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Agenda for meeting of the Cabinet to be held at 6.00 pm on Wednesday, 19 October 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.

Special meeting of the Cabinet – 9 November 2016

Please note that there will be a special meeting of the Cabinet on Wednesday 9 November 2016 at 6pm at the Town Hall.

This meeting has been called in order to give consideration to the Planning Inspector's report on the proposed Eastbourne Employment Land Local Plan, and for Cabinet to make recommendations to the meeting of the full council to be held on 16 November 2016, with a view to the formal adoption by the council of the plan.

In addition, consideration will also be given to the Local Training and Employment Supplementary Planning Document, with a view to its approval.

These arrangements are subject to the receipt of the Inspector's report in accord with the advised timing for its submission.

1 Minutes of the meeting held on 14 September 2016. (Pages 1 - 14)

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 Eastbourne community safety plan (BPF). (Pages 15 - 40)

Report of Director of Service Delivery.
Cabinet lead member: Councillor Alan Shuttleworth.

8 Local council tax reduction scheme 2017/18 (BPF). (Pages 41 - 44)

Report of Director of Service Delivery.
Cabinet lead member: Councillor Alan Shuttleworth.

9 Housing management services - working together (KDGE). (Pages 45 - 50)

Report of Director of Service Delivery.
Cabinet lead member: Councillor Alan Shuttleworth.

10 Updated covert surveillance policy (KDGE). (Pages 51 - 56)

Report of Deputy Chief Executive.
Cabinet lead member: Councillor Troy Tester.

11 New human resources policies: shared parental leave and social media (KDGE). (Pages 57 - 78)

Report of Assistant Director of Human Resources and Organisational Development.
Cabinet lead member: Councillor Troy Tester.

12 Stronger Together" Joint transformation programme - update (KD). (Pages 79 - 82)

Report of Assistant Director of Business Transformation.
Cabinet lead member: Councillor Troy Tester.

13 Exclusion of the public.

The Chief Executive considers that discussion of the following items is likely to disclose exempt information as defined in Schedule 12A of the Local Government Act 1972 and may therefore need to take place in private session. The exempt information reasons are shown beneath the items listed below or within the open section of the minutes of the last meeting. 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).

14 Confidential minutes of meeting held on 14 September 2016. (Pages 83 - 84)

15 Review of waste, recycling and street cleaning contract (KD). (Pages 85 - 114)

Report of Director of Service Delivery.
Cabinet lead member: Councillor Steve Wallis.

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).

16 Redundancy and redeployment policy -update. (Pages 115 - 118)

Report of Assistant Director of Human Resources and Organisational Development.
Cabinet lead member: Councillor Troy Tester.

Exempt information reasons 1 and 2. Information relating to an individual or likely to reveal the identity of an individual.

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:

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Cabinet



Minutes of meeting held on Wednesday, 14 September 2016 at 6.00 pm

Present:-

Councillors **David Tutt** (Chairman and Leader of the Council), **Gill Mattock** (Deputy Chairman and Deputy Leader of the Council), **Margaret Bannister**, **Alan Shuttleworth** and **Steve Wallis**.

(An apology for absence was reported from Councillor Troy Tester.)

19 Minutes of the meeting held on 13 July 2016.

The minutes of the meeting held on 13 July 2016 were submitted and approved and the chairman was authorised to sign them as a correct record.

20 Declarations of interests by members.

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

Councillor Wallis declared a personal (and non-prejudicial interest) in matters relating to minute 27 (Housing and economic development partnership (HEDP) - Delivery programme) as he was chair of the council's Driving Devonshire Forward programme board.

Councillor Tutt declared a personal (and non-prejudicial interest) in matters relating to minute 27 (Housing and economic development partnership (HEDP) - Delivery programme) as he was a council appointed non-executive director of Eastbourne Housing Investment Co. Ltd.

21 Corporate plan performance 2010 - 2016 (KD).

21.1 Councillor Di Cara and Freebody addressed the Cabinet. Councillor Di Cara noted household waste recycling figure had suffered a small reduction and asked what further initiatives might be undertaken to achieve improvement. The chairman commented that this was an issue common to many local authorities with a number of underlying causes. Promotional activity and positive reinforcement of recycling messages were expected to drive up performance as the year progressed. Councillor Freebody drew attention to some of the commentary in the section of appendix 1 reporting performance of corporate milestones noting that some information was in need of updating.

21.2 Cabinet considered the report of the chief executive reviewing the council's performance against corporate plan priority indicators and

targets over the 2010-2016 period. Appendix 1 gave a detailed report on the activities and outturns of the performance indicators and showed the available outturns for the final quarter of 2016 broken down into themed areas.

21.3 An important measure of success for any authority or service provider was the satisfaction and perception of its customers. According to residents' surveys held in 2008 and 2015, overall satisfaction with the council had increased along with view that the council provided good value for money.

21.4 Resolved (key decision): (1) That the performance for year-end 2015/16 against local performance indicators and actions from the 2010/16 corporate plan be agreed.

(2) That the highlight achievements and progress against corporate plan priorities and aims for the 2010-16 period be noted.

22 Corporate performance - quarter 1, 2016/17 [KD].

22.1 Councillors Freebody and Jenkins addressed the cabinet. Councillor Freebody said he believed that some business ratepayers used the appeals process as a means delaying payment and he would be taking up the matter with the local member of parliament. He also queried the sense of local authorities paying business rates. Regarding progress on the Sovereign Harbour community centre development he pointed out that the '66%' achievement figure quoted in the performance appendix could be seen as misleading as to date construction had not started. He also highlighted worsened performance figures relating to calls answered within 30 seconds and the call abandonment rate. The chairman indicated support for curbs on any abuse of the appeals system and that representations would be made as part of the government's consultation on the future of business rates. The need for an improved performance explanation for the Sovereign Harbour community centre project was acknowledged.

22.2 Councillor Jenkins spoke about funding for the Sovereign Harbour community centre and the impact of the re-siting of the centre due to contamination from a nearby landfill. He asked if the additional costs incurred by the delay from the siting change could be recovered from the developers. The chairman indicated that this matter would be the subject of investigation by the council's lawyers.

22.3 Cabinet considered the report of the chief executive and chief finance officer reviewing the council's performance against corporate plan priority indicators and action targets; financial performance of general fund revenue expenditure, housing revenue account and capital programme; and treasury management activities for the first quarter of 2016/17. Appendix 1 gave detailed information on non-financial performance. Cabinet was advised that the quarter 2 figures for telephone call performance would show much improvement on those currently reported. Reasons for the poor quarter 1 figures included the

impact of elections in May, the June referendum and council tax billing. An action plan had been put in place to improve performance alongside a recruitment drive to fill staff vacancies in the customer contact centre team.

22.4 General fund performance at the end of June showed a small variance of £14,000 on service expenditure which related to several areas of minor under and over spends which were being carefully monitored.

