 3 February, 23 March, 25 May and 13 July and the final outturn re-profiling of schemes between years. .

6.0 Financial Performance – Collection Fund

- 6.1 The Collection Fund records all the income from Council Tax and National Non-Domestic Rates and its distribution to the major precepting authorities

- 6.2 The projected Collection fund for the year is as follows:

	Council Tax £'000	Business Rates £'000
Balance B/fwd 1.4.16	(1,403)	1,609
(Deficit recovery)/Surplus distributed	1,359	(1,712)
Debit due for year	(58,617)	(34,875)
Payments to preceptors	57,669	34,948
Transitional Relief		(10)
Allowance for cost of collection		126
Allowance for appeals		57
Write offs and provision for bad debts	38	224
Estimated balance 31.3.17	(954)	367
Allocated to:		
CLG	-	184
East Sussex County Council	(696)	33
Eastbourne Borough Council	(127)	147
Sussex Police	(83)	-
East Sussex Fire & Rescue	(48)	4
	(954)	367

- 6.3 The allocations to preceptors reflect the operation of the Collection Fund for Council Tax and retained Business Rates which are distributed on different bases under regulations. The distributions of the estimated balance calculated at quarter 3 will be made in 2017/18. Any changes after that date will be made in 2018/19.

- 6.4 Council Tax is currently showing a £954,000 surplus a variance of 1.63% of the total debit due for the year.

- 6.5 The Business Rates is currently showing deficit of £367,000. The deficit represents 1.05% of the total debit for the year. The total number of properties with appeals outstanding as at 30.6.16 was 260 with a total rateable value of £23,098,000. The uncertainty of the potential value of successful appeals remains a major risk to the Collection Fund.

- 6.6 Collection performance is as follows:

Cash Collection Rates	Council Tax	Business Rates
Q1 Actual	29.20	37.26
Q1 Target	29.07	37.26

7.0 Treasury Management

7.1 A detailed report on Treasury Management activities for 2015/16 is included elsewhere on the agenda. That report includes the current economic background and interest rate forecasts.

7.2 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2016/17, which includes the Annual Investment strategy, was approved by the Council on 3 February 2016. 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 June 2016 is shown in the table below.

Counterparty	Amount £	Interest Rate %	Maturity
Nationwide Building Society	2,000,000	0.71	9.12.16
Santander	5,000,000	0.80	On call

The Council also has an interest bearing current account which pays interest at 0.4% (0.1% below Base Rate) and held balances of £7.7m as at 30.6.16.

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.

No approved limits within the Annual Investment Strategy were breached during the quarter end 30 June 2016.

Investment rates available in the market have continued at historically low levels. Funds are available on temporary basis for investment and arise mainly from the timing of the precept payments, receipts of grants and progress on the capital programme.

7.3 Investment performance

Investment performance for the quarter ending 30 June 2015 is as follows:

Benchmark	Benchmark Return	Council Performance	Interest Earning
-----------	---------------------	------------------------	---------------------

7 day	0.35%	0.60%	£13,272
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As Illustrated, the authority out performed the benchmark by 0.25%. The Council's budgeted investment return for 16/17 is £50,000 and performance for the year is in line with this budget.

7.4 Borrowing

The following five long term loans were taken from the Public Works Loan Board:

Date	Amount	Int Rate	Yrs
07-Apr-16	£2m	2.87%	50
16-May-16	£2m	2.86%	47
03-Jun-16	£2m	2.78%	44
10-Jun-16	£2m	2.68%	48
20-Jun-16	£2m	2.49%	43

Cash flow predictions indicated that further borrowing will be required towards the end of the year, depending on the timing of capital expenditure. The exact timing and nature of this borrowing will be consider at that time, however to maintain a sustainable maturity profile it is anticipated that new borrowing will be at maturity dates in excess of 25 years.

7.5 **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 June 2016 the Council has operated within all the other 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.

8.0 Consultation

8.1 Not applicable

9.0 Implications

9.1 There are no significant implications of this report.

10.0 Conclusions

10.1 The Corporate Plan represents the aims of the authority to help deliver the partnership vision for Eastbourne over the next 4 years. Effective monitoring and management of the projects and indicators within the plan will help ensure sustainable progress and identify key issues as they arise.

10.2 Both the General Fund and HRA budgets are on target, capital expenditure is low but this is to be expected as some of the major schemes are yet to commence.

- 10.3 The Collection Fund forecast for Council Tax is indicating a surplus of £953k and a deficit for Business Rates of £366k. This will be allocated to or collected from preceptors during 2016/17 and 2017/18.
- 10.4 Treasury Management performance is on target and all activities were within the approved Treasury and Prudential Limits

William Tompsett
Senior Corporate Development Officer

Pauline Adams
Financial Services Manager

Background Papers:

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

Corporate Plan 2016-20
Covalent performance management system reports






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

APPENDIX 1

Corporate Projects - Prosperous Economy







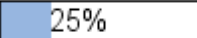





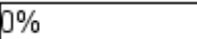


Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	CP16_1_01	Seafront / Tourism Strategy	Update the seafront strategy, utilising all of the feedback received through the Seafront plan consultation. Utilise the research achieved through the destination profiling to shape the priorities for the destination.	Eastbourne retains its share of the visitor markets.	<div style="width: 33%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 33%
	EBC_PR_001	Sovereign Harbour Innovation Park (SHIP)	New contemporary business premises at Sovereign Harbour Innovation Park.	The Innovation Park is designed to provide companies with high-quality sites and premises to enable them to expand and generate jobs, providing an economic boost to Eastbourne. Est additional 768 fte by 2024. Managed by Sea Change Sussex and funded through the Local Growth Fund.	<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 66%
	EBC_PR_010	Extension to Arndale Shopping Centre	Led and financed by legal and general. £85m scheme to provide 22 new retail units, 7 restaurants and 9 screen cinema. First 2 units fronting Terminus Road fitted and trading by Aug 17. Phase 2 works Aug 17 – Oct 2018 Inc. retail units, restaurant and cinema.	An enhanced retail and leisure offer for residents and visitors enabling the Town Centre to compete with neighbouring shopping destinations and associated increased spend. Attracting new retailers and investment in the Town Centre. Local employment opportunities in both the construction and operation phases of development – the development will deliver 700fte jobs in addition to construction jobs. A modern and attractive development with better designed, larger retail units. £85m privately funded via Legal & General.	<div style="width: 33%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 33%


Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	EBC_PR_014	Refurbish the Redoubt Fortress	Restoration of the fort – Create a new entrance, lift access, opening of remaining basements, environmental improvements. Awarded £64K to develop plans & submit bid to the HLF If successful then proceed to next stage in April 2016. The Redoubt Fortress will become a visitor attraction without the museum.	To turn the Redoubt back to a living museum and to build a new museum on the site by 2018, which will tell the story of Eastbourne from pre-historic times to the modern day.	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%
	EBC_PR_018	Wish Tower Restaurant	Scheme to deliver a flagship restaurant.	A new destination to improve the evening economy: A landmark building design in a unique location.	<div style="width: 16%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 16%
	EBC_PR_019	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.	Economic Benefits from visitors staying and spending money in Eastbourne. The Events programme to act as a key hook to gain additional visitors.	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 40%
	EBC_PR_020	New Museum	A purpose build museum on the site of the Pavilion, which will house the story of Eastbourne, with a cafe; shop and outreach facilities.	To increase dwell time in the museum, increase spend and visitor numbers.	<div style="width: 16%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 16%
	EBC_PR_022	Devonshire Park Redevelopment	£44m 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 facilities: New Conference/exhibition Space & Cafe: Public realm improvements.	Creation of new jobs: 114 new local construction jobs as a result of the £40m capital expenditure. 169 additional jobs in Eastbourne as a result of the additional visitor spending. Additional visitor spend: Projected visitor spend is £13.4m pa across whole economy.	<div style="width: 39%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 39%

Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
▶	EBC_PR_087	Marketing – EB now (Pier Grant Project)	30 Hotels / other locations to be supplied with on screen live information about events in Eastbourne, shopping opportunities and discounts.	Increased attendance at events from visitors and increased awareness of and spend at local shops, restaurants and leisure facilities.	<div style="border: 1px solid black; width: 100%; height: 20px; position: relative;"> 50% </div>






Corporate Projects - Quality Environment






Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	CP16_2_01	Open Downlands Improvements	To invest in a range of initiatives and improvements to the Open Downland to improve accessibility and enhance Eastbourne as the gateway to the South Down National Park.	To ensure the Open Downlands is accessible to all and to provide key improvement for the benefits of residents and visitors in line with the adopted Downland Management Plan.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: white; display: flex; align-items: center; justify-content: center;">0%</div>
	CP16_2_02	Cycling and Walking Strategy	To develop a culture of walking and cycling in Eastbourne.	To support delivery of the East Sussex Local Transport Plan priorities: <ul style="list-style-type: none"> Improve economic competitiveness and growth Improve safety, health and security Tackle climate change Improve accessibility and social inclusion Improve quality of life 	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">33%</div>
	EBC_PR_009	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 – ESCC – Matt Reid and EBC – Lisa Rawlinson. Stage 1 works (station forecourt) completed by the end of 2015. Stage 2 works (Terminus Road/Gildredge Road junction) to be completed by September 2016. Stage 3 works (Cornfield Road) to be completed in December 2016. Stage 4 works (Terminus Road – alongside	Better quality of open spaces within the town centre improving the shopping and leisure experience for residents and visitors.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">14%</div>

Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
			extension to Arndale) to be completed by May 2017.		
	EBC_PR_027	Eastbourne Park Initiatives	Delivery of priority initiatives identified in the Eastbourne Park Supplementary Planning Document. C Use of Deep Water Lake for boating activities.	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 to enhance the social and economic wellbeing of the local community and to attract more visitors to Eastbourne.	
	EBC_PR_031	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.	To clearly define that vehicles are entering a park and retain the Green Flag for Hampden Park as an externally accredited quality award for green space.	
	EBC_PR_032	Old Town Rec Improvements (Green Flag)	Improvements to the main entrances, tree planting and pollinating/biodiversity improvements.	To create a welcoming recreational ground with vistas throughout and to retain the Green Flag as an externally accredited quality award for green space.	
	EBC_PR_033	Parks and Open Spaces Signage	Create and roll out standard, future proof signage throughout the parks and open spaces of Eastbourne.	Improved awareness and access to local parks and open spaces and continued success of the Green Flag Award.	
	EBC_PR_040	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. JV will then seek to deliver sustainability ambitions eg local energy and food.	Deliver sustainability ambitions (ie local energy and local food)	





Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	EBC_PR_072	Allotment improvements	To provide 2 new toilets within Manor Gardens and Marchant Field Allotments and remove chain-link to install new, secure weldmesh fencing in Priory Road Allotments.	To maintain reasonable security and welfare facilities for the tenants of the Council's Allotments.	<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">66%</div>

Corporate Projects - Thriving Communities

Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	CP16_3_01	Young People	Supporting services to children and families through funding, partnership and networks.	A wide range of activities and opportunities for young people improvement levels of engagement and satisfaction.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: white; display: flex; align-items: center; justify-content: center;">0%</div>
	CP16_3_02	Active Eastbourne Strategy	Undertake a study of all activities that take place across Eastbourne. Understand what the trends are and what the gaps are.	A strategy that will be used to shape the services and act as a potential tool to apply for funding/grants to improve health and quality of life of local residents.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">33%</div>
	EBC_PR_030	Park & Playground Improvements (Seaside Rec and Tugwell Park path)	1. Seaside Rec – Create an extended, modernised children’s play area within a larger land area creating greater play value and increasing accessible features with preferred design selected by local schoolchildren. 2. Seaside Rec – To create a raised Breedon Gravel footpath with reinforced vehicular 'cross over' points to allow all year round accessibility 3. Tugwell Park – a periphery all weather path to improve accessibility.	Improved play facilities and improved satisfaction with local area and to enable all year use of the recreation ground that currently floods.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">10%</div>
	EBC_PR_061	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.	200 homes delivered. Delivery of Creative hub in Devonshire. Development of other housing areas.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">66%</div>
	EBC_PR_073	Sovereign Centre Review	An options appraisal for a new or refurbished leisure centre.	A full options appraisal identifying the costs and benefits of refurbishing OR rebuilding the Leisure Centre.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">66%</div>

Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	EBC_PR_074	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.	Increased use and satisfaction with facilities and engagement with young people.	<input type="text" value="0%"/>
	EBC_PR_076	Sovereign Harbour Community Centre	EBC working with Sovereign Harbour Community Association and Wave Leisure to deliver a £1.6m community centre on site 5 at Sovereign Harbour.	Improved facilities for residents and increased satisfaction with local area.	<input type="text" value="66%"/>
	EBC_PR_078	Community Facilities	Supporting Development and Management of community buildings such as community centres, community library, and town hall.	Sustainable development and management of facilities for community activities such as community centres, community library, Town Hall leading to improved community engagement and satisfaction with the local area. Eventually local people/organisations running community facilities themselves, with less involvement from the council.	<input type="text" value="33%"/>
	EBC_PR_085	Welfare Reform	To support those vulnerable residents affected by the government's welfare reform programme.	Residents are able to access and retain good quality accommodation and are able to meet their council tax liabilities.	<input type="text" value="37%"/>
	EBC_PR_089	Health & Housing - East Sussex	A new programme of health & housing related projects - in scoping stage - co-chaired by Ian Fitzpatrick and Andrew Palmer (Hastings)	tbc	<input type="text" value="33%"/>

Corporate Projects - Sustainable Performance


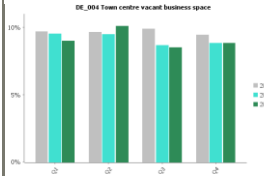

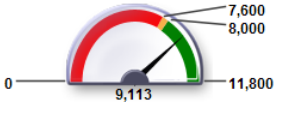
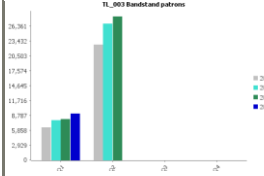

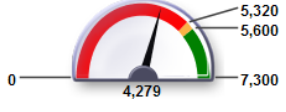
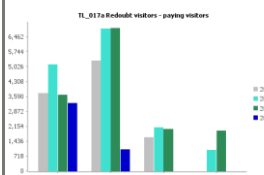
Status Icon	Code	Title	Description	Desired Outcome	Progress Bar
	EBC_PR_043	Joint Corporate Landlord Service	A comprehensive restructuring of property budgets and staff to ensure central control and prioritisation, combined with an asset challenge programme to ensure non-operational assets deliver a good yield or are disposed of.	A sustainable and well maintained asset base strengthening the financial management of Eastbourne BC and Lewes DC.	 100%
	EBC_PR_045	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.	Protect services while delivering £2.7m savings: Create a greater strategic presence in the region: Deliver high quality, modern services: Build greater resilience across the councils.	 14%

Prosperous Economy

Rows are sorted by Code

Traffic Light	
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Green	1
Data Only	1


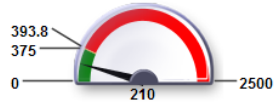
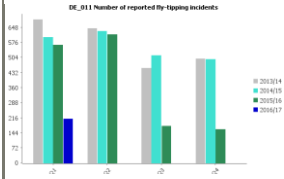
Page 54

Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	DE_004 Town centre vacant business space	Latest result for 2016/17 as of July 2016 6.61%	8.82%		Eastbourne's vacancy rate is 8.82% compared with a national average of 12.4% (Source: Local Data Company). Eastbourne continues to have a lower than average vacancy rate.	Nazeya Hussain
	TL_003 Bandstand patrons	Cumulative result for 2016/17 as of Q1 2016/17 	9,113		Patrons are up by 11% compared to last year. The income achieved from the bar is up by 25%.	Philip Evans
	TL_017a Redoubt visitors - paying visitors	Cumulative result for 2016/17 as of July 2016 	3,261		Though only just down on last year, June was again a little disappointing. The weather was not particularly good or bad and should have made little difference to the overall visitor figures. The Culture and Cake talks continue to do well and boost our figures.	Philip Evans

Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
					Armed Forces Day no longer benefits the Redoubt by increasing visitor figures. This year out we had just 43 museum visitors on that day, which you might expect to be one of our busiest given the military/regimental nature of the ceremony.	

Quality Environment



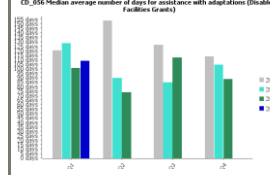


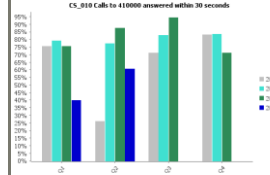
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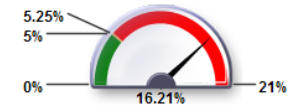
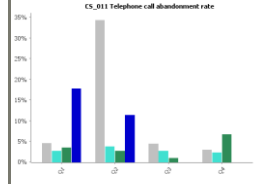


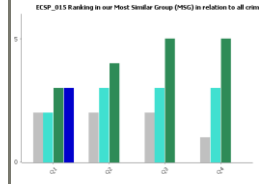
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Green				1		
Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17 Value	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
	DE_011 Number of reported fly-tipping incidents	Cumulative result for 2016/17 as of June 2016 	210		The target for this PI has been adapted to reflect the council's commitment to reducing the number of fly-tipping incidents occurring. This quarter shows excellent performance against that target.	Ian Fitzpatrick

Thriving Communities

Rows are sorted by Code

Traffic Light	
Red	3
Green	1

Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants)	<p>Latest result for 2016/17 as of Q1 2016/17</p> 	108 days		Performance for this PI has dropped slightly on last year but is expected to be brought back on target.	Ian Fitzpatrick
	CS_010 Calls to 410000 answered within 30 seconds	<p>Cumulative result for 2016/17 as of July 2016</p> 	39.85%		Performance against the target of 80% was 39.85% for the first quarter of 2016/2017. A total volume of 55,645 calls answered with 22,172 being answered within the target of 30 seconds. Average speed of answer for Q1 was 1 minute. Factors causing an impact on performance were annual council tax billing, PCC election, 7500 SMS being issued and EU referendum along with the team carrying vacancies throughout the quarter. An action plan has been put together to improve performance over Q2 alongside a recruitment drive to fill vacancies.	Ian Fitzpatrick



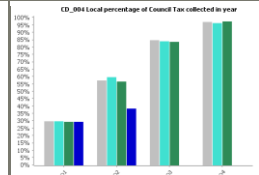


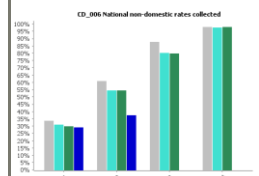
Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CS_011 Telephone call abandonment rate	<p>Cumulative result for 2016/17 as of July 2016</p> 	17.66%		<p>Performance against the target of 5% was 17.66% in Q1. 9828 calls were abandoned out of a total offered of 55,645. Factors causing an impact on performance were annual council tax billing, PCC election, 7500 SMS being issued and EU referendum along with the team carrying vacancies throughout the quarter. An action plan has been put together to improve performance over Q2 alongside a recruitment drive to fill vacancies. Call volumes have increased by 9082 compared to Q1 of 2015/2016.</p>	Ian Fitzpatrick
	ECSP_015 Ranking in our Most Similar Group (MSG) in relation to all crime	<p>Latest result for 2016/17 as of June 2016</p> 	3		<p>Crime is down in Eastbourne by 5 per cent this rolling year compared to last which is against the Sussex Police trend which is up 5 per cent over the same period. We are currently 3rd lowest in our MSG for overall crime, 2nd lowest for vehicle crime, 2nd lowest for Burglary and 3rd lowest for violence with injury. These positive figures represent a successful start to the performance year and contributing to this performance is a strong partnership ethos as exemplified by the work of the Community Safety Partnership.</p>	Ian Fitzpatrick



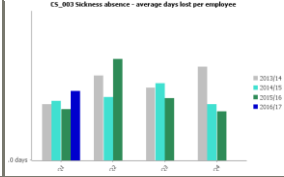
Sustainable Performance

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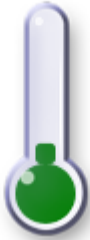

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Amber	1
Green	2




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Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CD_004 Local percentage of Council Tax collected in year	<p>Latest result for 2016/17 as of July 2016</p> 	29.2%		The performance during quarter 1 is above target by 0.13%. The team has collected an extra £1,213,982.58 in the 1st quarter of the year compared to 2015/2016 Q1 figures.	Ian Fitzpatrick
	CD_006 National non-domestic rates collected	<p>Latest result for 2016/17 as of July 2016</p> 	29.12%		The outturn of 29.12% being slightly below a target of 29.54%. More businesses are taking advantage of the move from 10 to 12 instalments leading to less being collected in the early part of the year. At the beginning of May 2016 the team were -3.05% off the monthly target and over the past couple of months the team has worked hard to reduce this gap to the reported Q1 value of -0.42% below target. Business rates can be extremely volatile at times and is being monitored regularly at a senior level. We should see an increase in performance for quarter 2.	Ian Fitzpatrick


Traffic Light Icon	Code & Short Name	Year to date	Q1 2016/17	Comparison with previous year's quarter / previous year's value if annual PI.	Latest Note	Portfolio Owner
			Value			
	CS_003 Sickness absence - average days lost per employee	<p>Cumulative result for 2016/17 as of Q1 2016/17</p> 	1.38 days		Performance against this indicator is on target and maintains our strong record in this area.	Alan Osborne

Devolved Budgets Q1 2016/17

Wards	Gauge	Projects	Project Budget
Devolved Budget Spend - Devonshire	Cumulative result for 2016/17 as of August 2016  £7,892.00	Parade Bowls Club	£900.00
		Hippodrome Theatre Mural	£4,000.00
		Real Junk Food Project	£750.00
		Leaf Hall	£1,242.00
		Foodbank	£1,000.00
Devolved Budget Spend - Hampden Park	Cumulative result for 2016/17 as of August 2016  £1,440.00	Sunday Funday	£1,440.00
Devolved Budget Spend - Langney	Cumulative result for 2016/17 as of August 2016  £0.00		

Wards	Gauge	Projects	Project Budget
Devolved Budget Spend - Meads	Cumulative result for 2016/17 as of August 2016  £227.09	Queen's 90th Birthday Celebrations	£227.09
Devolved Budget Spend - Old Town	Cumulative result for 2016/17 as of August 2016  £1,000.00	Old Town Community Library Refurbishment	£1,000.00
Devolved Budget Spend - Ratton	Cumulative result for 2016/17 as of August 2016  £0.00		

Wards	Gauge	Projects	Project Budget
Devolved Budget Spend - St Anthony's	Cumulative result for 2016/17 as of August 2016  £0.00		
Devolved Budget Spend - Sovereign	Cumulative result for 2016/17 as of August 2016  £340.00	Waste Bin	£340.00
Devolved Budget Spend - Upperton	Cumulative result for 2016/17 as of August 2016  £700.00	Dog Show	£700.00

Wards	Gauge	Projects	Project Budget
Devolved Budget Spend - all wards	<p data-bbox="676 248 1227 277">Cumulative result for 2016/17 as of August 2016</p>  <p data-bbox="999 472 1128 501">£11,599.09</p>		

	Original Budget	Current Budget	Profiled Budget	Actual to 30th June	Variance	Comments
	£'000	£'000	£'000	£'000	£'000	
CORPORATE SERVICES						
Corporate Management	359	344	114	120	6	
Financial Services Team	1,364	1,360	409	420	11	MMI Levy £46k
Corporate Finance	313	313	213	254	41	
Internal Audit and Corporate Fraud	236	236	63	64	1	
Strategic Finance	1,913	1,909	685	738	53	
Human Resources	380	380	(89)	(107)	(18)	
Legal Services	230	230	115	115	-	
Systems Admin and Support	1,643	1,643	1,070	1,101	31	Staffing and Licencing costs
Projects and Performance	340	340	179	183	4	
IT Services	1,983	1,983	1,249	1,284	35	
Corporate Development	153	153	41	42	1	
Local Democracy	704	704	330	330	-	
Corporate Development and Governance	857	857	371	372	1	
TOTAL CORPORATE SERVICES	5,722	5,703	2,445	2,522	77	
COMMUNITY SERVICES						
Service Management	(63)	(63)	15	20	5	
Strategy and Commissioning Community	189	199	12,411	12,396	(15)	
Service Management	82	82	20	20	-	Staffing vacancies
Specialist Advisory	4,465	4,525	1,286	1,276	(10)	
Customer Contact	856	856	296	254	(42)	
Case Management	615	615	180	180	-	Agency and Temporary staffing
Account Management	456	456	142	181	39	
Neighbourhood First	538	542	370	349	(21)	
Customer First	7,012	7,076	2,294	2,260	(34)	
Bereavement Services	(1,067)	(1,067)	(199)	(228)	(29)	Fee income
TOTAL COMMUNITY SERVICES	6,071	6,145	14,521	14,448	(73)	
REGENERATION, PLANNING POLICY & ASSETS						
Service Management	59	59	-		-	

	Original Budget	Current Budget	Profiled Budget	Actual to 30th June	Variance	Comments
	£'000	£'000	£'000	£'000	£'000	
Regeneration and Planning Policy	419	419	101	97	(4)	
Corporate Landlord	(572)	(604)	(145)	(153)	(8)	
Facilities Management	206	206	212	222	10	
Estates and Property	(366)	(398)	67	69	2	
TOTAL REGENERATION, PLANNING POLICY & ASSET	112	80	168	166	(2)	
TOURISM AND ENTERPRISE						
Service Management	99	99	24	25	1	
Towner	680	623	310	310	-	
Devonshire Park Complex	-	-	4	4	-	
Tourism and Enterprise	404	404	84	85	1	
Catering	59	20	(49)	(69)	(20)	Staffing Vacancies
Heritage	186	186	15	13	(2)	
Tourist Information	90	92	22	35	13	
Tourism and Enterprise	739	702	72	64	(8)	
Sports Delivery	270	270	271	269	(2)	
Seafront	(6)	(6)	17	24	7	
Events	611	615	102	94	(8)	
Theatres	824	824	118	112	(6)	
TOTAL TOURISM AND ENTERPRISE	3,217	3,127	918	902	(16)	
TOTAL SERVICE EXPENDITURE	15,122	15,055	18,052	18,038	(14)	

Transfers (to) and from reserves to be approved by cabinet

Item No.	Amount	Reserve Code	Reserve	Reason	Year
1	£13,500	z10125	Strategic Change Reserve	Housing Strategy - Capita report	2015-16
2	£23,765	z10125	Strategic Change Reserve	Revenues Remote Processing (Civica on Demand)	2015-16
3	£42,344	z10125	Strategic Change Reserve	Revenues Capita Extension	2015-16
4	£13,653	z10125	Strategic Change Reserve	IESE JTP	2015-16
5	£4,822	z10125	Strategic Change Reserve	Funding of HR FM2 support costs from strategic change reserve	2015-16
6	£7,272	z10127	Capital Programme Reserve	Sports Park Railings	2015-16
7	£7,853	z10127	Capital Programme Reserve	Cultural Centre	2015-16
8	-£147,299	z10128	Revenue Grants Reserve	Grants received in advance where expenditure incurred in future	2015-16
	-£3,324	z10130	Regeneration Reserve	Difficult Properties	2015-16
	£11,850	z10112	General Fund Earmarked Reserve	Appropriation from reserves - Taxi account adjustment	2015-16
	<u>(£172,863)</u>				

Virements over £10k to be approved

Item	Amount	From	To	Description	Year
1	-£25,000	DCE	Corporate Initiatives	Transfer of Wi-fi income budget	2016-17
10	£35,700	Western View	MRP	Western View Invest to Save - year 4 16/17 MRP	2016-17
11	£59,350	Towner	Future Model savings	Towner savings contingency not required	2016-17
	<u>£70,050</u>				

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Scheme	Total Scheme Approved	Scheme Actual to 31.3.16	Spend on GL to 30 June 2016	Re-profiled Budget 2016-17	Remaining Budget	Funding	Comments for Cabinet
HOUSING REVENUE ACCOUNT							
Major Works (Incl Adaptations)	Ongoing		569,490	4,892,700	4,323,210	EBC	On target to complete 16-17
Environmental Improvements	Ongoing		13,067	86,000	72,933	EBC	On target to complete 16-17
Managed by Eastbourne Homes	Ongoing		582,557	4,978,700	4,396,143		
Other Schemes							
House Rescue Emergency Fund	200,000	-	-	200,000	200,000	EBC	Schemes not yet identified.
Empty Homes Programme Ph1	3,141,498	3,125,860	-	48,618	48,618	EBC/Grant	On target to complete in 2016-17
New Build Phase 1	4,532,643	4,478,535	-	322,800	322,800	EBC/Grant	On target to complete in 2016-17
New Build Phase 2	836,983	120,366	57,233	3,800,112	3,742,880	EBC/Grant	On target to complete in 2016-17
Empty Homes Programme Ph 2	2,873,168	1,406,568	110,609	1,910,437	1,799,828	EBC/Grant	On target to complete in 2016-17
Total HRA		9,131,329	750,398	11,260,668	10,510,270		
COMMUNITY SERVICES							
Memorial Safety Cems	40,000	6,080	-	34,000	34,000	EBC	Scheme to be reviewed
Digitalise Burial Records	10,000	-	-	10,000	10,000	EBC	Waiting for confirmation that recent IT upgrades are adequate
Ocklynge Cemetery Chapel	150,000	82,322	4,465	67,700	63,235	EBC	Roof works completed. Work started on sourcing suitable wndows
Main Chapel Refurb - Phase 2	26,000	4,830	-	21,150	21,150	EBC	In progress. Planned to complete 2016-17
Disabled Facilities Grants	Ongoing	3,388,824	88,188	1,478,800	1,390,612	Grant	Slow uptake in Q1
BEST Grant (housing initiatives)	Ongoing	1,861,849	410	116,750	116,340	Grant	Slow uptake in Q1
Social Housing Enabling							
Acquisition of Land & Property	7,475,000	-	-	3,475,000	3,475,000	External	Schemes under investigation
Willingdon Trees Multi Gym	20,000	-	-	20,000	20,000	EBC	Use of facility under review
Contaminated Land	185,000	82,966	-	102,000	102,000	Grant	Schemes not yet identified
Coast Defences Beach Management	Ongoing	5,035,337	-	567,550	567,550	Grant	Works planned for Autumn
Cycling Strategy	45,000	-	-	40,600	40,600	EBC	Awaiting confirmation for CLG re amendment in bye law. Works expected in 2016-17
Princes Park	210,000	14,425	-	178,600	178,600	S106	On target to complete in 2016-17
Play Area Sovereign Harbour	27,000	-	-	27,000	27,000	S106	Negotiations are ongoing with the developer for play space.
Terminus Road Improvements	500,000	-	-	500,000	500,000	EBC	Phase 2 works due to start January 2017 along side the proposed works to the Armdale
CIL - Software	14,000	-	19,000	14,000	5,000	EBC	Completed
Sov Harbour Community Centre	1,600,000	282,188	1,024	1,317,800	1,316,776	EBC/S106/G	Work on delivery of scheme is on going. Main works will be 2016-17
Bodiam Cres Play Area Path	20,000	12,000	-	8,000	8,000	EBC	Waiting until the autumn to assess work necessary.
Shinewater Skate Park	50,000	-	-	50,000	50,000	EBC	Design brief by October with start scheduled for end of October
Seaside rec - Play Equipment	60,000	-	-	60,000	60,000	EBC	Railings ordered. Work will start in the Autumn
Motcombe Pond	50,000	24,270	8,685	25,750	17,066	EBC	Procurement agreed. Work underway

Hampden Park - Improvements (Green Flag)	50,000	-	-	50,000	50,000	EBC	Work due to start in the Autumn
Old Town Rec. - Improvements (Green Flag)	25,000	-	-	25,000	25,000	EBC	Work due to start in the autumn
Allotments - Improvements	16,000	7,750	-	8,250	8,250	External	Work to toilets completed in March. Further work will commence in Autumn once crops harvested
Seaside Rec - all weather path	50,000	-	-	50,000	50,000	EBC	Planned to commence in the Autumn
Signage Re-branding (Parks & Open Spaces)	30,000	-	-	30,000	30,000	EBC	Planned to commence in the Autumn
Tugwell Park - all weather path	25,000	-	-	25,000	25,000	EBC	Planned to commence in the Autumn
Car Parking Machines	72,000	-	-	72,000	72,000	EBC	On target to complete in 2016-17
Public Conveniences Beachy Head	40,000	-	-	40,000	40,000	EBC	On target to complete in 2016-17
Public Conveniences Green St	40,000	-	-	40,000	40,000	EBC	On target to complete in 2016-17
Shinewater Park - Scoping	20,000	-	-	20,000	20,000	EBC	On target to complete in 2016-17
Total Community Services		10,802,843	121,772	8,474,950	8,353,178		
TOURISM & LEISURE							
Volleyball Court	25,000	2,000	-	23,000	23,000	EBC	On target to complete in 2016-17
Signage	40,000	23,917	-	16,100	16,100	EBC	On target to complete in 2016-17
Sports Park Flood Lights	30,000	-	-	30,000	30,000	EBC/External	On target to complete in 2016-17
Re-surface Tennis Courts	265,000	236,092	-	28,900	28,900	EBC/External	Considering alternative ways of delivering access to tennis courts
Wish Tower - Catering Outlet	40,000	36,000	-	4,000	4,000	EBC	Generator to be purchased.
ILTC - Air Conditioning	60,000	-	-	60,000	60,000	EBC	Works planned for 2016-17
Redoubt - Stair Climber	20,000	-	-	20,000	20,000	EBC	On target to complete in 2016-17
Colonnade Removal	500,000	-	-	500,000	500,000	EBC	On target to complete in 2016-17
Redoubt - Asphalt Gun Platform	50,000	-	-	50,000	50,000	EBC	On target to complete in 2016-17
New Beach Huts	235,240	164,319	19,831	70,950	51,119	EBC	On target to complete in 2016-17
ILTC Showers	25,000	-	22,864	25,000	2,136	EBC	Works completed
Equipment at Devonshire Park	20,000	-	-	20,000	20,000	EBC	Pocurement planned for 2016-17
Old Ticket Pavilion refurbishment	10,000	-	-	10,000	10,000	EBC	On target to complete in 2016-17
Sovereign Centre	150,000	-	-	150,000	150,000	External	New scheme to be reported to Cabinet
Total Tourism & Leisure		462,328	42,695	1,007,950	965,255		
CORPORATE SERVICES							
Carbon Reduction Works	467,500	144,383	-	323,100	323,100	EBC	Remaining works planned for 2016-17
Invest to Save	80,000	-	-	80,000	80,000	EBC	Schemes not yet identified.
Future Model Phase 2	2,990,000	3,415,449	825	245,100	244,275	EBC	Programme nearing completion
Investment Capital	5,750,000	1,150,000	-	2,300,000	2,300,000	External	Investment due to be made in tranches waiting next draw down
IT - Block Allocation	Ongoing	520,341	-	387,650	387,650	EBC	On target to complete in 2016-17
EHIC - Loan (Gowland Ct)	1,850,000	1,560,000	-	290,000	290,000	EBC	Property purchased 26.11.15. Remainder of loan will be drawn down as required fro refurbishment
EHIC - Loan (EBC Properties)	4,173,000	-	-	4,173,000	4,173,000	EBC	Preparing loan documents. Completion due 2016-17
EHIC - Loan (Private Properties)	5,000,000	-	-	1,250,000	1,250,000	EBC	Schemes not yet identified.
Purchase of Land on Seafront	525,000	-	-	525,000	525,000	EBC	Completion expected August 2016

JTP Programme Office	6,878,000	-	57,604	1,719,500	1,661,896	EBC	On target to complete in 2016-17
Total Corporate Services		6,790,173	58,429	11,293,350	11,234,921		
Asset Management							
Devonshire Park Project	44,000,000	567,866	511,147	5,434,150	4,923,003	EBC	Works due to start January 2017
Congress Theatre redesign & restoration	1,950,000	1,803,467	510	146,550	146,040	EBC	Complete except snagging. Under budget
Downland Pumps/Pipes Replacement	94,900	80,401	-	14,000	14,000	EBC	On target to complete in 2016-17
Brick Shelters	65,000	5,279	-	50,000	50,000	EBC	Works planned after Summer season
Royal Hippodrome Theatre (Phase 2)	127,000	-	-	127,000	127,000	EBC	Full survey completed. Options being considered
Devonshire Park Theatre - rendering & Towers	780,000	623,719	199,691	371,850	172,159	EBC/External	Virtually complete. Final invoices awaited.
Town Hall Community Hub	20,000	-	-	20,000	20,000	EBC	Works planned for 2016-17
Shinewater Boiler replacement	45,000	33,845	297	11,150	10,853	EBC	Works completed
Hide Hollow Lay By	34,000	-	-	34,000	34,000	EBC	Works completed. Payment due to ESCC
Farms Disposal costs		56,781	6,571	-	6,571	EBC	Costs to be offset with capital receipt
Asset Management - Block Allocation		-	-	116,510	116,510	EBC	Unallocated to schemes
Total Asset Management		3,171,358	718,216	6,325,210	5,606,994		
Pier Grant & Coastal Communities Grant							
Wish Tower Restaurant	1,200,000	31,180	2,666	1,168,820	1,166,154	Grant	Progression of scheme under review
Replace staircase to Camera Obscura	84,500	-	50,000	84,500	34,500	Grant	On target to complete in 2016-17
Statue Sculpture Installation	22,000	-	500	22,000	21,500	Grant	On target to complete in 2016-17
Princes Park - Café Refurbishment	394,556	277,479	167,535	117,077	50,458	Grant	On target to complete in 2016-17
Princes Park - Public Realm Work	512,359	108,521	41,219	403,838	362,619	Grant	On target to complete in 2016-17
Sea Houses Sq - Plaza Improvements	169,500	44,154	-	125,346	125,346	Grant	On target to complete in 2016-17
Sea Houses Sq 1-5 Seaside Refurb	65,543	231	52,071	65,312	13,241	Grant	On target to complete in 2016-17
Seaside Rd - Elms Bdg Façade	172,826	109,534	-	63,292	63,292	Grant	On target to complete in 2016-17
Seaside Rd - 67-69 Seaside refurb	68,687	5,581	-	63,106	63,106	Grant	On target to complete in 2016-17
Devonshire Collective	211,905	-	18,888	211,905	193,017	External	On target to complete in 2016-17
		576,680	332,878	2,325,196	1,992,318		
General Fund		21,803,382	1,273,990	29,426,656	28,152,666		
HRA		9,131,329	750,398	11,260,668	10,510,270		
Total		30,934,711	2,024,388	40,687,324	38,662,935		

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BODY: CABINET
DATE: 14th September 2016
SUBJECT: Treasury Management Annual Report 2015-16
REPORT OF: Deputy Chief Executive

Ward(s): All

Purpose: To report on the activities and performance of the Treasury Management service during 2015/2016

Decision Type

Contact: Alan Osborne, Deputy Chief Executive, Financial Services Telephone Number 01323 415149.