22.5 The contingency fund currently stood at £147,350 which was available to fund inflationary increases and any future unforeseen one-off areas of expenditure during the year. This might be required to fund any underachievement in the joint transformation programme savings target for the year if financial benefits from the programme were delayed.

22.6 Financial procedure rules required all virement requests over £10,000 for revenue expenditure to be approved by cabinet. As part of the 2015/16 final accounts audit, members' approval was sought to confirm the transfer from reserves as set out in appendix 3. These transfers were in addition to those approved by cabinet on 25 May and 13 July and were in line with the approved financial strategy.

22.7 Housing revenue account performance was currently above target by £108,000; mainly as a result of the slow take up of the under occupation scheme (£10,000), the lower provision for bad debts required (£37,000) and rental income being higher than profiled (£83,000).

22.8 The detailed capital programme was shown in appendix 4. Actual expenditure was low compared to the budget. There were no significant variances identified and expenditure was in line with traditional patterns of spend as at quarter one. Expenditure was expected to increase as schemes progressed throughout the year.

22.9 Council tax collection was currently showing a £954,000 surplus; a variance of 1.63% of the total debit due for the year. Business rates was currently showing a deficit of £367,000. The deficit represented 1.05% of the total debit for the year. The total number of properties with appeals outstanding as at 30 June 2016 was 260 with a total rateable value of £23,098,000. The uncertainty of the potential value of successful appeals remained a major risk to the collection fund.

22.10 Treasury management performance was on target and all activities were within the approved treasury and prudential limits.

Resolved (key decision): (1) That the proposed framework for reporting on performance of the 2016-20 corporate plan going forward be agreed.

(2) That performance against national and local performance indicators and actions from the 2016-20 corporate plan for quarter 1 be agreed.

(3) That the general fund, housing revenue account and collection fund financial performance for the quarter ended June 2016, as set out in sections 3, 4 and 7 of the report, be agreed.

(4) That the virements and transfer to and from reserves, as set out in appendix 3 to the report, be approved.

(5) That the amended capital programme, as set out in appendix 4 to the report, be approved.

(6) That the treasury management performance, as set out in section 7 of the report, be agreed.

23 Treasury management annual report 2015-16 (BPF).

23.1 Cabinet considered the report of the deputy chief executive. This report covered the treasury management activity and performance for the financial year 2015/16. The council's treasury management activities were regulated by a variety of professional codes, statutes and guidance.

23.2 Past changes in the regulatory environment had placed a much greater onus on members for the review and scrutiny of treasury management policy and activities. This report was important in that respect, as it provided details of the outturn position for treasury activities and highlighted compliance with the council's policies previously approved by members. It was also confirmed that the council had complied with the requirement under the code to give prior scrutiny to all of the above treasury management reports by the council's Audit and Governance Committee before they were reported to full council. Member training on treasury management issues was last undertaken on 23 November 2015 in order to support members' scrutiny role.

23.3 The report summarised:

- 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 had borrowed in relation to this indebtedness, and the impact on investment balances.
- Summary of interest rate movements in the year.
- Debt and investment activity.

23.4 The deputy chief executive also confirmed that borrowing was only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit), had not been not breached. He commented that the financial year 2015/16 continued the challenging environment of previous years; low investment returns and continued counterparty risk.

***23.5 Resolved (budget and policy framework):** That full council be recommended to approve the annual treasury management report for 2015/16 and that specific approval be given to the 2015/16 prudential and treasury indicators included within the report.

24 Attendance management - revised/updated policy (BPF).

24.1 Councillor Freebody addressed the cabinet and queried wording in the policy at paragraphs 19 (stress and mental health issues) and 20 (alcohol and drugs) suggesting strengthened wording at paragraph 20.1 in respect of support to staff.

24.2 Cabinet considered the report of the assistant director of human resources and organisational development. This review of the attendance management policy was part of a process of reviewing and updating employment policies as part of the joint transformation programme for joint delivery of services with Lewes District Council. A copy of the policy was appended to the report. The council's joint staff committee had approved this policy and supported its implementation at a meeting in July 2016.

***24.3 Resolved:** That full council be recommended to approve the revised attendance management policy for employees of Eastbourne Borough Council.

25 Devonshire Park - future governance and revised closure period for the Winter Gardens (KD).

25.1 Councillors Freebody and Jenkins addressed the cabinet indicating support for option 2 and welcoming the cost saving achieved through the changed closure period for the Winter Gardens.

25.2 Cabinet considered the report of the director of tourism and enterprise. The Devonshire Park project represented a £44m investment by the council which would restore 3 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 included the demolition of the existing Congress Suite buildings and the Devonshire Park Pavilions, to be replaced by a new Welcome Building which would provide a new reception area for the whole site, new catering and meeting room facilities, improved access and 1,000 sq. m. of new conference/exhibition space. Other elements of the project included 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.

25.3 When fully operational, the investment would provide an opportunity to manage the Devonshire Park site as a single entity (excluding the Towner Art Gallery which would 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 included grounds maintenance) were all managed as separate units within the tourism and enterprise directorate.

25.4 David Clarke Associates (DCA) had been engaged to review the best future governance options for Devonshire Park. Four options for the future governance had been 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.

The merits of the different options were detailed in the report. Having considered all the 4 options further and in particular the 'organisationally discrete' and the trust models (options 2 and 3), it appeared that the former was preferable in terms of reconciling the wider needs of the town and its visitor economy with the commercial success of the Devonshire Park site.

25.5 The exact management structure had still to be determined but it was 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. Some preparation for this new structure, including revising senior management roles and functions could be implemented during the transition phase (starting from January 2017); however, the move to an option 2 delivery model would be phased and would not be fully implemented until after the Devonshire Park project was completed. An early consultation process had been commenced with the staff affected by the proposed changes.

25.6 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. During the negotiations with the selected contractor the project team had identified that bringing the closure of the Winter Garden forward to the 4 September 2017 would allow the contractor to work far more efficiently, particularly in respect of completing and testing the complex mechanical and electrical services which would link the Congress Theatre, Welcome Building and Winter Garden. The Winter Garden would re-open in December 2018 rather than April 2019. A September closure would allow a number of major bookings which the council wished to retain in future years to take place. This efficiency would generate a saving of some £75,000 (net of any payments made for cancelled bookings). In addition, because the construction programme was shorter, there would be a saving on the inflation cost for the £6m Winter Garden scheme. The closure periods to any of the buildings on the Devonshire Park site would have an impact on future staffing arrangements. Management, together with human resources had been working with Unison to try to minimise the potential impacts on jobs. This process was ongoing.

25.7 Resolved (key decision): (1) That option 2, as described in the report, be approved as the governance structure for Devonshire Park operations (to be introduced following the completion of the project),

subject to necessary work on the detail of the governance structure being undertaken and proving satisfactory.

(2) That the revised closure period of the Winter Garden be agreed.

26 Tourist accommodation retention supplementary planning document (KD).

26.1 Cabinet considered report of the director of regeneration and planning. The council had prepared 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 revised policy aimed to help the tourist accommodation stock remain fit for purpose and meet the requirements of current and future visitors. Once approved, the SPD would allow a new interpretation of existing policy until such time as the new local plan was adopted (expected 2020). The SPD had been developed in consultation with Local Plan Steering Group and the Eastbourne Hospitality Association. The draft had been informed by a tourist accommodation study, produced in 2015 by consultants Acorn Tourism Consulting Ltd. and influenced by consultation responses received on the seafront local plan issues and options report.

26.2 The conclusion of the study was that there was a need to rebalance and diversify the supply of tourist accommodation with future emphasis on quality rather than quantity. This would allow Eastbourne's tourist accommodation to develop more organically and in turn appeal to and attract new markets. The way that the existing planning guidance interpreted the borough plan policy was very restrictive and made it difficult for lower quality stock in areas that were located in streets away the seafront to change use in order to allow them to exit the market.

26.3 There were a number of issues that the new policy approach needed to address. These had been taken into account through the drafting of the new SPD:-

- Retaining an appropriate amount of accommodation .
- Rebalancing the tourist accommodation stock to meet market demands.
- Protecting the character of the seafront.
- Clear and consistent policy.
- Encourage owners to run their businesses appropriately.

As the borough plan policy could not be changed, the existing tourist accommodation area remained. However, to facilitate the rebalancing of the tourist accommodation stock, the SPD proposed to split the tourist accommodation area into a primary sector and a secondary sector.

26.4 The primary sector (with some 60 hotels and guesthouses, equating to approximately 2,600 rooms) comprised the prime locations on the seafront with unobstructed sea views. Within these areas, significant amounts of evidence would be required to demonstrate that the continuing use of land as tourist accommodation was not viable, as these

prime locations were where tourist accommodation should be most viable.

26.5 The secondary sector (with some 25 hotels and guesthouses, equating to approximately 500 rooms) comprised the locations behind the seafront that did not have views of the sea or face onto gardens/squares. 26.6 It was in these locations where there was a large concentration of lower quality accommodation that was struggling to compete, and this was 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 would allow additional flexibility, with less onerous evidence requirements to justify a change of use, and more options in terms of partial conversion.

26.7 The draft SPD would 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. Following consultation, a summary of representations would be prepared and a revised SPD presented to Local Plan Steering Group for endorsement, followed by submission to cabinet and then full council for approval and adoption in February 2017.

26.8 Resolved (key decision): (1) That the tourist accommodation retention supplementary planning document be approved for publication for a 6 week consultation period to receive representations and comments.

(2) That the Director of Regeneration and Planning, in consultation with the lead cabinet member, be granted delegated authority to make minor amendments before the commencement of the representation period.

27 Housing and economic development partnership (HEDP) - Delivery programme (KD).

27.1 Cabinet considered the report of the director of service delivery providing an up-date on, and setting out plans for the Devonshire Collective Creative hub cluster project as part of the Driving Devonshire Forward programme.

27.2 The Driving Devonshire Forward (DDF) programme had been running for just over 2 years. It aimed 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; and investment in new tourist facilities – beach huts. The project was strategically co-ordinated by the DDF steering group which included ward councillors, residents, members of the local business community and other key stakeholders such as the University of Brighton and the Devonshire West Big Local (DWBL). To date a total of more than £6m of investment had been delivered. The report gave a summary of projects, either completed, underway or planned.

27.3 This report recommended the council to 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. A mixed offer was planned across a number of buildings with the 3 priority properties providing the main focus:-

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

In addition to the 3 main buildings the offer would extend to the Hippodrome (office space, exhibitions, events) and Leaf Hall: (contemporary dance, pilates, events).

27.4 In March 2016 cabinet agreed 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 then key progress had been:-

- £193,300 of additional external funding secured (DWBL £80,000. East Sussex County Council (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.

27.5 With the additional external funding now secured the total capital budget, for the two council owned buildings (67-69 Seaside Road and 1-5 Seaside) was £227,535. This was sufficient to enable the initial launch of a high quality offer in the two commercial spaces that would significantly enhance the area. A paper was due to be presented to the Eastbourne Housing Investment Company (EHIC) board in respect of 137-139 Seaside Road for the fit-out and letting of this property as the third venue. 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.

27.6 The 3-year revenue budget for the CIC was considered to be realistic and robust. The revenue forecast for the CIC indicated a deficit in year 1, offset by surpluses in years 2 and 3. The collective would be fully self-financing and non grant reliant from year 4.

27.7 The interim sponsors board was established and had been supporting and directing the project since March. The intention was that the interim board initially make up the board of the new CIC, based on nominated post holders: DWBL chair; EBC director of tourism and enterprise; and Eastbourne Homes Limited senior programme manager DDF. Following legal advice and consideration by the interim board, the new CIC would be formed as a non- profit making CIC limited by guarantee with no share capital. The target date for incorporation is 30

September 2016. The board's focus for the first 6 months to 31 March 2017 would be to launch the collective; ensure it was fully operational and was achieving income targets; recruit the CIC staff; recruit up to 3 more board members (not replacement members); and establish the collective as a sustainable model. In terms of ongoing governance, the intention was that the CIC would become wholly independent of the council and operate to develop the creative offer in this part of the town without council support and without the council being exposed to any future risk. Also, once the CIC was up and running, the council members of the Board would be expected to resign although the council would retain the option to review this if continued involvement was felt necessary.

27.8 The report also detailed legal advice in respect of procurement and land disposal issues and set out the conditions for the ESCC match funded grant (paragraph 5 of the report). Key risks and actions to mitigate risk were set out in paragraph 7.

27.9 Resolved (key decision): (1) That progress of the creative hub cluster initiative be noted.

(2) That agreement be given to East Sussex County Council's external funder conditions set out in paragraph 5.6 of the report and confirmation given 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) That the council's officers facilitate the establishment of a community interest company (CIC) as set out in the report.

(4) That the initial members of an independent CIC; Devonshire Collective be the chair of Devonshire West Big Local board, the council's director of tourism and enterprise and Eastbourne Homes Limited's senior programme manager (Driving Devonshire Forward).

(5) That a waiver of the contract procedure rules be agreed to allow the award of up to 15 year leases to the new CIC, 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) That the director of tourism and enterprise, in consultation with the lead cabinet member for tourism, be granted delegated authority to take all necessary steps to complete the lease arrangements with the CIC as outlined in paragraphs 5.2 and 5.3 of the report.

(Note: Councillors Wallis and Tutt both declared an interest in this matter. See minute 20 above.)