Recommendations: Cabinet is recommended to:

1. Agree the annual Treasury Management report for 2015/16.
2. Specifically approve the 2015/16 prudential and treasury indicators included.

1.0 Introduction

1.1 This Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2015/16. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2015/16 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 17 February 2016)
- a mid year (minimum) treasury update report (Council 17 February 2016)
- an annual report following the year describing the activity compared to the strategy (this report)

In addition Treasury Management updates are included in the quarterly performance management reports, considered by both the Cabinet and Scrutiny Committee.

Recent changes in the regulatory environment place a much greater onus on Members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it

provides details of the outturn position for treasury activities and highlights compliance with the Council’s policies previously approved by members.

This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Audit & Governance Committee before they were reported to the full Council. Member training on treasury management issues was undertaken on 23 November 2015 in order to support Members’ scrutiny role.

1.2 This report summarizes:

- Capital activity during the year;
- Impact of this activity on the Council’s underlying indebtedness (the Capital Financing Requirement);
- Reporting of the required prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Debt activity and investment activity.

2.0 The Council’s Capital Expenditure and Financing 2015/16

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council’s borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

	2014/15 Actual £m	2015/16 Estimate £m	2015/16 Actual £m
Non-HRA capital expenditure	9.92	16.5	10.89
HRA capital expenditure	7.66	9.7	7.04
LAMS	-	-	-
Total capital expenditure	17.58	26.2	17.93
Resourced by:			
• Capital receipts	1.98	4.3	1.78
• Capital grants & external funding	2.73	11.0	2.67
• Capital Reserves	3.90	5.3	5.38
• Revenue	2.10	0.8	0.01

Use of internal balances/ borrowing	6.87	4.8	8.08
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3.0 The Council's overall borrowing need

- 3.1 The Capital Financing Requirement (CFR) represents the Council's total underlying need to borrow to finance capital expenditure, i.e. capital expenditure that has not been resourced from capital receipts, capital grants and contributions or the use of reserves. Some of this borrowing is from the internal use of cash balances.
- 3.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.
- 3.3 **Reducing the CFR** – the Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.
- The total CFR can also be reduced by:
- the application of additional capital financing resources (such as unapplied capital receipts); or
 - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

- 3.4 The Council's 2015/16 MRP Policy (as required by CLG Guidance) was approved as part of the Treasury Management Strategy Report for 2015/16 on 4 February 2015.

The Council's CFR for the year is shown below, and represents a key prudential indicator. The figures include a credit sales agreement on the balance sheet, which increases the Council's borrowing need, the CFR.

CFR	31 March 2015 Actual £m	31 March 2016 Original Indicator £m	31 March 2016 Actual £m
Opening balance	62.49	68.1	68.23
Add unfinanced capital expenditure (as above)	6.87	4.8	8.09
Less MRP	(1.13)	(1.4)	(1.23)
Closing balance	68.23	71.5	75.09

- 3.5 The borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorized limit.

Net borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term the Council's external borrowing, net of investments, must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure. Net borrowing should not therefore, except in the short term, have exceeded the CFR for 2015/16 plus the expected changes to the CFR over 2016/17 and 2017/18. This indicator allows the Council some flexibility to borrow in advance of its immediate capital need in 2015/16. The table below highlights the Council's net borrowing position against the CFR. The Council has complied with this prudential indicator.

	31 March 2015 Actual £m	31 March 2016 Original £m	31 March 2016 Actual £m
Net borrowing position	45.32	55.1	53.15
CFR	68.23	71.4	75.09

The authorized limit - the authorized limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. The Council does not have the power to borrow above this level. The table below demonstrates that during 2015/16 the Council has maintained gross borrowing within its authorized limit.

The operational boundary - the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the

authorized limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2015/16
Authorized limit	£86.4m
Maximum gross borrowing position	£53.1m
Operational boundary	£71.4m
Average gross borrowing position	£51.2m
Financing costs as a proportion of net revenue stream:	
Non HRA	8.24%
HRA	11.60%

4.0 Treasury Position as at 31 March 2016

4.1 The Council's debt and investment position is organised by staff within Financial Services in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2015/16 the Council's treasury position was as follows:

TABLE 1	31 March 2015 Principal	Rate/Return	31 March 2016 Principal	Rate/Return
Fixed rate funding:				
-PWLB	£36.53m		£38.55m	
-Market	£11.50m		£13.50m	
- Serco Paisa	£1.29m		£1.05m	
Total debt	£49.32m	4.54%	£53.10m	4.14%
CFR	£68.23m		£75.1m	
Over/ (under) borrowing	(£18.91m)		(£21.95m)	
Total investments	£4.00m	0.80%	£0m	

The Council held cash balances of £1.9m in a current account on which

interest of 0.4% was being earned.

- 4.2 The maturity structure of the debt portfolio excluding Serco Paisa was as follows:

	31 March 2015 Actual £m	2015/16 Original limits £m	31 March 2016 Actual £m
Under 12 months	1.98	4.00	6.00
12 months and within 24 months	4.00	7.00	7.00
24 months and within 5 years	7.00	9.02	9.02
5 years and within 10 years	12.40	4.14	4.14
10 years and above	22.65	26.63	25.89

The exposure to fixed and variable rates (including Serco Paisa) was as follows:

	31 March 2015 Actual £m	2015/16 Original Limits £m	31 March 2016 Actual £m
Principal - Debt Fixed rate	49.32	51.84	53.10
Principal - Investments Variable rate	(4.00)	N/a	0

5.0 The Strategy for 2015/16

- 5.1 The expectation for interest rates within the strategy for 2015/16 anticipated low Bank Rate until quarter 4 of 2015. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and reduce counterparty risk.

The actual movement in interest rates was lower than expected; rates have continued to decrease and are not expected to fall further in quarter 2 2016 and then rise from quarter 2 of 2018.

During 2015/16 the Council used internal balances and temporary borrowing at historically low interest rates to ensure new borrowing was taken at the most advantageous rates. In quarter 1 of 2016 the Council took long term borrowing to lock into historically low rates and thereby reduce the risk of interest rate increases expected in the future.

6.0 Borrowing Outturn for 2015/16

6.1 Treasury Borrowing.

Borrowing – two new loans totaling £4.0m were drawn down on 2 February 2016 and 3 March 2016 to fund the net unfinanced capital expenditure and to replace maturing loans. The loans drawn were all fixed rate as follows:

Lender	Principal	Interest Rate	Maturity
PWLB	£2m	2.98%	24/9/64
PWLB	£2m	2.95%	24/9/65

This compares with a budget assumption of borrowing at an interest rate of 3.50%.

A temporary loan was taken from Lewes District Council for £2.0m at 0.50% on 24 March 2016 for 69 days to cover year end cash flow requirements.

Rescheduling – no debt rescheduling was carried out during the year as there was no financial benefit to the Council.

Repayment – £1.98m of long term PWLB debt was repaid at maturity on 24th September 2015.

Summary of debt transactions – the overall position of the debt activity resulted in a fall in the average interest rate by 0.40%, representing a saving to the General Fund.

7.0 Interest Rates in 2015/16

7.1 The tight monetary conditions following the 2008 financial crisis continued through 2015/16 with little material movement in the shorter term deposit rates.

7.2 Bank Rate remained at its historical low of 0.5% throughout the year. Investment rates remained very low. With many financial institutions failing to meet the Council's investment criteria, the opportunities for investment returns were limited. The investment rates at the beginning and end of the year are provided below.

Investment Term	Interest Rate March 2016	Interest rate April 2015
Overnight	0.40%	0.36%
1 Month	0.40%	0.38%
3 Months	0.55%	0.44%
6 Months	0.70%	0.58%
12 Months	0.95%	0.87%

The PWLB rates at the beginning and end of the year are provided below.

Loan Term	Interest Rate March 2016	Interest rate April 2015
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1 Year	1.36%	1.11%
5 Years	1.89%	1.87%
10 Years	2.54%	2.45%
20 Years	3.23%	3.10%
50 Years	3.12%	3.08%

8.0 Investment Outturn for 2015/16

8.1 **Investment Policy** – the Council’s investment policy is governed by CLG guidance, which was been implemented in the annual investment strategy approved by the Council on 4 February 2015. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

8.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

8.3 **Resources** – the Council’s longer term cash balances comprise, primarily, revenue and capital resources, although these will be influenced by cash flow considerations. The Council’s core cash resources comprised as follows, and met the expectations of the budget:

Balance Sheet Resources	31 March 2015 £m	31 March 2016 £m
Balances	4.90	3.28
Earmarked reserves	6.35	8.30
HRA	3.15	3.68
Major Repairs Reserve	0	0
Capital Grants & Contributions	5.53	4.28
Usable capital receipts	5.49	6.05
Total	25.42	25.59

8.4 **Investments held by the Council** - the Council maintained an average balance of £8.9m of internally managed funds. The internally managed funds earned an average rate of return of 0.60%. The comparable performance indicator is the average 7-day LIBID rate, which was 0.36%. This excludes the Council’s investment with Lloyds Bank of £1m for 5 years at 3.03% which supports the Local Authority Mortgages Scheme (LAMS).

9.0 The Economy and Interest Rates Forecast

9.1 Economic background:

During the period to 30 June 2016:

- - The UK voted to leave the EU;
- - The economic recovery lost some momentum ahead of the vote;
- - Growth remained highly dependent on consumer spending;
- - The jobs recovery slowed, but wage growth picked up;

- - Inflation remained stuck at very low levels;
- - Sharp fall in sterling following the referendum result;
- - Post-referendum uncertainty brought the prospect of a near-term rate cut onto the agenda;
- - Both the ECB and the Federal Reserve kept policy unchanged.

9.2 The Council's treasury advisor, Capita, provides the following forecast as at 8 August 2016:

	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
Bank rate	0.25%	0.25%	0.10%	0.10%	0.10%	0.10%	0.10%
5yr PWLB rate	1.00%	1.00%	1.00%	1.10%	1.10%	1.10%	1.10%
10yr PWLB rate	1.50%	1.50%	1.50%	1.60%	1.60%	1.60%	1.60%
25yr PWLB rate	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.40%
50yr PWLB rate	2.10%	2.10%	2.10%	2.20%	2.20%	2.20%	2.20%

The Capita central forecast is for the Bank Rate to increase to 0.25% in quarter 1 of 2019.

9.3 **Summary Outlook**

Economic forecasting remains difficult with so many external influences weighing on the UK. Capita's Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. An eventual world economic recovery may also see investors switching from the safe haven of bonds to equities.

Capita have pointed out consistently that the Fed. rate is likely to go up more quickly and more strongly than Bank Rate in the UK and recent events have not changed that view, just that the timing of such increases may well have been deferred somewhat. While there is normally a high degree of correlation between the two yields, Capita would expect to see a growing decoupling of yields between the two i.e. they would expect US yields to go up faster than UK yields.

The overall balance of risks to economic recovery in the UK remains to the downside.

PWLB rates and bond yields are at present extremely unpredictable. We are experiencing exceptional levels of volatility which are highly correlated to emerging market, geo-political and sovereign debt crisis developments. Capita's revised forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to this Council since 1st November 2012.

Apart from the uncertainties already explained above, downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Emerging country economies, currencies and corporates destabilised by falling commodity prices and / or Fed. rate increases, causing a further flight to safe havens (bonds).
 - Geopolitical risks in Europe, the Middle East and Asia, increasing safe haven flows.
 - UK economic growth and increases in inflation are weaker than we currently anticipate.
 - Weak growth or recession in the UK's main trading partners - the EU and US.
 - A resurgence of the Eurozone sovereign debt crisis.
 - Weak capitalisation of some European banks.
 - Monetary policy action failing to stimulate sustainable growth and combat the threat of deflation in western economies, especially the Eurozone and Japan.
-
- The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -
 - The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
 - UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

10.0 Executive Summary and Conclusion

10.1 During 2015/16, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual prudential and treasury indicators	2014/15 Actual £m	2015/16 Original £m	2015/16 Actual £m
Actual capital expenditure	17.58	21.9	17.93
Total Capital Financing			

Requirement:			
• Non-HRA	27.95	33.9	34.01
• HRA	<u>40.28</u>	<u>41.4</u>	<u>41.08</u>
• Total	68.23	75.3	75.09
Net borrowing	45.32		52.05
External debt	49.32		52.05
Investments (all under 1 year)	4.00		-

Other prudential and treasury indicators are to be found in the main body of this report. The Deputy Chief Executive also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit (the authorized limit), was not breached.

The financial year 2015/16 continued the challenging environment of previous years; low investment returns and continuing counterparty risk continued.

11.0 Consultation

Not applicable

Background Papers:

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

CIPFA Treasury Management in the Public Services code of Practice (the Code)

Cross-sectorial Guidance Notes

CIPFA Prudential Code

Treasury Management Strategy and Treasury Management Practices adopted by the Council on 18 May 2010.

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

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- Body:** CABINET
- Date:** September 2016
- Subject:** ATTENDANCE MANAGEMENT – REVISED/UPDATED POLICY
- Report of:** Becky Cooke, Assistant Director of Human Resources and Organisational Development
- Ward(s):** ALL
- Purpose:** To seek Cabinet (EBC) and Employment Committee (LDC) approval to implement a revised policy regarding attendance management.
- Contact:** Helen Knight, Human Resources Manager
Telephone 01323 415063 or internally on Extension 5063
- Recommendations:** That Cabinet : Approve the implementation of this policy for recommendation to full Council.

1.0 Overview: Attendance Management

Eastbourne Borough and Lewes District Councils are committed to regularly reviewing HR policies to ensure they comply with current legislation, are based on ACAS best practice and are clear and concise for consistent application throughout the organisation. Human Resources (HR) has been a Shared Service since 1 April 2015 and as part of the 'Stronger Together' Joint Transformation Programme we will be looking to align all HR policies across Eastbourne Borough and Lewes District Councils in the coming years.

2.0 Use of the Attendance Management Policy

- 2.1 Absence levels at Eastbourne Borough Council have been consistently low in recent years averaging 5.5 days over the last 5 years. Conversely, absence levels have been consistently high at Lewes District Council averaging at least 12 days per FTE per year over the last 5/6 years. This figure when benchmarked against other Local Authorities including those with their own in house Waste Services is considerably high. The Council has a target, which has not yet been achieved, of 9.5 days per FTE per year.
- 2.2 The management of sickness absence has and continues to be a priority within the organisations with close scrutiny and management by line managers and HR to ensure absences are being dealt with fairly and consistently and that staff receive all appropriate support.

- 2.3 The revised policy will provide clarity for both staff and managers alike across both organisations regarding the expectations for all when a member of staff is absent from the workplace, the procedure that will be followed and the support that is available.
- 2.4 In conjunction with the launch of this policy we will also be introducing a new Wellbeing offering across both Eastbourne and Lewes. This will enable us to coordinate and publicise the variety of different wellbeing options available for staff and to take a more holistic approach which should include being:
- proactive rather than reactive to the health and wellbeing of staff
 - focused on prevention of injuries and illness
 - effective in the management of staff returning to work following a period of absence
 - committed to creating a health and well-being culture that staff are fully engaged with
- 2.5 HR have organised training sessions across Eastbourne and Lewes which will be mandatory for all managers to attend regarding this new policy. We are conscious that Attendance Management can also touch on mental health conditions in some circumstances and in consideration of that we have also arranged for the mental health charity MIND to provide training for our managers on this subject. Although these sessions will be optional we have recommended that all managers attend and the aim of this course will be to refresh their knowledge of the major diagnoses within mental health and highlight signs and symptoms of work-related stress. They will be guided through the appropriate way in which staff suffering with poor mental health should be supported and managed.
- 2.6 Members of both Eastbourne and Lewes Unison branches have provided helpful and constructive input to this revised policy which will also be supported by other policies (as named within) as well as written guidance for managers and training.
- 2.7 Joint Staff approved this policy and supported its implementation at a meeting in July 2016.

3.0 Cabinet is asked to:

Endorse the revised Attendance Management Policy and recommend its approval and implementation to the full Council

Becky Cooke
Assistant Director of Human Resources and Organisational Development

Attendance Management Policy

1 Introduction:

1.1 Our main objective is to maintain appropriate standards of attendance at work through the fair and effective management of absence due to illness. Our employees are our most valuable resource and the aim of the attendance management policy is to support the highest possible attendance levels to enable us to provide excellent service delivery to our customers. It is also important to manage absence levels because of the impact absence can have on colleagues at work. This policy underpins the Councils' commitment to reduce levels of sickness absence wherever possible.

1.2 The procedures within the policy:

- Provide a framework within which Eastbourne Borough Council and Lewes District Council ('the Councils') can achieve high levels of attendance
- Help to ensure the Councils meet our statutory obligations, promote the health and welfare of our staff and provide appropriate support to employees suffering the effects of ill health
- Provide a fair and consistent procedure for dealing with sickness absence and resolving situations that may arise
- Set out how pay and other benefits will be affected by sickness absence

2 Support, advice and guidance:

2.1 All employees have access to the occupational health service through management referral; employees can refer themselves to the Employee Assistance Programme which includes the counselling offer. Staff are encouraged to share work related health concerns either with their manager or HR Business Partner to enable appropriate support to be provided.

2.2 In order to support this policy, the following services are available to managers and employees:

- Occupational Health services: to provide advice and guidance on the impact of ill health on work and what steps the Council and/or the employee may take;
- Employee Assistance Programme: a confidential service to employees providing support, information, advice and counselling;

- Human Resources: to provide support and guidance to managers in dealing with attendance and ill health and in the use of the Council's related policies and procedures;
- Specialist Advisor for Health and Safety/Health and Safety Officer: to provide advice on risk assessment and related policies and procedures

3 Equality and Diversity:

3.1 The Councils are committed to good practice in equality and diversity, and to meeting our statutory equality responsibilities, both as an employer and in the provision of services. In respect of absence management, this means ensuring that staff with a protected characteristic which is covered by the Equality Act are not discriminated against or treated either more or less favourably.

4 Disability

4.1 Regard will be given to the disability provisions of the Equality Act, which require employers to provide reasonable assistance, resources and support to employees with a long-term physical or mental impairment. If the manager does not know if the employee's condition would constitute a disability, then he or she would work on the basis that it is and make all such reasonable adjustments to enable the employee to return to work.

4.2 Under the Equality Act 2010, employees must not be unlawfully discriminated against in relation to their disability. Managers must consider and implement reasonable adjustments where practicable and at the same time manage disability related absence like any other absence – fairly, transparently and with reference to the Council Policy.

4.3 If at any stage the Council's Medical Advisor confirms that the employee has a disability that affects their ability to undertake normal day-to day activities then the Council will seek to gain medical or specialist advice on the reasonable adjustments that could be implemented that would assist the employee's ability to undertake their post.

4.4 Reasonable adjustments that may be considered include for example:

- Changes to workload, work practices or work pattern either as part of phasing the employee back to work or on a more permanent basis
- Reduced hours
- Phased return to work
- A period of home working if appropriate
- Redeployment to another role or service area

- An adjustment to the levels of absence at which the stages of this procedure are applied

4.5 Where a staff member requires reasonable adjustments to attend and participate in meetings regarding attendance, they may be accompanied by an appropriate person to provide support, in addition to their right to be accompanied by a colleague or trade union official. The manager responsible will ensure all reasonable adjustments and special arrangements are made. This includes ensuring information is in an accessible format, that meeting venues are accessible to all parties and that any reasonable adjustments are made to enable fair and complete participation by all parties. Staff members are invited to advise their line manager and subsequent managers of their needs and requirements to ensure they are fulfilled throughout the process wherever possible.

4.6 The decision about whether an adjustment is reasonable is a managerial one, not a medical one. The manager will need to strike a balance between what they can reasonably do to support an employee (including those with disabilities) and the requirement to maintain an operationally effective service.

5 Maternity related sickness Absence

5.1 Staff must not be discriminated against as a result of maternity related sickness absence. Maternity related sickness absence during protected periods must not be taken into account as grounds for subsequent dismissal. The protected period is from notification of inception of pregnancy to the end of the woman's maternity leave. There is also legal protection from detriment or dismissal in connection with pregnancy. Managers should always seek advice from HR and occupational health where appropriate.

6 Roles and Responsibilities of the Council, Employees and Managers:

6.1 The Councils:

- Will provide a safe and healthy working environment and a supportive and consistent approach to managing sickness in a lawful, fair, compassionate and non-discriminatory way in accordance with the Equality Act 2010.
- When there is absence we will aim to secure the earliest possible return to work of individuals fit for duty. In cases where this is not possible we aim to gain a full understanding of the nature and extent of the illness/condition and provide appropriate support. Our Occupational Health Service provides advice and guidance on the impact of ill health on work and what steps the Councils and/or the employee may take. The Councils reserve the right to refer an individual for medical examination by a qualified advisor at any time.

- Like all employers, the Councils have limited resources and an obligation to consider the effects of the absence on the organisation. The organisation cannot undertake to support indefinitely those who need prolonged periods of time off. Frequent or long term absence may, following the application of this policy and procedure, lead to dismissal.

6.2 Employees:

Individual staff members have personal responsibility to take all reasonable measures to ensure their fitness for work. All known health conditions should be declared to Occupational Health during the pre-employment health process and to Managers and/or HR during the course of an individual's employment with the Council. This information will be treated in the strictest confidence and will be used for no other purpose than to ensure that the member of staff is appropriately supported at work depending on their individual circumstances. Whilst we understand that, in certain circumstances, an employee may feel unwilling to tell their manager or anyone else in the organisation the nature of their illness this may limit the level of support that the organisation can offer, if they have no information upon which to act.

If absences are work related, e.g. as result of an accident at work or due to a situation that has arisen at work, employees have a responsibility to be proactive in raising concerns as part of the normal staff/manager relationship. If individuals have a medical condition which may affect their work (which may or may not be apparent or known to others) they should discuss any reasonable adjustments needed with their line manager.

As a Council employee you agree to:

- Come to work and maintain a high level of attendance
- Follow all Health and Safety rules and guidance
- Comply with the procedure for reporting absence
- Provide information on the reason for absence when asked
- Provide information on any long term health conditions that may be relevant to your employment either when employed or that arise during the course of your employment
- Provide any documents in a timely manner when asked, such as a fit note from your Doctor
- Use your best efforts to ensure a speedy return to work e.g. follow doctors' advice, take medication as required/prescribed etc.
- Not undertake any other paid or unpaid employment while off sick that could have a detrimental affect on your ability to carry out the job for which the Council employs you unless the Council has agreed following advice from its Medical Advisor

- Attend all meetings regarding absences or appointments with the Council's Medical Advisor when required. If staff decline to attend an appointment with an Occupational Health Advisor it may be necessary to make a decision which could affect their employment on the basis of the information available and without the benefit of a professional report.

6.3 Managers:

Are responsible for:

- Monitoring and managing absences within their team, using the Attendance Management Policy and treating information concerning employee's health in confidence.
- Ensuring that all new staff are informed of and read the Attendance Management Policy during their Induction/Probationary Period
- Promoting high levels of attendance in their teams. They also have a duty of care and a responsibility for good working practices, work behaviours and ensuring that Health and Safety rules and guidance are followed.
- Where appropriate and with advice from HR, maintaining regular contact with staff who are absent from work and to work constructively with staff who need to improve their attendance. They are also responsible for providing fair and consistent management support to those staff who are unwell.
- Reacting appropriately to signs of distress in your staff and finding an appropriate time and place to talk to them sensitively and in complete confidence about any problems they may be having either inside or outside of work. As a manager you may notice changes in any member of your team's behaviour, such as a drop in performance, unusual tiredness, behaviour that is out of character and/or increased sickness absence.
- Advising staff when their absence is causing concerns and managing employee attendance problems.
- Maintaining sickness absence records, treating these confidentially and storing securely (if they are held electronically they should be password protected).
- Seeking guidance and support from their HR Business Partner at an early stage
- Engaging early and often with employees who have health conditions as they will often be able to propose and consider solutions that are operationally acceptable and effective. Such action might prevent capability/absence issues arising in the first place.

7 The procedure to follow

- 7.1 The managers within the Council treat absence as a priority and should a member of their team telephone them to report they are unwell it will be taken seriously, they will discuss with them the reason for their absence and whether there are any commitments for that day which need to be reallocated. The reason for this discussion is that we value our employees, we want them to know that their work is important and that line managers are concerned about their health

If you are too unwell to work, you should telephone your Team Leader/Manager (not a colleague) within half an hour of your normal starting time and explain when you first became unwell, the nature of your illness, if you will be seeking medical advice and the likely date of return if known. Waste Services staff have a dedicated telephone number which should be used to report sickness.

- 7.2 If you are too unwell to attend work but are able to work flexibly (i.e. from home) then this can also be discussed and agreed with your manager. Depending on the reason for the absence, Waste Services staff may be able to attend work and carry out other suitable duties.
- 7.3 You must try to speak personally to your manager, rather than sending a text message, an e-mail or speaking to a work colleague. It will not normally be appropriate for a friend or relative to make this call. However, if exceptional circumstances prevent you from telephoning personally, then a friend or relative may do so on your behalf and you should make direct contact with your manager at the earliest opportunity.
- 7.4 If your manager is unavailable, then you should contact an alternative manager within your service area. If you work in Waste Services and leave a message on the answerphone you should also leave a contact number so that a Team Leader can ring you back and check how you are.
- 7.6 Where you become unwell whilst at work, the same notification procedure should be adopted. You should not go home before reporting your sickness to a Team Leader or Manager unless there are extenuating circumstances which prevent you from doing this.
- 7.7 You should notify your manager as soon as possible if there is any change to the initial information you provided. For example, if you had anticipated returning to work a day later and then cannot. If you do not know how long you will be absent you should contact your line manager on a daily basis within half an hour of your normal start time. If you believe your absence will last more than 7 calendar days you must obtain a statement of fitness for work from your GP.

- 7.8 The statement of fitness for work should be provided to your Manager or HR within 7 days of its date of issue.
- 7.9 If your absence continues beyond a week and you are well enough to do so you should contact your manager regularly throughout the period of absence to let them know how you are and when you expect to be well enough to return to work. As a guide, contact from the second week onwards should normally be at least weekly.
- 7.10 On returning to work you should report to or contact your Team Leader or Manager. He or she want to know how well you have recovered, discuss any underlying reasons for the absence, bring you up to date with any developments whilst you have been absent and arrange for completion of the return to work form, including any adjustments which would assist your return to your normal job role.
- 7.11 If your doctor provides a Fit Note stating that you “may be fit for work” you should inform your manager immediately who will discuss with you whether there are any additional measures that may be needed to facilitate your return to work, taking into account the doctor’s advice. This may take place before your return or during a return to work interview. If appropriate measures cannot be agreed or taken, we will treat the fit note as if it says that you are not fit for work and you will remain on sick leave. We will then set a date to review the situation and may consider undertaking a risk assessment as part of your return to work.
- 7.12 Notifying your employer about your absence and keeping them updated is important and employees should be aware that entitlements under occupational or statutory sick pay schemes may not be paid if the notification procedure is not followed.

8 Absence Recording

- 8.1 Every period of absence will be recorded and discussed with the individual upon their return to work regardless of the length of absence.
- 8.2 This return to work meeting must be undertaken at the earliest opportunity on their first day back at work and in a suitable place for a confidential discussion. This should be confirmed in writing on the appropriate return to work form, the return to work meeting is considered to be Stage One of this procedure.

9 Absence Definitions

- 9.1 Short Term; for the purposes of this policy and Council monitoring, short term absences are those which last for less than four weeks.

9.2 Long term; is defined as a period of a sickness absence lasting for four weeks or more.

10 Managing Short Term Absence

10.1 Where an individual's level of short term absence is intermittent and persistent the manager should complete a formal absence interviews to discuss any contributing reasons for the absences and any other support that is needed.

Where the following 'triggers' occur, the line manager will review the absence levels with the employee:

- 3 or more separate instances of sickness absence in any 12 month period*
- 2 continuous weeks of absence
- A pattern of either absence or appointments during core hours which have not been discussed or agreed in advance with your manager. (A pattern of absences can include, for example, Fridays and/or Mondays on a weekly, monthly or bi-monthly basis)

*The 12 month period is a rolling one, so will consider the 12 months prior to the absence being considered

10.2 Where the absence reaches one of these trigger points, the manager will meet with the individual for a Formal Absence Interview which is Stage Two of this procedure.

10.3 In some circumstances, such as where a member of staff has a mental health condition it may not be possible to meet with them personally, HR will advise if this circumstance should arise and managers should seek advice from HR before making formal interview arrangements.

10.4 Exceptionally the line manager also has the discretion, in consultation with HR, to formalise contact regarding the health, safety and well being of the employee where there is cause for concern. This may mean that a Stage Two Formal Absence Interview takes place where the normal trigger pattern has not been activated because the manager's first obligation remains to look after the health, safety and wellbeing of the individual and team . The manager's first obligation remains to look after the health, safety and well being of the individual and team. In such cases a formal record will be kept of the reason for triggering a Stage 2 Interview, this will be discussed with the employee and followed up in writing.

10.5 The Stage Two Formal Absence Interview is a formal interview to review the current situation and devise an action plan to support attendance.

10.6 The meeting should be open, honest, constructive and supportive. The employee should be encouraged to talk about the reasons for the absence,

what medical or other help is being provided and whether the Council can assist in any way. The manager should explain the reason for their concern the importance of a supporting a swift return to work and the impact of the sickness absences on the service and colleagues within the service area.

- 10.7 An action plan will be agreed with the individual and an appropriate review date set. The review period will depend upon the individual circumstances.
- 10.8 The content of the meeting will be recorded on the Formal Absence Interview record defining the nature of the absence. These may be categorised as follows:
- Intermittent absence with underlying medical condition
 - Single, period of absence due to obvious medical condition/treatment
 - Intermittent and persistent absence where there is no obvious medical condition.
- 10.9 In conclusion of this meeting, the manager will decide the most appropriate action in view of the issues discussed. This can include one or more of the following:
- Support and/or assistance as appropriate
 - Monitoring of the employee's level of sickness over a specified period (a minimum of three months). This timescale must be clearly set out with the improvements that are expected.
 - Referral to the Council's Medical Advisor. A further meeting will be arranged to discuss the findings of this report once it has been received.
 - Discussion and implementation of reasonable adjustments in terms of duties, location of work, equipment, hours of work etc.
- 8.10 In addition to the discussion of actions planned to support an improvement in attendance, the employee will be advised that this meeting will be confirmed in writing and that this marks the beginning of a formal rolling 12 month attendance management process.
- 8.11 If, following written confirmation of the Stage Two Formal Absence Interview, there is further short term sickness absence within the 12 month period this may lead to a further Formal Review of Absence which is Stage 3 of the Policy.

If attendance improves and is no longer giving cause for concern, the manager should confirm in writing that the individual's attendance is no longer being actively managed. Any future sickness will be monitored in the usual way.

11 Managing Long Term Absence

- 11.1 If an individual has been absent for four weeks or more the manager should have, where appropriate, had ongoing informal contact with the member of staff during this time by telephone to ascertain progress and to determine whether there is any assistance which the organisation can give.
- 11.2 If the individual remains absent after four weeks and there is no indication of an imminent return, the manager will arrange to meet with the employee. This meeting will be to discuss the absence, any treatment that is being received, the likely return to work date if known and offer any assistance to help the individual return to work as well as keeping the individual informed about what is happening with the Council.
- 11.3 As noted above, if attendance does not improve as a result of actions taken under Stage 2 of this process, Stage 3 will be triggered. This involves a formal absence review and, if it has not been done before, the individual will be referred to Occupational Health.
- 11.4 The purpose of this review is:
- To consider progress to date on achieving the required standards and improvements that were discussed during the Stage Two Formal Absence Interview
 - The reasons and factors contributing to further sickness absence
 - Managerial concerns
 - Employees view on managerial concerns and their own comments/concerns.
- 11.5 Where the absence continues and there is no clear indication of a return date in the foreseeable future the Senior Manager or Head of Service should meet with the individual to review and discuss the next steps. In some cases, this may mean consideration of Ill Health Retirement.
- 11.6 After consultation with the individual the Head of Service or senior manager will consider:
- The nature of the illness/reason for long term absence
 - The length of the absence/s to date and the likely length of continuing absence
 - Any known medical information
 - The effect of continuing absence on the team

- Whether all possible measures to support the individual in achieving and sustaining a satisfactory level of attendance in cases of intermittent or persistent sickness absence have been considered and undertaken as appropriate.
- Whether an additional action plan or target should be implemented with timescales
- Whether the individual should be referred to Stage 4 of this procedure (a Capability Hearing).

- 11.7 The outcome of the meeting will be dependent on the individual circumstances of each case, and should be followed up in writing to the individual, clearly setting out the situation. When all appropriate options have been explored and where a date of return to work is not expected within a reasonable period the outcome of this review may be a decision to refer the employee to Stage 4 which is a Capability Hearing. Any actions being contemplated will be discussed with the employee and their representative, if applicable, before any decisions are made.
- 11.8 If attendance improves and is no longer giving cause for concern, the manager should confirm in writing that the individual's attendance is no longer being actively managed. Any future sickness will be monitored in the usual way.

12 Capability Hearing

- 12.1 This is stage Four of the policy and should only take place once the the Return to Work and Formal Absence Interview and Review at Stage Two and Three have been completed.
- 12.2 The individual will be advised in writing, with a minimum of 5 working days' notice, of the meeting confirming the date, time place and purpose of the hearing.
- 12.3 The capability hearing is a formal meeting between the member of staff, a senior manager or Head of Service (Hearing Manager), the employee's manager (the Presenting Manager) and a representative from HR. The employee has the right to be accompanied by a trade union representative or workplace colleague.
- 12.4 The manager must send written notification of the meeting and a copy of the case papers to the employee and their representative 5 working days in advance of the meeting.
- 12.5 Papers that the employee wishes to present at the hearing must be sent to the Hearing Manager at least 5 working days in advance of the hearing.

- 12.6 At the Capability Hearing the Presenting Manager will;
- (i) Outline the staff member's absence record including information/assessment from occupational health
 - (ii) Specify the attendance levels expected in relation to Council averages and concern levels.
 - (iii) Set out what support and advice has been given including reasonable adjustments.
 - (iv) Demonstrate that attendance levels have not improved to an acceptable level.
- 12.7 The Hearing Manager will;
- (i) Provide the staff member/and or their representative with an opportunity to present their case and any additional relevant information.
 - (ii) Adjourn the hearing to consider the evidence presented by both sides.
- 12.8 At the end of the hearing the Hearing Manager will decide on one of the following outcomes;
- (i) Dismissal on the grounds of lack of capability to attend work.
 - (ii) Dismissal on the grounds of a lack of capability unless suitable alternative employment is identified within the notice period.
 - (iii) Dismissal on the grounds of permanent ill health (supported by medical certification).
 - (iv) No dismissal or warning required.
- 12.9 Where possible, the Hearing Manager will inform the employee in person at the end of the hearing of the outcome. If this is not possible an adjournment will be called and the hearing will be reconvened at the earliest possible date. Either way, once the outcome has been verbally advised a letter will be sent confirming the decision in writing within 10 working days. A copy of the letter will be held on the employee's personal file.

13 Appeals Against Dismissal

- 13.1 The staff member may appeal against the decision in writing clearly stating the grounds of appeal to the Head of Organisational Development (OD) within 5 days of receipt of the letter confirming the outcome. On receipt of the appeal letter the Head of OD will then arrange for a panel of elected members to hear the grounds for appeal. The appeal hearing will be held as soon as is reasonably practicable, for further information see the Councils Appeals Procedure.

14 Contact whilst absent from work

- 14.1 During short term absence contact between manager and employee should be maintained as detailed in the 'procedure to follow' section of this policy.
- 14.2 When an employee is long term sick (i.e. has been absent from work for four weeks or more) a welfare visit will be arranged with the manager and HR.
- 14.3 This will be set up providing the employee with a minimum of 5 working days' notice and with the option of the meeting be held at their home address, at the office or at another mutually agreed venue. The employee is entitled to have a work colleague or union representative present at the meeting.
- 14.4 The purpose of a welfare meeting is to
- Maintain contact with the employee
 - Gain clarification on the employees' health and progress to date
 - Enable the employee to provide information in relation to their sickness absence
 - Decide the most appropriate action e.g. Support or assistance, referral to the Medical Advisor.
- 14.5 Thereafter the manager and employee should agree a protocol for keeping in touch. For example, telephone calls once a week. The purpose of this ongoing contact is to ascertain progress and to determine whether there is any assistance which the organisation can give. If an employee is off for a prolonged period, depending on the nature of their illness, managers will take appropriate steps to ensure that they continue to feel 'part of the team' such as sending them internal communications and inviting them to major events if they are well enough to attend.
- 14.6 If there are time-sensitive issues which need to be resolved, such as a redundancy situation or ongoing disciplinary proceedings, the Council may well seek Medical Advice as to whether or not employees are well enough to participate in the matter and may implement reasonable adjustments to the process involved if appropriate and relevant. The decision regarding this will also consider how many other staff are affected by the issue and, for example, how they would be impacted if a delay were to be proposed.

15 Return to work

- 15.1 Where an employee returns to work following long term absence, the manager should arrange to meet to provide a welcome back; ensure the individual is fit for work, discuss any adjustments advised on the fit note by the individual's doctor, update on news and current work.

- 15.2 If the employee is unlikely to recover sufficiently to enable a return to work to his/her previous duties, the Council will consider what reasonable adjustments can be made to support the individual. This might result in offering suitable alternative work if it is available. This would not necessarily be equivalent employment in terms of responsibilities or remuneration.
- 15.3 Managers will work with HR to identify a reasonable alternative work for which the individual has the necessary skills and experience of which training could be provided within a reasonable timescale.
- 15.4 Temporary phased-in returns to work may be agreed by the line manager (often with support and advice from HR) where it has been recommended by a medical practitioner to assist the employee in returning to work on a permanent basis. They may last up to four weeks and the employee will be regarded as being back at work and will receive their normal weekly pay for those weeks.
- 15.5 Phased returns lasting more than 4 weeks may only be agreed by the Manager in consultation with HR. Such cases are unusual, but not unknown and generally start with very few hours being worked because of the individual circumstances. In such cases, the pay arrangements may be agreed on an individual basis, but as a minimum, the employee will be paid either the sick pay they would otherwise receive or the normal pay for the actual hours worked, whichever is the greater.
- 15.6 Phased returns are not automatically granted and may be declined where it can be demonstrated that they may cause operational difficulties and/or adversely affect the needs of the other team members of the service.

16 Representation

- 16.1 Employees may ask for representation by a work colleague or union representative at any formal meeting from Stage Two of this policy onwards. If you feel there are special circumstances because of which you would like to be accompanied at Stage 1 of this policy (during your return to work meeting) please discuss this with either HR or your manager.

17 Sick Pay

- 17.1 Entitlement to Occupational sick pay is outlined in your statement of particulars of employment and will depend on your length of service. The Council also has the right to withhold/stop occupational sick pay in circumstances where an individual is:
- Failing to aid their recovery in every way possible, either by undertaking activities or behaviours that negatively affect or impede their recovery or by carrying out any other paid or unpaid work during a period of absence

- Failing to follow the reporting procedures set out in this policy
- 17.2 Most employees have a contract which recognises the conditions of service of the National Joint Council (NJC) for Local Authority Workers. NJC conditions of service provide Occupational Sick Pay (OSP) (a payment equating to full or half pay at the standard rate for the job) at stated rates and for periods of time linked to the completed 'continuous service' of the individual. These employee's may also have entitlement to Statutory Sick Pay (SSP) according to their rate of pay, this may be payable for up to 28 weeks of each period of absence due to illness.
- 17.3 Certain groups of employees within the Council are not entitled to OSP but may be entitled to SSP depending on their earnings.
- 17.4 The Council reserves the right to dismiss an employee for unsustainable levels of sickness absence, even where an employee has not exhausted all of their sick pay entitlements, once the procedures under this policy have been followed.

18 Industrial Injuries

- 18.1 Managers need to ensure that the Health and Safety procedure for reporting accidents is followed where an absence is a result of an alleged industrial injury. It is the responsibility of the Department of Work and Pensions (DWP) to decide whether to accept any claims by a staff member to have an accident at work declared as an industrial injury.
- 18.2 Sickness entitlement for industrial injuries is treated as separate entitlement to normal occupational sick pay so only previous periods of industrial injury allowance within the preceding 12 month period count against the sickness entitlement.
- 18.3 All accidents and activities resulting in industrial injuries must be investigated locally and the findings and any action points should be notified to the Head of Service, relevant Director, Council's Health & Safety Adviser and HR. The Council's Health and Safety Officer may advise the Trade Union Health and Safety Officer particularly if one of their members is involved.

19 Stress and Mental Health Issues

- 19.1 Whilst the vast majority of people with mental health problems are treated by their GP and many are capable of continuing to work effectively, some will need different levels of support from colleagues, their manager and possibly the Council as their employer.
- 19.2 The most common forms of clinically diagnosed mental health problems are depression and anxiety and the symptoms of these conditions can have a

severe impact on an individual's everyday life including their attitude, behaviour and performance at work.

- 19.3 Where managers are concerned that a staff member may have a mental health issue (for example if they seem depressed or withdrawn) it is important to talk to the staff member and offer support. Seek advice and guidance from HR when managing mental health issues in the workplace. Further information which may be helpful to individuals and/or their managers can be found on the Council's Employee Assistance website which can be accessed via the Intranet.
- 19.4 Staff can advise a manager, HR or a Trade Union Health and Safety Representative if they are concerned about a colleague within the organisation whom they consider may be suffering from a mental health issue.

20 Alcohol and Drugs

- 20.1 It is important to recognise that absence and performance problems may occur where employees have a particular problem related to drugs or alcohol. Managers should seek as far as reasonable, to be supportive of those suffering dependency. This cannot however, be at the expense of the needs of the service.
- 20.2 Managers should seek to positively assist any employee who is willing to take active steps to overcome their addiction; seeking professional advice to deal with the addiction offers the best opportunity to overcome their problem. This will probably include taking advice from the Council's Occupational Health Advisors.
- 20.3 In the event that a breach of Council Rules occurs, arising through dependency, action will be pursued through the appropriate procedure i.e. disciplinary or capability.

21 Ill Health Retirement

- 21.1 An employee who cannot return to work on the grounds of permanent ill health may be considered for Ill Health retirement subject to certain conditions being met.
- 21.2 This applies where the employee is a member of the Local Government Pension Scheme and Occupational Health confirm that the employee is, or will soon be, medically unfit to undertake his/her post or any other suitable post available.
- 21.3 With confirmation from the Council's Medical Advisor, if an employee is deemed "permanently unfit for their substantive post or any other comparable

duties within the Council”, would be eligible to be considered for ill-health retirement.

- 21.4 If the employee is retired on ill health grounds, and has been a member of the pension scheme for at least two years, they are eligible to have their pension rights brought forward to the date of ill-health retirement.
- 21.5 When an employee is declared permanently unfit for their substantive post, the Manager/HR will:
- (i) Provide the employee with a copy of the Medical Advisor’s report
 - (ii) Offer the opportunity of a meeting with the Manager/HR to review the circumstances i.e. redeployment or retirement, informing them of their entitlement to have a union representative or work colleague present
 - (iii) Inform the employee that they have a right to appeal against the decision
- 21.6 Where alternative employment is not appropriate, the Manager/HR will:
- (i) Confirm the report from the Council’s Medical Advisor in writing to the employee
 - (ii) Advise the employee of their entitlements under the pension scheme (if they are a member)
 - (iii) Inform the employee of the intention to seek approval of termination of their employment, on the grounds of premature retirement due to ill health
 - (iv) Outline their right to appeal against the Council’s Medical Advisor’s decision

22 Sickness and Annual Leave

- 22.1 If you fall sick during annual leave, a Statement of Fitness for Work will be required to reclaim lost annual leave. On production of the Statement, the absence will be regarded as sick leave from the date indicated on the statement and the relevant annual leave will be re-credited to you.

23 Ill health which does not lead to absence from work

- 23.1 There may be occasions where an employee is suffering from ill health but this does not lead to the employee being absent from work. If the employee believes that their ill health or long term health condition is having an impact on their ability to undertake their job they should raise this with their line manager. The manager will discuss the matter confidentially with employee, review the workplace risk assessment and discuss whether any additional support can be provided to the employee to support them at work. Depending on the circumstances, it may be helpful to seek advice and guidance through the Occupational Health Service.

24 Disciplinary Considerations

- 24.1 The Attendance Management Policy will be followed in all cases for all employees.
- 24.2 The Head of Service is also entitled to investigate the cause of any absence where he or she sees fit. In addition there are a number of different steps that the Council can take when problems arise, depending on the individual circumstances of each case.

These include:

- (i) Withholding sick pay where it can be shown that the employee is not aiding their return to work by undertaking activities or behaviours that negatively affects or impedes their recovery.
 - (ii) Regarding the sickness as unpaid leave if the employee fails to follow the reporting procedures set out above.
 - (iii) Regarding any false information about the absence as a disciplinary matter that may result in a warning or dismissal under the Council's Disciplinary Procedure.
 - (iv) Regarding any failure to aid their recovery in every way possible as a possible disciplinary matter. This includes carrying out any other paid or unpaid work during a period of absence that has not previously been agreed with the Council/manager.
 - (v) Regarding a deliberate and/or persistent failure to follow reasonable health and safety procedures.
- 24.3 If any of these steps are taken employees will be informed in writing. If employees feel they have been unfairly treated they may register a grievance under the Council's Grievance Procedure.
- 24.4 In some cases where absence gives cause for concern, the Councils reserve the right to deal with an attendance problem under the Disciplinary Procedure rather than this Attendance Management Policy (an example of this could be a persistent failure to follow procedures, though each case will be assessed on its own merits).
- 24.5 A false declaration of sickness absence is a serious matter and may result in disciplinary action, including dismissal.

25 Referral to other Council Policies

- 25.1 Referral to the following policies or procedures may be necessary depending on the circumstances:

- Policy on drugs and alcohol in the workplace
- Work Related Stress/Stress Management Policy
- Annual and other leave
- Flexi time scheme
- Well-being Programme

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- BODY:** Cabinet
- DATE:** 14 September 2016
- SUBJECT:** Devonshire Park
- REPORT OF:** Director of Tourism and Enterprise
- Ward(s):** Meads
- Purpose:** To seek Members' approval for the proposed future Governance Structure of Devonshire Park and changes to scheduling of the closure of the Winter Garden.
- Contact:** Philip Evans, Director of Tourism and Enterprise, Telephone 01323 415411 or internally on extension 5411. Email: philip.evans@eastbourne.gov.uk
- Recommendations:** Cabinet is recommended:
- (i) to approve the new Governance Structure of Devonshire Park operations which are to be introduced following the project being completed, and
 - (ii) agree the revised closure period of the Winter Garden.

1.0 Introduction

- 1.1 The Devonshire Park Project represents a £44m investment by the Council which will restore three historic buildings: the Grade II listed Devonshire Park Theatre; the Grade II listed Winter Garden and the Grade II Star listed Congress Theatre. The project also includes the demolition of the existing Congress Suite buildings and the Devonshire Park Pavilions, to be replaced by a new 'Welcome' Building which will provide a new Reception area for the whole site, new catering and meeting room facilities, improved access and 1000m² of new conference / exhibition space. Other elements of the project include refurbishment of existing peripheral buildings, new player changing facilities and accommodation for tennis, improvements to the International Tennis Centre, a new show court, reconfiguration and irrigation of existing courts and major landscape improvements.
- 1.2 When it is fully operational, the investment will provide an opportunity to manage the Devonshire Park site as a single entity (excluding the Towner Art Gallery which will continue to be owned by the Council but run separately by the existing Towner Trust). At present, the

functions of theatres, catering and events (which includes Grounds Maintenance) are all managed as separate units within the Tourism and Enterprise Directorate.

2. Proposed New Governance Structure

2.1 Throughout 2015, the Council worked with consultants, David Clarke Associates (DCA) to review the best future governance options for Devonshire Park. The priority was to identify a model that would best enable Devonshire Park to thrive and focus on the very considerable challenges of business turnaround on the site and to then determine whether there were other sites or services that could be added bringing benefits and without distraction for the management team of the future site facilities.

2.2 Four options for the future governance were identified:

- Option 1: Continued local authority direct management
- Option 2: Wholly owned but organisationally discrete local authority managed operations
- Option 3: Establishing a Trust and contracting with it to provide management of the site
- Option 4: Commercial operator options for contracting out the management of the site

All four models are fairly regularly used within the sector, and DCA had practical experience of all of them.

In an earlier 2013 report DCA suggested that the preferred solution for Devonshire Park might be either Option 2 or 3. They took the view that in Option 1 insufficient change might be made to transform the business and generate the returns required and that in Option 4, the Council's control of and ability to drive wider economic benefit from the site would be weakened.

2.3 Since that time, there have been various developments in the sector:

Local authority direct management of major cultural activities has seen a continuing decline, with more services put out to other forms of independent operation. This has been caused by a combination of authorities wishing to protect operations from continued budget pressure inside the authority, others recognising the cost inefficiency of direct provision (for instance in job evaluation costs) and, in some cases, simple desire to reduce both funding and obligation.

Nonetheless, there are still major venues operating successfully in direct provision. There are some wholly owned but organisationally discrete operations – more recently typified by operations established as companies with the Council as single shareholder or (in the case of

companies limited by guarantee single member) for instance in Birmingham and Blackpool. It is certainly possible to establish a commercially oriented operation in this model, and the option does offer clarity and ease of measurement of performance, as well as opportunity to operate in ways which may be more difficult within the Council direct (for instance in remuneration, contract terms, etc.) but risk basically remains with the Council.

Establishing a Trust and contracting with it to provide the management of the site- this was the model used with Towner. This is a very common model currently, but perhaps less so at the scale of Devonshire Park, where this 'arms' length' arrangement may be seen as a risk. Experience of operation of larger venues by Trust continues to be mixed – with some successful and some less successful examples where the business leadership and resilience required at this scale has been lacking.

Commercial operator options for contracting out the management of the site- in 2013 DCA suggested that this was not a solution for the overall site given the Council's very substantial investment and its imperative to provide both theatre and conference business that might be economically marginal to the business but important to the town.

- 2.4 Having considered all the four options further and in particular the 'organisationally discrete' and the Trust models (Option 2 and 3); it appears that the former is preferable in terms of reconciling the wider needs of the town and its visitor economy with the commercial success of the Devonshire Park site. Whilst the Trust model offers some advantages, especially in terms of it making it easier to obtain additional sources of future external funding, there are disadvantages and risks in terms of the extent to which the Council may be able to exert control and future direction of the operations. With such a large investment, this is felt to be too big a risk at present but it does not preclude this being looked at again at some time in the future.
- 2.5 The exact management structure has still to be determined but it is envisaged that Devonshire Park would be under the management of a senior officer with a single reporting line to the Director of Tourism and Enterprise (T and E). The way this differs from the present is that the two senior theatre management roles currently report directly to the Director of T and E whilst the catering and conferencing functions report to the Head of Tourism and Enterprise. Grounds maintenance (tennis facilities) currently reports to the Head of Events. It makes more sense for Devonshire Park Catering, Conferencing, Theatres and Grounds Maintenance to all be brought together as one unit and for the new senior officer role to steer the operation on a commercial footing.
- 2.6 Some preparation for this new structure, including revising senior management roles and functions can be implemented during the transition phase (starting from January 2017); however, the move to an Option 2 delivery model will be phased and would not be fully

implemented until after the Devonshire Park project is completed.

- 2.7 In the future structure it is proposed that the Marketing, PR and Events teams will report to the Head of T and E who will in turn report to the Director of T and E. Other catering functions run from outside Devonshire Park will for the time-being remain within T and E, with reporting lines to the Head of T and E.

3. Revised Closure Period for the Winter Garden

- 3.1 The Cabinet report of the 9 December 2015 included a project plan which showed the Winter Garden as closed from January 2018 to April 2019.
- 3.2 During the negotiations with the selected contractor the project team has identified that bringing the closure of the Winter Garden forward to the 4 September 2017 will allow the contractor to work far more efficiently, particularly in respect of completing and testing the complex mechanical and electrical services which will link the Congress Theatre, Welcome Building and Winter Garden.
- 3.3 The Winter Garden would re-open in December 2018 rather than April 2019. A September closure will allow a number of major bookings which the Council wishes to retain in future years to take place.
- 3.4 This efficiency will generate a saving of some £75,000 (net of any payments made for cancelled bookings). In addition, because the construction programme is shorter, there will be a saving on the inflation cost for the £6m Winter Garden scheme.

4.0 Consultation

- 4.1 The staff who would be affected by the proposed changes to the governance structure have been going through an early consultation process. The closure periods to any of the buildings on the Devonshire Park site will have an impact on future staffing arrangements and Management, together with HR have been working with Unison to try to minimise the potential impacts on jobs. This process is ongoing. The proposed new Governance arrangements will not make any additional impacts but the earlier closure of the Winter Garden may impact on some casual posts. Where possible, staff are being redeployed during the closure periods.

5.0 Resource Implications

- 5.1 The proposed new governance and staffing structure should not impact negatively on resources. The earlier closure of the Winter Garden should save a net estimated value of £75,000.

6.0 Implications for Equalities and Fairness

6.1 There are no specific Equalities or Fairness issues.

7.0 Other Implications

7.1 There are no Environmental or other implications arising from this report.

8.0 Recommendations

8.1 Cabinet is recommended:

(i) to approve the new Governance Structure of Devonshire Park operations which are to be introduced following the project being completed, and

(ii) agree the revised closure period of the Winter Garden.

Philip Evans
Director of Tourism and Enterprise

Background Papers:

None.

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COMMITTEE	CABINET
DATE	14 September 2016
SUBJECT	Tourist Accommodation Retention Supplementary Planning Document
REPORT OF	Director of Regeneration & Planning

Ward(s)	Devonshire, Meads
Purpose	For Members to approve the proposed Tourist Accommodation Retention Supplementary Planning Document (SPD) for publication for a 6 week period to receive representations in preparation for formal adoption by Full Council.
Contact	Matt Hitchen, Senior Strategy & Commissioning Officer (Planning Policy) 1 Grove Road, Eastbourne Tel no: (01323) 415253 E-mail: matt.hitchen@eastbourne.gov.uk
Recommendations	<ol style="list-style-type: none">1. To approve the Tourist Accommodation Retention SPD for publication for a 6 week consultation period to receive representations and comments.2. To delegate authority to the Director of Regeneration and Planning in consultation with the Lead Cabinet Member to make minor amendments before the commencement of the representation period.

1.0 Introduction

- 1.1 Eastbourne Borough Council is preparing a Tourist Accommodation Retention Supplementary Planning Document (SPD) to update the planning policy position in relation to tourist accommodation as a result of changes in visitor behaviour and attitudes in recent years. The new planning policy position will help the tourist accommodation stock remain fit for purpose and meet the requirements of current and future visitors.
- 1.2 The formulation of new planning policy can only take place through a Local Plan. As the next Local Plan is not due to be adopted until 2020, it is not possible to create a new policy for Tourist Accommodation at this time. However, the production of a new Supplementary Planning Document allows a new interpretation of the existing policy, which will allow a new policy

position to be provided.

- 1.3 A Supplementary Planning Document (SPD) is a planning policy document that builds upon and provides more detailed advice or guidance on the policies in a Local Plan. SPDs are material planning considerations in the determination of planning applications.
- 1.4 The Tourist Accommodation Retention SPD has been developed in consultation with Local Plan Steering Group and the Eastbourne Hospitality Association, and now needs to be published for public consultation before it can be adopted and used to assist in the determination of planning applications.

2.0 Background

- 2.1 Eastbourne is one of the largest providers of tourist accommodation in the South East outside London, and has the 26th highest supply of hotel rooms in the country. Eastbourne has a significant stock of tourist accommodation, including 46 hotels, 60 guesthouses and 144 self-catering units, amounting to approximately 3,500 bedrooms. Over 90% of Eastbourne's hotels and guesthouses/B&Bs are located within the area along the seafront defined as the Tourist Accommodation Area.
- 2.2 The majority of the rooms (81%) are located within hotels. Although there is one 5-star and two 4-star hotels in Eastbourne, the majority of supply is concentrated towards the lower end of the market in the three-star, two-star and budget categories.
- 2.3 Since 2008, there has been a change in tourist behaviour and trends, with a focus on multiple breaks for shorter durations, and increasing expectations of quality of accommodation. This has led to a decrease in the proportion of trips to seaside destinations, as the tourist accommodation in these locations is often not up to the quality and standard that modern-day visitors expect.
- 2.4 The Tourist Accommodation Study (2015) considers that Eastbourne has an oversupply of lower quality accommodation, particularly that which previously catered for the coaching market. This oversupply means that average occupancy levels fall as the lower quality accommodation reduce their prices to attract custom, which in turn means other providers need to reconsider their pricing. This ultimately drives down the average room rate and occupancy levels, particularly during the low season, and means that owners are unable to continue to invest in the maintenance and upkeep of the property resulting in a downward spiral of poorer quality stock.
- 2.5 This has implications on how visitors perceive Eastbourne in terms of the quality of their visit and the likelihood of them returning or providing recommendations. It also impacts on how hotel investors perceive

Eastbourne, which restricts the ability of the town to diversify the tourist accommodation offer to attract a broader range of visitors to Eastbourne thereby enhancing the destination's overall competitiveness.

- 2.6 The conclusion of the Tourist Accommodation Study is that there is a need to rebalance and diversify the supply of tourist accommodation with future emphasis on quality rather than quantity. This will allow Eastbourne's tourist accommodation to develop more organically and in turn appeal to and attract new markets.

3.0 Planning Policy Context

- 3.1 The existing policies on tourist accommodation are contained within the Eastbourne Core Strategy 2006-2027 (adopted 2013), the Eastbourne Borough Plan 2001-2011 (adopted 2003) and a Supplementary Planning Guidance (SPG)¹, adopted in 2004, which sets out how the Borough Plan policies should be interpreted.
- 3.2 The current position is that the Borough Plan designates an area known as the Tourist Accommodation Area, which represents what is considered to be the area where visitors would most expect to find visitor accommodation. The Tourist Accommodation Area is the area where the needs of tourists should prevail when considering development. At present, the majority of Eastbourne's tourist accommodation stock is concentrated within the Tourist Accommodation Area.
- 3.3 Within the Tourist Accommodation Area, applications that would result in the loss of tourist accommodation would only be permitted if it can be demonstrated that the tourist accommodation is unviable. The SPG provides details on what evidence needs to be submitted to demonstrate that it is unviable.
- 3.4 The way that the existing SPG interprets the Borough Plan policy is very restrictive and makes it difficult for lower quality stock in areas that are located in streets away the seafront to change use in order to allow them to exit the market.
- 3.5 A rebalancing of the supply requires a more flexible approach to managing the tourist accommodation. In order to allow the gradual reduction of poor quality stock in more secondary locations and help stimulate investment in better quality accommodation, appealing to a broader range of visitors, a change of policy approach is required.
- 3.6 However, due to the current stage of formulation of the Local Plan, it will not be possible to introduce a new policy under at least 2020. Therefore, the

¹ Assessment of Financial Viability of Tourist Accommodation Supplementary Planning Guidance (2004)

production of a new SPD will allow the existing Borough Plan policy to be interpreted differently to allow this change of approach to take place.

4.0 Issues

4.1 There are a number of issues that the new policy approach through the SPD needs to address. These have been taken into account through the drafting of the new SPD.

4.2 *Retaining an appropriate amount of accommodation*

It is essential that Eastbourne retains sufficient bedspaces to form a critical mass of accommodation that maintains the town's reputation as a tourist destination.

4.3 *Rebalancing the tourist accommodation stock to meet market demands*

There is a need to rebalance the supply, with future emphasis on quality rather than quantity, which can be achieved through a reduction in accommodation stock of lower quality in more secondary areas. This will help stimulate investment in better quality accommodation and develop more organically and in turn appeal to and attract new markets.

4.4 *Protecting the character of the seafront*

The importance of hotels along the seafront is crucial to the character and appearance, and also these locations are where tourist accommodation will be most viable due to the sea views.

4.5 *Clear and consistent policy*

The SPD needs to be easily understood and applied consistently, but also allow for an element of sensitivity in order to reflect changing circumstances.

4.6 *Encourage owners to run their businesses appropriately*

If hoteliers think they can make money by selling their property for residential conversion, they may purposely run down the business. The SPD needs to discourage such actions.

5.0 Change in Policy Approach

5.1 The basis for the change in approach is that it should be easier for lower quality tourist accommodation in less prominent locations to demonstrate that the continuing use as tourist accommodation is not viable, allowing them to receive permission for change of use. The gradual reduction of this lower quality accommodation from the supply will allow diversification in the product, increasing quality and making Eastbourne more resilient to changing market conditions.

- 5.2 As the Borough Plan policy cannot be changed, the Tourist Accommodation Area remains. However, to facilitate the rebalancing of the tourist accommodation stock, the SPD proposes to split the Tourist Accommodation Area into a Primary Sector and a Secondary Sector.
- 5.3 The Primary Sector comprises the prime locations on the seafront with unobstructed sea views. Within these areas, significant amounts of evidence will be required to demonstrate that the continuing use of land as tourist accommodation is not viable, as these prime locations are where tourist accommodation should be most viable.
- 5.4 The Secondary Sector comprises the locations behind the seafront that do not have views of the sea or face onto gardens/squares. It is in these Secondary locations where there is a large concentration of lower quality accommodation that is struggling to compete, and this is where there should be a gradual reduction of poor quality stock, which in turn should help stimulate investment in better quality accommodation appealing to a broader range of visitors. Within these areas, the SPD will allow additional flexibility, with less onerous evidence requirements to justify a change of use, and more options in terms of partial conversion.
- 5.5 It is estimated that the Primary Sector contains 60 hotels and guesthouses, equating to approximately 2,600 rooms. The Secondary sector contains 25 hotels and guesthouses, equating to approximately 500 rooms.

6.0 Assessment of Viability of Tourist Accommodation

- 6.1 The SPD sets out the criteria against which an application for the loss of tourist accommodation will be assessed, in order to demonstrate whether or not the continuing use of the land as tourist accommodation is viable and economically sustainable. The SPD sets different criteria in the Primary and Secondary Sectors, in order to allow additional flexibility for tourist accommodation in the Secondary areas.
- 6.2 It is envisaged that a technical advisory group could be formed to assist the assessment of an application against the criteria in the SPD, with the group looking at whether sufficient evidence has been provided at the pre-application stage.
- 6.3 Primary Sector
- 6.3.1 Within the Primary Sector, applications for the loss of tourist accommodation will have to submit evidence to demonstrate compliance with a two-stage test.
- 6.3.2 The first stage involves an application needing to demonstrate that the existing use of the tourist accommodation is not viable. In order to do this,

an applicant will have to submit evidence to demonstrate the following:

- There is no interest in the tourist accommodation business being bought as a going concern;
- The tourism accommodation business has been run in a reasonable and professional manner, and a serious and sustained effort has been made to save the business;
- The physical condition and cost of repair of the building would be prohibitive to running a viable business; and
- The running costs of the business cannot be covered.

6.3.3 Details of the evidence required to be submitted in order to allow this to be assessed is set out in the SPD.

6.3.4 Once the first stage has been satisfied, the second stage applies. The second stage of the test is the consideration of other tourist accommodation uses. Firstly, the applicant could consider partial conversion to unserviced accommodation (e.g. holiday flats), and then full conversion to unserviced accommodation, and then partial conversion to residential, before a complete loss of tourist accommodation can be justified.

6.4 Secondary Sector

6.4.1 Within the Secondary Sector, proposals for partial or full conversion to unserviced accommodation, or partial conversion to residential, will be supported. This is because it will reduce the number of rooms whilst enabling investment in the remaining serviced accommodation, enhancing the quality of the accommodation. This will be secured by a Section 106 legal agreement.

6.4.2 Proposals for the complete loss of tourist accommodation will need to submit evidence to demonstrate the following:

- There is no interest in the tourist accommodation business being bought as a going concern;
- The tourism accommodation business has been run in a reasonable and professional manner; and
- The running costs of the business cannot be covered.

6.4.3 The evidence required to be submitted in order to allow this to be assessed is set out in the SPD.

7.0 Consultation

7.1 The Draft Tourist Accommodation Retention SPD has been informed by a Tourist Accommodation Study, produced in 2015 by consultants Acorn Tourism Consulting Ltd. It has also been influenced by consultation responses

received on the Seafront Local Plan Issues and Options Report, as well as through thorough discussions with the Eastbourne Hospitality Association.

- 7.2 On 10 August 2016, the Local Plan Steering Group endorsed and gave authority to take the Tourist Accommodation Retention SPD to Cabinet for authority to publish for consultation.
- 7.3 The Tourist Accommodation Retention SPD, if approved by Cabinet, will be subject to a 6 week consultation period between 23 September and 4 November 2016 to allow stakeholders and the local community to comment and make representations.
- 7.4 The consultation will be made available online allowing representations to be made electronically via the Council's online consultation portal. The consultation procedure will be in compliance with the Statement of Community Involvement. Comments may also be submitted by email or post.

8.0 Next Steps

- 8.1 Following the consultation period, a summary of representations will be prepared and a revised Tourist Accommodation Retention SPD will be presented to Local Plan Steering Group for endorsement, followed by submission to Cabinet and then Full Council for approval and adoption in February 2017.

9.0 Implications

9.1 Legal Implications

- 9.1.1 The Tourist Accommodation Retention SPD has been prepared in order to comply with Regulation 13 of the Town & Country Planning (Local Planning) (England) Regulations 2012, and with regard to the requirements of the National Planning Policy Framework.
- 9.1.2 Regulation 12 requires that before the SPD is adopted, a statement setting out details of those consulted when preparing the SPD, together with a summary of the main issues raised, must be prepared. Any relevant issues raised during the consultation will need to be addressed in the SPD.

9.2 Financial Implications

- 9.2.1 There are no financial implications to the Council as a direct result of this report. The cost of the consultation and publication of the Tourist Accommodation Retention SPD will be met from within the service budget.

9.3 Human Resource Implications

9.3.1 Officers in the Regeneration & Planning Policy team will manage the consultation arrangements for the Tourist Accommodation Retention SPD and the collection and processing of representations received.

9.4 Equalities and Fairness Implications

9.4.1 An Equalities and Fairness Impact Assessment has been undertaken and the assessment demonstrates that the Tourist Accommodation Retention SPD was unlikely to have any significant impact on equalities and fairness.

10.0 Conclusion

10.1 In order to progress the Tourist Accommodation Retention SPD towards adoption, Cabinet are requested to approve the Tourist Accommodation Retention SPD for consultation between 23 September and 4 November 2016.

10.2 Following consultation, it is anticipated that a further report will be submitted to Cabinet in the New Year when the Tourist Accommodation Retention SPD is put forward to Full Council for adoption.

Background Papers:

- Draft Tourist Accommodation Retention Supplementary Planning Document (EBC, August 2016)
- Tourist Accommodation Retention SPD Sustainability Appraisal Screening Report (EBC, August 2016)
- Tourist Accommodation Retention SPD Statement of Consultation (EBC, August 2016)
- Eastbourne Core Strategy Local Plan 2006-2027 (EBC, 2013)
- Eastbourne Borough Plan 2001-2011 (EBC, 2003)
- Tourist Accommodation Study (Acorn Tourism Consulting Ltd, 2015)
- Here to Stay: Tourist Accommodation Retention & Loss - Guidance for Local Authorities on the Development of Planning Policy (Tourism South East, 2006)
- National Planning Policy Framework (DCLG, 2012)

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

Appendix 1 – Draft Tourist Accommodation Retention SPD

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TOURIST ACCOMMODATION RETENTION

Supplementary Planning Document



Draft for Consultation



September 2016



TOURIST ACCOMMODATION RETENTION Supplementary Planning Document (SPD)

Regeneration & Planning Policy
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Date: September 2016

The Tourist Accommodation Retention SPD is published for a 6 week consultation period between 23 September and 4 November 2016.

The document can be view and downloaded, and representations can be made via the on-line consultation portal at: www.eastbourne.gov.uk/spd

Tourist Accommodation Retention Supplementary Planning Document

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1.0 Introduction

- 1.1 Tourism is crucial to Eastbourne's economy. In 2014, over 5 million people visited Eastbourne, contributing nearly £380 million to the local economy with 20% of all jobs in Eastbourne being supported by tourism-related spending. A significant proportion of this income is generated through overnight visitors staying in the town's hotels, guesthouses and holiday flats. In order for Eastbourne to continue to thrive as a tourist destination there needs to be an appropriate supply of accommodation to cater for visitors.
- 1.2 Since the current planning policies relating to tourist accommodation were adopted, there have been significant changes in the tourism market, and particularly shifts in the behaviours and attitudes of tourists to the types of holiday, the destinations they visit and the type of accommodation that they want stay in.
- 1.3 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. To assist in this endeavour, Eastbourne Borough Council is preparing a Tourist Accommodation Retention Supplementary Planning Document to update the interpretation of existing planning policies relating to tourist accommodation in light of changes in the tourism market and the expectations of overnight visitors.
- 1.4 This SPD is aimed at prospective applicants for planning permission to redevelop or change the use of hotels, guest houses and unserviced tourist accommodation that are located within the defined Tourist Accommodation Area. It sets out additional information on how planning policies relating to Tourist Accommodation will be implemented, and what is required in order to satisfy the policy and the reasons why such information is sought.
- 1.5 A Supplementary Planning Document (SPD) is a planning policy document that builds upon and provides more detailed advice or guidance on the policies in a Local Plan. The purpose of a SPD is to help applicants make successful applications¹.

¹ National Planning Policy Framework, para 153

Status of Supplementary Planning Document

- 1.6 This draft Tourist Accommodation Retention SPD has been prepared for consultation with the local community and other stakeholders.
- 1.7 Once adopted, the Tourist Accommodation Retention SPD will be a material consideration in the determination of planning applications. It will then supersede the *Assessment of Financial Viability of Tourist Accommodation Supplementary Planning Guidance*, which was adopted 2004.
- 1.8 This SPD will provide policy advice on applications relating to the retention of tourist accommodation until new policies are adopted as part of the new Eastbourne Local Plan. This is likely to be adopted in 2020.

Consultation

- 1.9 This Draft Tourist Accommodation Retention SPD has been informed by a Tourist Accommodation Study, produced in 2015 by consultants Acorn Tourism Consulting Ltd. It has also been influenced by consultation responses received on the Seafront Local Plan Issues and Options Report, as well as thorough discussions with the Eastbourne Hospitality Association.
- 1.10 The Draft Tourist Accommodation Retention SPD will be subject to consultation with key stakeholders including tourist accommodation providers, the local community and other interested parties between Friday 23rd September and Friday 4th November 2016.
- 1.11 The SPD can be viewed and commented on via the Council's on-line consultation portal, which can be accessed via the Eastbourne Borough Council website (www.eastbourne.gov.uk/spd). Representations can also be submitted by email or via post.

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- 1.12 Following the 6 week consultation period, the Council will consider and summarise the representations received, and these will be an important source of information that will be used to refine the SPD in preparing the final



version. This will be formally adopted by the Council and used to assist in the evaluation of planning applications.

2.0 Background and Context

Background

- 2.1 Eastbourne is one of the largest providers of tourist accommodation in the South East outside London, and has the 26th highest supply of hotel rooms in the country. However it is important that a seaside resort like Eastbourne has the right quality and quantity of tourist accommodation because if this is not right, visitors are unlikely to return.
- 2.2 In 2014, around 707,000 visitors stayed overnight in Eastbourne, staying for an average of just under three nights each. The majority of overnight stays were from domestic visitors (92%). Overnight visitors spent £167.8 million in Eastbourne, equating to approximately £237 each. This compares to approximately £29 each for day trippers. This demonstrates how important overnight stays and tourist accommodation is for the local economy.
- 2.3 Eastbourne has approximately 250 accommodation establishments (including hotels, guest houses, Bed & Breakfast and self-catering lets) with a total of around 3,500 rooms. 63% of Eastbourne's hotels are independent establishments, which is second only to Blackpool across the country.
- 2.4 In Eastbourne, a number of hotels are located immediately adjacent to the seafront, with the areas immediately behind the seafront being a mixture of residential and tourist accommodation. Many of the properties in this area were initially built as residential properties, which means that there is pressure to convert the buildings used as tourist accommodation back into residential. It is important to recognise that in such areas, residential and tourism uses can co-exist and that one use does not necessarily have to dominate.
- 2.5 Visitor Research conducted in 2012 indicated that accommodation usage in Eastbourne varies significantly by trip type and age of visitor. Hotels are more popular for those on a repeat visit, for couples, and older visitors, whilst B&B establishments have greater appeal amongst first time visitors, especially the under 35s.
- 2.6 The Tourist Accommodation Study identifies that there has been a notable change in holiday behaviour amongst British residents since 2008, with the 'staycation' phenomenon emerging in response to the economic recession. However, trends are showing that consumers are increasingly enjoying taking multiple trips throughout the year rather than waiting for a single 'big'

holiday. This has resulted in the average stay becoming shorter, with the average domestic holiday-taker being older and more affluent.