28.1 The Homelessness Act 2002 placed a legal requirement on local authorities to publish a homelessness strategy setting out its plans for preventing and responding to homelessness. Cabinet considered the report of the director of service delivery reporting that there had been significant changes in national welfare and housing policy and in the local market since the council's current 2013/20 strategy had been agreed. Levels and risks of homelessness had increased significantly.

28.2 In light of these changes, the council has carried out a homelessness review. A copy of the review was appended to the report. Key findings included:-

- There had been 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 gave for the loss of their last home was the termination of their tenancy in the private rented sector.
- The majority of private market housing for rent was unaffordable to people on average household incomes in Eastbourne. The need to prevent homelessness amongst those currently housed was paramount given the problems of accessible affordable housing in the private market.
- There had been a sharp increase in the number of households becoming homeless as a result of relationship breakdown.
- The main 'priority needs' of homeless households were 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 had been a decrease in the level of homelessness prevented through conciliation and mediation services and the reasons for this decrease needed to be explored.
- There had been an increase in domestic abuse incidents being reported and the number of households becoming homeless as a result of violent relationship breakdown.
- There had been a fall in the number of homeless households accommodated in the private rented sector between 2014 and 2015. This presented 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 had been effective, however, the government had confirmed that this funding would end in September 2016.
- The supply of very low cost accommodation for people with a history of homelessness and/or rough sleeping was extremely limited and reducing further.
- There were significant pressures on temporary accommodation and the costs of bed and breakfast and other accommodation paid for on a nightly basis were very high and set to increase.
- Supported housing schemes were at significant risk of becoming blocked by a lack of affordable housing which their tenants could move on to when ready. These problems were 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 posed major risks to providers of supported housing.

28.3 In the light of these findings a homelessness strategy had been developed (draft copy appended to the report) in discussion with the town's Housing Forum with the aim of providing a comprehensive homelessness service and improved access to housing. The key areas for action to prevent homelessness were to:-

- Identify trends and risks to ensure the council and its partners address any emerging issues quickly.
- Ensure people at risk of homelessness had access to the housing, legal, debt and money advice services they needed and to any financial assistance for which they were eligible, and to liaise with the DWP to minimise any risks arising from changes to the way welfare benefits were 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 improved services to street homeless people.

28.4 Actions to increase access to housing included:-

- 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.

28.5 It was proposed that the consultation draft of this strategy was 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 in Eastbourne. The strategy would also be published on the council's website for comment and feedback from residents.

28.6 Resolved (key decision): (1) That the findings of the homelessness review completed in 2016 be noted.

(2) That the director of service delivery, in consultation with the lead cabinet member for direct assistance services, be granted delegated authority to approve amendments to the strategy, subject to final consultation.

29 Exclusion of the public.

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

30 Corporate assets - investment (KD).

Cabinet authorised the acquisition of an asset subject to due diligence and compliance with any statutory requirement. The proposal would contribute to the council's corporate plan priorities to create a prosperous economy and a quality environment. Acquisition would contribute to ensuring the long term sustainability of the councils finances. Confidentiality was required at this early stage to protect the council's interests in future negotiations.

Notes: (1) The full minute of the above items is set out in the confidential section of these minutes. The report remains confidential. (2) 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).

The meeting closed at 7.21 pm

**Councillor David Tutt
Chairman**

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Body:	Cabinet
Date:	19th October 2016
Subject:	Eastbourne Community Safety Plan
Report Of:	Ian Fitzpatrick, Director of Service Delivery
Ward(s)	All
Purpose	To consider the current performance of the Eastbourne Community Partnership (ECSP) under the updated Eastbourne Community Safety Plan and to outline issues that may potentially impact future crime and anti-social behaviour (ASB) performance.
Recommendation:	That cabinet notes the ECSP's achievements and future risks/opportunities to performance and endorses the updated 2014/2017 Community Safety Plan with continued delegated implementation authority to Director of Service Delivery.
Contact:	Bob Gough, Eastbourne & Lewes Crime Reduction Officer, Telephone 01323 416403 or internally on extension 6403. E-mail address bob.gough@eastbourne.gov.uk .

1.0 Background/Introduction

- 1.1 Community Safety Partnerships were initially established under the Crime and Disorder Act 1998. This required partnerships to be set up to consider and tackle crime at a local level.
- 1.2 Central Government published the Modern Crime Prevention Strategy in May 2016 which builds on research, techniques and technology, aimed at addressing the changing nature of crime⁽¹⁾. In addition, the LGA is currently undertaking a review into CSP's in light of the increasing recognition into the role Councils play in relation to Community Safety and the challenges of less funding and increased expectations⁽²⁾. Both factors demonstrate the changing landscape of the CSP's.
- 1.3 Cabinet has previously endorsed the successful Crime Reduction performance of the Partnership. In 2005/2006 Eastbourne was subject to around 11,000 crimes. For the performance year 2010/2011 this had dropped to approximately 7,500 crimes⁽³⁾ and to the end of June 2014, this has reduced to around 5,700 crimes, a further reduction of 5% compared with the same period the previous year⁽⁴⁾.
- 1.4 In the last report it was noted that due to; (i) Sussex Police strict adherence to Home Office Crime Recording Procedures and (ii) the PCC led initiative to

increase crime reporting in a number of categories including, domestic abuse, hate crime and sexual offences there had been a considerable increase in recorded crime. Up to the end of June 2015 overall crime has gone up from 5,753 crimes to over 6,811 an increase of 18.5%⁽⁴⁾. By June 2016, crime began to level off with minor reductions being seen⁽⁵⁾.

2.0 Eastbourne Community Safety Plan 2014-2017

- 2.1 The current Plan has been developed in consultation with key partners including the Police and other members of the ECSP. Version 1.6 is available as Appendix A. It is modelled on a countywide endorsed layout, with a focus on what can realistically be achieved within current resource constraints and reflects priorities of the Police and Crime Commissioner (PCC) and Sussex Police, as well as addressing key local issues. Priorities for 2016/17 and measurement criteria are attached as Appendix C.
- 2.2 It is to be noted that, although the Plan is for a three year period, performance targets are reviewed at the end of each performance year. Key performance targets have been incorporated into the relevant sections of Eastbourne Borough Council's Corporate Plan.

3.0 Performance Against Targets

- 3.1 The following relates to performance of the performance year 2015/16 compared with the baseline performance year 2014/15⁽⁴⁾. In other words, last year's performance.
- i) Target – overall reduction in Burglary Dwelling.
Performance – Burglary Dwelling offences from 208 to 159. A reduction of 51 or 23.6%.
 - ii) Target - overall reduction in Shoplifting
Performance – Shoplifting from 845 offences to 707. A reduction of 138 offences or 16.3%.
 - iii) Target – overall reduction in Public Place Violent Crime (PPVC).
Performance – PPVC from 1327 crimes to 1649 an increase of 320 crimes or 24.3%
 - iv) Target – reduction in Total Crime
Performance – Total Crime from 6729 to 6665. A reduction of 51 or 1.0%.
 - v) Target – to remain the 4th lowest or better in crime per 000 population compared to our most similar groups (MSG) ⁽⁶⁾. Performance – 3rd lowest in our most similar group.
- 3.2 It will be noted from paragraph 1.3 above that Eastbourne has seen a substantial reduction in crime and overall crime was down further in 2013/2014. However last performance year witnessed a substantial increase, mainly due to changes in recording procedures by Sussex Police. It is contended that the increase in crime is levelling out as recorded

offences in 2015/16 have not reflected the previous rise across number of categories demonstrated in performance year 2014/15⁽⁴⁾.