- 2.7 Overall, the volume of holiday trips to seaside destinations has declined over recent years, and for the first time has been overtaken by trips to city destinations, which have been increasing along with rural breaks. The decline in seaside trips can be explained by the fact that, although seaside resorts have under-utilised capacity and readily available tourism infrastructure, it is often not up to the quality and standard that modern-day visitors expect.

Context

- 2.8 The current policy position relating to the retention of Tourist Accommodation is defined in the Eastbourne Borough Plan 2001-2011, which was adopted in 2003. This designates an area known as the Tourist Accommodation Area, which represents what is considered to be the area where visitors would most expect to find visitor accommodation. Within the Tourist Accommodation Area, applications that would result in the loss of tourist accommodation would only be permitted if it can be demonstrated that the tourist accommodation is unviable.
- 2.9 A Local Plan review is currently taking place, and this will allow new planning policies relating to tourist accommodation to be put in place. However it is unlikely that this will be adopted until around 2020.
- 2.10 Therefore, this SPD will provide direction on how the existing policy should be interpreted and implemented in light of changes in the tourism market and current trends. The success of this SPD will influence the creation of new policies for tourist accommodation for the new Eastbourne Local Plan.

Definition of Tourist Accommodation

- 2.11 For planning purposes, tourist accommodation is not precisely defined. However, in Eastbourne for the purposes of this policy, Tourist Accommodation is defined as:

An establishment that has a room, or rooms, to rent for a fixed period generally no greater than three months. This accommodation is not the renter's primary residence and the renter generally contributes to the revenue of the town, is not registered to vote in the town and is not a burden on local social services.

Issues

Retaining an appropriate amount of accommodation

- 2.12 It is essential that Eastbourne retains sufficient bedspaces to form a critical mass of accommodation that maintains the town's reputation as a tourist destination. More important though is that the tourist accommodation stock remains fit for purpose and meets the requirements of current and future visitors to the town.
- 2.13 In addition, within the Tourist Accommodation Area, the availability of sites for hotel development is very limited, and there is pressure from competing higher value uses, particularly residential. As such, hotel sites relinquished to other uses are unlikely to be replaced by new hotel development. It is therefore important that viable hotels are retained to provide opportunities for new entrants to the tourist accommodation market that offer differentiated and distinct products that would enhance the destination's overall competitiveness.

Rebalancing the tourist accommodation stock to meet market demands

- 2.14 Eastbourne has a large concentration of smaller independent two and three-star hotels, a significant proportion of which previously catered for the coaching market. Consequently, some of the smaller independent hotels towards the lower end of the quality spectrum are increasingly struggling to compete as they cannot offer the quality of accommodation that visitors expect.
- 2.15 In order to compete in a difficult and challenging market, these establishments often lower their prices to attract custom. This drives other accommodation providers to reconsider their pricing. This ultimately drives down the average room rate and occupancy levels, particularly during the low season, and means that owners are unable to continue to invest in the maintenance and upkeep of the property resulting in a downward spiral of poorer quality accommodation.
- 2.16 This has implications on how visitors perceive Eastbourne in terms of the quality of their visit and the likelihood of them returning or providing recommendations, and also on how investors perceive Eastbourne. This restricts the ability of the town to diversify the tourist accommodation offer attract a broader range of visitors to Eastbourne thereby enhancing the destination's overall competitiveness.


- 2.17 It is therefore considered that a reduction in this accommodation stock is required to ensure that it should help stimulate investment in better quality accommodation appealing to a broader range of visitors.
- 2.18 Therefore, there needs to be a rebalancing of the tourist accommodation supply with future emphasis on quality rather than quantity. This can be achieved by allowing obsolete accommodation in secondary locations to exit the market, thereby allowing average room rates to increase and a tourist accommodation provider to invest in increasing the quality of their offer. This in turn will allow Eastbourne's tourist accommodation to develop more organically and in turn appeal to and attract new markets.

Protecting the character of the seafront

- 2.19 The hotels fronting the seafront, from the Western Lawns down to Treasure Island, gives the seafront a locally significant character that makes a particular contribution to the town as a destination.
- 2.20 The importance of well-maintained hotel façades is crucial to the character and appearance of the seafront, and also these locations are where tourist accommodation will be most viable due to the sea views.
- 2.21 The provision of Houses in Multiple Occupancy (HMOs) is a significant threat to the attractiveness of the seafront. The presence of HMOs in the prime tourist areas does not portray a positive image of the destination, and could adversely impact the visitor experience. Therefore Borough Plan Policy HO14, which restricts Houses in Multiple Occupation being created from tourist accommodation within the Tourist Accommodation Area, should still be applied. Eastbourne Borough Council will be developing a policy to manage HMOs throughout the rest of the town through the new Local Plan.

A clear and consistent policy

- 2.22 In order for the SPD to be effective, it needs to be easily understood and applied consistently.
- 2.23 Policies also need to allow for an element of sensitivity as to how they are implemented in order to reflect changing circumstances. It is important that planning policy does not seek to attempt to perpetuate outdated forms of tourist accommodation for which there is no longer a market.

- 
- 2.24 It is also important that there is regular monitoring of changes in occupancy levels and room rates in order to understand how successful the policy is. This would also create a robust evidence base against which to compare the performance of an individual accommodation establishment.

Encourage owners to run their businesses appropriately

- 2.25 The SPD should make a distinction between those establishments that are no longer viable, and those that have not been run and managed effectively.
- 2.26 The increasing demands for housing puts pressure on lower value uses to convert, meaning that a hotel could be worth significantly more than its business value if it becomes available for residential development. This could tempt some hotel owners to seek to sell for residential conversion instead of selling the hotel as a going concern. This does not necessarily mean that such hotels are no longer commercially viable or would not find buyers if they were put onto the market as tourist accommodation.
- 2.27 Providing a strong policy that provides clarity in terms of what should or should not be submitted to accompany an application will remove unrealistic expectations and provide encouragement to operators to make a success of their businesses. It will also assist in requiring that the premises are marketed at more realistic prices that would allow the purchase of a going concern.

3.0 Planning Policy Context

3.1 The National Planning Policy Framework (NPPF) defines tourism development (including theatres, museums, galleries and concert halls, hotels and conference facilities) as a main town centre use.

3.2 One of the core planning principles of the NPPF is a requirement to proactively drive and support sustainable economic development. The NPPF requires local planning authorities to plan proactively to meet the development needs of business and support an economy fit for the 21st century.

3.3 This SPD will provide additional detail on the interpretation of the following adopted local planning policies:

- Eastbourne Borough Plan Policy TO1: Tourist Accommodation Area
- Eastbourne Borough Plan Policy TO2: Retention of Tourist Accommodation
- Core Strategy Policy D3: Tourism and Culture

3.4 The full wording of the policies is contained within Appendix 2.

3.5 The policies relevant to this SPD are summarised below:


Eastbourne Borough Plan Policy TO1: Tourist Accommodation Area

3.5.1 Policy TO1: Tourist Accommodation Area designates an area along the Seafront as the Tourist Accommodation Area. The policy states that within this area, applications for proposals that are incompatible with tourist accommodation use should be refused.

Eastbourne Borough Plan Policy TO2: Retention of Tourist Accommodation

3.5.2 Policy TO2: Retention of Tourist Accommodation identifies that within the Tourist Accommodation Area, applications for the redevelopment or change of use of tourist accommodation to any other use will be refused.

3.5.3 The policy does provide exceptional circumstances for when permission will be granted for other uses, but this is dependent on the applicant demonstrating that the continuing use of land as tourist accommodation is not viable. The policy sets out the factors that will be taken into account in the determination of viability.



Core Strategy Policy D3: Tourism and Culture


3.5.4 Policy D3: Tourism & Culture recognises the importance of the entertainment, cultural and sports facilities to the economic prosperity of Eastbourne, and supports the preservation and enhancement of these through a number of measures including resisting the loss of visitor accommodation through the retention of a tourist accommodation area and protection policy.

3.6 Other extant policies will continue to be used to determine relevant applications including:

- Borough Plan Policy TO3: Tourist Accommodation Outside the Designated Area;
- Borough Plan Policy TO4: Improvements to Existing Accommodation;
- Borough Plan Policy TO5: New Tourist Accommodation;
- Borough Plan Policy TO9: Commercial Uses on the Seafront; and
- Borough Plan Policy HO14: Houses in Multiple Occupation.

4.0 Tourist Accommodation Area

- 4.1 The Tourist Accommodation Area is defined by Eastbourne Borough Plan Policy TO1: Tourist Accommodation Area. It encompasses an area where it is considered that visitors would most expect to find tourist accommodation, and where it is appropriate that the needs of tourists should prevail in considering other developments.
- 4.2 At present, the majority of tourist accommodation stock is concentrated within the Tourist Accommodation Area. Whilst a seafront location with unobstructed sea views is a prime location, it is felt that some of the areas behind the seafront that do not have views of the sea or front onto gardens/squares do not have the same locational quality. It is in these locations where there is a large concentration of lower quality accommodation that is struggling to compete, and this is where there should be a gradual reduction of poor quality stock that will not be fit-for-purpose in the medium to long term, which in turn should help stimulate investment in better quality accommodation appealing to a broader range of visitors.
- 4.3 In order to ensure that that tourist accommodation that is within the prime and most popular areas is retained, and poor quality stock in less prominent locations can be reduced over time, it is considered that the Tourist Accommodation Area should be divided into Primary and Secondary Sectors.
- 4.4 The Primary and Secondary Sectors of the Tourist Accommodation Area have been identified in consultation with the Eastbourne Hospitality Association. The Sectors are identified in Figure 1, and a more detailed plan is provided in Appendix 3.
- 4.5 The Primary Sector encompasses the parade immediately adjacent to the Seafront from the Hydro Hotel in the west to the junction with Carlton Road in the east, as well as the area between Howard Square and Wilmington Square and adjacent to the Congress Theatre.
- 4.6 The Secondary Sector includes the areas behind the seafront, including Jevington Gardens, Compton Street, Elms Avenue, Marine Road and Cambridge Road.
- 4.7 The identification of Primary and Secondary Sectors of the Tourist Accommodation Area recognises that the location of the premises has



changed since its adoption, which is one of the criteria needed to demonstrate compliance with the policy.

4.8 Despite the identification of Primary and Secondary Sectors within the Tourist Accommodation Area, the Tourist Accommodation Area will still remain, and where the Tourist Accommodation Area is referred to in other policies, it is the full area that will be relevant.

4.9 This means that under Borough Plan Policy HO14, a change of use to a House in Multiple Occupation will not be permitted, even if a tourist accommodation establishment can demonstrate that it is no longer viable under the criteria set out in this SPD.

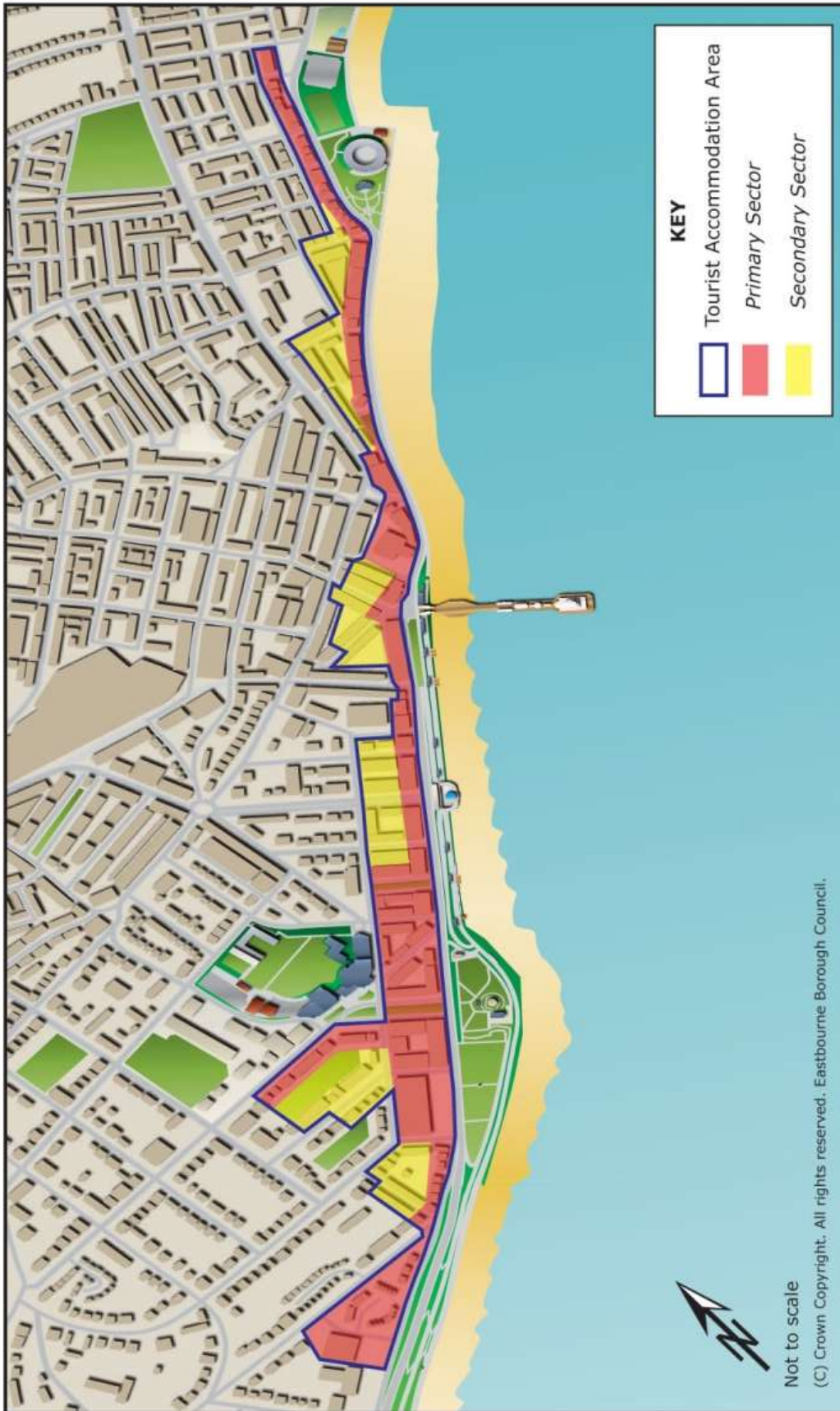


Figure 1 – Diagram showing Tourist Accommodation Area and Primary and Secondary Sectors

5.0 Assessment of Viability

- 5.1 When assessing a proposal for the change of use or redevelopment of tourist accommodation, the key consideration is whether or not the continuing use of the land as tourist accommodation is viable and economically sustainable.
- 5.2 An application for change of use concerns the premises rather than the owner. In order to demonstrate viability and establish whether a tourist accommodation premises has any prospect of continuing as tourist accommodation, evidence will be required to demonstrate that the premises are not economically viable in their current use, and are incapable of being made viable in its current use.
- 5.3 If tourist accommodation is assessed as being viable, or capable of being viable, then this will indicate the potential to meet current and future demand for visitors, resulting in a direct economic benefit from income and employment generation, and indirect benefit from visitors spending money on goods and services within the town. In contrast, where tourist accommodation is shown to be unviable, and with no potential of becoming viable, it clearly will not provide a useful contribution and therefore its loss will cause no harm.
- 5.4 This SPD sets out the criteria that should be taken into account in assessing the viability or potential viability of tourist accommodation. Any application should provide evidence to show how the relevant criteria have been met, or include a reasoned justification as to why the information cannot be supplied. Applications that provide inadequate or insufficient information, or do not provide a reasoned justification as to why information cannot be supplied, will be refused.
- 5.5 It is envisaged that a consultative group could be formed to assess the calibre of the application and whether or not the criteria have been met. It will be strongly recommended that any applicant should engage with this group before submission of an application. Any recommendation made by the consultative group will be a material consideration in the determination of the application.
- 5.6 The criteria and evidence required will differ between the Primary and Secondary Sectors, so to reflect that fact that that nature of the Tourist Accommodation Area has changed since it was designated. The SPD sets the principle that a lower level of evidence is needed in the Secondary Sector to

demonstrate that tourist accommodation is unviable. However this does not necessarily mean that proposals for the loss of tourist accommodation in the Secondary Sector will automatically be granted planning permission. Similarly, proposals for loss of tourist accommodation within the Primary Sector will not automatically be refused planning permission. Applications will be assessed against the criteria set out in this SPD using the evidence submitted as part of the application in accordance with the requirements of the SPD.

- 5.7 It should be noted that within both Sectors, the key indicator of an establishment's viability will be its market value, which should take into account its trading potential. The market for tourist accommodation has been fairly active over recent years from a property transaction perspective, and therefore viable tourist accommodation is likely to be in demand. This should be tested by the establishment being put on the market at a price that reflects its use as tourist accommodation, for a period appropriate to the area within which it is located. The lack of interest in premises that have been marketed for a value that reflects a potential residential use will not be considered to have satisfied the marketing test.
- 5.8 It is important to ensure that any previous tourism related planning approval has been given a reasonable time to become commercially established, and any claims that these changes are no longer financially viable must show the relationship between the original business planning and the current situation.
- 5.9 It is recognised that within the Tourist Accommodation Area, and particularly the Secondary Sector, a number of tourist accommodation establishments will be run as 'lifestyle businesses'. A 'lifestyle business' is a mixture of home and business, set up with the aim of achieving a sustainable level of income. Commercial viability arguments are more difficult for 'lifestyle businesses' due to businesses being a blend of home plus income.
- 5.10 It is considered that an appropriate threshold for 'lifestyle businesses' is 15 bedrooms. Establishments that are over 15 rooms are less likely to be run as 'lifestyle businesses' and would be expected to operate in a more commercial manner. Therefore such businesses would be expected to have business plans and marketing tools that would not necessarily be available to 'lifestyle businesses'. Therefore the council will apply additional flexibility when examining evidence provided by a "lifestyle business.

Proposals within the Primary Sector of the Tourist Accommodation Area

5.11 There is a **two-stage process** for assessing proposals for the partial or complete loss of tourist accommodation within the Primary Sector of the Tourist Accommodation Area. Any application for the loss of tourist accommodation within the Primary Sector will be required to:

STAGE 1 – Meet criteria demonstrating that the existing tourist accommodation is not viable through the submission of specified evidence.

STAGE 2 – Consider the implementation of other tourist accommodation uses through a sequential approach to alternative uses.

Stage 1 - Demonstrating that continuing the existing tourist accommodation within the Primary Sector of the Tourist Accommodation Area is not viable

5.12 In order to demonstrate that continuing the existing tourist accommodation use within the Primary Sector of the Tourist Accommodation Area is not viable, proposals for the complete or partial loss of tourist accommodation should satisfy the following criteria:

Criteria A - There is no interest in the tourist accommodation business being bought as a going concern;

Criteria B – The tourism accommodation business has been run in a reasonable and professional manner, and a serious and sustained effort has been made to save the business;

Criteria C – The physical condition and cost of repair of the building would be prohibitive to running a viable business; and

Criteria D – The running costs of the business cannot be covered.

5.13 Any application promoting the loss of tourist accommodation would need to be accompanied by evidence in order for that application to be fully assessed against the criteria set out above. Evidence should be submitted against the following:

Criteria A - There is no interest in the tourist accommodation business being bought as a going concern

(A1) Evidence that the Tourist Accommodation establishment has been on the market at a price that reflects its tourist accommodation use and condition for reasonable period (which the Council would expect to be a period of a

minimum of **2 years**). The type of material that should be submitted to satisfy this includes:

- Details of the agent used to market the business for sale, including whether they have any local or specialist expertise, and evidence of active marketing;
- Where and when the site was advertised, including copies of advertising material, sale particulars, website entries, brochures, etc.;
- Details of responses received, what interest has been shown and why any offers have been rejected (if known);
- Details of the agreed sale price, including any reductions made in asking price during the course of marketing.

Criteria B - The tourism accommodation business has been run in a reasonable and professional manner, and a serious and sustained effort has been made to save the business

(B1) Evidence of occupancy and room rates for comparison with competitors, including:

- Number of trading weeks per year over the last 3 years
- Total number of available room nights per year over the last 3 years
- Details of occupancy per trading week over the last 3 years
- Average room rate for each trading week over the last 3 years
- RevPAR for each trading week over the last 3 years

(B2) Owner's Personal Statement, outlining the following areas:

- Length of ownership
- Their personal background before running the business
- Their explanation as to why they believe the business is not sustainable
- An outline of what they believe they have done to make the business viable (which will be further expanded on by reference to the evidence referred to in the following sections)
- Reference to be made to online reviews – positive and negative. If negative an indication of how issues have been addressed and if they cannot be – why not?
- An indication of the change in business trends they have witnessed and how they have tried to adapt the business to follow those trends or explain why they could not.
- Any anecdotal information they have from neighbouring businesses that affirms the personal statement.

- (B3) Evidence of marketing and business promotion, including but not limited to:
- Engagement with Eastbourne Borough Council's Tourism Department (or a statement indicating why assistance was not sought)
 - Evidence of marketing activity over last 12 months
 - Evidence of regularly updated website for the establishment
 - Evidence of the establishment being placed with Online Travel Agents (OTAs)
 - Evidence of how social media has been used to promote business (or why social media was not appropriate to the business model)
 - Copies of brochures, adverts and entries in accommodation guides
 - A plan for marketing activity over the next 12 months
- (B4) Evidence of annual business plan, including financial budget and sales/marketing strategy (for 'lifestyle businesses' where establishments are under 15 rooms it is accepted that business plans may not be available).

Criteria C - The physical condition and cost of repair of the building would be prohibitive to running a viable business

- (C1) Evidence from a surveyors report prepared by a suitably qualified person that details the physical condition of the building, including cost of repairs, and the age and condition of the building and length of time in tourism use
- (C2) Evidence of investment on refurbishment and maintenance to the property for each year over the last 5 years

Criteria D - The running costs of the business cannot be covered

- (D1) Evidence of costs of running the business, including:
- Profit and Loss Accounts covering the previous three years
 - Net income from rooms
 - Net income from food and beverages
 - Any other net income generated from the business
 - Trading profit before interest, tax, depreciation and amortisation
 - Breakdown of annual running costs for the business over the last 3 years including: commissions, wages, utilities, rates, food, beverage, additional guest services, administration costs, laundry, insurance, business to customer marketing, bank interest/charges, staff training and any other operating costs

- Number of people employed including applicant and applicants family split full time and part time

Stage 2 – Consider the implementation of other tourist accommodation uses through a sequential approach to alternative uses

- 5.14 Where it can be demonstrated that the existing tourist accommodation use is unviable through Stage 1, consideration should be given to retaining an element of tourist accommodation use. The retention of an element of tourist accommodation use should be considered on a sequential basis, as identified below and should be evidenced within the application:
- (a) partial conversion to unserviced accommodation with a clear link in terms of the ownership of the serviced and non-serviced accommodation;
 - (b) full conversion to unserviced accommodation;
 - (c) partial conversion to non-tourism uses that would be compatible with the Tourist Accommodation Area (including residential) where there is an agreement to invest in the remaining tourist accommodation.
- 5.15 The sequential approach means that criterion (a) should be met before criterion (b) is considered, and so on. Only where it can be demonstrated that all criteria are satisfied and there is no potential for conversion to other tourist uses will a complete loss of tourist accommodation be a possibility.
- 5.16 Applications for the partial loss of tourist accommodation should satisfy all criteria in Stage 1, and the criteria in Stage 2 that is ahead of the proposal in the sequential process. Applications that include unserviced accommodation should take into account considerations for unserviced accommodation outlined in paras 5.21 and 5.22.
- 5.17 To ensure that any unserviced tourist accommodation created is used for tourist accommodation purposes only, or to ensure investment in remaining tourist accommodation as a result of partial conversion to non-tourism related uses, the Council will look to secure this by use of a condition on the planning permission or through a Section 106 legal agreement².

² Section 106 (S106) Agreements are legal agreements between Local Authorities and developers linked to a planning permission, made under section 106 of the Town and Country Planning Act 1990 (as amended).

5.18 In order to demonstrate that alternative tourist accommodation uses have been considered, the following should be submitted but not limited to:

Criteria E

- (E1) Evidence from independent experts that tourism alternative uses have been fully considered, including justification to clearly explain why other tourism accommodation uses are not viable, based on a sequential approach to alternative uses:
- a. partial conversion to unserviced accommodation
 - b. full conversion to unserviced accommodation
 - c. partial conversion to non-tourism uses (including residential) where there is an agreement to invest in the remaining tourist accommodation.

5.19 The evidence from independent experts that is needed to meet these requirements could be in the form of a specialist viability report, or it could be evidence from a number of different specialists in a report compiled by the applicant.

Establishments with no trading history

5.20 Where no trading history for the tourist accommodation establishment exists, applicants should submit evidence under (A1), (C1), (C2) and (E1), alongside a forward business plan with cash flow projections, including information required to secure a bank loan/financial investment, with a clear demonstration that an attempt has been made to implement it.

Conversion to unserviced accommodation

5.21 Where partial or complete conversion to unserviced accommodation is proposed within the Primary Sector of the Tourist Accommodation Area, the unserviced accommodation must aspire to be high end holiday flats, and should be designed and sited so as to maximise the on-going attractiveness of the holiday flats to visitors to ensure that it is viable. Therefore, proposals should include details of how holiday flats will be accessed, designing out shared accesses and corridors with residential units, and evidence of a business plan to show that the business can be operated as sustainable tourist accommodation.

5.22 In light of this, evidence should be provided to demonstrate that the following have been considered:

- Providing a separate entrance from any tourist accommodation or residential uses.
- Designing internal layouts to cluster holiday flats together for ease of management and minimise potential noise impacts and conflicts with other uses
- Ensuring that main bedspaces are located within bedrooms and not within lounges or other non-bedroom spaces, although sofa beds would be permitted to maximise occupancy potential;
- Ensuring that holiday flats have all of the facilities that would be required by a visitor, ensuring that holiday flats meet the requirements for Visit Britain/AA self-catering accommodation standards.

Proposals within the Secondary Sector of the Tourist Accommodation Area

Proposals for partial loss of tourist accommodation

5.23 Within the Secondary Sector, proposals for partial or full conversion of serviced accommodation to unserviced accommodation will be supported where the principles identified in paras 5.21 and 5.22 are taken into consideration.

5.24 In addition, proposals for part conversion to other uses that are compatible with the Tourist Accommodation Area will be supported if investment is made in improving the remaining tourist accommodation. This will be secured by a Section 106 legal agreement.

Proposals for complete loss of tourist accommodation

5.25 In order to demonstrate that continuing the tourist accommodation use within the Secondary Sector of the Tourist Accommodation Area is not viable, all proposals for the complete loss of tourist accommodation will be required to satisfy the following criteria:

Criteria F – There is no interest in the tourist accommodation business being bought as a going concern;

Criteria G – The tourism accommodation business has been run in a reasonable and professional manner; and

Criteria H – The running costs of the business cannot be covered.

5.26 In order to allow a proposal for the loss of tourist accommodation to be assessed against the criteria set out above, evidence should be submitted against the following:

Criteria F – There is no interest in the tourist accommodation business being bought as a going concern

- (F1) Evidence that the Tourist Accommodation establishment has been on the market at a price that reflects its tourist accommodation use and condition for reasonable period (which the Council would expect to be a period of a minimum of **1 year**). The type of material that should be submitted to satisfy this includes:
- Details of the agent used to market the business for sale, including whether they have any local or specialist expertise, and evidence of active marketing;
 - Where and when the site was advertised, including copies of advertising material, sale particulars, website entries, brochures, etc.;
 - Details of responses received, what interest has been shown and why any offers have been rejected (if known);
 - Details of the agreed sale price, including any reductions made in asking price during the course of marketing.

Criteria G – The tourism accommodation business has been run in a reasonable and professional manner

- (G1) Evidence of occupancy and rooms rates for comparison with competitors, including:
- Number of trading weeks per year over the last 3 years
 - Total number of available room nights per year over the last 3 years
 - Details of occupancy per trading week over the last 3 years
 - Average room rate for each trading week over the last 3 years
 - RevPAR for each trading week over the last 3 years
- (G2) Evidence of efforts to sustain the business, including
- Engagement with Eastbourne Borough Council's Tourism Department (or a statement indicating why assistance was not sought)
 - Evidence of marketing activity over last 12 months

Tourist accommodation establishments within the Secondary Sector with 15 bedrooms or more should also provide the following evidence:

- (G3) Evidence of annual business plan, including financial budget and sale and marketing strategy

Criteria H – The running costs of the business cannot be covered

- (H1) Evidence of costs of running the business, including:
 - o Profit and Loss Accounts covering the previous three years

Appendices

Appendix 1: Glossary

Core Strategy – Adopted in 2013, this Local Plan sets out the long term strategic planning vision for Eastbourne to 2027.

Day-trippers – a visitor who visits for the day and spends the night elsewhere.

Development Plan - A set of documents, comprising the Eastbourne Borough Plan 2001-2011 saved policies, the Eastbourne Core Strategy Local Plan 2006-2027, the Eastbourne Town Centre Local Plan 2006-2027, and the East Sussex Waste and Minerals Plans.

Eastbourne Borough Plan 2001-2011 – Adopted in 2003, contains policies mainly related to development management. The policies were saved indefinitely in 2007, although some have since been deleted as a result of the adoption of other Local Plans.

Eastbourne Local Plan – Currently under production, the Eastbourne Local Plan will replace all existing adopted planning policies. It is anticipated that the Eastbourne Local Plan will be adopted in 2020.

Local Plan - The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004.

Online Travel Agency (OTA) – An Online Travel Agency is a website that allows booking of hotel rooms, holiday packages, etc. Tourist Accommodation providers can advertise their product with OTA and customers can book rooms via the OTA website, with the OTA taking a commission.

RevPAR – Revenue per available room is a performance measure used by the tourist accommodation industry and is calculated by dividing total room revenue by the number of rooms available (or multiplying the average daily room rate by the occupancy rate).

Section 106 Agreement - Section 106 (S106) Agreements are legal agreements between Local Authorities and developers linked to a planning permission, made under section 106 of the Town and Country Planning Act 1990 (as amended).

Tourism - The World Tourism Organisation's definition of tourism is: 'a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes'.

Tourist Accommodation - an establishment that has a room, or rooms, to rent for a fixed period generally no greater than three months. This accommodation is not the renter's primary residence and the renter generally contributes to the revenue of the town, is not registered to vote in the town and is not a burden on local social services.

Tourist Accommodation Study - A study undertaken by Acorn Tourism Consulting Ltd in 2015 on behalf of Eastbourne Borough Council to better understand the up to date position in relation to the amount of tourist accommodation in the town, the need to retain existing accommodation and the need for new or improved accommodation in the town.

Appendix 2: Adopted planning policies relating to tourist accommodation

Borough Plan TO1: Tourist Accommodation Area

Policy TO1: Tourist Accommodation Area

Within the tourist accommodation area, shown on the Proposals Map, planning permission will be refused for proposals which are incompatible with the tourist accommodation use.

In considering proposals for development within this area regard will be made to the different lifestyles and special requirements of tourists. This consideration will include the following:

- a) the effect on residential and visual amenity (see Policies HO20 and UHT4);
- b) the likely hours of operation;
- c) safety and security implications.

Borough Plan TO2: Retention of Tourist Accommodation

Policy TO2: Retention of Tourist Accommodation

Within the tourist accommodation area identified on the Proposals Map planning permission will not be granted for the redevelopment or change of use of tourist accommodation to any other use. In this Policy "tourist accommodation" means serviced tourist accommodation (Class C1 use) and unserviced tourist accommodation.

Only in exceptional circumstances will planning permission be granted for any other use. This means that the applicant must demonstrate that the continuing use of land as tourist accommodation is not viable.

In determining viability the following factors will be taken into account:

- a) the location of the premises;
- b) the physical condition and cost of repair of the premises;
- c) the potential for refurbishment, including the cost of works;
- d) the potential for conversion to other tourist uses, including the cost of works;
- e) the market valuation of the property reflecting the above factors;
- f) whether the direct costs of running the business can be covered; and
- g) whether a commercial rate of return on investment can be achieved.

However, factor g) above will be excluded from the viability analysis in all instances where the operator has private accommodation on the premises comprising at least 10% of the building (defined in terms of the proportion of the total habitable floor area, excluding hallways and landings).

*Borough Plan HO14: Houses in Multiple Occupation.***Policy HO14: Houses in Multiple Occupation**

Planning permission will be granted for the establishment and retention of Houses in Multiple Occupation (HMOs) provided they comply with residential, visual and environmental amenity considerations set-out in Policies HO20, UHT4 and NE28.

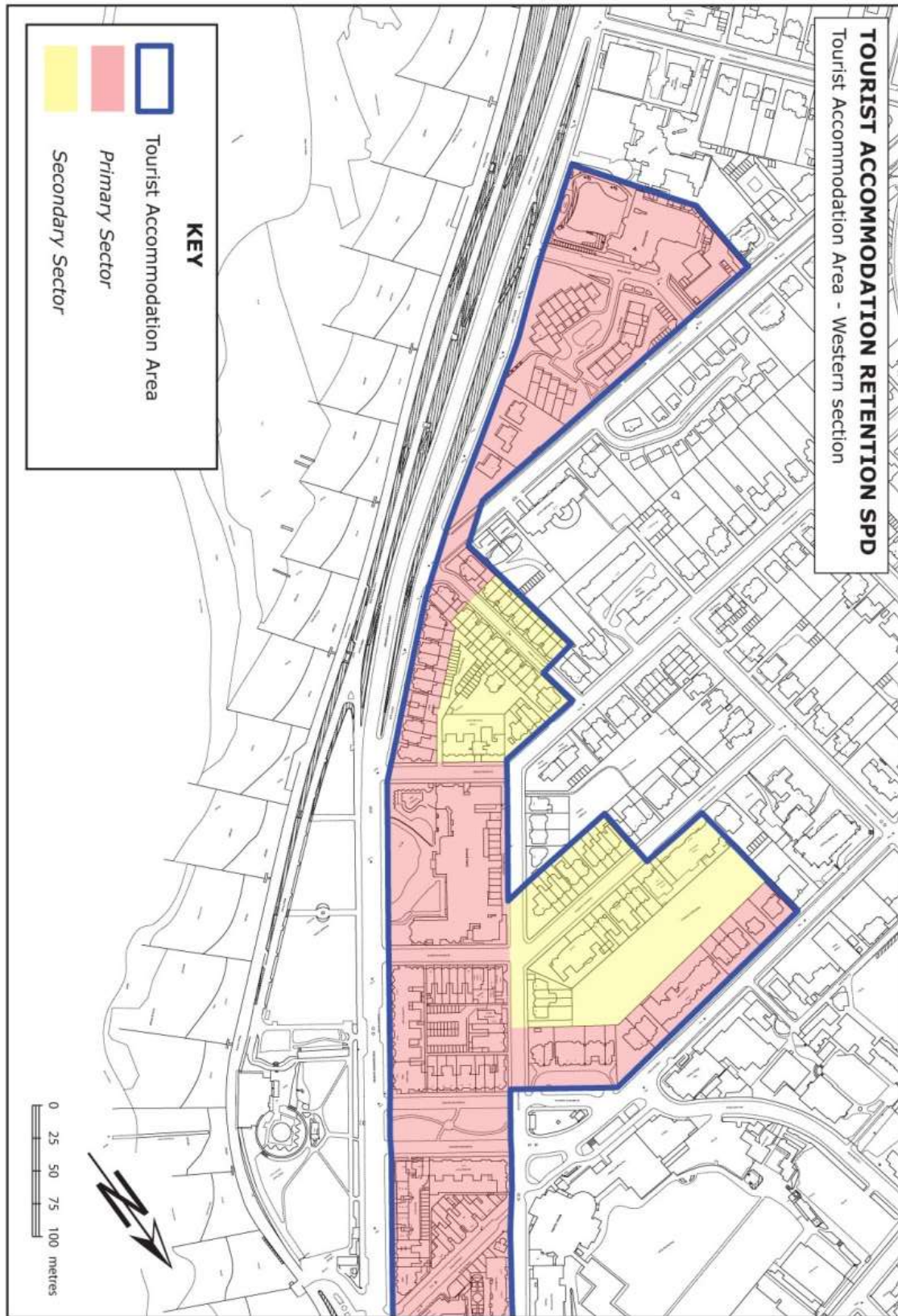
HMOs will not be permitted in the tourist accommodation area defined in Policy TO1.

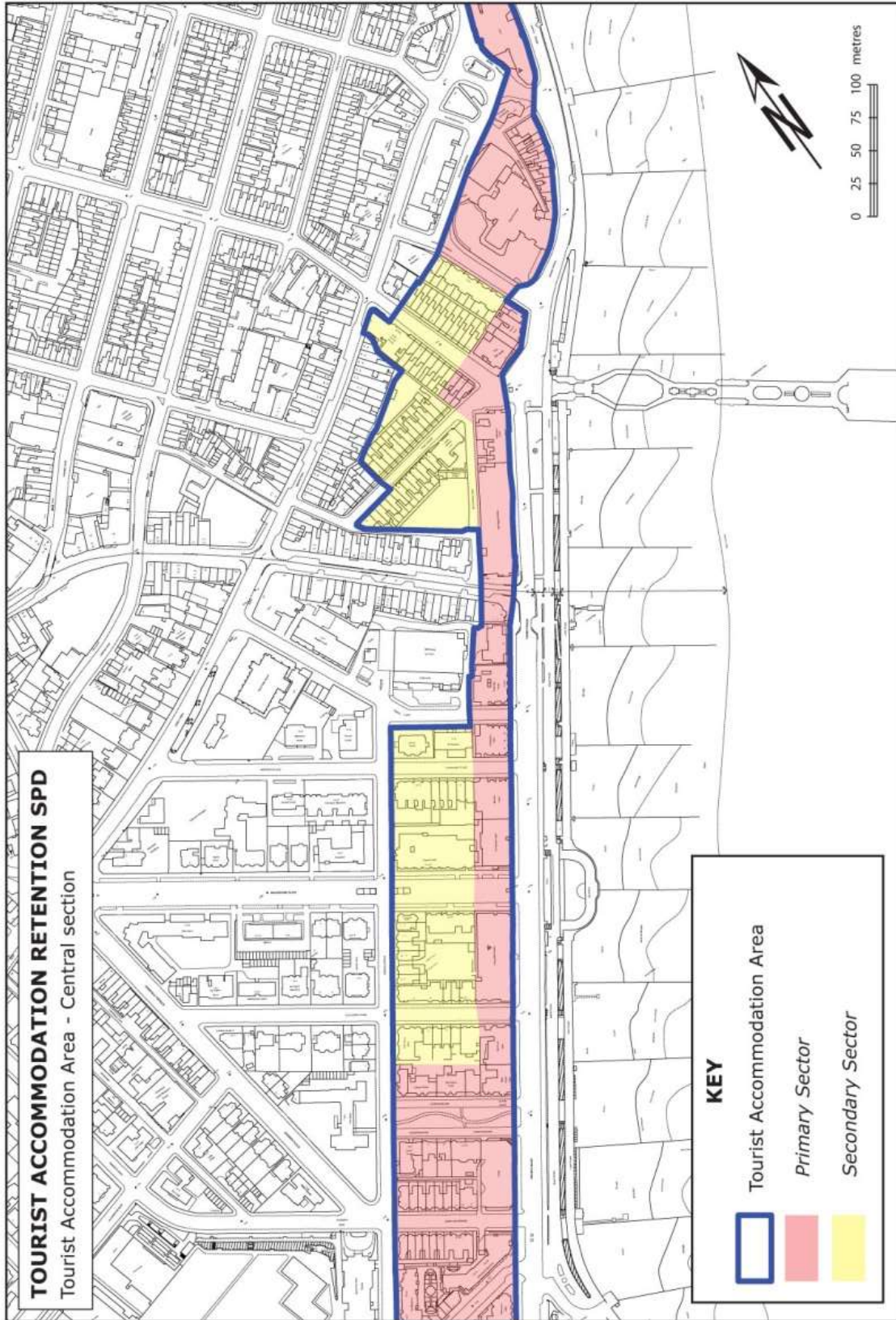
*Core Strategy Policy D3: Tourism and Culture***Policy D3: Tourism and Culture**

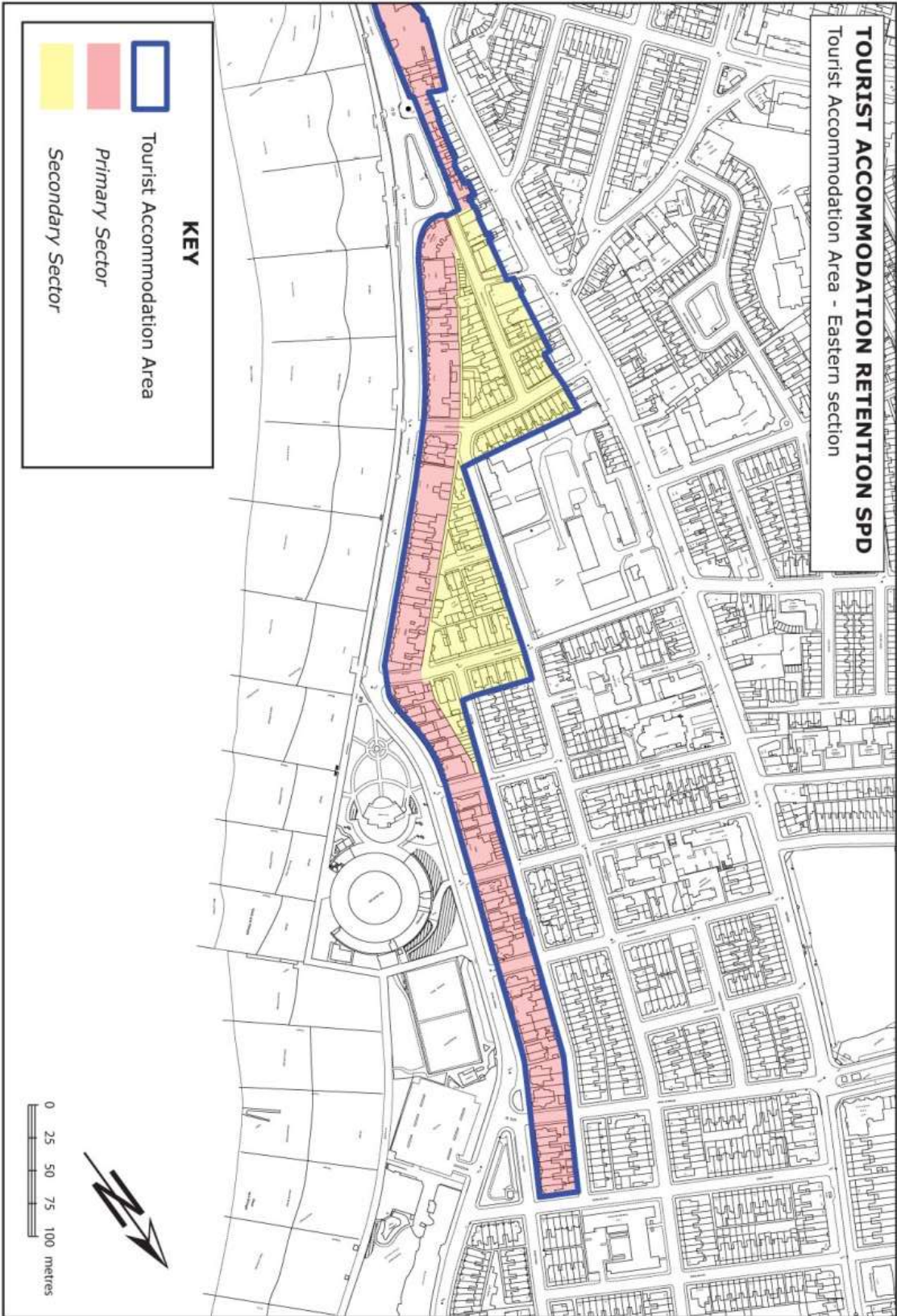
The importance of the entertainment, cultural and sports facilities to the economic prosperity of Eastbourne is recognised. The Council will support the preservation and enhancement of these through the following measures:

- Resist the loss of visitor accommodation through the retention of a tourist accommodation area and protection policy;
- Support the appropriate upgrading of existing hotels and holiday accommodation to provide improved facilities for visitors as well as supporting proposals for additional accommodation in the sustainable centres;
- Support new entertainment, cultural and sporting facilities in Eastbourne, where appropriate
- Recognise the value of the South Downs National Park as a visitor and recreation asset and work with the Park Authority, to protect the area from development which would damage or adversely affect its character and/or appearance;
- Support the retention and enhancement of the entertainment, cultural and sports facilities in Eastbourne through development management measures resisting changes which would lead to a downgrading in the town's cultural integrity and/or appearance;
- Prepare a strategy for the future of the seafront area through the production of a Seafront Area Action Plan; and
- Promote the development of the Wish Tower restaurant to provide an enhanced asset for the benefit of residents and visitors.

Appendix 3: Tourist Accommodation Area







Agenda Item 13

- Body:** Cabinet
- Date:** 14th September 2016
- Subject:** Housing & Economic Development Partnership (HEDP)
Delivery Programme
- Report Of:** Ian Fitzpatrick, Director of Service Delivery
- Ward(s):** All
- Purpose:** This report provides an up-date on, and sets out plans for the Devonshire Collective Creative Hub Cluster project as part of the Driving Devonshire Forward programme.
- Decision Type:** Key Decision
- Recommendation:**
1. Note progress of the Creative Hub Cluster.
 2. Agree to ESCC external funder conditions set out in Paragraph 5.6 of the Report and confirm that associated grant be spent on the Councils' buildings ahead of being leased to a new Community Interest Company (CIC) for use as a Creative Hub Cluster.
 3. Agree that Council officers facilitate the establishment of a CIC as set out in the report
 4. Agree the initial members of an independent CIC; Devonshire Collective. These are to be; Chair of Devonshire West Big Local Board ,EBC Director of Tourism and Enterprise and EHL Senior Programme Manager DDF
 5. Agree a waiver of the Contract Procedure Rules to allow the award of up to 15 year leases to the new Community Interest Company, Devonshire Collective, for 67-69 Seaside Road and 1-5 Seaside commercial spaces without a competitive process for the reasons set out in paragraph 5.5 of the report.
 6. Delegate authority to the Director of Tourism and Enterprise in consultation with the Cabinet Portfolio Holder for Tourism to take all necessary steps to complete the lease arrangements with the CIC as outlined in paragraphs 5.2 and 5.3 of this report.
- Contact:** Paul Turton, Housing and Economic Development Project (HEDP) Director.
Telephone: 07870 115491
E-mail address :
paul.turton@eastbournehomes.org.uk

1.0 Introduction

1.1 The Driving Devonshire Forward (DDF) programme has been running for just over 2 years. It aims to improve the Devonshire Ward through a range of initiatives including:

- New build housing
- The acquisition and refurbishment of priority empty buildings
- Public realm investment funded by external grants and via the housing investment programme
- EBC investment in new tourist facilities – beach huts.

The project is an example of neighbourhood level community led regeneration; it is strategically co-ordinated by the DDF Steering Group which includes Ward members, residents, members of the local business community and other key stakeholders such as the University of Brighton and Devonshire West Big Local. (DWBL)

1.2 First phase delivery has focused on the town centre end of the Ward to improve the secondary shopping area and encourage better links to the sea front and main tourist areas.

There has also been significant investment into Princes Park to meet priority objectives set out in the 2012 Development Plan; refurbish café and provide new entrance.

In total more than £6m of investment has so far been delivered in the Ward with key highlights as follows:

- £1.83m of Coastal Communities Fund (CCF) grant secured for job creation and investment into Princes Park and Sea Houses Square
- The acquisition and refurbishment of 3 x main priority properties: 1-5 Seaside, 67-69 Seaside Road and 137 – 139 Seaside Road.
- New build schemes at Coventry Court and Longstone Road
- A CCF funded facelift programme to the Elms Parade of 30 properties on Seaside Road
- Installation of 20 traditional beach huts near Fort Fun and a design competition for 5 iconic huts to be installed in the new year
- 115 people have gained or been supported into jobs through the CCF Funded Tech Resort and Building Partnerships projects

1.3 The next phase of DDF work has four priorities:

- To continue improvements to the Seaside Road retail area
- To secure funding for the next phase of improvements to Princes Park to meet remaining Development Plan objectives: main project new concrete edge beam to lake
- Further housing developments to target remaining priority buildings and help bring forward key strategic sites
- To support and develop the local economy to create further jobs and provide stimulus to emerging sectors such as the creative arts.

1.4 The Creative Arts sector is an increasingly important part of the local economy. A recent Geography of Creativity study named Eastbourne as one of 47 towns nationally with a high concentration of companies in this sector. Our own research has supported this finding but also highlighted that a lack of the right workshop and gallery space is inhibiting this growth.

This report recommends that the Council facilitate the set-up of a new Community Interest Company (CIC), the Devonshire Collective, to support creative enterprises in the Ward through the establishment of a creative hub.

1.5 Creative hubs are an established business model across the country allowing small creative enterprises access to space and organisational support they could not otherwise afford.

The Devonshire Collective is different in that it aims to deliver the 'hub' across several locations in close proximity to each other at the Town Centre end of the Ward.

1.6 The aims of the hub are to:

- Make best use of the 3 x commercial spaces the Council and Eastbourne Housing Investment Company (EHIC) have acquired through the housing investment programmes
- Ensure we meet CCF grant requirements for the refurbishment of the 2 x EBC commercial spaces and for new business start ups
- Help other community and EBC buildings in the area to diversify their offer by providing associated facilities e.g. exhibition space at the Hippodrome
- Stimulate and help change the local Ward level economy
- Provide an all year round offer
- Fill empty commercial units
- Provide a focus for the arts and cultural industries
- Enhance the character of the area
- Attract local residents and visitors to this part of Eastbourne

- 1.7 Through the DDF programme, and CCF grant, the Council has the opportunity to act as the initial facilitator for the project and to help establish a new independent not for profit CIC to run the Devonshire collective on terms that should help ensure its future sustainability.

A mixed offer is planned across a number of buildings with the 3 priority properties providing the main focus:

- 1 67-69 Seaside Road: Gallery space and café. EBC
- 2 1-5 Seaside: Workshops. EBC
- 3 137- 139 Seaside Road: Maker spaces and studios. EHIC

In addition to the 3 main buildings the offer will extend to Hippodrome; office space, exhibitions, events and Leaf Hall; contemporary dance, pilates, events.

EHIC acquired 137-139 Seaside Road in November 2015. Operational decisions relating directly to this property e.g. capital improvements, lease, rent, are EHIC's Board responsibility. Details given in this paper regarding 137- 139 Seaside Rd are for context only.

- 1.8 Over the first 3 years the project will generate the following business start up and job outcomes:

- Support the start up of 5 new businesses in the maker and studio space
- Creation of a Community Interest Company (CIC)
- 3 new jobs in the C.I.C.
- Accommodate 17 new enterprises, including ceramicists and printmaking
- Support 22 people into employment

2.0 Progress

- 2.1 In March 2016 Cabinet were provided with a report summarising initial feasibility work and providing an outline of the plans to establish the CIC in the Autumn subject to sufficient funding being secured.

Since Cabinet in March key progress has been:

- £193,300 of additional external funding secured (DWBL £80,000 ESCC £93,300 and Arts Council £20,000)
- Interim Project Sponsors Board established
- Planning approval for change of use for the three commercial spaces; from retail to Sui Generis.
- Work on branding, marketing, PR , social media, all underway
- First tenants identified e.g. printers and ceramicists
- Outline launch programme for Sept 2016 – Jan 2017 agreed
- Legal advice on the formation of the CIC via external lawyers (Gaby Hardwicke)

3.0 Financial

- 3.1 With the additional external funding now secured the total capital budget, for the 2 x EBC buildings, is £227,535. This is sufficient to enable the initial launch of a high quality offer in the two commercial spaces that will significantly enhance the area.

A paper is scheduled to be presented to the EHIC Board 137-139 Seaside Road in September in relation to the associated fit out and letting of 137-139 Seaside Road as the third venue.

- 3.2 In addition to securing the capital funding B&R's role, as specialist project managers, has also been to develop the operational arrangements for the Devonshire Collective and to ensure it can be run on an independent and sustainable basis.

Part of the additional funding secured is supporting pre and post launch revenue costs. This includes funding from DWBL, the Arts Council for the launch programme and CCF revenue underspend re-allocated as the project will deliver required CCF outcomes.

- 3.3 We have reviewed in detail the 3 year revenue budget for the CIC and are happy that these are realistic and robust. The revenue forecast for the CIC indicates a deficit in Year 1 offset by surpluses in Year 2 & 3 with the additional funding now confirmed. The Collective will be fully self-financing and non grant reliant from Year 4.

The revenue assumptions incorporate the commercial rental expectations for 137-139 Seaside Road and the subsidised rents for the other commercial spaces as assumed in the CCF bid.

- 3.4 The external full commercial rental valuations for 67/69 Seaside Road and 1-5 Seaside were £8,250 per annum and £6,000 per annum respectively. For the CIC rent discounts of 35% for 67/69 and 28% for 1-5 Seaside are assumed alongside an initial 6 months rent free term.

The rent discounts take into account the CCF grant and the expectation that the premises would be used to support business start ups and community use. They have been calculated by adjusting the original development appraisal for the acquisition of the buildings to take into account the new capital grants now secured and to ensure original NPV expectations are maintained.

The Business case for these subsidies is set out in Section 5 below.

The rent for 137-139 Seaside Road is at full commercial value in line with the Business Case approved by Cabinet before acquisition.

4.0 Governance

4.1 A Community Interest Company (CIC) is a company designed for social enterprises that want to use their profits and assets for the public good. They are intended to be easy to set up, with all the flexibility and certainty of the company form, have primarily social objectives, where surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

4.2 The interim sponsors board is established and has been supporting and directing the project since March. The intention is that the interim board initially make up the board of the new CIC, based on nominated post holders as below:

- DWBL Chair
- EBC Director of Tourism & Enterprise
- EHL Senior Programme Manager DDF

4.3 Following legal advice (Gaby Hardwicke) and consideration by the interim board, the new CIC will be formed as a non- profit making CIC Limited by Guarantee with no share capital. The target date for incorporation is 30/09/16.

The Board's focus for the first 6 months to 31/03/17 will be to:

- Launch the Collective
- Ensure it is fully operational and is achieving income targets
- Recruit the CIC staff
- Recruit up to 3 more board members (not replacement members)
- Establish the collective as a sustainable model

4.4 In terms of ongoing governance the intention is that the CIC becomes wholly independent of EBC and operates to develop the creative offer in this part of the Town without Council support and without the Council being exposed to any future risk. The intention is that once the CIC is up and running the Council members of the Board will resign although EBC will have the option to review this if continued involvement is felt necessary.

4.5 The CIC will be supported by 3 sub-groups; finance, cultural and users' representation.

Recruitment of up to 3 more board members and members of the sub groups will be drawn from key stakeholders and partners; University of Brighton, Towner, local business, users, arts professionals and educationalists.

5.0 Legal Advice

- 5.1 Cabinet are asked to agree a waiver of the Contract Procedure Rules to allow the award of up to 15 year leases to the new Community Interest Company, Devonshire Collective, for 67-69 Seaside Road and 1-5 Seaside retail spaces without a competitive process and at a subsidised rental based on external valuation advice taking into account the primarily non commercial use.

The business case for the waiver is that the new CIC will deliver significant regeneration benefits to the area and also help ensure Coastal Communities Fund grant requirements for the creation of 8 direct and 110 indirect jobs are achieved.

This is also in line with the CCF grant application which assumed that the grant secured would enable the 2 x EBC commercial spaces to be let on flexible terms at a reduced rent to support start-up businesses.

- 5.2 The rent to the CIC will be at a discounted level as outlined in Section 3.4 and the consent of the Secretary of State will not be required where the Council considers that the leases will secure the promotion or improvement of the economic, social or environmental well-being of its area and the aggregate undervalue does not exceed £2m. Valuation advice has been taken and the undervalue is as set out in section 3.4.

- 5.3 The following heads of terms are suggested for lease between EBC and the new CIC in respect of the 2 x EBC commercial spaces: up to 15 year leases, an initial 6 month rent free period, break rights to be agreed between the parties, rent reviews, excluded from the security of tenure rights under the Landlord and Tenant Act 1954.

5.4 Contract Procedure Rules

The proposed arrangements will not create a works or services contract with the CIC and the Contract Procedure Rules will therefore not be engaged. This is because the Council is not seeking to impose any legally enforceable obligations on the CIC in relation to the provision of works or services.

5.5 Disposal of land

Subject to certain conditions, the Council has the power to dispose of its land in any manner it wishes and receive consideration for its land under Section 123 of the Local Government Act 1972. Disposal in this context includes granting a lease.

The Secretary of State's consent is needed if the Council receives less than the "best consideration that can reasonably be obtained" other than when granting a short tenancy and other than as referred to at paragraph 5.2. The Council is under a duty to achieve a particular outcome (best price reasonably obtainable).

It would be possible to meet this requirement via an external market valuation without an open tender process.

However, the Council's Contract Procedure Rules require that disposal of assets should be by way of competitive process or auction unless following consultation with the Finance Director, Cabinet agrees otherwise. As a general principle, Cabinet should only agree to waive these requirements if there are good and objectively demonstrable grounds for doing so.

In deciding to waive any requirement, Cabinet should have regard to its general fiduciary duty to its wider taxpayers and the duty to achieve best value from its procurement arrangements.

The proposal offers some distinct advantages to the Council, fits with the overall regeneration ambitions being delivered through DDF and justifies a waiver from the Contract Procedure Rules because it:

- Secures significant additional capital investment into the ward and will help make sure we can deliver the highest possible quality new facilities.
- Delivers on our CCF bid requirement to create start-up business space.
- Creates 3 new jobs and accommodates 17 enterprises
- Represents a commitment to the quality and growing cultural offer in the town.
- Enhances the opportunities and offer for local residents and visitors to Eastbourne.
- Creates 3 landmark/attractive buildings in the ward alongside training/skills/mentoring opportunities.

5.6 **ESCC Grant Conditions**

The conditions for the ESCC match funded grants are set out below.

ESI 4 £18,400

This grant is for specialist equipment e.g. kiln for ceramicists and printing presses. Key conditions are that the:

- Grant agreement is with the CIC, therefore use of the grant is subject to the prior formation of the Devonshire Collective CIC.
- CIC has signed a lease with EBC for a minimum term of 10 years.
- CIC creates 3 new jobs.

Upgrading Empty Commercial Property (UECP) £74,900.

The already secured CCF capital grant refurbishes the commercial spaces to a 'shell' finish. The UECP grant enhances the asset, ensures the spaces are at the right quality and ready to lease for start-up businesses.

Examples are:

- Design & install a wheelchair platform lift to the ground floor/basement 67-69 Seaside Rd
- Upgrade the electricity supply in 137-139 Seaside Road
- Kitchenette and vinyl floor finish in 1-5 Seaside.

Key conditions for UECP are:

- Grant agreement is offered to EBC
- Formation of the CIC with 10 year leases between Devonshire Collective and EBC/EHIC for the 3 commercial spaces

6.0 Consultation

6.1 Consultation with CMT has been ongoing. Member consultation has taken place with local ward members via the Driving Devonshire Forward steering group.

7.0 Key Risks

7.1 The key risks and mitigations are set out in the following table:

Ref	Risk	Mitigations
1	CIC fails	<p>Independent organisation no direct liability will rest with EBC if CIC fails.</p> <p>EBC accountable body for capital set up grants not ongoing funding or running of new organisation.</p> <p>Rent loss minimised as improvements to buildings will support re-let to other organisations and reduce void periods</p> <p>Representation of EBC, and other strategic partners, on CIC Board will provide operational oversight and compliance assurance</p>
2	Reputational risk if grants not secured and project doesn't launch	<p>External grant for capital works to the 2 x EBC buildings are secured and represent 100% of the expected works costs.</p> <p>Revenue grants have been confirmed from CCF, DWLB and the Arts Council</p>
3	Budget overspend	<p>EBC carries the risk of any capital overspend. Works to 1-5 Seaside and 67/69 Seaside Road have been tendered providing more certainty on budget. Capital works will be project managed by HEDP projects team who have</p>

		been responsible for similar CCF contracts Any overspend on the revenue budget will be the responsibility of the CIC
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8.0 Staffing and Resources

8.1 There are no staffing implications. Managing the contracts and lease terms can be absorbed within HEDP

Appendices: None

Background Papers: Devonshire Collective Business Case Report – January 2016

Paul Turton
HEDP Project Director

BODY:	Cabinet
DATE:	14 September 2016
SUBJECT:	Homelessness Strategy
REPORT OF:	Director of Service Delivery
Ward(s):	All
Purpose:	To seek Members' approval for the proposed Homelessness Strategy 2016 to 2021.
Contact:	Ian Fitzpatrick, Director of Service Delivery, Telephone 01323 415935 or internally on extension 5935. Email: ian.fitzpatrick@eastbourne.gov.uk
Recommendations:	Cabinet is recommended: (i) to note the finding of a Homelessness Review completed in 2016 and (ii) to delegate authority to the Director of Service Delivery in consultation with the Lead Member for Direct Assistance Services to approve amendments to the Strategy, subject to final consultation.

1.0 Introduction

- 1.1 The Homelessness Act 2002 places a legal requirement on local authorities to publish a Homelessness Strategy setting out its plans for preventing and responding to homelessness.
- 1.2 The Council's current Homelessness Strategy is embedded in its Housing Strategy 2013 to 2020, 'At Home in Eastbourne', under Theme 2, 'Finding and Keeping a Home in Eastbourne'.
- 1.3 There have been significant changes in national welfare and housing policy and in the local market since this Strategy was published and the levels and risks of homelessness have increased significantly. In light of these changes, the Council has carried out a new Homelessness Review with the aims of better understanding the challenges we face and providing the basis for a stand-alone Homelessness Strategy.
- 1.4 Lewes District Council has also been working on its own review of homelessness in the Lewes District and will be developing a Homelessness Strategy shortly. Whilst many of the market conditions and needs in Eastbourne and the Lewes District are similar, at this

stage the options for preventing homelessness, temporary accommodation and re-housing vary. It is therefore proposed that a stand-alone Homelessness Strategy is developed for Eastbourne at this stage, but with a clear intention to bring these together at a later stage when service mapping under the Joint Transformation Programme has been completed and a combined view of needs and options can be developed.

2.0 Homelessness Review

2.1 The 2016 Homelessness Review was carried out in accordance with the Homelessness Code of Guidance published by the Department for Communities and Local Government 2006:

"The purpose of the review is to establish the extent of homelessness in the district, assess its likely extent in the future, and identify what is currently being done, and by whom, and what level of resources are available, to prevent and tackle homelessness."

2.2 In carrying out its Review, the Council has collated information from a wide range of sources covering:

- local demographic information
- levels of and reasons for homelessness as evidenced by the Council's and key partners' records
- the characteristics of households presenting as homeless and those at particular risk
- the outcome of work to prevent homelessness and to secure accommodation for households who are already homeless
- the local private rental market and costs
- the impact of recent reforms to the welfare system
- the services available to different groups facing homelessness including rough sleepers and those with support needs
- changes to welfare benefits due to be implemented from 2016
- changes arising from the Housing and Planning Act 2016
- comments and feedback from providers of services to homeless people.

2.3 Some of the key findings of the Homelessness Review were:

- There was a significant increase in the number of households presenting as homelessness between 2014 and 2015, with a particular increase in the number of women with children becoming homeless.
- The main reason applicants to the Council give for the loss of their last home is the termination of their tenancy in the private rented sector.
- The majority of private market housing for rent is unaffordable to people on average household incomes in Eastbourne. The

need to prevent homelessness amongst those currently housed is paramount given the problems of accessible affordable housing in the private market.

- There was also a sharp increase in the number of households becoming homeless as a result of relationship breakdown.
- The main 'priority needs' of homeless households are the presence of children or a pregnant woman in the household and, in the case of single person households, vulnerability arising from poor mental health.
- There has been a decrease in the level of homelessness prevented through conciliation and mediation services and the reasons for this decrease need to be explored.
- There has been an increase in Domestic Abuse incidents being reported and the number of households becoming homeless as a result of violent relationship breakdown.
- There has been a fall in the number of homeless households accommodated in the private rented sector ('homelessness relieved') between 2014 and 2015. This presents particular challenges given the acute difficulties faced by people on modest incomes securing housing in the private market.
- Work with Rough Sleepers undertaken as part of the SHORE project has been effective. However, the Department for Communities and Local Government has confirmed that this funding will end in September 2016.
- The supply of very low cost accommodation for people with a history of homelessness and/or rough sleeping is extremely limited and reducing further.
- There are significant pressures on temporary accommodation and the costs of Bed and Breakfast and other accommodation paid for on a nightly basis are very high and set to increase.
- Supported Housing schemes are at significant risk of becoming blocked by a lack of affordable housing which their tenants can move on to when ready. These problems are particularly acute for young people. At the same time, potential reductions in local funding for support services and the proposed restrictions to the Local Housing Allowance pose major risks to providers of supported housing.

2.4 The full Eastbourne Homelessness Review 2016 is attached at Appendix A.

3.0 Draft Homelessness Strategy

3.1 The Draft Strategy sets out the current national and local context including changes in the housing market, changes to benefit entitlement introduced under the government's Welfare Reform programme and relevant provisions of the new Housing and Planning Act 2016. The Strategy also takes account of the economic climate within which local authorities will operate in the coming years as set out in the Corporate Plan 2016 to 2020.

3.2 The Draft Strategy has been developed in discussion with Eastbourne's Housing Forum. The actions required to address the concerns identified in the Homelessness Review fall into two broad headings:

- to provide a comprehensive homelessness service
- to improve access to housing

3.3 The key areas for action to prevent homelessness are to:

- identify trends and risks to ensure the Council and its partners address any emerging issues quickly
- ensure people at risk of homelessness have access to the housing, legal, debt and money advice services they need and to any financial assistance for which they are eligible, and to liaise with DWP to minimise any risks arising from changes to the way welfare benefits are assessed and managed
- raise awareness of the risks of homelessness and to continue working with authorities in East Sussex to minimise the number of young people becoming homeless
- work with East Sussex District and Borough authorities to secure housing and support services to deliver government commitments for Syrian refugees
- provide appropriate services, housing and support for a range of people with specific needs, including those at risk of homelessness as a result of domestic abuse, with health, care and support needs, and those needing to be re-housed from hospital and from supported housing schemes
- continue working to achieve 'no second night out' for rough sleepers and improve services to street homeless people.

3.4 Actions to increase access to housing include:

- the development and adoption of relevant planning policies and identifying opportunities for the acquisition and/or development of affordable and market housing
- liaison with private landlords to increase access to rented housing for those at risk of homelessness or living in temporary accommodation
- a review of options for housing homeless households in emergencies and temporarily until they can secure a tenancy,

and for reducing the time which people spend in temporary accommodation, and

- work with neighbouring Councils to address problems accessing good quality temporary accommodation and to minimise the need to place homeless households out of area.

3.5 The Draft Homelessness Strategy is attached at Appendix B.

4.0 Consultation

4.1 Members of the Housing Forum were consulted as part of the development of the Homelessness Review and, again, at a meeting to discuss the draft Homelessness Strategy.

4.2 It is proposed that the Consultation Draft of this Strategy is forwarded to individual members of the Housing Forum and other service and accommodation providers working with homeless households, as well as statutory authorities and representative partnerships and for a in Eastbourne.

4.3 The Draft Strategy will also be published on the Council's website for comment and feedback from residents.

5.0 Resource Implications

5.1 There are no new resources required to deliver this Strategy.

Options to address the rising costs of Temporary Accommodation will be developed as part of the annual Service and Financial Planning process.

6.0 Implications for Equalities and Fairness

6.1 The Draft Strategy addresses a range of needs and takes account of those who have particular difficulties accessing suitable housing.

6.2 An Equality and Fairness assessment of the Strategy will be carried out during the consultation period.

7.0 Legal Implications

The publication of a Homelessness Strategy meets the requirements of the Housing Act 2002. The Draft Strategy presented has been developed based on the Department for Local Government's Homelessness Code of Guidance for Local Authorities 2006.

8.0 Other Implications

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

9.0 Recommendations

- 9.1 Cabinet is recommended: (i) to note the finding of a Homelessness Review completed in 2016 and (ii) to delegate authority to the Director of Service Delivery in consultation with the Lead Member for Direct Assistance Services to approve amendments to the Strategy, subject to final consultation.

Ian Fitzpatrick
Director of Service Delivery

Background Papers:

None.

Homelessness Review 2016

Introduction

Homelessness has a devastating effect on the lives of individuals and families. Children's education and life chances suffer, as do the health of homeless people whether living in temporary accommodation or on the streets.

The responsibility for preventing homelessness is shared between a wide range of agencies in the statutory and voluntary sectors, just as the costs of dealing with homelessness are shared. It is estimated that the costs of homelessness are between £24,000 and £30,000 per household. Those costs fall on local councils, health services and the Clinical Commissioning Groups, the Department of Work and Pensions and the criminal justice system.

The Homelessness Act 2002 requires housing authorities to publish homelessness strategies every five years. The Act requires local authorities to carry out a thorough review of the extent and nature of homelessness in their area.

The findings of this Homelessness Review will provide the basis for a new Homelessness Strategy for Eastbourne to ensure the appropriate services and approaches are developed to minimise the risks of homelessness, prevent and relieve homelessness and tackle the effects of homelessness in the town.

The Review includes a profile of Eastbourne residents and households, giving an overview of data available on homelessness in Eastbourne, including details of applications made to the Council by homeless households and those threatened with homelessness. It draws on additional sources of information to explore the specific risks to some households and gives an overview of the housing market and how this impacts on access to affordable housing and levels of homelessness.

We also consider the impact of different services and actions taken to prevent or relieve homelessness, including rough sleeping.

Finally, we consider some of the proposed changes nationally and locally which may present additional challenges or offer new opportunities.

National and local context

The last few years have seen significant changes in the housing market and in national government policy which are likely to have an impact on homelessness.

Local authorities have had to deal with radical reductions in grant from national government, including the removal of the Homelessness Prevention Grant in 2015 and to find ways of protecting essential services with fewer resources. The removal of the ring-fence around Supporting People funding has also required strategic planning and agreement across the County to ensure essential services are protected. Homeless people are amongst the most vulnerable in our communities and a recognition of the costs to a whole range of services has led to an increased focus for the Council and our partners on preventing homelessness.

Changes to Welfare Benefits and the potential impact on housing debt have been a particular concern. To date, those changes already introduced, including the removal of the 'Spare Room Subsidy' for some tenants and the initial Benefit Cap, appear to have had a limited impact on homelessness levels in Eastbourne with many of those affected by these changes being supported through the changes with awards of Discretionary Housing Benefit for short periods.

The introduction of Universal Credit has also been limited to single people making new claims but will extend to all new claimants in the next year or so, and to all current claimants in the next three years.

At the same time, automatic entitlement to housing support for new claims of Universal Credit has been removed for 18 to 21 year olds out of work. Payments of Employment and Support Allowance (ESA) to new claimants who are deemed able to prepare for work have been aligned with Job Seekers' Allowance.

With many further changes in the pipe-line, including major reductions in Benefits and the reforms set out in the Housing and Planning Act 2016, and further cuts to public spending planned, local authorities need to prepare for any additional risks and for the impact these may have on demand and competition for housing which is affordable and on levels of homelessness in their area.

Profile of Eastbourne households

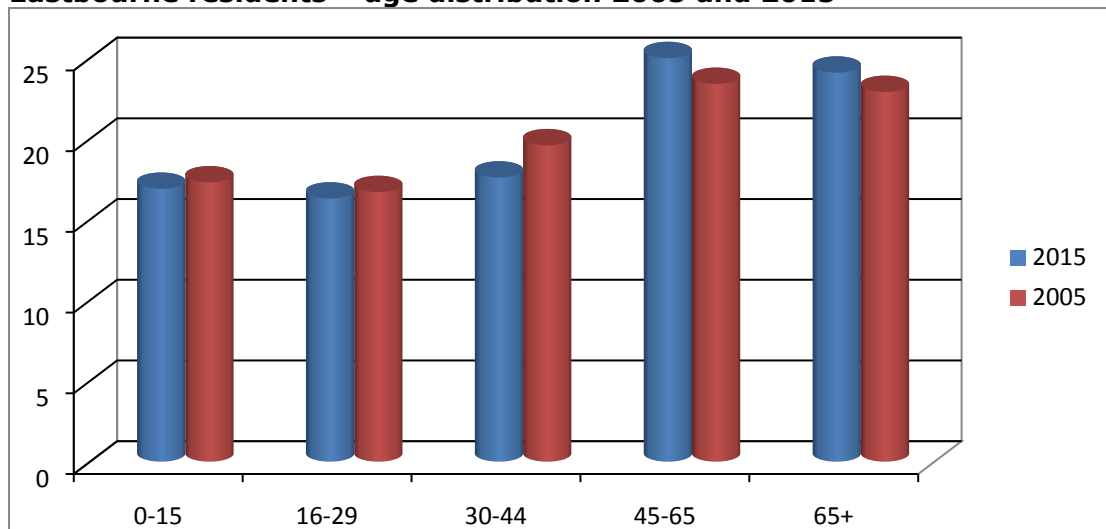
Eastbourne's population is estimated to have risen to 101,547 in 2014 compared with 95,500 in 2005 an increase of 6.2%.ⁱ

The number of households has also increased over this period from 43,347 in 2005 to an estimated 46,264 in 2015, an increase of 6.7% over a ten year period.