3.3 When referring to the Home Office iQuanta data, which compares numerous categories of crime with other towns in our most similar group (See Appendix B for grouping) by 000 population, Eastbourne compares favourably⁽⁶⁾:

June 2016 Quarterly Data shows:

- i. 3rd lowest – overall crime
- ii. 1st lowest – burglary
- iii. 5th lowest – robbery
- iv. 5th lowest – shoplifting
- v. 1st lowest – vehicle crime
- vi. Below median – violent crime

4.0 Community Safety, Business Crime, Environmental & Youth

4.1 **Community Safety:** Evidenced by the successes of geographical projects, such as Shackleton Close, and the commissioning of the Joint Action Group (see Appendix D), the delivery of the 39 point Action Plan has, it is contended, made a positive contribution to overall Community Safety in Eastbourne. Furthermore, the ECSP is operating within the wider context of Community Safety by supporting work to encourage defibrillators across the Borough.

4.2 **Business Crime:** As noted in paragraph 3.1, shoplifting has seen considerable reductions in performance year 2015/16 compared to 2014/15. Successes achieved by the Business Warden Pilot and wider multi-agency working of the Eastbourne Business Crime Group (EBCG), are fully endorsed by the ECSP.

4.3 **Environmental & Road Safety:** The ECSP includes a number of activities within its plan to target environmental crime and road safety. Eastbourne claimed the lowest KSI incident rate across East Sussex in performance year 2015/16⁽⁷⁾. The partnership continues to contribute to the Road Safety Agenda by promoting Operation Crackdown, developing Community Speedwatch, supporting community projects such as 'Seven Oaks' and establishing a task group to address parking issues around schools.

4.4 **Youth:** Since 2008 the ECSP has consistently made targeted financial contribution to youth initiatives designed to prevent Youth Crime and ASB. Engagement, Targeted Youth Support and Diversionary Activities have been financially supported this year. Such activity has added value to existing agency work as detailed in the current Youth Strategy.

5.0 Prevent, Protect & Prepare

5.1 The Counter-Terrorism and Security Act 2015, places a duty on all specified authorities (EBC is such an authority) in exercise of their functions to have due regard to "prevent" people from being drawn into terrorism. The current threat level remains at "severe" and the risk of individuals being radicalised, usually via the internet, is likely to be with us for some time.

- 5.2 Prevent is a priority of the CSP and the legal duty placed on EBC has led to the development of a separate EBC Prevent Duty Action Plan. Safeguarding processes, staff training and other actions relating to the management of facilities have been progressed since the legislation came into effect on the 1st July 2015. Reporting structures include, Corporate Management Team, the ECSP as well as the East Sussex Prevent Board. Although classified as a low risk area, EBC is required to report on progress direct to the Home Office.
- 5.3 Prevent is a strand of work aligned to three others, namely, Protect, Pursue and Prepare, which make up central governments counter-terrorism strategy. Where the responsibility of Pursue sits primarily with security services and the Police, Protect and Prepare presents its own challenges to EBC; the protection of buildings & infrastructure and the mitigation of the impact from potential threats falls under these strands and work is being taken under this regard.

6.0 Police and Crime Commissioner

- 6.1 The second election for the Police and Crime Commissioner (PCC) for each police area took place in May 2016. PCC's are responsible for policing and crime performance and to hold Chief Constables' to account. Councillor Shuttleworth is Eastbourne's representative on the Police and Crime Panel (PCP) which has scrutiny powers over the PCC and, in particular, in terms of 'policing plan' and 'budget'. PCC's do not directly control local CSP's but directly impact ECSP effectiveness by PCC control of ECSP budget allocation and are responsible for monitoring CSP effectiveness.

7.0 Resource Implications

- 7.1 The ECSP's Strategy Group, having agreed the updated Plan and its priorities has matched the priorities in concession of a reduced overall budget. This is in addition to the reduced funding from the Basic Command Unit, £5,000 received in 2015/16, utilised mainly by the District Police in direct support of the Plan's objectives.
- 7.2 The Sussex Police and Crime Commissioner (PCC) maintains direct control of determining budget allocation to local CSPs⁽⁸⁾. Eastbourne CSP is working with the East Sussex Community Safety Partnership to highlight the positive benefits for the PCC to retain and increase investment in ECSP activity. Without similar funding next year from the PCC the ECSP's ability to fund worthwhile local community safety projects may be compromised. It is worthy of note that the PCC's allocation for this financial year is £26.3k.
- 7.3 Central Government's budgetary restrictions placed on Local Authorities and Police Forces in response to central financial deficits have created major challenges for the public sector, of which the policing district of Eastbourne is not immune, and this is coupled with uncertain future funding in 2017/2018. These challenges will require a continued determination and creative partnership approach to ensure performance continues on track.

8.0 Staffing

- 8.1 Aligned to the EBC/LDC Joint Transformation Programme (JTP), in June 2016, the Officers of the ECSP were tasked to undertake work for the Lewes District Community Safety Partnership as well as the ECSP. Expertise, knowledge and best practice is being shared across the partnerships and is encouraging synergies between the districts, seen within the defibrillators initiative raised in paragraph 4.1.

9.0 Other Implications

- 9.1 In late 2015 The Police and Crime Commissioner for Sussex recommended that it would be appropriate for individual District and Borough Community Safety Partnerships to investigate merging options to reflect the new policing district boundaries and make efficiency savings. After a universal agreement of the individual Eastbourne, Lewes and Wealden CSPs it was agreed that the Districts and Borough would work towards establishing a new Strategy Group encompassing all three whilst enhancing and maintaining the District Joint Action Groups to deliver a local focus. The process began in April 2016; a soft merger will be run within performance year 2016/17 with a business case to be presented in 2017/18.
- 9.2 Changes to the role of Police Community Support Officers (PCSOs), under the Local Policing Programme, present challenges in regards to low level anti-social behaviour (ASB) and may place additional responsibilities on EBC to tackle ASB within our partnership approach.
- 9.3 In view of the change in the nature of crime, where a major transfer to online crime and scams is taking place, it has reached the point where cyber offences are nationally outweighing those committed within the physical world. The new Home Office advice, presented within the Modern Crime Prevention Strategy⁽¹⁾, introduced above, focuses on this and the ECSP is working with ESCC to address and communicate prevention advice in relation to these types of crimes; which are not, at present, systematically recorded by central Government. In the future, this will increasingly become a major part of ECSP work.

10.0 Conclusion

- 10.1 Whilst overall crime has substantially reduced from 2005/06 to 2013/14, owing to Sussex Police changing recording procedures in response to national guidelines, a substantial increase in overall crime was experienced in 2014/15 performance year. However, this increase has now levelled out and performance compares favourably when matched to our MSG.
- 10.2 Central Government cut-backs continue to change local delivery structures. This may impact policing and Police & Crime Commissioner funding of Eastbourne CSP in 2017/18 performance year. Enhanced work at a local level for Prevent, in addition to Protect & Prepare, is essential to respond to EBC'S new legal duty and the impact of cyber crime will be a continuing priority for the future.
- 10.3 Eastbourne CSP is responding to these challenges by continued focus on

partnership working to deliver the CSP Action Plan and improve crime reduction.

- 10.4 Cabinet is requested to note the levelling off of crime in performance year 2015/16 and the favourable comparison of crime levels in our MSG. To endorse the updated ECSP Plan and continue the delegated authority to the Direction of Service Delivery to implement actions set out.

Bob Gough
Crime Reduction Officer

Background Papers:

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

1. *Modern Crime Prevent Strategy, Home Office*
2. *LGA Review into Community Safety Partnerships*
3. *Sussex Police Crime Data*
4. *Sussex Police Crime Data*
5. *Sussex Police Crime Data*
6. *iQuanta Data produced by the Home Office compares Eastbourne against fourteen other similar towns in England on a rolling quarter. Crime Data produced monthly.*
7. *Safer Sussex Roads Partnership Casualties Data*
8. *Central Government Legislation and Home Office Guidance*

Appendix A – Community Safety Plan Version 1.6 (available on request)

Appendix B – iQuanta Most Similar Group (MSG) grouping for Eastbourne

Appendix C – CSP Priorities and Measurement Criteria 2016/17

Appendix D – Copy of Eastbourne Joint Action Group YTD spend for 2016/17

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

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

May 2016

Priority Number and Action		Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority
1.	Domestic Abuse.	Support awareness initiatives (home office) White Ribbon.	NPT Inspector.	Ongoing.	Time and money.	Green.	6
2.	Domestic Abuse.	Support MARAC processes via Integrated Delivery Team.	Crime Reduction Officer EBC.	Ongoing.	Time.	Green.	6
3.	Domestic Abuse.	Implement Sussex Police processes to improve reporting and action.	District Com Sussex Police.	Ongoing.	Staffing.	Green.	6
4.	Domestic Abuse.	Support and implement ESCC. 5 year plan – via integrated delivery team.	Crime Reduction Officer EBC.	Ongoing.	ESCC and Brighton & Hove. Plan implemented.	Green.	6
5.	Alcohol and Drug related Crime.	Operation Support. Visible presence.	District Commander Sussex Police.	Ongoing.	Staffing Overtime.	Green.	7
6.	Alcohol and Drug related Crime.	Implement and monitor cumulative impact policy.	Senior Specialist Advisor EBC.	Ongoing.	Council approved.	Green.	7

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action	Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority
7.	Alcohol and Drug related Crime.	Notify relevant agencies of inappropriate licensing applications.	Senior Specialist Advisor.	Ongoing.	Timelines in objection.	Green. 7
8.	Alcohol and Drug related Crime.	Continuation of support of street pastors.	Chair JAG.	Ongoing.	Voluntary sector staffing.	Green. 7
9.	Alcohol and Drug related Crime.	Undertake intelligence led multi-agency licensing visits.	Senior specialist Advisor – EBC NPT Inspector.	Ongoing.	Staffing Organisation.	Green. 7
10.	Alcohol and Drug related Crime.	Undertake relevant test purchases as required – intelligence led.	Licensing Officer Sussex Police.	Ongoing.	Trading Standards Availability.	Green. 7
11.	Alcohol and Drug related Crime.	Support Sussex Police Alcohol Diversion Scheme, via Integrated Delivery team.	Licensing Officer Sussex Police.	Ongoing.	Other priorities Money.	Green. 7

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action		Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority
12.	Alcohol and Drug related Crime.	Support countrywide communication campaigns via integrated delivery team.	CSO EBC/LDC.	Ongoing.	Staffing Other priorities.	Amber.	7
13.	Alcohol and Drug related Crime.	Support Sussex wide enforcement strategy including Op Support.	District Commander Sussex Police.	Ongoing.	Staffing Intelligence.	Green.	7
14.	Alcohol and Drug related Crime.	Support introduction of test on arrest direct opiate users to effective treatment through integrated delivery team.	Joint Commissioning Manager ESCC.	Ongoing.	Time Staffing Money.	Green.	7
15.	ASB Hate Crime.	Deployment of police resources targeting the identified threat, harm and resolution.	Neighbourhood policing inspector.	Ongoing.	Time Staffing Money.	Green.	5

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action		Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority
16.	ASB Hate Crime.	Fully integrate community ASB/Hate Risk Assessment into EBC customer 1 st processes and data collection.	Crime Reduction Officer EBC.	Ongoing.	Time Repeat training required.	Green.	5
17.	ASB Hate Crime.	Support and active involvement in ASBRAC and PSG outcome meetings.	NPT ASB Officer.	Ongoing.	Staffing support.	Green.	5
18.	ASB Hate Crime.	Continue to develop effective neighbourhood management to problem solve ASB and environmental crime.	Community Manager EBC.	Ongoing.	Lack of staffing.	Green.	2 & 5
19.	ASB Hate Crime.	Continue to effectively support EBC youth strategy.	Community Manager EBC.	Ongoing.	Effective co-ordination.	Green.	2 & 5

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action		Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority
20.	ASB Hate Crime.	Support implementation of Fire & Rescue Service plan to reduce deliberate/accidental fires and deliver home safety visits.	Eastbourne Borough Commander Fire & Rescue Service.	Ongoing.	Staffing.	Green.	2
21.	ASB Hate Crime.	Effective response and resolution of graffiti, dog fouling and litter.	Neighbourhood 1 st Manager EBC Community Payback.	Ongoing.	New system bedded in Equipment for probation supplied.	Green.	2
22.	ASB Hate Crime.	Street drinkers sub-group to develop tactics to deal with the issues Regular Hubs.	Neighbourhood policing team inspector Sussex police.	Ongoing.	New sub group with CSP finance.	Green.	9
23.	ASB Hate Crime.	Effective implementation of ASB legislation via partnership working	Crime Reduction Officer EBC Safer Comms Team ESCC.	Ongoing.	Lawyer Fees.	Green.	2 & 5