These increases alone create a need for additional housing.

The age profile of residents has also changed over the last ten years with an increase in the proportion of those aged 45 – 60 and those aged 65+.

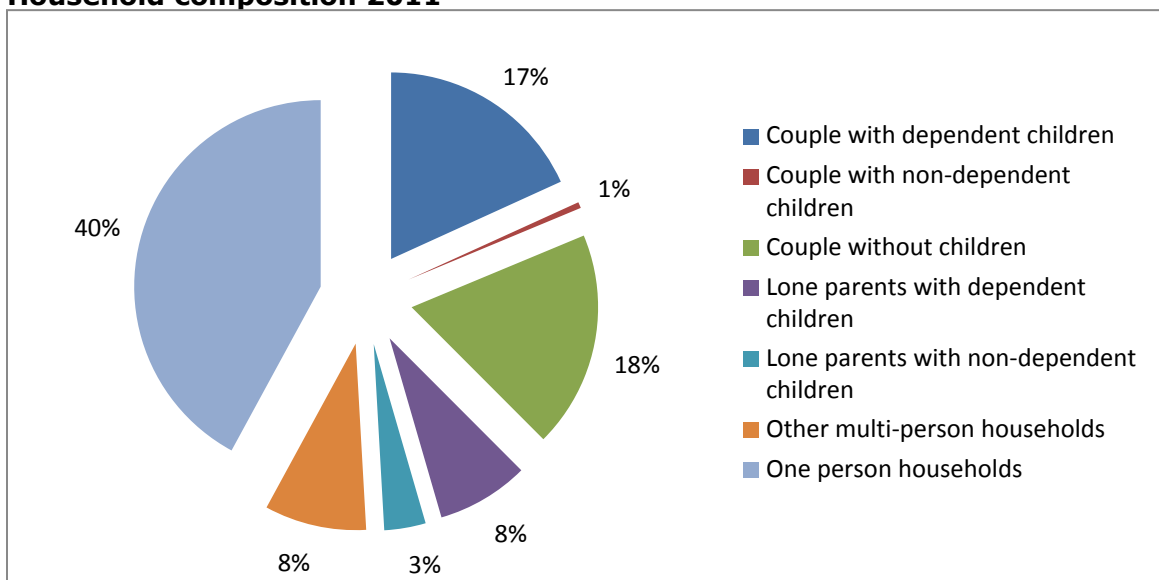
Eastbourne residents – age distribution 2005 and 2015



At the last Census (2011) 40% of all households were single-person households, an increase from 36% of households in 2001.

Couples or lone parents living with dependent children made up 25% and couples with no children accounted for 18%.

Household composition 2011



Economic activity and benefit claimants

At the time of the last Census (2011) almost half of Eastbourne's residents of working age (16 to 74) were employees and just over 10% were self-employed. 4.1% were unemployed but looking for work. 16.8% were retired and 4.5% were long-term sick or disabled.

There were 1,588 households with children where there was no adult in employment at the time.

Economic activity	%
Employee	49.8
Self-employed	10.3
Unemployed	4.1
Economically active full-time student	3.8
Long-term sick or disabled	4.5
Looking after home or family	3.8
Retired	16.8
Economically inactive student	5.2
Other economically inactive	1.8

Average (median) annual earnings in Eastbourne were £19,824 in 2015 and average (median) household income was £25,434.

8,110 people were claiming benefits at the end of 2015, 6,340 of them claiming 'out of work benefits'. Of these, the vast majority are claiming Employment Support Allowance or Incapacity Benefit. 900 people were claiming Job Seekers' Allowance or Universal Credit in January 2016 – down from 1,890 at the beginning of 2014. Of these, 275 had been claiming for more than a year.

7,500 households were receiving tax credits, most of them in employment.

Housing tenure

The last fifteen years have seen major changes in the proportion of people relying on rented accommodation. The proportion of households living in private rented housing almost doubled in the ten year period between the 2001 Census and 2011.

Of the 45,012 households who responded to the 2011 Census, 27,788 (61.7%) were home owners who had either bought or were buying their property, 10,494 (23.3%) were living in private rented housing – 5,953 (13.2%) were living in social rented housing, 295 (0.7%) were living in shared ownership properties and 482 (1.1%) were living in rent-free accommodation.

The increase in the numbers renting was matched in part by the reduction in home ownership from 68.5% over that period to 61.7%. This increasing reliance on renting has major implications for the cost of renting and the ability of those on lower incomes to access housing in the private rental market. The pressures on the rental market are further exacerbated by the reduction seen in social rented housing from 15.9% to 13.2% in the same period.

These changes, taken together, make it increasingly difficult for people on low incomes to access rented housing at rents they can afford and account for the particular difficulties faced by those relying on benefits.

Homelessness in Eastbourne

This section gives details of the figures available to us on homelessness and the number of households immediately threatened with homelessness or at risk of homelessness.

The most detailed information comes from the records of households who apply to the Council as homeless.

Extent of homelessness

2015 saw a significant increase in applications to Eastbourne Borough Council with 124 applications compared an average of 97 per year between 2010 and 2014 – a 28% increase, in line with national increases. The rise in the percentage of households applying as homeless where the Council has accepted a duty has also increased significantly, from just over 16% in 2010 to 54% in 2015. Again, this mirrors the national picture. ⁱⁱ

In addition to those households applying as homeless which the Council has a duty to rehouse, a significant number are found to be 'intentionally homeless' or not 'in priority need'. In 2014 there were 23 households found to be intentionally homeless and this rose to 32 in 2015. 8 households were found to have no priority need under the terms of the Homelessness Act in 2014, and 4 in 2015. One household was found to be ineligible for services in 2015.

There has been a steady increase in the number of adults from abroad registering for National Insurance numbers in Eastbourne – from 720 in 2010 to 899 in 2014. However, this has not been reflected in the number of homeless applications received by the Council. There have been very few applications from non-EEAⁱⁱⁱ nationals in the last three years– two in 2013 and two in 2015.

Similarly, the expansion of the European Union has not led to an increased number of homelessness applications from member states. There were no EEA applicants in 2013 or 2015 and only 1 in 2014.

Main reasons for loss of last settled home

Understanding the reasons why people become homeless is key to developing the services and support needed to prevent homelessness in the future. Records of the reasons given by households accepted as

homeless by the Council under its statutory duties provide part of this picture.

The vast majority of statutory homelessness in Eastbourne over the last three years has arisen as a result of the loss of housing in the private rented sector or tied accommodation. This has seen a particular increase over the last year, rising more than three-fold rising from 12 households who became homeless for this reason in 2014 to 43 in 2015. Again the increase was particularly sharp in second half of the year, with more than half of those becoming homeless for this reason applying to the Council in the last six months. In all but one case this was because their Assured Shorthold Tenancy was brought to an end.

Key reasons for homelessness	2013	2014	2015
Breakdown of a relationship	4	4	17
Violence	5	1	3
Harassment, threats or intimidation	0	2	0
Rent arrears	3	2	0
Loss of rented or tied accommodation	15	12	43
Other reasons (homeless in an emergency, sleeping rough or in a hostel)	11	5	4

The last three years have seen a small number of people becoming homeless as a result of relationship breakdown. This has been the pattern over a number of years following a sharp reduction in the level of homelessness in the early 2000s. However, the last year has seen an increase in this as a cause of homelessness and this is a cause for some concern.

At the same time, there has been a reduction in the numbers of households homeless in an emergency and in the numbers sleeping rough or in a hostel.

Other reasons for the loss of the last home have remained low.

Priority need

The majority of homelessness households who are accepted as having a priority need in Eastbourne are families with children. The number of homeless households with children and / or a pregnant woman quadrupled between 2014 and 2015.

Priority need 2013 to 2015

	2013	2014	2015
Households which include children	21	11	44
Households with a pregnant woman	2	1	8
16/17 year olds	0	1	0
Vulnerable - old age	0	1	1
Vulnerable - physical disability	6	2	6
Vulnerable – mental illness/disability	8	8	8
Other reason	0	2	0

Vulnerability due to poor mental health continues to be the highest reason for priority need for single person households.

There were no households accepted as homeless over the last three years where the primary need was vulnerability as a result of:

- Having formerly been in care
- Drug dependency
- Alcohol dependency
- Formerly an asylum seeker
- Having served in HM Forces
- Having been in custody or on remand
- Having fled their home because of violence or the threat of violence
- Domestic violence

However, it is worth bearing in mind that some of these may have been additional 'secondary' reasons for priority need in some cases. The presence of children or a pregnant woman in a household will always count as the primary priority need.

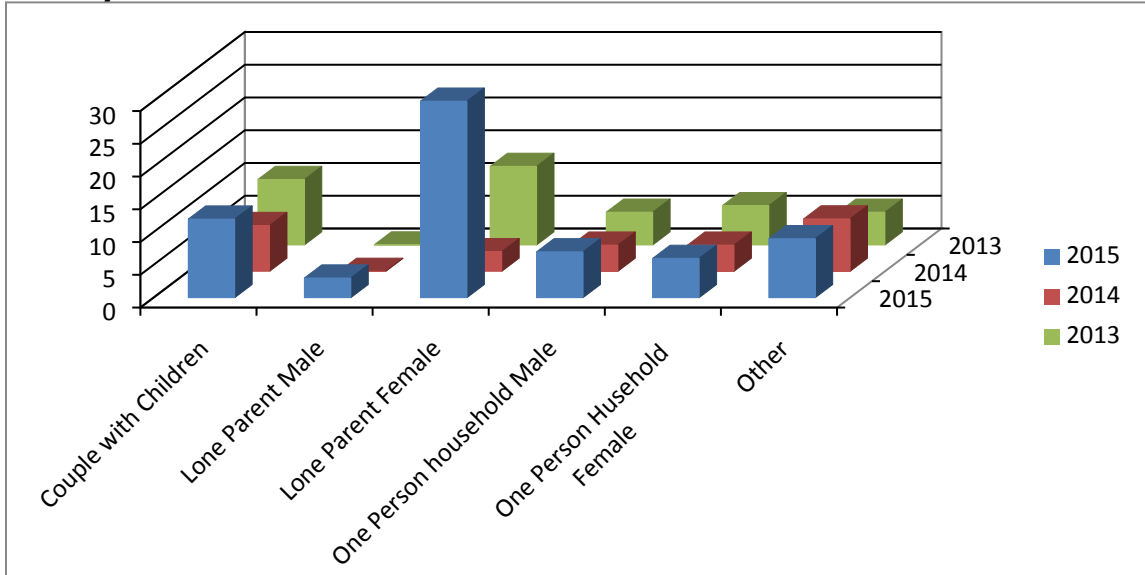
These figures indicate a need to ensure appropriate housing and support is available for families with children and for people who are vulnerable as a result of poor mental health.

There were no Asylum Seekers accepted as homeless during these three years. The nearest dispersal areas where Asylum Seekers are accommodated whilst their applications are assessed are in Hastings, Portsmouth, Dover and London.

Priority need by household type

The predominance of families with children is reflected in the spread of different types of household accepted as homeless with a priority need. There have been sharp rises in the number of women with children becoming homeless. This is likely to relate to the increase in the number of people becoming homeless following a breakdown in their relationship.

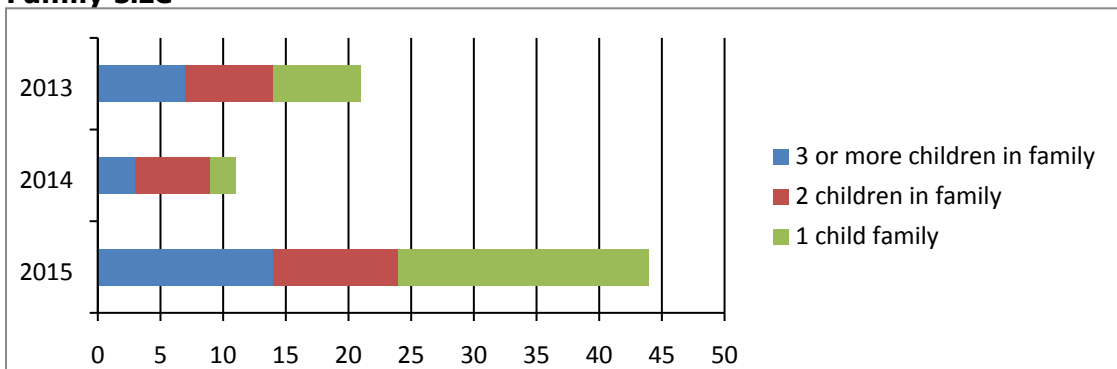
Priority need



The number of children in these households is recorded as one, two or three or more. There was a fairly even distribution of those with one child, two children or more in 2013.

A particular concern in recent months, however, has been the sharp increase in the number of larger families with three or more children becoming homeless and the difficulties this can present for re-housing.

Family size

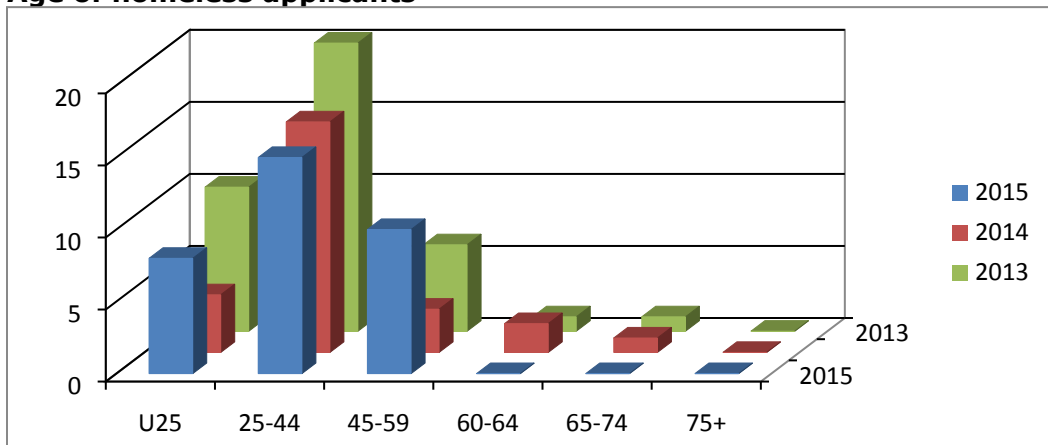


Priority need by age

The majority of households accepted by the authority as homeless are in the 25-44 age range. However, numbers in the 45 to 59 age groups have shown an increase in 2015. It is not clear why this should be as there has been a balancing reduction in the number of households in the 25 to 44 age range and it is likely that the pressures on this group are similar to those in older groups.

There has been an increase in the number of homeless people under 25, possibly a reflection of the reduced level of homelessness which we have been able to prevent through conciliation.

Age of homeless applicants



Since 2010 all homeless young people aged 16 and 17 are assessed by East Sussex County Council's Children's Services under a county-wide protocol. This includes an assessment of the young person's social, emotional and care needs. An appropriate package of support is then put in place to meet these needs. The Case Worker liaises with local housing teams to secure appropriate accommodation for the young person.

In addition to the Staying Put arrangements which encourage young people to remain with their foster carers or in Supported Lodgings, Supporting People currently funds a Foyer and a supported housing scheme run by Eastbourne and Wealden YMCA in Eastbourne. ^{iv}

A Young Person's Housing Coordinator is funded jointly by local authorities in East Sussex.

There has been a sustained reduction over the last three years in the number of Looked-after Children, in line with national trends. At the end of 2014/15 the ESCC Care Leavers Services was working with a cohort of 209 care leavers across county of which 56 were 16/17 year olds and 153 were 18 – 24 year olds.

Young People in temporary accommodation

	Bed and Breakfast	Supporting Lodgings	Total
Q1 14/15	1	0	1
Q2	1	1	2
Q3	2	2	2
Q4	1	2	5
Total 14/15	5	5	10
Q1 15/16	0	0	3
Q2	0	1	4
Q3	0	2	1
Q4	2	0	3
Total 15/16	2	3	11

Teenage pregnancy has reduced across England in the last fifteen years and this pattern has been reflected in the rate of conceptions per 1,000 aged under 18 in East Sussex. There were less than half the number of these teenage conceptions in Eastbourne in 2014 (21.2 per 1,000) compared with 1998 (43.8 per 1,000).

Ethnic diversity

The percentage of BME residents living in Eastbourne as a whole is 5.9% (Census 2011). The percentage of homeless applications from BME households was in line with this over the three years 2013 to 2015 but showed significant variation between these years. The percentage of applications where the Council accepted a duty to rehouse was slightly higher overall.

BME applicants – all non-white combined

Year	No. applied	% of applications	No. accepted	% of duties accepted
2013	3	3%	2	5%
2014	8	12%	6	23%
2015	7	6%	4	6%
TOTAL	18	6%	12	9%

Other sources of information about homelessness

On 1st April 2016 there were 1,974 households on the Council's Housing Register

- 170 were in Band A with the most urgent needs, 514 were in Band B and 880 were in Band C
- 39 were 'statutory homeless' households on the waiting to be re-housed – all in Band A
- 184 needed to be re-housed because of a medical need, 35 in Band A, 49 in Band B and 97 in Band C
- 134 were living in over-crowded housing.

These figures represent a significant reduction compared with previous years. In common with many other local authorities, Eastbourne Borough Council took the decision to restrict its Housing Register to applicants with a local connection to Eastbourne. Other households who would previously been able to Register but no longer qualify are those who are tenants of Housing Associations who have access to alternative housing through their current landlord, and those who have been on the register for 12 months or more but have not 'bid' for any property in that time. The Council has also carried out a thorough review of the Register and removed applicants who have been re-housed or moved away from the area.

Domestic abuse

There has been a slight increase in the number of Domestic Abuse Crimes reported between 2014/15 and 2015/16 (7%) and a more significant increase (17%) in the number of Domestic Abuse Incidents reported.^v The Police and Crime Commissioner's policy over the last two years has been to encourage more reporting of domestic abuse and the Police and members of Eastbourne's Community Safety Partnership have been working proactively in Eastbourne to raise awareness of Domestic Abuse through the White Ribbon Campaign.

There was a slight dip in the number of applications to the Council from people who had become homeless as a result relationship breakdown involving violence in 2014 – from 5 in 2013 to 1 in 2014 and 3 in 2015. Women and children fleeing violence are offered temporary housing out of the area whilst awaiting re-housing.

Households who were enabled to stay in their current home through the Sanctuary Scheme which provides a safe space also dipped from 9 in 2013 to 4 in 2014 before rising again to 8 in 2015.

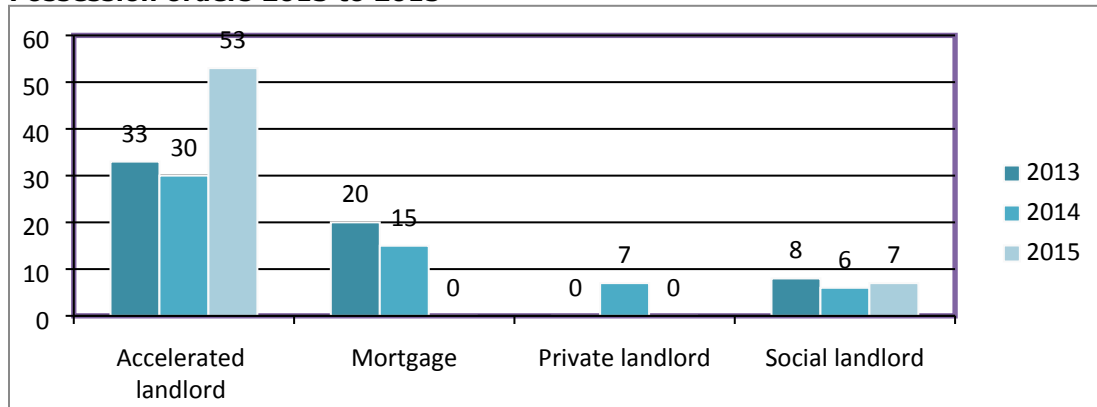
Possession Orders

In addition to data from homelessness applications made to the Council, we can glean information about the pressures on local households and homelessness arising as a result of landlords and lenders applying for repossession. The table below shows the number of Repossession Orders over the last three years

This shows a major increase from 30 in 2014 to 53 in 2015 in the number of accelerated landlord possession orders granted over the three years. These are used predominantly by private landlords and the high level accounts for the low level of other possession orders from private rented housing. In contrast there was a reduction in the number of mortgage repossessions and a consistently low level of other social and private landlord possession orders.

The increase in landlord possession orders is in line with an increase nationally. Across the country, accelerated possession orders rose by nearly 2,000 in 2014 compared with 2013.

Possession orders 2013 to 2015



Prevention and relief of homelessness

The Council uses and funds a range of services and approaches to prevent and relieve homelessness.

The chart below shows the number of cases where homelessness was prevented and households were able to stay in their existing home.

Homelessness Prevented 2013 to 2015

	2013	2014	2015
Mediation using external or internal trained family mediators	1	0	1
Conciliation including home visits for family / friend – threatened exclusions	25	10	13
Financial payment from a homelessness prevention fund	3	5	3
Resolving Housing Benefit problems	6	3	1
Resolving rent or service charge arrears in the social or private rented sector	19	21	3
Sanctuary scheme measures for domestic violence	9	4	8
Crisis intervention – providing emergency support	0	0	0
Negotiation or legal advocacy to ensure that someone can remain in PRS	27	26	23
Providing other assistance to enable someone to remain in PRS	50	25	41
Mortgage arrears intervention or mortgage rescue	10	5	1
Others	1	1	0

These figures show significant reductions in homelessness prevented by conciliation and the use of mortgage arrears interventions in the last two years.

There was also a significant drop in the number of households prevented from becoming homeless by actions to resolve rent or services charge arrears (from 21 households in 2014 to 3 in 2015).

Actions taken to relieve homelessness are shown on the next page.

Securing private rented housing for homeless households both with and without support in the form of a deposit or rent in advance accounts for the majority of actions which are effective in relieving homelessness, pointing up the vital role of the private rented sector.

Again, there has been a significant decrease between 2014 and 2015 in the number of households who had become homeless who were

supported into private rented housing, from 330 in 2014 to 185 in 2015. It has proved increasingly difficult to secure private rented housing for homeless households – with or without financial support.

Homelessness relieved 2013 to 2015

	2013	2014	2015
Hostel or HMO with or without support	5	1	4
Private rented with deposit / rent in advance	159	249	117
Private rented without deposit / rent in advance	156	81	68
Accommodation arranged with friends or relatives	16	13	15
Supported Housing	37	28	55
Part 6 offer	31	20	26
Other	14	10	5

Brighton Housing Trust (BHT) – Eastbourne Advice

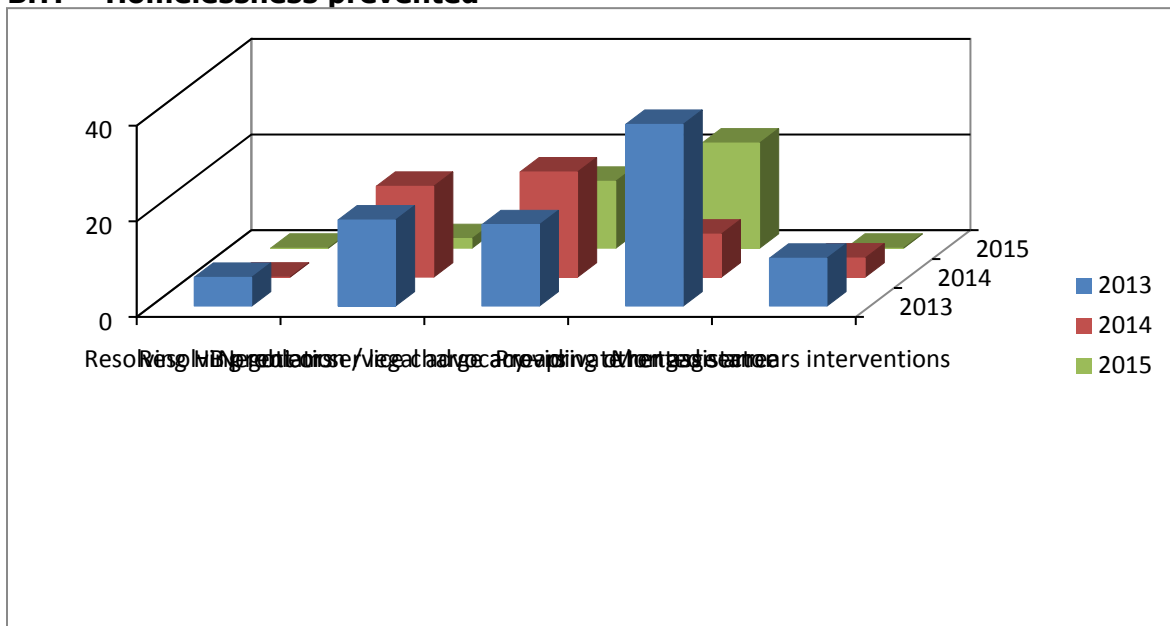
A key partner in preventing and relieving homelessness is Brighton Housing Trust – Eastbourne Advice Centre (BHT). BHT provides advice services across Brighton and Hove, Eastbourne and Hastings. Of the 298 homeless households who sought their advice and support in 2015 64% were single men or single women. The main cause of homelessness was parents, relatives and friends asking clients to leave the property (29%). 25 were homelessness due to domestic violence.

One fifth were homeless due to the end of their Assured Shorthold Tenancy - 24 families with children and 25 single people.

The Council funds BHT to provide Specialist Housing Advice services and legal work not covered by Legal Aid contracts and a Homelessness Prevention service, such as negotiation with private landlords and work to resolve rent arrears.

In 2015 BHT – EA accounted for 38 cases where homelessness was prevented. This was a reduction on previous years where homelessness was prevented in 90 cases in 2013 and 54 cases in 2014.

BHT – Homelessness prevented



BHT’s Housing Access project also works with households who have already become homeless to secure accommodation. The table on the next page shows how people were housed by BHT over the last 3 years.

BHT - homelessness relieved

	2013	2014	2015
Hostel or HMO	3	1	3
Private rented with landlord incentive	7	56	32
Private rented without incentive	9	35	43
Accommodation arranged with friends/ relatives	4	3	2
Supported accommodation	1	5	5
Social housing- management move	1	0	0
Social housing- Part 6 offer	9	3	2
Social housing- negotiation outside Part 6 nomination arrangement	1	0	0
Low cost home ownership / market housing	0	0	0
Other	2	0	0

Again, the vast majority of those re-housed were housed in private rented accommodation, but the number of these reduced over the three years from 106 in 2013 to 75 in 2015.

Eastbourne Citizens' Advice Bureau

In addition to the work of BHT in Eastbourne, the Council funds services provided by Eastbourne Citizens' Advice Bureau (CAB). This includes Benefits, Debt and Money Advice, all of which contributes to an important degree to the ability of households to manage their housing costs. The CAB refers clients who are at immediate risk of becoming homeless to BHT Eastbourne Advice, but also advises and supports those not immediately threatened with homelessness but who have a housing-related need which may put them at risk in the future.

Eastbourne CAB has continued to see an increase in demand. 2,669 clients used the service in 2014/15 compared with 3,658 in 2015/16. Whilst some people were sign-posted to other services, such as BHT, the CAB itself dealt with 9,869 separate advice issues in total.

Direct enquiries about housing issues account for 7% of all enquiries. However, Eastbourne saw a higher percentage of demand for help resolving benefit issues (40%) compared with CABx nationally (33%) and 13% of demand concerns debt.

There has been an increasing use of on-line information, and the complexity of the advice needed by people contacting the CAB is increasing. Many people have a number of different issues which they need help with, and the CAB dealt with a total of 9,869 issues in 2015/16.

Access to Private Rented housing

A key concern over recent months in Eastbourne has been the barriers which face people on low incomes and reliant on housing benefit to help cover their costs in the private rented sector. Increasingly private landlords are asking for guarantors and this can be difficult for a lot of our customers. People are also being asked to pay agents' fees of anything up to £600 as well as a deposit and rent in advance. We estimate that people need to find around £3,000 to be able to begin renting a property.

The Council is using its limited resources to help people overcome some of these financial barriers. In 2016/17 a fund of £45,000 from the Discretionary East Sussex Support Scheme (DESSS) is available to assist with rent in advance. The Council also provides loans for deposits.

Local Housing Allowance (LHA), introduced on 7 April 2008 represented a significant change to the way Housing Benefit (HB) was paid. Under LHA a flat rate is used to decide the eligible rent of all claimants with similar sized households living in a broad rental market area, rather than tying the level of benefit to a specific town or property. The LHA awarded to a claimant is based on the number of bedrooms they are deemed to require rather than the number of bedrooms in the property.

The LHA rate is decided by the Valuation Office and based on the 30th percentile rent of the area. This means only three out of ten properties in the area will be affordable to those claiming HB and significantly limits the number of properties which those households can access.

Since April 2012 the LHA rate has been fixed once a year in April. At a time of rent increases this freeze has further restricted the number of properties which HB claimants are able to afford as the gap between the LHA rate and the costs of renting has widened. In its 2015 budget the Government announced that LHA rates would be frozen for four years. It is likely that, with rents continuing to increase, this will limit access to rented housing even further for those dependent on Housing Benefit.

The table below shows the current rates of Local Housing Allowance for different sized properties in Eastbourne.

Local Housing Allowance Rates 1st April 2016

	Weekly rate	Monthly rate
Shared Accommodation Rate	£67.00	£291.13
One Bedroom Rate	£116.53	£506.35
Two Bedrooms Rate	£151.50	£658.30
Three Bedrooms Rate	£182.45	£792.79
Four Bedrooms Rate	£235.34	£1,022.61

The Strategic Housing Market Assessment carried out in April 2016 reviewed market rents over the period from 2010 to 2015. The review found that the lowest quartile of rents in Eastbourne in 2015 ranged from £399 per calendar month for a studio or bedsit to £1,075 for a 4 bedroom property. The median rent ranged from £451 for a studio or bedsit to £1,200 for a 4 bedroom property. Rents for larger properties were considerably higher.

Market rents in 2015

The table below shows the range of private market rents in 2015 and the number of lettings (count) these figures were based on.

Market rents 2015

Bedrooms	Percentile 25	Mean	Median	Percentile 75	Count
0	399	446	451	477	177
1	524	565	576	615	499
2	724	790	776	849	726
3	849	952	901	997	314
4	1075	1263	1200	1326	90
5	1287	1648	1499	2030	20
6	2349	2375	2375	2401	2
8	325	325	325	325	1
Of which					
Flats	550	673	650	776	1141
Houses	776	896	849	975	688

It is clear from a comparison of the lowest 25% of rents and the monthly Local Housing Allowance rate that anyone relying on welfare benefits to cover their housing costs will struggle to find any market rented housing in Eastbourne to meet their needs which they can afford. The difference for anyone needing a property with more than 4 bedrooms becomes particularly acute.

Lowest rents compared to LHA rates

Bedrooms	Lowest 25% market rents /month	Local Housing Allowance monthly rate	Shortfall
0	£399	£291.13	£107.87
1	£524	£506.35	£17.65
2	£724	£658.30	£65.70
3	£849	£792.79	£56.21
4	£1,075	£1,022.61	£53.39
5	£1,287	£1,022.61	£264.39

Comparing the income required for different tenures (based on data sourced for the Council's Strategic Housing Market Assessment 2016), and bearing in mind the numbers of households reliant on welfare benefits and the average household income in 2015 of £25,434, it is

clear a majority of those people at risk of becoming homeless are likely to be reliant on social housing in the future.

Housing costs and income required

Tenure option	Average costs	Income required
Social Rent (average) monthly	£421	£20,208
Affordable Rent (80% of average private rent) monthly	£606	£29,088
Market Rent - Lower Quartile (monthly)	£576	£27,648
Market Rent - Median (monthly)	£750	£36,000
Market Rent - Average (monthly)	£757	£36,336
Market Sale - Lower Quartile (assumes 10% deposit)	£153,500	£39,471
Market Sale – Median (assumes 10% deposit)	£200,000	£51,429
Market Sale – Average (assumes 10% deposit)	£230,684	£59,319
Starter Home	£230,684	£47,455
Shared ownership (50%)	£115,342	£43,927
Shared ownership (25%)	£57,671	£36,265
Help to buy	£173,013	£32,955

Increasingly organisations working with homeless people are finding it difficult to help people access private rented housing. The initial costs of securing rented housing and reluctance of many landlords to let to people reliant on benefits add to the lack of housing at rents which are affordable and exclude many people from the private rental market. Home ownership including through Help to Buy, Starter Homes or shared ownership is completely unaffordable for a majority of residents.

Supported Housing providers and other partners working with people with additional needs all report particular difficulties. Waiting times for supported housing are increasing as it has become increasingly difficult to move tenants on when they are ready to move. There are particular problems finding landlords willing to accommodate people with a history of homelessness or chaotic lifestyles. The Salvation Army, for example, has seen the number of landlords willing to accommodate their clients reduce over the last year to just two. Providers of supported housing for young people also face specific barriers because most landlords require guarantors.

Welfare Reform

The Government has introduced a range of reforms to benefit entitlement over the last few years. The Council has taken a proactive approach contacting households affected by reforms to benefits to alert them to the changes and sign-post them to support.

The number of households affected by the under-occupancy rules which restrict benefit to the number of rooms deemed to be needed by that household increased from 352 in the first quarter of 2014/15 to a peak of 441 at the end of March 2015. The number affected at the end of March 2016 had reduced slightly to 416.

The Government introduced a cap on the amount of Benefit households can claim in 2014. Currently, the maximum amount of Benefit families with children can claim in Eastbourne is £500 per week. Single people can claim a maximum of £350 per week.

The numbers affected by the Benefit Cap to date in Eastbourne have been relatively low. The majority of those affected so far, when contacted, have said they would manage on the lower amount. The impact of the cap can, however, be severe.

The Government has announced that a lower cap will be introduced in the autumn 2016. The maximum which a family with children will be able to claim in benefits will reduce to £385 per week and single people will be able to claim a maximum of £258 per week.

Based on current claims, it is estimated that up to 150 households will be affected by the lower cap when this is introduced later in 2016 and that all of those currently affected will lose a further £6,000 a year if their circumstances do not change.

Households affected by Benefit Cap

Amount per week↓	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Up to £50	23	24	22	19	17	18	11	13
£51.00 to £100.00	4	6	4	4	3	4	5	6
£101.00 to £150.00	4	3	3	3	3	2	1	2
£151.00 to £200.00	1	1	0	1	0	0	0	0
Above £200.00	0	0	0	0	0	0	1	1
Total	32	34	29	27	23	24	18	22

A Welfare Reform project in East Sussex was funded initially by Supporting People and established a Benefits Helpline for working-age people seeking advice, coordinated by Sussex Community Development Association. The project also funded additional advice staff in agencies across the county.

The three Clinical Commissioning Groups in East Sussex agreed to fund this project in 2016/17 the service has been expanded to include people of all ages. In addition to the Benefits Helpline, benefit-related support is provided to working-age people by Home Works (East Sussex) and to people aged 65 and over by STEPS.

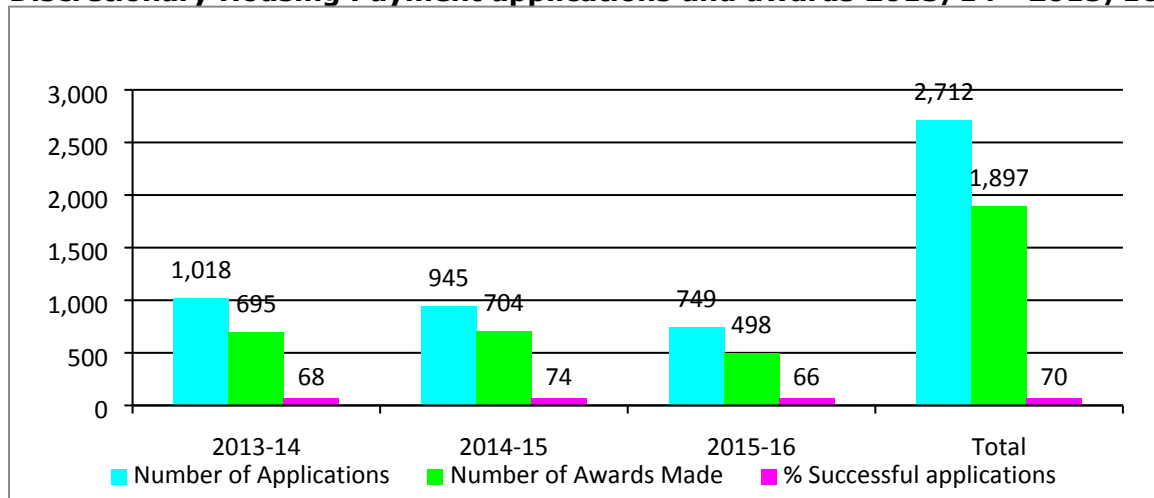
Discretionary Housing Payments

The Council is able to provide short-term financial support in the form of Discretionary Housing Payments (DHP) to some people to help meet the shortfall in their housing costs.