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action	Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority	
24.	Road Safety.	Promote and use Operation Crackdown.	CSO EBC/LDC	Ongoing.	Time Staffing.	Green.	3
25.	Road Safety.	Identify KSI trend and support/lead on reduction initiatives.	Eastbourne Borough Commander Fire & Rescue Service.	Ongoing.	Relevant data required.	Amber.	3
26.	Road Safety.	Implement Community Speedwatch.	NPT Sergeant.	Ongoing.	Number of trained volunteers.	Green.	3
27.	Volume Crime.	Early identification of trends via JAG and develop preventative tactics to support detection of offences by district police.	Chair JAG.	Ongoing.	Timeline.	Green.	4
28.	Volume Crime.	To continue to implement shoplifting action plan.	Business Crime Manager EBC.	March 2016.	Staffing Other priorities.	Green.	4

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action	Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority	
29.	Volume Crime.	To develop intelligence and tactics to focus on any local organised crime groups. Eastbourne with outcome to disrupt.	District Commander Sussex Police.	Ongoing.	Access to Community Intelligence.	Green.	4
30.	Community Engagement Public Reassurance.	Continue to develop neighbourhood management in key areas	Crime Reduction Officer EBC.	Ongoing.		Green.	1
31.	Community Engagement Public Reassurance.	Reduce bogus callers via No Cold Calling Zones.	Trading Standards.	Ongoing.	Community must require Zone.	Green.	1
32.	Community Engagement Public Reassurance.	To continue to develop Neighbourhood Watch throughout Eastbourne with a focus on deprived areas.	NW Chair.	Ongoing.	Difficulty of engagement – more deprived areas.	Green.	1
33.	Community Engagement Public Reassurance.	To continue to implement 'Talk to Us' Multi Agency Events.	Equalities Officer, EBC Chair JAG.	Ongoing.	Staffing and time to co-ordinate events.	Green.	1

Appendix A
Eastbourne Community Safety Partnership Action Plan – 2014 -17
(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action	Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority	
34.	Community Engagement Public Reassurance.	To effectively support the annual 999 event.	Borough Commander East Sussex Fire & Rescue Chair JAG.	July 2015	Resource Contribution.	Green.	1
35.	Community Engagement Public Reassurance.	To continue to publish – Com Safety Partnership – Newsletters and Press releases on a monthly basis to give public re-assurance Develop Social Marketing Initiatives.	CSO EBC/LDC.	Ongoing.	Time and product.	Amber.	1
36.	Prevent.	To continue to develop Prevent and co-ordinate activity.	Crime Reduction Officer EBC.	Ongoing.	Time and staffing.	Green.	8
37.	Community Engagement Public Reassurance.	Support ESCSG co-ordinated comms delivery.	CSSO Sussex Police.	Ongoing.	Time and staffing.	Amber.	6
38.	Community Engagement Public Reassurance.	To support the development of the 'Big Local Project' in Devonshire West.	Comm Manager EBC.	Ongoing.	Community engagement level.	Green.	6

Appendix A

Eastbourne Community Safety Partnership Action Plan – 2014 -17

(Priorities listed in East Sussex Safer Communities Plan)

Priority Number and Action	Action	Person Responsible	Completion Date	Blockage Observations	Traffic Light	Priority	
39.	Substance misuse and new psychoactive substances.	Intelligence led drugs operations – especially in the Devonshire Ward.	District Commander Sussex Police.	Ongoing.	Resources.	Green.	10

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Most Similar Groups

iQuanta Most Similar Group (MSG) grouping for Eastbourne

CSP
Northumbria – North Tyneside
Devon & Cornwall - Torbay
Sussex – Eastbourne
Devon & Cornwall – Plymouth
South Yorkshire – Sheffield
Gloucestershire – Gloucester
Derbyshire – Derby
Essex – Southend-on-Sea
Lancashire – Preston
Lincolnshire – Lincoln
South Wales – Cardiff
Northamptonshire – Northampton
West Yorkshire – Leeds
Suffolk - Ipswich
Hampshire – Southampton

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**EASTBOURNE
COMMUNITY SAFETY
PARTNERSHIP**

Eastbourne Community Safety Partnership
Priorities and Performance Targets for Performance
Year 2016/17.

Priority	
1.	<p>Community Engagement and Public Reassurance</p> <p>To continue to engage with the communities we serve and meet their needs in relation to community safety and public reassurance.</p> <p>Measurements:</p> <ul style="list-style-type: none"> • Annual 999 Event. • Community Safety Partnership Bi-Monthly Newsletter. • Endorsement of Neighbourhood Management through the Eastbourne Strategic Partnership
2.	<p>Environmental Anti-Social Behaviour</p> <p>Reducing arson, graffiti, fly tipping, litter and dog fouling contributes to an improvement in the quality of life for the residents of Eastbourne.</p> <p>Measurements:</p> <p>Reduction in the number of accidental and deliberate fires recorded by East Sussex Fire and Rescue Service (ESF&RS) in 2016/17 performance year compared to the benchmark of ESF&RS.</p> <p>East Sussex Fire and Rescue Service number of Safety Visits 2016/17 performance year compared to the benchmark of ESF&RS.</p> <p>To reduce the number of incidents of (i) graffiti (ii) fly tipping (iii) litter (iv) dog fouling reported by the public to Eastbourne Borough Council by 5% in 2016/17 performance year, compared with 2015/16.</p>

Appendix C

3.	Road Safety Anti-social driving, including speeding, is a major concern of our communities. Measurements: Increase in reports to Operation Crackdown in performance year 2016/17, compared to 2015/16. Number of deployments of SID (Speed Indication Device) and Community Speedwatch in 2016/17.
4.	Volume Crime The Continued reduction of offences such as burglary, robbery and vehicle crime, makes Eastbourne a better place to live, work and visit. Measurements: To reduce the number of offences of burglary dwelling reported to the police in 2016/17 performance year, compared with 2015/16. To reduce the number of offences of personal robbery reported to the police in 2016/17 performance year compared with 2015/16. To reduce the number of offences of theft of and theft from motor vehicles reported to the police in 2016/17 compared with 2015/16.
5.	Anti-Social Behaviour (ASB) and Hate Crime It is essential to give effective support to vulnerable and high risk victims of hate crime and ASB, as well as bringing offenders to Justice. Measurement: To increase the reporting of personal anti-social behaviour crimes to the police in 2016/17 performance year compared to 2015/16.