DHP budgets have reduced over the last three years - the government allocated £162,574 in 2015/16 compared with £256,602 in 2013/14 and £248,058 in 2015/16. The Council makes every endeavour to spend the DHP budget in full to minimise the risk of further reductions in the budget allocated for this and awarded and over-spent slightly in 2015/16 allocating £162,857 in total.

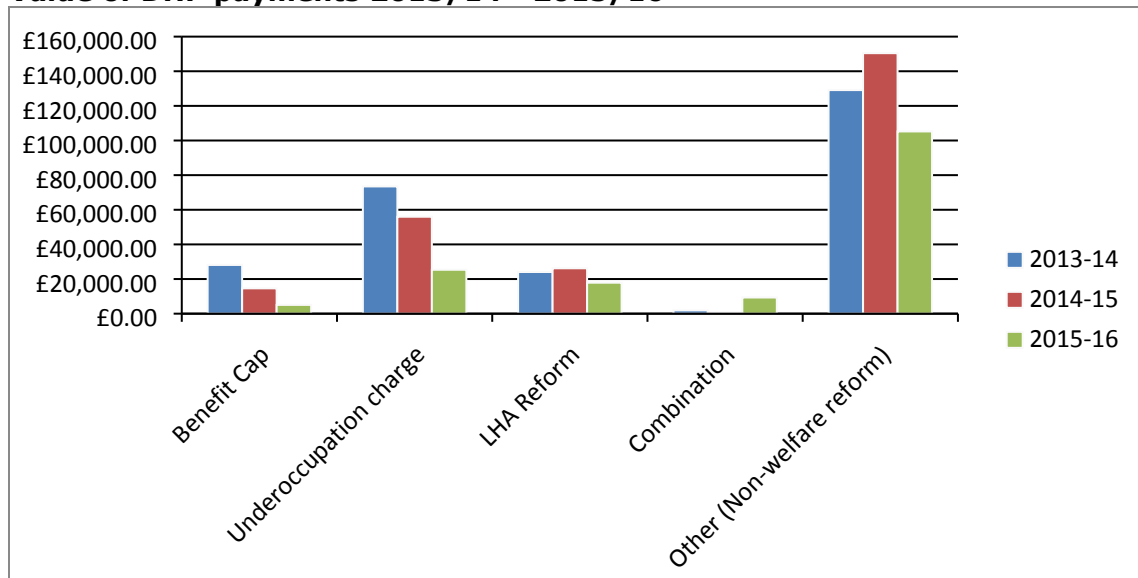
The table below shows the number of applications over the last three years and the number and percentage of DHP awards made.

Discretionary Housing Payment applications and awards 2013/14 - 2015/16



Whilst DHP awarded to support claimants through changes introduced under welfare reform accounts for a significant proportion of payments, this proportion has decreased over the last three years from just under 50% to just over 35%. The value of payments made for welfare reform related reasons and other reasons is shown below.

Value of DHP payments 2013/14 - 2015/16



People claiming income-related benefits are also encouraged to apply to the Department of Work and Pensions for Budgeting Loans for costs such as furniture, household equipment, rent in advance, removal expenses and other expenses.

Homeless households have also been affected by changes to crisis arrangements. Crisis loans were stopped in April 2013. Since then, anyone meeting the eligibility criteria and needing emergency help with food, utilities or household items can apply to a Discretionary East Sussex Support Scheme.

3,831 vouchers for food from Eastbourne’s Foodbank were issued in 2014 (compared with 3,658 in 2013). A small percentage of those people using the Foodbank in 2014 were homeless but, whilst the majority were housed, the reliance on the Foodbank suggests a significant risk of future homelessness as a result of those factors which drive people to use the Foodbank. Almost a third of Foodbank users (31%) were on low incomes and just over a third needed help as a result of delays (25%) or changes (11%) to Benefit payments.

Rough Sleepers

The number of people sleeping rough has grown steadily over the last few years and had more than doubled nationally between 2010 and 2014. The latest national statistics show a further 30% increase between the autumn 2014 and autumn 2015.

The critical importance of tackling rough sleeping is made evident by research which demonstrates that the average life expectancy for homeless men is just 47 and for homeless women it's even lower at 43. With the average mortality rate for the general public being 77, homeless people are dying at least 30 years earlier (Crisis 2011).

Staff and volunteers carry out a count of rough sleepers each year in November. Rough sleeping in the south of England has been rising faster than anywhere else in England and in Eastbourne. Brighton and Hove, just west of Eastbourne on the south coast, had the third highest count nationally of rough sleepers in 2015.

Counts of rough sleepers are currently carried out by St Mungo's Broadway and members of the Council's Neighbourhood First team a minimum of once a week. The team visit known sites where people have been known to sleep rough previously and others identified through the Streetlink service where members of the public can report any rough sleeping they are aware of. The counts take place in the hours before dawn when most people sleeping rough will have bedded down.

The numbers counted in Eastbourne increased from 11 in 2013 to 15 in 2014. 11 people were estimated to be sleeping rough on the same date in 2015. This is a reliable estimate based on the numbers identified by St Mungo's Broadway in the preceding weeks. The number of rough sleepers counted had reduced to an average of 4 by January 2016.

The reduction in numbers of rough sleepers is seen as the result of assertive outreach work carried out as part of the SHORE programme and work done to accommodate rough sleepers. There is a small core of rough sleepers who continue to be difficult to engage.

It is acknowledged that there are a number of 'hidden homeless' – people who report that they are sofa surfing or sleeping in a car. We

are not able to verify these numbers. However, these and others who have a history of rough sleeping or may be insecurely housed and vulnerable for a range of reasons use services such as the Salvation Army and Matthew 25.

There are also significant numbers of people engaged in wider 'street community' activity such as drinking, begging and anti-social behaviour. Taken together, rough sleepers and street community members are estimated to number at least 800 across Sussex (Operation Packet, Sussex Police 2013). St Mungo's Broadway and the Council's Specialist Advisor (Business Crime Group) actively engage with this group to help them access services.

The Sussex Homeless Outreach Reconnection & Engagement (SHORE) initiative

Eastbourne Borough Council is the lead partner for this initiative, which is a partnership between all thirteen District and Borough councils in East and West Sussex, including Brighton and Hove City Council. The initiative, which is funded by the Department for Communities and Local Government (DCLG), aims to ensure that homeless people have access to the support they need to move on from homelessness to the ability to secure accommodation. The project also works in partnership with other agencies such as Sussex Police; Probation; County Councils; Health Services; Homeless Link; Salvation Army, Matthew 25 and other local voluntary organisations.

An outreach service is delivered by St. Mungo's Broadway – employing 5 workers across Sussex, including one covering Hastings and Eastbourne. These workers respond to calls from agencies or members of the public (through Street Link) notifying them of people sleeping rough in the area, make contact with them and help find suitable accommodation for them. Services also include a specialist outreach service working with women sleeping rough.

Funding for the project from the Department for Communities and Local Government is set to run out by the end of March 2017 and funding for the outreach project is not being extended beyond then end of September 2016.

A grant of £97,000 from the Department for Work and Pensions which pays for a worker to support rough sleepers and those with multiple

needs into volunteering and employment is also due to run out in March 2017.

Funding for a specialist accommodation-based support project working with women who are sleeping rough in Eastbourne and Hastings is also due to come to an end early in 2017.

It will be a priority to identify alternative ways of continuing those services which have had a significant impact wherever possible. However, we cannot expect to be able to deliver the same level of service to rough sleepers as in recent years.

Eastbourne Pop-Up Hubs 2014 and 2015

The Eastbourne Pop-up Hub was piloted in January 2014. The hub took place over three days and people who were part of the street community were invited in to be assessed. Sussex Police and St Mungo's Broadway engaged with individuals in Eastbourne and persuaded them to attend the hub.

An initial assessment of clients attending the Hub was undertaken by St Mungo's Broadway, who provided support for clients over the three days, and referred them to other services as appropriate. The aim was for clients to be offered a package of support and assistance.

44 people attended the Hub, 32% of them women, a significantly higher proportion than the estimated Sussex and national averages and the national average.

Of those who attended 20 had slept rough in the last year, 6 had been sleeping rough for between 1 and 5 years and 4 for over 5 years.

This client group are experiencing multiple and complex problems. A high proportion of those who were assessed had problems with drugs and/or alcohol and most were experiencing health problems. 50% had physical health issues and 75% had at least one of a range of mental health related issues.

12 people were assessed as having 5 or more long term health conditions.

59% were registered with a local practice, 27 % used the drop in practice and 14% had no GP practice.

More than half had served a prison sentence at some stage.

At the time of the Hub 23 clients were assisted with temporary accommodation. By the end of the post-Hub six month review, 15 clients had been housed in the private sector, 2 by a Registered Housing provider and 2 were accommodated by friends/ relatives. A further 13 were still being accommodated temporarily in the private sector with the hope that some arrangements might be converted to more permanent lettings.

A full report of the Hub is available at

<https://shorehomeless.files.wordpress.com/2014/10/eastbourne-pop-up-hub-final-evaluation.pdf>

The availability of housing which people can afford is key to enabling agencies to work more intensely with vulnerable clients to address their complex. Follow-up meetings clearly identified a need for ongoing tenancy support as key to achieving other outcomes.

The second Eastbourne Hub ran from 24th to 26th March 2015 at the Salvation Army Citadel building with the participation of 11 local agencies and 11 rough sleepers. Unlike the first Eastbourne Hub, this one targeted prolific members of the street community rather than having an 'open door' for all service users. The most significant outcomes at the Hub were improved engagement of clients with various services, improved multi-agency working and 20 placements of rough sleepers into temporary accommodation.

Since the Hub, in the four months to mid July 2015, improved client engagement has been maintained together with better access to long term accommodation. However, to date, there has been limited progress on clients accessing drug and alcohol services and no increase in access to mental health services.

A third hub held in January 2016 saw 9 people.

Health Needs audit

An audit of Health Needs carried out in November 2015 assessed the health needs of homeless people across East Sussex. 40% of the

respondents to the audit (99 people) came from Eastbourne. They identified their current housing status as:

- 38 in hostel or supported accommodation
- 23 Housed (but identified by agencies working with them as at immanent risk of homelessness)
- 16 B&B or other temporary accommodation
- 13 sleeping on sofa or floor of friend /relative
- 6 sleeping rough or in a car
- 2 in emergency accommodation or refuge
- 1 squatting

Headline findings from all respondents to the audit across East Sussex were:

- 51% had more than one visit to A&E in the last year
- 36% had more than one ambulance call out in the last year
- 38% had admissions to hospital in the last year
- 67% reported having a long standing illness or disability
- 39% reported using drugs or alcohol to cope with their mental health problems.

There is a shortage of services for people with mental conditions who struggle to maintain housing and contact with services. Community Mental Health services are available only 2 days a week in Eastbourne and there is a lack of supported housing and rehabilitation services is seen as a significant problem.

Fulfilling Lives

The Fulfilling Lives project is funded by the Big Lottery and works with up to 20 people at a time with multiple and complex needs. The majority of these people are rough sleepers or sofa surfers and many will have been found 'intentionally homeless'.

The purpose of the project is to design and coordinate services to meet needs and support people to manage their lives better. The project is led by BHT and is made up of three local delivery teams of which CRI leads the work in Eastbourne.

Other services to rough sleepers

The **Salvation Army – Eastbourne Citadel** works with people sleeping rough in Eastbourne and those with a history of rough sleeping or at particular risk. The services provided include distribution of food vouchers, evening meals (two evenings a week) shower facilities, a laundry and a range of services provided from the Rebourne Centre. Many services users are those from non-EU countries who are not entitled to benefits and need help to meet their basic needs.

The Salvation Army report that numbers have increased due to the current economic climate, with many people losing their jobs and accommodation. Illiteracy levels amongst service users are high and the lack of computer use makes this group more at risk of benefit sanctions. Many service users have mental health issues. An increasing proportion of people using services are people from abroad who have limited or no access to public services.

The number of people using Salvation Army services increased during while the Winter Night Shelter was open in 2015/16. Calls to the Citadel's Community Service averaged 180 per month between January and November 2015, but rose to 493 in December 2015 and average monthly use of the Rebourne Day Centre services rose from an average of 903 per month between January and November to 1007 in December 2016.

A number of people using Salvation Army services also used services at the **Matthew 25 Mission** which provides meals and other support at the Brodie Hall Drop-in Centre in Seaside. The numbers of people using these services were similar to those using the Salvation Army's services varying from around 800 to 960 each month.

Services include hot meals – breakfasts five days a week for an average of 30 people each day and a hot meal three times a week for between 40 and 50 people, plus a cookery group for 'preparing and sharing a meal together' one day a week; music, gardening and art groups; and a social group run by parents for families with children. The daily average number of visitors to Brodie Hall estimated over the last few months was 50-55.

The **Kingdom Way Trust** runs a number of services for homeless people in Eastbourne:

- Eastbourne Winter Night Shelter – in partnership with local community and faith organisations – offering supervised overnight accommodation to homeless and other vulnerable people who would otherwise be sleeping rough during the winter months (December to February).
- The Bridge – housing for up to 2 years for a maximum of 6 male residents with support to find appropriate work, training, volunteering or work placements.
- Fatfleshed – a Faith kitchen providing meals and companionship to homeless people on Saturday evenings as well as sleeping bags and clothing at All Souls Church in the centre of Eastbourne and Sunday morning tea, coffee and breakfast rolls in Hyde Gardens.

Over the three months (1st December to 1st March) that the **Winter Night Shelter** was open in 2015/16, 69 street homeless 'applicants' (62 male: 7 female) were interviewed for spaces and 59 accepted (53 male: 6 female). The Shelter provides space for up to 15 people on any one night and 22 were accommodated (19 male: 3 female) over the period.

Refugees

In response to the flight of 6.5 million people from Syria, forced to flee their homes, the Government has announced its intention to relocate up to 20,000 of the most vulnerable to the UK. The Syrian Vulnerable Persons Relocation (VPR) Scheme is designed to rehouse the most vulnerable refugees, namely:

- Women and Girls at risk
- Survivors of violence and/ or torture
- Refugees with legal and/ or physical protection needs
- Refugees with medical needs or disabilities
- Children and adolescents at risk
- Refugees at risk due to their sexual orientation or gender identity (actual or perceived)
- Refugees with family links in resettlement countries

Under the scheme, people will be resettled with 'Humanitarian Protection' leave to stay for up to 5 years. They will have recourse to public funds, and will be able to work and access services in the UK. After 5 years they will be able to apply for permanent residency or return to Syria.

Central Government will meet the costs of the arrivals in terms of support, health and education costs for the first year from arrival. Additional costs, including Local Authority (LA) costs to cover administration of the scheme will also be covered.

It is up to Local Authorities to contact the SVPR Scheme when they are ready to accommodate refugees. As well as identifying appropriate housing, this involves ensuring intensive support and services are in place to ensure the effective integration of this very vulnerable group into our communities. The local authorities in East Sussex have agreed to work together on this and are creating two posts for an initial 12 month period to coordinate work across the county including design and delivery of a resettlement package for individual refugees to facilitate their integration into the community working with a project team of staff from DWP / Job Centres, Health, Social Care and Housing Departments.

Once the necessary resources are in place the aim is to welcome the first refugees to East Sussex within a period of 3 months.

Gypsies and Travellers

Whilst there are no authorised Traveller sites within Eastbourne, there are a number of Gypsies and Travellers living in the town who are less visible as a result, but have a range of needs. Approximately two-thirds of Gypsies and Travellers live in settled housing.

Gypsies and Travellers Area Assessment carried out in East Sussex in 2015 concluded that there is no need for a permanent site for Gypsies and Travellers in Eastbourne but has indicated a need for stopping places in Eastbourne for Travellers moving through and staying on a short-term basis.

Friends, Families and Travellers are based in Brighton but work with Travellers and their families across the whole of Sussex. They work with around 3,000 people each year. As well as carrying out research into the issues affecting Travellers and their families, they offer advice, information and advocacy services and deliver a range of projects to benefit the Traveller community. They have been funded to deliver an outreach project across Surrey and Sussex over 5 years – ending in 2016. The issues most commonly raised relate to health and housing.

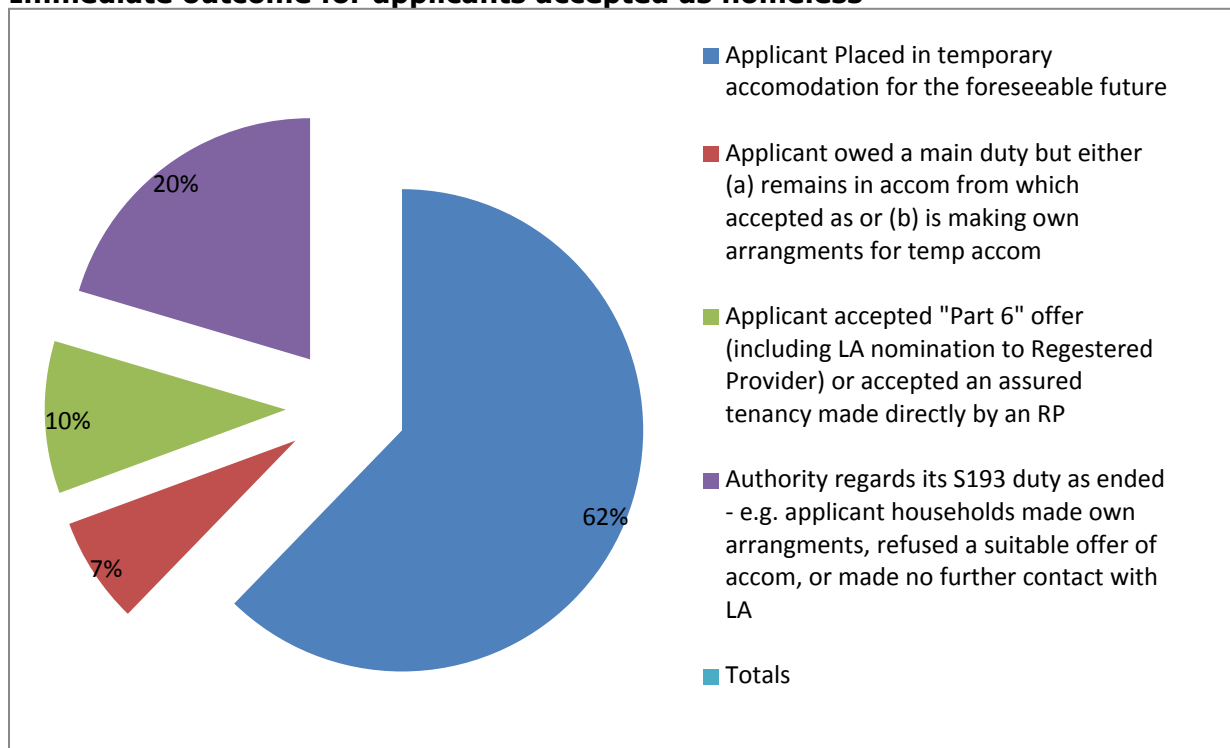
Friends, Families and Travellers were funded through the Council's Community Grants programme to identify these households living in Eastbourne and their needs. They worked with young people from 19 families supporting them to access a wide range of statutory and voluntary services. 63% were helped to access health care services and other outcomes included access to training and education, housing, benefits and legal advice.

Temporary accommodation and re-housing

The majority of households where the Council accepts a duty are placed initially in temporary accommodation.

Overall the figures rose significantly at the beginning of 2015 and remain higher than earlier years indicating increasing pressures on temporary accommodation options.

Immediate outcome for applicants accepted as homeless



Eastbourne Borough Council uses a small number of accommodation providers to house homelessness households. In addition to the impact of homelessness on people themselves and their families, the high financial costs of placing people in temporary accommodation make it

a priority for the Council and its partners to prevent and relieve homelessness as far as possible.

As the level of statutory homelessness has increased, so too spending on placements to temporary accommodation has risen from £146,810 in 2011/12 to £346,739 in 2015/16.

We are aware that an increasing number of households placed in temporary accommodation have income from employment and need to contribute to the costs of their accommodation. This presents additional risks to the Council if those housed do not pay their part of the costs as the Council then becomes liable for the unmet rent.

The numbers of households who make their own temporary housing arrangements or remain in their current home awaiting other accommodation – ‘homeless at home’ – have shown a slight increase in 2015.

There were no homeless households placed outside the Eastbourne district until Q1 2015 when there were two households placed out of the district.

We are aware, however, that other authorities are using Eastbourne hotels for temporary accommodation for homelessness households, but do not have access to data on the numbers. This has been a continuing concern, not only because of the problems we encounter from time to time placing Eastbourne’s homeless households within the Borough, but also because of the vulnerability of these households and potential demands on other services.

We have met with neighbouring authorities at various times over the last few years and agreed to notify each other of any placements made in each others’ authority areas, but implementation of these agreements has been very patchy.

We have had a number of enquiries recently about our provision for homeless people with dogs. We make every endeavor to provide alternative arrangements for pets in those situations where family or friends are unable to take care of them.

The length of time people spend in temporary accommodation is significantly affected by the availability of permanent housing as set out on the next page.

Housing waiting times

11 homeless households were re-housed to permanent accommodation from the Housing Register (through Sussex Homemove) between 1st April 2015 and 1st April 2016.

Of these, one was housed in a studio flat, two in 1-bed flats, five in 2-bed flats, two in 2-bed houses and one in a 3-bed house. The average waiting times for those homeless households needing re-housing were

- 19 days for a studio flat
- 6 weeks for a 1-bed flat
- 3 months for a 2-bed flat
- 6 weeks for a 2-bed house
- 11 months for a 3-bed house

These figures cover significant variations in waiting times from 10 days to 11 months.

For all those households registered as having an urgent need for re-housing (in Band A) the waiting time was longer – averaging

- 7 months for sheltered accommodation
- 5 months for a studio flat
- 14 months for a 1-bed flat
- 8 months for a 2-bed flat
- 7 months for a 2-bed house
- 8 months for a 3-bed house
- 14 months for a 4-bed house

These figures change dramatically for households in Band B. In the same period, those rehoused had been waiting:

- 20 months for sheltered accommodation
- 4 years for a studio flat
- 29 months for a 1-bed flat
- 4 years for a 2-bed flat
- 5 years for a 2-bed house
- 4 years for a 3-bed house
- 31 months for a 4-bed house

Waiting times are expected to increase in the coming years as the impact of the Housing and Planning Act takes effect and high value Council homes are sold.

Looking to the future

There are a number of further changes to the development and delivery of housing and reforms to Benefits which are in the pipe-line and need to be considered in our planning for the future. These are summarised below.

- The Benefit Cap, introduced to limit the total amount of benefit that most working age claimants can receive whilst out of work, will be reduced further to £20,000 per year.
- The roll-out of Universal Credit which started in Eastbourne in 2015 is due to complete by 2020. This replaces several current state benefits and will be paid as a new single monthly payment for people in or out of work.
- Mandatory digital claims are now being rolled out in East Sussex and are expected to be introduced in Eastbourne in 2017.
- The current freeze on working age benefits, including tax Credits and Local Housing Allowance will apply for 4 years from 2016 to 2020. We estimate that around 5,000 benefit claimants will be affected by the freeze on the 'eligible amount' for Housing Benefit in Eastbourne.
- From May 2016 new claimants and current claimants who have a child for the first time will not be awarded the Family Premium of £17.45.
- From April 2016 Mortgage Interest Relief will only be paid to those claimants buying their housing after 39 weeks instead of 13 weeks.
- Housing Benefit claims can currently be backdated six months for working age claimants. This will reduce to one month only from April 2016. This is likely to have a severe impact on tenants who do not claim Benefit immediately. In 2014/15 £200,000 was paid in backdated Housing Benefit.
- The automatic entitlement to housing support for new claims of Universal Credit has been removed for 18 to 21 year olds who are out of work and from April 2017 18 to 21 year olds who are claiming Universal Credit will be affected by a Youth Obligation.

- This means after 6 months of claiming they will be expected to apply for an apprenticeship or traineeship, go on a mandatory work placement or gain work based skills.
- Freezing of Local Housing Allowance rates – around 30%
 - Payments for new claimants of Employment and Support Allowance who doctors/ assessors deem able to prepare for work will be aligned with Job Seekers Allowance rates.
 - Extra funding has been allocated for Discretionary Housing Payments for five years until 2020.
 - The amount of rent that Housing Benefit will cover in the social sector will be capped to the relevant Local Housing Allowance. This will include the Shared Accommodation Rate for single under 35's without dependent children.
 - The relief on finance costs that landlords of residential properties can get to basic rate of income tax will be restricted from 2017 and will be phased in over 4 years.
 - The wear and tear allowance which private landlords can claim against tax will be removed and landlords will only be able deduct costs actually incurred in the future.
 - Social Rented Sector rents will be reduced by 1% a year from April 2016, reducing budgets by £560,000 over the next four years, severely constraining Business Plans in the Housing Revenue Account.
 - Pressures on Council budgets will become increasingly acute and are likely to affect the resources available for a range of housing and support services. Eastbourne Borough Council will need to reduce their annual budget by £2.7 million by 2020.
 - As of April 2016 all working age adults will have to pay a minimum of 20% of Council Tax and there will be changes in the way the incomes of self-employed people are assessed for Council Tax purposes. Approximately 5,500 will be affected overall and some 3,300 people will have to pay Council Tax for the first time.

- Funding for some supported housing, including projects designed to support people to stay in their housing has been reduced and is expected to come under further pressure in the next few years. Funding for the Home Works service was reduced by £300,000 in 2016/17. Funding for the five refuges in the county was reduced by 20%, a saving of £80,000 in 2016/17. The proposed removal of all support funding to supported housing for young people at risk and people with mental health needs was reprieved after the government allowed additional funding to the County Council through the Adult Social Care levy.
- Currently, the biggest threat to supported housing is the freeze on LHA due to come in April 2018 which affects the long-term business plans for providers. Whilst this date was delayed by one year from April 2017, the risk to the future viability of supported housing beyond 2018 is severe. The government has said it will carry out a review of all Supported Accommodation in the next year.

Housing and Planning Act 2016

The Housing and Planning Act 2016 was enacted in May 2016. The detail of how some measures will be implemented is still unknown. The points below cover the key changes.

- Councils are expected to sell their high value housing as this becomes vacant and will be required to pay the Government a sum based on the estimated value of this each year (based on approximately the third highest value properties owned) whether or not they sell the properties. Councils will need to make an assessment of the relative value of selling off or retaining this housing. It is likely that this will affect the availability of affordable housing, particularly social rented housing and depending on the level of the tariff this could significantly impact on the viability of the HRA Business Plan.
- The Right to Buy will be extended to tenants of housing associations and other Registered Providers. The Government will use capital receipts received from Council Housing sales to invest in new housing developed by these Registered Providers.
- Councils and Registered Providers of social rented housing will be required to offer fixed term tenancies of up to 10 years only

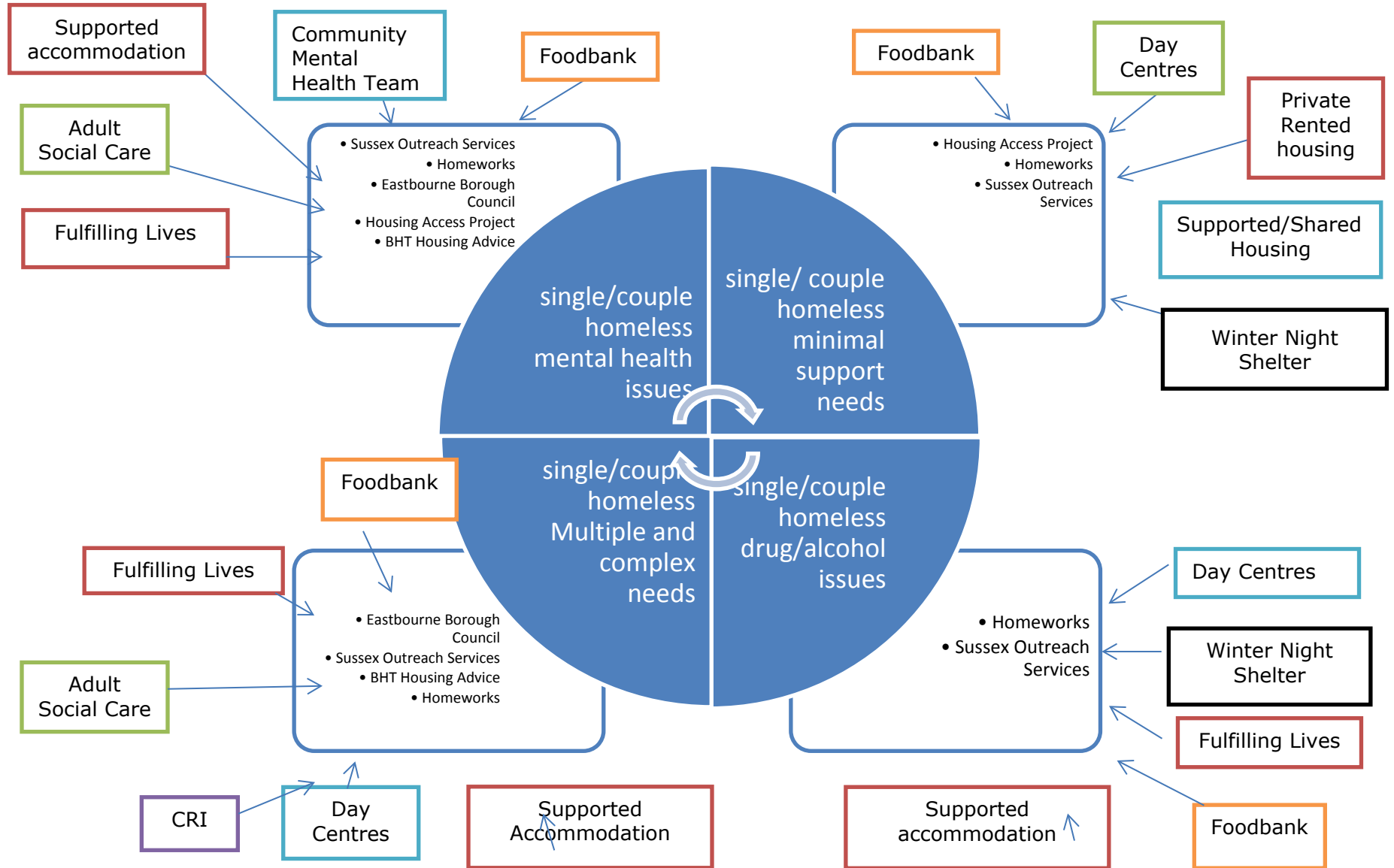
to prospective tenants and these will not be automatically renewed. This will also apply to existing tenants moving to a different social rented property.

- Succession rights will be restricted to spouses and partners only. Social landlords may have discretion to award tenancies to other family members who have had succession rights to date, but can only offer fixed term tenancies.
- It is proposed that social housing tenants with higher household incomes will have to 'Pay to Stay' by paying near or market rent for the properties. Initially this will apply to those with incomes of £30,000 and above. Councils will be required to pay any additional income from this, minus administrative costs, to the Government.

These and other changes are expected to have significant effects on Eastbourne's residents and its housing stock:

- Many households in Eastbourne who receive benefits will find their incomes reduced from a variety of angles.
- Single under 35 year olds reliant on benefits will struggle even more to find accommodation due to Housing Benefit payments for social rented properties being brought into line with Local Housing Allowance rates of benefit.
- The amount and quality of affordable rented accommodation is likely to reduce with private landlords likely to increase rent to cover the reduction in their income due to tax changes.
- There will be a reduction in Council housing due to the requirement to sell properties.
- Providers of supported housing are at particular risk, increasing the risks to people who are particularly vulnerable.

Service map for homeless people in Eastbourne



Supported Housing for homeless people in Eastbourne

The following table sets out the supported housing currently provided for homeless people in Eastbourne

Scheme	Units provided	Waiting list at 1.4.2016
Eastbourne and Wealden YMCA residential centre and Barnabas House	26 units or bedrooms for young people at risk	10 on waiting list at April 2016; longest waiting time is 4 months; increase in recent months because of problems moving people on – lack of affordable private rented housing and higher needs
Eastbourne Foyer and Hyland House	33 bed spaces at Foyer and 15 long-term and 10 short-term supported flats in Hyland House for young people at risk	Average 5–8 young people on waiting list and 2 – 3 weeks wait but increase in last 3 months to 10 weeks because of because of problems moving people on – lack of affordable private rented housing and higher needs
Hyde Gardens	19 units or bedrooms for people with mental health issues	5 on waiting list at April 2016; average waiting time is 1-2 months – longest is 4 months due to lack of affordable rented housing for people on Housing Benefit
St Aubyns Road	9 units or bedrooms for homeless people with complex needs	4 on waiting list at April 2016; average waiting time is 3 weeks – longest 2 months due to lack of affordable rented housing for people on Housing Benefit
Refuges	5 refuges in East Sussex for women fleeing domestic violence	Always full – there is a very high demand for refuge accommodation in this area

SAHA	5 units or bedrooms for young mothers and their babies	Waiting times can be up to 5 months because it is increasingly difficult to find move-on housing. No-one on waiting list at present as young mothers have to be placed quickly.
The Bridge	5 rooms in shared housing for men with multiple needs and a history of rough sleeping.	This is a relatively new project.

In addition there are currently two services providing support for people with a range of needs including mental health needs:

- Home Works provides a visiting support service for around 850 people aged 16-64 across the county who are at risk of homelessness
- The Supported Accommodation and Independent Living Solutions (SAILS) service provides support to around 360 people with mental health needs and learning disabilities across the county.

Key messages

This section summarises the main trends, concerns, risks and opportunities arising from this review of homelessness and suggests areas we need to focus on in the future:

- The number of homeless applications rose significantly to 124 households in 2015 and continues to rise. The percentage of those where the Council accepted a s193 duty also rose significantly in 2015 as did the number who became homeless as a result of their own actions, such as housing arrears.
- There was an increase in the number of families with children and of households with a pregnant woman accepted as homeless in 2015 and a particularly sharp rise in the number of female lone parents presenting as homeless.
- The main reason applicants to the Council give for the loss of their last home is the termination of their tenancy in the private rented sector.
- There is an urgent need to examine the use and effectiveness of prevention measures and identify any further work that we can do to prevent and relieve homelessness, particularly where this arises as a result of arrears or landlord decisions to end the tenancy.
- There was a marked increase in the number of households becoming homeless as a result of relationship breakdown.
- The main 'priority need' of single homeless households is vulnerability arising from poor mental health and there is an ongoing need for support services to this group.
- A range of housing is needed to meet these needs including
 - Housing with shared facilities to meet the needs of single people under 35 who may be reliant on Housing Benefit
 - 2 and 3-bedroom properties – given the large number of families with children becoming homeless
 - a small number of larger homes. The costs of keeping families in Bed and Breakfast accommodation are particularly high. A shortage of larger family housing may

become particularly acute if the Council sells off larger properties as part of its response to the Government's proposed requirement to sell high-value properties which fall vacant in the future.

- The Joint protocol between Children's Services and housing authorities and the role of the Young Person's Housing Coordinator have proved invaluable keeping numbers of homeless young people at lower levels than in previous years and ensuring they are accommodated appropriately.
- The Sanctuary Scheme continues to be needed given the increase in Domestic Abuse incidents being reported and the number of households becoming homeless as a result of violent relationship breakdown.
- The decrease in the level of homelessness prevented by negotiation with private landlords needs to be addressed.
- The increasing gap between incomes and rents in the private sector is a major cause for concern with particular problems faced by people reliant on Housing Benefit to contribute to their housing costs and those in supported housing ready to move out but unable to access housing. The problems are particularly acute for those people only eligible for the Local Housing Allowance shared room rate, set to include all under-35s.
- Work with Rough Sleepers undertaken as part of the SHORE project has been effective but is at risk of being radically curtailed with the end of government funding for the project.
- Rough sleeping, sofa-surfing, overcrowding and other forms of hidden homelessness are increasing.
- Any increase in demand for services moving into Eastbourne from neighbouring areas needs to be monitored and managed, particularly in light of high levels of rough sleeping recorded in Brighton and the pressures on housing and temporary accommodation in London.
- The Council faces increasing difficulties placing homeless households in temporary housing and there is an urgent need to

explore options which provide greater control over costs and quality.

- The majority of private market housing for rent is unaffordable to people on average household incomes in Eastbourne. The need to prevent homelessness is paramount given the problems of accessible affordable housing in the private market.
- Supported Housing schemes are at significant risk of becoming blocked by a lack of affordable housing which their tenants can move on to when ready. These problems are particularly acute for young people.
- The supply of very low cost accommodation for people with a history of homelessness and/or rough sleeping is extremely limited and reducing further.

ⁱ Mid-2014 Population Estimates (MYE), Office for National Statistics

ⁱⁱ Government figures summarised by Homeless Link :
<http://www.homeless.org.uk/connect/news/2015/jun/24/another-rise-in-homelessness-numbers-shows-further-signs-of-inequality-in>

ⁱⁱⁱ EEA – European Union Countries plus countries with the same rights to live and work in the UK – i.e. Iceland, Lichtenstein and Norway

^{iv} Report on Looked After Children to Local Safeguarding Children Board 28.1.16

^v Based on incidents reported February 2014 to January 2015 and those recorded February 2015 to February 2016.

Homelessness Strategy

Forward

To be added - from Councillor Shuttleworth and chair of Housing Forum

Introduction

Homelessness is increasing rapidly across the country. The number of homeless households in England increased by nearly ten per cent between January and March 2016 compared to the same period last year, according to statistics from the Department for Communities and Local Government (DCLG).

Homelessness has a devastating effect on the lives of individuals and families. Children's education and life chances suffer, as does the health of homeless people whether living in temporary accommodation or on the streets.

The responsibility for preventing homelessness is shared between a wide range of agencies in the statutory and voluntary sectors, just as the costs of dealing with homelessness are shared. It is estimated that the costs of homelessness are between £24,000 and £30,000 per household. Those costs fall on local councils, health services and the Clinical Commissioning Groups, the Department for Work and Pensions, the criminal justice system and a wide range of voluntary sector organisations working with vulnerable people – advice agencies, Foodbanks, faith organisations, support providers and many offering specialist services.

The Homelessness Act 2002 requires housing authorities to publish homelessness strategies every five years. The Act requires local authorities to carry out a thorough review of the extent and nature of homelessness in their area. The Guidance published by the Department for Communities and Local Government recommends that the Strategy is developed in collaboration with local partners.

This Strategy has been developed by the Eastbourne Housing Forum and is based on the findings of a Homelessness Review carried out early in 2016 which collated information on housing and homelessness in Eastbourne from a range of sources. A full list of Eastbourne Housing Forum members is included at Appendix A.

Background

Nationally all forms of homelessness have increased since its lowest point in recent years in 2009/10 and the ability of local authorities and their partners to prevent or relieve homelessness has dropped:

- in 2014/15 112,330 households applied to their local authority as homeless, an increase of 28% since 2009/10. This increased further in 2015/16 and has continued to rise with the last reported quarter, January to March 2016, showing an increase of 2% on the previous quarter and 9% compared with January to March 2015.
- These figures do not take account of the number of households applying as homeless who are found to be intentionally homeless – as a result of rent or mortgage arrears or other actions on their part
- The number of households prevented from becoming homeless as a result of local authorities actions had dropped nationally from 205,000 in 2014/15 to 198,100 in 2015/16 and the number helped to secure accommodation immediately (homelessness relieved) had dropped from 15,700 in 2014/15 to 14,400 in 2015/16
- the number of households in temporary accommodation at 31st March 2016 has also increased nationally – by 11% on the previous year
- the number of people counted as Rough Sleepers in 2015 was 3,569 – more than double the level in 2010
- hidden homelessness has also increased with lone-parents, couples and families unable to move out of parental housing and unrelated single people sharing housing. This is in addition to those people who are sofa-surfing or sleeping in cars or tents. ⁱ

Changes to the housing market

The last few years have seen significant changes in the housing market and in national government policy which are likely to have an impact on homelessness.

In the years since the housing market crash in 2008, the proportion of people renting their accommodation has risen significantly leading to pressures on rents. Nationally, homeownership has fallen from 71% of tenures in 2003 to 63% currently (June 2016).

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Despite the housing market crash, market prices recovered and have continued to rise leaving home ownership unaffordable to a majority of people new to the market. Younger adults and first-time buyers have been particularly affected.

Contributing to the high costs of buying a home, the rate of housebuilding has also dropped to its lowest levels in recent years. Recent increases in construction activity have done little to affect the problems with supply.

The government is trying to redress this by bringing forward proposals which aim to build more homes that people can afford and promote home ownership.

The shift to rented housing has in turn led to increased rents leaving many people excluded from the rental market. There is a lack of market housing for rent which households on average incomes can afford. This is exacerbated by the high costs of securing a home with Rent in Advance, Deposits and Agency Fees now reaching levels previously required for buying a home. In addition, many landlords will not let properties to anyone in receipt of benefit, and many now ask for a guarantor who must be a home-owner themselves, earning, for example, more than £30,000 and willing to guarantee two and a half times the monthly rent.

Financial context

In recent years local authorities have had to deal with radical reductions in grant from national government, including the removal of the Homelessness Prevention Grant in 2015 and reductions in Revenue Support Grant, which previously accounted for 50% of all Eastbourne Borough Council income. The Council has already adapted to a 50% cut in central government funding and the government plans to reduce this by a further 30% eliminating revenue support grant altogether by 2020. The Council received the second worst Revenue Support Grant settlement in the country for 2016/17.

Pressures on Council budgets will become increasingly acute over the next few years and will inevitably affect the resources available for a range of housing and support services.

The changes to central government funding to local authorities also impact on East Sussex County Council which accounts for 72% of Council Tax bills. The County Council is facing a reduction in its central

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government settlement from just over £45 million in 2016/17 to just under £15 million in 2018/19. This will impact on care and support services at a time of increasing demand.

The removal of the ring-fence around Supporting People funding has also required strategic planning to ensure essential services are protected. Homeless people are amongst the most vulnerable in our communities and statutory agencies are working closely together to manage these and pool resources where we can to prevent homelessness.

The local voluntary sector also faces acute economic pressures as demand for their services grow, grant funding becomes more competitive and the profile of volunteering is changing.

To date, Eastbourne Borough Council has protected its funding to voluntary and community organisations. Grants of £205,500 were awarded to advice services and organisations working with vulnerable homeless people in 2016 covering 2016/17 to 2018/19, an increase of £15,000 on the previous three years.

Advice services have faced particular financial challenges over the last three years as they have had to deal with changes in the rules governing Legal Aid. Grants from the Advice Services Transition Fund came to an end in 2015.

Nationally, a shift in focus on government funding to high profile, large-scale projects, loans and payment by results along with reductions in public funding for voluntary sector in many areas have all led to an increased demand for grants. The move away from grants to short-term contracts also presents challenges and risks for smaller organisations making it difficult to plan for longer-term sustainability.

At the same time, the profile of volunteering has changed with students needing to secure paid work to cover loans and people needing to work to a later age before retiring. The costs of training and supporting volunteers have increased as financial pressures and the need to care for family members, both parents and grand-children, have restricted many people's ability to commit to long-term volunteering.

Meanwhile, organisations working with single homelessness people with high support needs struggle to access private rented housing for those

clients ready to move on from supported accommodation and are therefore unable to offer places to new clients.

The costs of homelessness and need for multi-agency response

There is an increasing body of evidence showing the costs to different services of homelessness and potential savings to services that can be made by investing in housing linked with intensive support services.

The costs of street homelessness can be particularly high as many street homeless people have multiple needs and some can become trapped in a cycle of ill health and offending. The Department for Communities and Local Government 2012 'Evidence review of the costs of homelessness' refer to

"two case studies of individuals with multiple needs both with recent episodes of homelessness, for whom drug treatment and detox costs, and mental health support costs, were reduced from £16,000 to £2,700 and £32,000 to £3,000 in moving from a state of homelessness with more piecemeal support, to stable accommodation with a more comprehensive and coordinated support provision" quoted by Making Every Adult Matter (MEAM)ⁱⁱ

The report also considers evidence that homelessness can exacerbate offending behaviour in some cases and can contribute to re-offending. The report quotes the estimated costs to the criminal justice system of a male convicted of shop-lifting estimated at around £3,500 and of a drug offence conviction at £16,000.

East Sussex County Council is currently employing a housing specialist to work as part of the Better Together programme to develop joint approaches across East Sussex to housing, health and social care across a wide range of housing-related needs, including homelessness, and this will inform future work and investment by relevant authorities.

Given the pressures on all budgets it is vital that this multi-agency work continues and is extended where possible to reduce the risks of escalating costs in the future.

Changes in national policy

From April 2016 social housing rents will be reduced by 1% a year, reducing budgets by £560,000 over the next four years, severely constraining Business Plans in the Housing Revenue Account.

The **Housing and Planning Act** passed in May 2016 includes a range of provisions which will impact directly or indirectly on the levels and risks of homelessness likely to be faced by local residents.

The Act encourages local authorities to sell a proportion of their higher value housing as this becomes vacant and authorities will be required to pay the Government a sum based on the estimated value of this each year whether or not they sell the properties. The formula for these payments is still to be set out in regulation to be approved by Parliament. Councils will need to make an assessment of the relative value of selling off or retaining this housing. It is likely that this will affect the availability of affordable housing, particularly social rented housing and depending on the level of the tariff this could significantly impact on the viability of the HRA Business Plan.

The Right to Buy will be extended to tenants of housing associations and other Registered Providers. The Government will use capital receipts received from Council Housing sales to invest in new housing developed by these Registered Providers.

These measures are all expected to reduce the availability of social housing and the Council's ability to carry out repairs and adaptations to ensure housing meets people's needs. This is particular concern given the high proportion of people in Band A with the most urgent needs requiring adapted properties.

The Government is keen to restrict the use of social housing to those households in greatest financial need. Registered Providers in the social rented sector will be required to offer fixed term tenancies only to prospective tenants and these will not be automatically renewed. These may be for periods of up to ten years in some circumstances with the potential for longer tenancies for families with children. This will also apply to existing tenants moving to a different social rented property and this, in turn, is expected to reduce the flow of available housing.

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Succession rights will be restricted to spouses and partners only. Social landlords may have discretion to award tenancies to other family members who have had succession rights to date, but can only offer fixed term tenancies. This is likely to increase demand from those who would previously have succeeded to housing.

Social housing tenants with higher household incomes will have to 'Pay to Stay' by paying near or market rent for the properties. Initially this will apply to those with incomes of £31,000 and above with households paying a 15p increase for every £1 they earn above this threshold. Councils will be required to pay any additional income from this, less any administrative costs, to the Government.

There are also risks that the amount and quality of affordable rented accommodation will reduce as private landlords affected by tax changes reduce their investment or increase rents and anecdotal reports of landlords selling their properties.

Welfare Reform

The programme of reforms introduced by governments since 2010 has been directed at reducing worklessness and welfare dependency, ensuring that work pays and the financial risks of moving into work are reduced and at simplifying the benefit system.

Many households in Eastbourne who receive benefits will find their incomes reduced from a variety of angles.

- Universal Credit has been introduced for new claims by single person households. This replaces several current state benefits and is paid as a new single monthly payment for people in or out of work. The roll-out of Universal Credit which started in Eastbourne in 2015 is due to extend to all other new claims from some point in 2017 and for all existing claims by March 2022.
- From April 2017 people aged 18 to 21 who are claiming Universal Credit will be affected by a Youth Obligation. This means after 6 months of claiming they will be expected to apply for an apprenticeship or traineeship, go on a mandatory work placement or gain work based skills.
- The government has also flagged its intention to remove any automatic entitlement to housing benefit for 18 to 21 year olds.

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- Payments of Employment and Support Allowance (ESA) to new claimants who are deemed able to prepare for work have been aligned with Jobseekers' Allowance.
- The Benefit Cap has been introduced limiting the total amount of benefit that most working age claimants can receive whilst out of work. The limit will be reduced further to £20,000 per year in November 2016.
- The current freeze on working age benefits, including tax Credits and Local Housing Allowance will apply for 4 years from 2016 to 2020. We estimate that around 5,000 benefit claimants will be affected by the freeze on the 'eligible amount' for Housing Benefit in Eastbourne.
- Currently, the biggest threat to supported housing is the imposition of the Local Housing Allowance to supported housing due to come in April 2018 which affects the long-term business plans for providers. Whilst this has been delayed by one year from April 2017, the risk to the future viability of supported housing beyond 2018 is severe. The government has been reviewing the funding of all Supported Accommodation and is expected to take a view on this in 2016.
- From May 2016 new claimants and current claimants who have a child for the first time will not be awarded the Family Premium of £17.45.
- From April 2017 Universal Credit and Child Tax credit will be limited to two children.
- Housing Benefit claims will no longer be backdated to six months for working age claimants. This has been reduced to one month only. This is likely to have a severe impact on tenants who do not claim Benefit immediately. In 2014/15 £200,000 was paid in backdated Housing Benefit.
- From April 2016 Mortgage Interest Relief will only be paid to those claimants buying their housing after 39 weeks instead of 13 weeks.
- Mandatory digital claims are now being rolled out in East Sussex and are expected to be introduced in Eastbourne in 2017.
- From April 2018 the amount of rent that Housing Benefit will cover in the social sector will be capped to the relevant Local Housing Allowance. This will impact most on single people aged under-35 living in or applying for self-contained properties in the social rented sector as they will only be eligible for the Shared Accommodation Local Housing Allowance rate.
- The relief on finance costs that landlords of residential properties can get to basic rate of income tax will be restricted from 2017 and will be phased out over 4 years.

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- The wear and tear allowance which private landlords can claim against tax will be removed and landlords will only be able deduct costs actually incurred in the future.

These changes and the potential impact on housing debt are a particular concern. To date, those changes already introduced, including the removal of the 'Spare Room Subsidy' for some tenants and the initial Benefit Cap, appear to have had a limited impact on homelessness levels in Eastbourne with many of those affected by these changes being supported through the changes with awards of Discretionary Housing Payments for short periods. However, the lower threshold for Benefit Cap being introduced later this year and the roll-out of Universal Credit and monthly payments pose significant risks. Whilst the government has allocated additional funding for Discretionary Housing Payments for the five year period ending 2020, we anticipate major pressures on these payments.

In addition to these changes, major reductions in government funding to local authorities have increased financial pressures on services and on individual residents.

- Funding for some supported housing, including projects designed to support people to stay in their housing has been reduced. Funding for the Home Works service was reduced by £300,000 in 2016/17. Funding for the five refuges in the county was reduced by 20%, a saving of £80,000 in 2016/17. The proposed removal of all support funding to supported housing for young people at risk and people with mental health needs was reprieved after the government allowed additional funding to the County Council through the Adult Social Care levy. Whilst the County Council has stated its intention of protecting the current funding for this, there can be no guarantees given the problems faced setting budgets.
- As of April 2016 all working age adults in Eastbourne have had to pay a minimum of 20% of Council Tax and the way the incomes of self-employed people are assessed for Council Tax purposes has changed. Approximately 5,500 residents have been affected overall and some 3,300 people now have to pay Council Tax for the first time.

Local strategic context

Pride of Place

In 2006, the six local authorities in East Sussex worked together with a wide range of local partners to produce a sustainable community strategy – Pride of Place – for East Sussex. This sets out a long term vision for improving people’s quality of life and the main things we must do to achieve that vision. Pride of Place focuses on the issues and priorities that local people told us they were most concerned about.

The Eastbourne section of the Strategy sets out the main aims for our town. The aim for housing is that Eastbourne will be a place that has a good supply of high quality sustainable housing which offers choice for local people and those wishing to move to the town to work.

The key objectives for housing are:

- A housing market that provides greater housing choices for all
- High quality condition and management in all housing stock
- Appropriate housing with support for vulnerable people
- Successful, well run safe neighbourhoods supported by appropriate infrastructure and amenities

East Sussex Health and Wellbeing Plan 2013 - 2016

Healthy Lives, Healthy People is the first Health and Wellbeing Strategy of the East Sussex Health and Wellbeing Board, a partnership of local authorities, the NHS and local people. Members include local GPs, county councillors, the local Healthwatch and senior County Council officers overseeing Public Health, Adult Social Care and Children’s services.

The strategy focuses on a small number of big issues where a more joined up approach will help to improve outcomes, reduce inequalities and deliver efficiency savings that could be re-invested in service improvements.

A number of the priorities agreed relate directly to the provision, security, safety and quality of housing:

- enabling people of all ages to live healthy lives and have healthy lifestyles

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- preventing and reducing falls, accidents and injuries
- enabling people to manage and maintain their mental health and wellbeing.

Better Together

Better Together is a major 150-week programme begun in August 2014 to transform health and social care services ensuring budgets are used to achieve the best possible services for local people.

Eastbourne Borough Council has worked closely with the Better Together team to ensure that housing and related services are fully integrated with this programme of transformation and chairs the Housing and Health working group. Better Together has created a short-term post to explore the needs and potential for closer integration between Health, Care and Housing Services in the future and a Council officer has been seconded to this position.

At Home in Eastbourne

This is Eastbourne Borough Council's Housing Strategy covering the period 2013 to 2020. The Strategy anticipated the rise in homelessness which we have seen over the last 3 years and stressed the need to continue preventing homelessness and helping those who lose their home find a new place to live.

The Strategy sets out the Council's aims in relation to 'finding and keeping a home':

- ensuring that people can make quick and informed decisions about their housing choices with accurate and pragmatic advice and help for people who are homeless
- helping people who have fallen on hard times maintain their aspirations to remain home owners, offering practical support for people who are behind with their mortgage retain rather than lose their home
- helping people avoid the loss of their home through income reductions through advice and support to help them manage their money so that they can cover their housing costs
- reducing the time people spend without a place to live or stay while they are looking for a home
- recognising the high start-up costs for private tenancies and providing practical help such as rent deposits

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- avoiding unnecessary homelessness and costs and disruption to landlords and supporting people, including those with life-skill problems, to maintain a tenancy
- supporting rough sleepers to find a place to live
- providing safe sanctuary-style accommodation and security works to their home for people who have suffered domestic abuse
- helping people who want to be home owners to buy a home
- providing stability and security for families in well kept, affordable and well managed homes and encouraging private landlords to offer longer term tenancies for those who want or need to rent.

The Strategy was developed on the basis of wide consultation and is designed to be delivered in partnership with local agencies including the Eastbourne Housing Forum and local Landlords' Forum.

Eastbourne Borough Council Corporate Plan

The Council approved a new Corporate Plan 2016 to 2020 at its meeting on 11th May 2016. The Plan sets out the context for service development over the next few years as local authorities face a continuing period of significant economic uncertainty and a continued and increasing demand for some services.

The Government has indicated that it will withdraw Revenue Support Grant altogether by 2019. This previously accounted for 50% of the Council's income present major financial challenges to the Council.

The Plan is clear about the need for the Council to have an appropriate balance between our ambitions for change, the resources available to deliver them and our desire to continue to provide good day to day services at an affordable cost.

The Plan has four priority themes: Sustainable Performance, Prosperous Economy, Quality Environment and Thriving Communities. Priorities include investing in housing and economic development, meeting housing needs and making the best of our assets. Underlying principles are Valuing all People, Being Sustainable, and Being Efficient. The vision for housing is a housing market which will provide a wide range of quality homes including affordable housing for those in need.

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Consultation carried out to underpin the Corporate Plan identified the development of new affordable housing as one of a number of priorities for local residents. The Plan describes the aims and work of the Housing and Economic Development Partnership. These include:

- placing local communities at the heart of the regeneration process and ensuring that maximum benefits are derived which support sustainable communities
- improving the built environment in key identified areas, encouraging greater tenure diversity, the highest quality of supply and providing some much needed new affordable housing, through new build, redevelopment and purchase and repair initiatives.

Specific actions cover:

- Welfare Reform - to support those vulnerable residents affected by the government's Welfare Reform programme so that residents are able to access and retain good quality accommodation and meet their Council Tax liabilities
- An enhanced Housing Options service – to help people gain the most appropriate accommodation to support a healthy and independent life. Our aims are to improve accommodation to allow people to remain independent longer; to reduce costs to the public purse; and to reduce unnecessary hospital admissions and bed-blocking.

East Sussex Children and Young People's Plan 2015 to 2018

A revised Children and Young People's Plan was developed in 2015. Priorities for the current plan are:

1. Improving the school readiness of young children, particularly early communication, language development and numeracy
2. Helping more parents enter, sustain and progress in work
3. Improving the quality of life of low income families in other ways where possible
4. Maintaining and strengthening early help for vulnerable families; and ensuring effective safeguarding for all children and young people
5. Improving skill levels of young people 14-19, including through better access to a wider range of apprenticeship, vocational training

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and work experience opportunities as well as a strong academic route

6. Improving support to children, young people and families to help maintain and enhance emotional well-being and mental health

Members of the Housing Forum play an important role in delivering this Plan, particularly in relation to priorities 3, 4 and 6.

Eastbourne and Lewes Joint Transformation Programme

National policy has been to encourage local authorities to integrate, collaborate and share in order to deliver sustainable services and a greater “strategic presence” within their area.

In the autumn of 2015, both Eastbourne Borough Council and Lewes District Council agreed to share services with the aim of protecting front-line services and delivering £2.9m savings needed by 2019/20.

The sovereignty of each council will be retained, meaning that there will still be two separate sets of elected councillors setting the priorities for their areas, but service delivery will be integrated.

In practice this means that work has begun to develop a new staff structure and to plan and align the way services will be delivered in the future. Officers are also working closer together to identify common aims and opportunities to align policies and procedures.

This Eastbourne Homelessness Strategy is being developed in advance of a new strategy covering the Lewes area. Lewes District Council is currently working on its own Homelessness Review. It is envisaged that work on future Strategies will be aligned as far as possible taking account of differences in local conditions, opportunities and service providers.

Shared services and devolution

District and Borough Authorities are increasingly sharing services and East Sussex County Council is exploring opportunities with neighbouring authorities for devolution.

Overview of homelessness in Eastbourne

This section summarises the key messages from the Homelessness Review carried out at the beginning of 2016. This identified a number of trends and challenges as well as some opportunities to inform our planning over the next few years.

Key messages

This section summarises the main trends, concerns, risks and opportunities arising from this review of homelessness and suggests areas we need to focus on in the future:

- The number of homeless applications rose significantly to 124 households in 2015 and continues to rise. The percentage of those where the Council accepted a s193 duty also rose significantly in 2015 as did the number who became homeless as a result of their own actions, such as housing arrears.
- There was an increase in the number of families with children and of households with a pregnant woman accepted as homeless in 2015 and a particularly sharp rise in the number of female lone parents presenting as homeless.
- The main reason applicants to the Council give for the loss of their last home is the termination of their tenancy in the private rented sector.
- There is an urgent need to examine the use and effectiveness of prevention measures and identify any further work that we can do to prevent and relieve homelessness, particularly where this arises as a result of arrears or landlord decisions to end the tenancy.
- There was a marked increase in the number of households becoming homeless as a result of relationship breakdown.
- The main 'priority need' of single homeless households is vulnerability arising from poor mental health and there is an ongoing need for support services to this group.
- A range of housing is needed to meet these needs including
 - Housing with shared facilities to meet the needs of single people under 35 who may be reliant on Housing Benefit
 - 2 and 3-bedroom properties – given the large number of families with children becoming homeless

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- a small number of larger homes. The costs of keeping families in Bed and Breakfast accommodation are particularly high. A shortage of larger family housing may become particularly acute if the Council sells off larger properties as part of its response to the Government's proposed requirement to sell high-value properties which fall vacant in the future.
- The Joint protocol between Children's Services and housing authorities and the role of the Young Person's Housing Coordinator have proved invaluable keeping numbers of homeless young people at lower levels than in previous years and ensuring they are accommodated appropriately.
- The Sanctuary Scheme continues to be needed given the increase in Domestic Abuse incidents being reported and the number of households becoming homeless as a result of violent relationship breakdown.
- The decrease in the level of homelessness prevented by negotiation with private landlords needs to be addressed.
- The increasing gap between incomes and rents in the private sector is a major cause for concern with particular problems faced by people reliant on Housing Benefit to contribute to their housing costs and those in supported housing ready to move out but unable to access housing. The problems are particularly acute for those people only eligible for the Local Housing Allowance shared room rate, set to include all under-35s.
- Work with Rough Sleepers undertaken as part of the SHORE project has been effective but is at risk of being radically curtailed with the end of government funding for the project in September 2016.
- Rough sleeping, sofa-surfing, overcrowding and other forms of hidden homelessness are increasing.
- Any increase in demand for services moving into Eastbourne from neighbouring areas needs to be monitored and managed, particularly in light of high levels of rough sleeping recorded in Brighton and the pressures on housing and temporary accommodation in London.
- The Council faces increasing difficulties placing homeless households in temporary housing and there is an urgent need to explore options which provide greater control over costs and quality.

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- The majority of private market housing for rent is unaffordable to people on average household incomes in Eastbourne. The need to prevent homelessness is paramount given the problems of accessible affordable housing in the private market.
- Supported Housing schemes are at significant risk of becoming blocked by a lack of affordable housing which their tenants can move on to when ready. These problems are particularly acute for young people.
- The supply of very low cost accommodation for people with a history of homelessness and/or rough sleeping is extremely limited and reducing further.

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Strategic Priorities

Provide a comprehensive homelessness prevention service

- Monitor trend and manage risks particularly in relation to market pressures and welfare reform
- Ensure access to housing, legal, debt and money advice
- Work with DWP to minimise risks of homelessness
- Make best use of financial resources to prevent homelessness
- Raise awareness of the risks of homelessness
- Work with those people most at risk of homelessness including young people especially care leavers and those not in employment, education or training; those escaping domestic abuse
- Work with partners in Children's Services, Adult Social Care and Health through Better Together to ensure appropriate housing and support services are available to people with health, care and support needs, including those with complex needs and others at risk
- Continue working with rough sleepers and the agencies supporting them to achieve 'no second night out'
- Increase awareness of services available to support people needing help with on-line applications and processes.

Improve access to housing

- Enable housing development to meet the needs homeless people and those at risk of homelessness
- Work with development partners to increase access to private rented housing
- Work with local private landlords and Registered Providers to protect and improve access to rented housing
- Review policies on Council tenancies to make best use of resources
- Review options for temporary accommodation in partnership with East Sussex County Council and neighbouring authorities and work with neighbouring Councils to reduce the time homeless households spend in emergency accommodation, to address problems accessing good quality temporary accommodation and to minimise the need to place homeless households out of area.

Action Plan

The Action Plan on the following pages sets out the work we will undertake to achieve these priorities. The Housing Forum will review the progress every three months along with any new data for that quarter. The column 'Lead agency and partners' is not intended as an exhaustive list of all those agencies who contribute to delivering services and support to homeless people, and, where it appears, the term 'Housing Forum' is intended to cover all those agencies who have a role in that particular action.

Provide a comprehensive homelessness prevention service			
Actions	Milestones	Lead agency and partners	By when
Identify trends and risks	Monitor trends in homeless applications and outcomes, including intentional homelessness, prevention and relief of homelessness and compare with neighbouring authorities	EBC; BHT; ESHOG	Quarterly from 2016
	Share data on homelessness and rough sleeping at meetings to monitor trends in demand for services – format to be agreed	Housing Forum incl. BHT, CAB, Probation, Salvation Army, Matthew 25 Mission, Home Works, Fulfilling Lives, The Bridge, ESCC (Youth), DWP (DPA1), monthly hubs	Quarterly from 2016
	Maintain overview of impact of Welfare Benefit changes and action planning to address risks	EBC; Eastbourne Homes	Ongoing

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	Work through Financial Inclusion Steering Group to address risks of housing debt and homelessness	EBC, EHL, CAB, SCDA, DWP	Ongoing
Ensure people at risk of homelessness have access to housing, legal, debt and money advice services	<p>Deliver independent housing advice services</p> <p>Deliver and improve use of homelessness prevention service - monitor and track referrals made</p> <p>Deliver generic and money advice services and support to people to claim benefit entitlements</p> <p>Monitor and evaluate impact of EBC funded services</p> <p>Provide Welfare Benefits phone line</p>	<p>BHT</p> <p>BHT in liaison with EBC Casework and Specialist Advice teams</p> <p>CAB, Shinewater Shaftesbury Centre, East Sussex Credit Union plus Housing Forum members</p> <p>EBC</p> <p>Sussex Community Development Association</p>	<p>EBC funding to March 2019</p> <p>EBC funding to March 2019</p> <p>Ongoing – some funded by EBC grants to March 2019</p> <p>To March 2019</p> <p>CCG funding 2016/17</p>
Work with DWP to minimise risks of homelessness	<p>Provide budgeting support to people moving on to UC referred by DWP</p> <p>Maintain close working relationship with DWP staff to minimise delays in payment of benefit</p> <p>Deliver Welfare Reform Action Plan</p>	<p>CAB</p> <p>EBC Casework and Accounts teams plus Housing Forum members</p> <p>ESCC, EBC, EHL</p>	<p>Ongoing to completion of UC roll-out</p> <p>Ongoing</p> <p>Ongoing to completion of UC roll-out</p>

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	Reduce risk of sanctions through use of DPA1 form. Liaison with DWP to enable client to meet the requirements of their 'Claimant Commitment'	Home Works	Ongoing
Work in partnership to reduce the time homeless households spend in temporary accommodation	Work proactively with homeless people in temporary accommodation to secure alternative housing and support those out of work into employment, and review progress weekly	EBC, BHT, Home Works	Ongoing, weekly
Make best use of financial resources to provide assistance to homeless people and those at risk of homelessness	Maximise use of Discretionary Housing Payment budget	EBC	DHP budget £210,798 2016/17
	Support homeless people to access DESSS and Budgeting Loans, and other financial assistance	BHT, CAB, Shinewater Shaftesbury Centre, Home Works	Ongoing
Raise awareness of the risks of homelessness	Contact people moving onto UC to make them aware of advice and support services	EBC	From 2016 ongoing
	Promote awareness to Council tenants through Open House, Resident Area Panels	Eastbourne Homes	From 2016 ongoing
	Deliver training on money management	Street Learning partners	Ongoing
	Support community organisations to provide services which help residents claim on-line – through Eastbourne Digital Inclusion Network	EBC	Ongoing

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	<p>Support EBC customers to claim on-line as per Delivery Partnership agreement with DWP</p> <p>Explore funding opportunities for work with schools and young people to raise awareness</p>	<p>EBC</p> <p>EBC, Eastbourne and Wealden YMCA</p>	<p>Ongoing to end of UC roll-out</p> <p>December 2016</p>
<p>Continue work to minimise the number of young people becoming homeless</p>	<p>Continue working with East Sussex authorities to resource specialist Young Person's Housing Coordinator</p> <p>Maintain focus on reducing numbers of young people not in employment, education or training</p> <p>Use mediation and family conciliation using Family Key Work, Youth Employability Service and specialist services where appropriate</p>	<p>ESCC Children's Services; EBC; ESCHOG</p> <p>ESCC Children's Services – Early Help Family Key Work, Youth Employability Service</p> <p>ESCC Children's Services – Early Help Family Key Work, U19 Substance Misuse Service</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Provide options for people at risk of homelessness as a result of domestic abuse</p>	<p>Deliver Sanctuary Scheme</p> <p>Ensure adequate refuge accommodation is available to women and families escaping domestic abuse</p> <p>Support clients to stay safe at home, or move to a place of safety</p>	<p>EHL</p> <p>Better Together – EBC in liaison with ESCC and CCGs</p> <p>Home Works</p>	<p>Ongoing</p> <p>2016/17 and ongoing</p> <p>Ongoing</p>

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<p>Deliver support to people with health, care and support needs</p>	<p>Continue delivering housing-related support services</p>	<p>Home Works, STEPS</p>	<p>Ongoing</p>
	<p>Review findings of Health Audit to identify service needs</p>	<p>SHORE; EBC</p>	<p>2016/17</p>
	<p>Work with Better Together to protect housing and services to people with high support needs</p>	<p>EBC</p>	<p>2016/17</p>
	<p>Deliver housing support for vulnerable people with health needs, plus support to improve health outcomes</p>	<p>Home Works</p>	<p>Ongoing</p>
<p>Improve access to services for people with complex problems</p>	<p>Deliver services to homeless people and those at risk who are affected by substance misuse</p>	<p>Change Grow Live</p>	<p>Ongoing</p>
	<p>Work with those in the Criminal Justice system to reduce risks of street homeless</p>	<p>National Probation service; Community Rehabilitation Companies; Fulfilling Lives</p>	<p>Ongoing</p>
<p>Work with neighbouring authorities to secure housing and services for Syrian refugees</p>	<p>Fund and recruit coordinator to identify and secure appropriate housing in west of county</p>	<p>EBC with East Sussex District and Borough authorities</p>	<p>September 2016</p>
	<p>Jointly commission services to ensure refugees access the services they need and are well supported and integrated</p>	<p>EBC with East Sussex District and Borough authorities</p>	<p>December 2016</p>
<p>Identify options for people needing to move from hospital and from</p>	<p>Complete a survey of hospital and housing protocols</p>	<p>SHORE</p>	<p>By March 2017</p>

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supported housing schemes	Review hospital admissions protocol	EBC	By March 2017
Continue working to achieve 'no second night out' for rough sleepers and improve services to street homeless people	Identify resources for responding to Street Link reports of rough sleeping	EBC	By September 2016
	Deliver a range of practical services to street homeless and other vulnerable people at risk of homelessness	Salvation Army, Matthew 25, Foodbank	Ongoing
	Develop and promote a map of homelessness services in Eastbourne and evaluate impact	Fulfilling Lives; BHT	By December 2016
	Continue delivering and evaluating monthly hubs to ensure rough sleepers have access to resettlement, advice, health and support services	EBC, Salvation Army, Housing Forum members	Ongoing
Improve access to housing			
Actions	Milestones	Lead agency and partners	
Enable housing development to meet the needs homeless people and those at risk of homelessness	Use Strategic Housing Market Assessment to develop policies to address affordability in rental market	EBC	SHMA to be completed by Dec 2016
Identify new opportunities for housing development	Carry out a Strategic Housing and Economic Land Availability Assessment to identify potential housing sites	EBC	To be completed by Dec 2017

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Work with development partners to increase access to private rented housing	Develop Issues and Options for consultation and new Local Plan	EBC	Issues and options 2018; Local Plan 2020
	Develop a strategy for acquisition of property and land for the development of a mixed portfolio of housing to include market and affordable housing – rent and sales – including shared accommodation for u35s at LHA rates	EBC with Eastbourne Housing Investment Company Ltd.	End 2016
	Consider appropriate options for housing single homeless people with support needs moving out of supported housing	EBC; EHIC; Better Together	End 2016
	Develop Affordable Housing policy document setting out proportion of different tenures, types and sizes of affordable housing needed	EBC	2017/18
	Liaise with Registered Providers in the local area to update understanding of policy on lettings in light of recent changes to Housing and Planning and to benefits.	EBC; Eastbourne Homes	End 2016
Review housing policies to implement Housing and Planning Act	Review tenancy policies setting out the terms for Fixed Term tenancies	Eastbourne Homes	Timing subject to further legislation

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	Monitor impact of 'Pay to Stay' on vacancy rates	Eastbourne Homes	From April 2017
Work with developers to deliver housing which meets local need – through s.106 agreements, liaison with Registered Housing providers	Review s.106 agreements	EBC in partnership with LDC Housing	Ongoing
	Maintain close working relationship with Registered Housing providers developing in the Eastbourne area	EBC and LDC Housing	Ongoing
Work with private landlords to increase access to housing for people at risk of homelessness	Continue working to develop a portfolio of landlords willing to rent to people on benefits	EBC	Ongoing
	Maintain liaison with private landlords through the Landlords Forum	EBC	Ongoing
Work to improve the quality of private sector housing	Tackle empty properties	EBC	Ongoing
	Use licensing powers and inspection to improve standards in poor quality private housing	EBC	Ongoing
Review options for temporary housing for homeless people	Carry out an options appraisal for provision of emergency / temporary accommodation – including procurement of nightly paid emergency accommodation, rental properties at LHA rates and leasing	EBC	December 2016

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	<p>Identify potential for providing guarantees and additional financial incentives to secure private rental properties</p>	<p>EBC with private landlords / owners</p>	<p>March 2017</p>
	<p>Review the potential for private landlords to let properties at LHA rents</p>	<p>EBC with private landlords / owners</p>	<p>March 2017</p>
	<p>Develop a Business Plan (including review of scope/capacity, financial model, risk assessment) covering the potential use of some Council housing as temporary / emergency accommodation – taking account of benefit reforms/ move to UC and Direct Payment to tenant</p>	<p>Eastbourne Homes</p>	<p>December 2016</p>
	<p>Review the Eastbourne Homes Independent Living Scheme</p>	<p>Eastbourne Homes</p>	<p>December 2016</p>
	<p>Agree standards and monitoring arrangements for Temporary Accommodation – covering Health and Safety, Safeguarding, level of service provided</p>	<p>EBC; CAB; Temporary Accommodation providers; Housing Forum</p>	<p>March 2017</p>
	<p>Explore best practice elsewhere – e.g. Housing First model</p>	<p>Housing Forum</p>	<p>Ongoing</p>

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<p>Work with neighbouring Councils to address problems accessing good quality temporary accommodation and to minimise the need to place homeless households out of area</p>	<p>Assess the potential for reducing costs of Emergency Accommodation provision by joint contracting</p>	<p>EBC; Lewes District Council; ESCC Children’s Services; ESHOG</p>	<p>March 2017</p>
	<p>Establish a Temporary Accommodation Board to explore the potential for implementing the recommendations of the IPPR North ‘Nowhere Fast’ report</p>	<p>EBC</p>	<p>March 2017</p>
	<p>Carry out a shared review of out of area placements identifying where these could be reduced. Liaise with neighbouring authorities to ensure the Council is notified of placements in Eastbourne.</p>	<p>East Sussex District and Borough authorities</p>	<p>December 2016</p>
	<p>Identify and agree minimum and preferred temporary accommodation standards.</p>	<p>EBC; Lewes District Council; Housing Forum</p>	<p>June 2017</p>

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ⁱ Crisis: the homelessness monitor: England 2016

ⁱⁱ The Department for Communities and Local Government 2012 'Evidence review of the costs of homelessness'

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