Appendix C

<p>6.</p>	<p>Alcohol Related Crime & Disorder</p> <p>To reduce the negative impact of the night-time economy on the town centre.</p> <p>Measurement:</p> <p>To reduce the number of Public Place Violent Crimes reported to the police in 2016/17 performance year compared to 2015/16.</p>
<p>7.</p>	<p>Domestic Abuse and Sexual Offences</p> <p>To increase the reporting of such offences, provide support to victims and bring offenders to justice.</p> <p>Measurements:</p> <p>To increase the reporting of domestic abuse crimes to the police in 2016/17 performance year compared to 2015/16.</p> <p>To increase the reporting of serious sexual offences to the police in 2016/17 performance year compared to 2015/16.</p>
<p>8.</p>	<p>Prevent Strategy</p> <p>To prevent the radicalisation of vulnerable members of our communities, thereby contributing to a reduction in extremism.</p> <p>Measurement:</p> <p>Develop and Implement Action Plan to comply with “Prevent” duty under the Counter-Terrorism and Security Act 2015.</p>

Appendix C

9.	Street Communities Not only do street drinkers and rough sleepers cause major nuisance to residents and visitors, they are amongst the highest levels of victims of crime and are amongst the most vulnerable in our community. Measurements: <ul style="list-style-type: none">• To set up and develop ongoing engagement.• To reduce the number of rough sleepers.• Develop activity sessions every week for the street communities to attend and take part in.
10.	Substance Misuse and New Psychoactive Substances Causal links to crime, anti-social behaviour and health. Measurement: To increase the number of offences of possession with intent to supply in 2016/17 performance year compared to 2015/16.
<u>Note:</u> Priorities and Measurements are related to the 40 point Eastbourne Community Safety Partnership Action Plan.	



EASTBOURNE
COMMUNITY SAFETY
PARTNERSHIP

EASTBOURNE COMMUNITY SAFETY PARTNERSHIP

Summary of Eastbourne Joint Action Group (JAG) YTD spend for 2016/17.

Introduction

The Eastbourne Joint Action Group has approved eight requests for funding so far in performance year 2016/17 - amounting to a total spend of £15,983.74.

The commissioned projects/initiatives cover a number of the ECSP priorities – including Road Safety, Anti-Social Behaviour & Hate Crime and Community Engagement & Public Reassurance. Positive efforts to develop the grant scheme in 2015/16 have reflected fruitfully in 2016/17. The Joint Action Group continues to see a diverse range of applicants across the statutory and voluntary sector. There has also been a notable increase in the quality of applications.

Application 1 – Eastbourne 999 event

The Eastbourne Joint Action Group awarded £2,500 as a contribution towards the 'Eastbourne 999' event. The event is well known within the Borough and attracts over 20,000 people to engage with emergency services – promoting the Community Safety message.

The £2,500 is a contribution towards a total amount of £10,000. Due to the nature of the event, the project covers a wide range of partnership priorities – including priority 1, 2 & 3.

The event was held in early July 2016. The partnership will receive a written report of the success of the project by March 2017.

Application 2 – Detached Youth Support

The Eastbourne Joint Action Group awarded £3,323.74 towards the detached youth support services in Eastbourne – developed by ESCC Targeted Youth Support. The project provides flexible sessions targeted at specific 'hotspots' of anti-social behaviour across Eastbourne. Its aim is to reduce problematic behaviour in young people.

Appendix D

The project covers the partnership priorities 1, 2, 4, 5 & 6.

The initiative began in May 2016. A full evaluation of the project will be received in April 2017.

Application 3 - I.D Cards

The Eastbourne Joint Action Group awarded £600 towards 'I.D. cards' – developed by the Multiple and Complex needs group. The project provides formal identification for members of the Street Community, providing access monetary benefits and future work. Its aim is to facilitate a steady reduction in offending and diversion from unlawful activity.

The project covers the partnership priorities 4, 6 & 9.

The Multiple and Complex needs group began in February 2016. A report of the success of the 'I.D Cards' project will be included in the full evaluation Multiple and Complex needs group.

Application 4 – Emergency Accommodation Funding

The Eastbourne Joint Action Group awarded £1,550 to the 'Emergency Accommodation Funding' initiative. The initiative is run by the Integrated Offender Management (IOM) team. It provides emergency funding for accommodation to IOM offenders which have been immediately released from custody. The accommodation takes positive action to prevent homelessness and reoffending.

The £1,550 covers the full amount of the project. It covers the partnership priority 4.

The project began in February 2016. So far the project has a 66% success rate with 2 out of 3 clients being deterred from offending on immediate release from custody.

Application 5 – Summer Sports

The Eastbourne Joint Action Group awarded £650 towards the 'Summer Sports' project - organised by Neighbourhood First. The initiative provides sports activities aimed at boys and girls aged 11-17 years. It's run during the school holidays and sets out to divert young people from anti-social behaviour in this period. It also aims to promote inclusivity and tackle loneliness.

The £650 is a contribution towards a total cost of £1,300 – part funded

Appendix D

alongside the Langney Ward Councillors. It covers the partnership priorities 1, 5 & 10.

The project is to begin in September 2016. A written report will be submitted upon completion in October 2016.

Application 6 – Bikeability

The Eastbourne Joint Action Group awarded £300 towards the Bikeability scheme – organised by Neighbourhood First. Bikeability facilities the supply of bicycles to under privileged children, allowing them to participate in the Bikeability scheme – promoting road safety and reducing the need for acquisition theft.

The £300 contributed towards a total cost of £900 – funded alongside the Langney Ward Councillors and Area Panel. It covers the partnership priorities of 3 & 4.

The project is ongoing and a written report will be provided by December 2016.

Application 7 – Homeless Map

The Eastbourne Joint Action Group awarded £2,000 towards the 'Homeless Map' project – ran by fulfilling lives. The project provides pocket size maps to street homeless, highlighting key client services within the Borough. Its aim is to engage with and address the needs of the Street Community. It follows on from the success seen across the country.

The £2,000 covers the full amount of the project. It covers the partnership priorities 1, 4, 6 & 9.

The project due to begin within July 2016. An interim report will be provided after 6 months with a full written report after 12.

Application 8 – Safer Eastbourne

The Eastbourne Joint Action Group awarded £5,060 towards the 'Safer Eastbourne' pilot – developed by Reformed Eastbourne. The pilot provides one to one mentoring sessions to IOM managed Prolific Priority Offenders, aimed at developing employment prospects and providing work placements for offenders.

The £5,060 covers the majority of the project costs. The Eastbourne Chamber of Commerce also contributed £2,880. The initiative covers the

Appendix D

partnership priorities 1, 4, 6 & 9.

The project is aimed to begin within July 2016. A written report will be submitted after the six month period.

Application 9

The Eastbourne Joint Action Group allocated £285 as part of the annual membership for the 'Eastbourne Youth Radio'. The project is organised by the Eastbourne Education Business Partnership in association with Sussex Downs College. The project runs over three days with students from local schools taking to the airwaves, gaining first-hand experience of radio production.

The £285 is an annual subscription which covers the partnership priority 1.

The project begins and ends in November, 2016.

Body:	Cabinet
Date:	19 October 2016
Subject:	Local Council Tax Reduction Scheme 2017/18
Report Of:	Ian Fitzpatrick, Director of Service Delivery
Ward(s)	All
Purpose	To consider the 2017/18 Local Council Tax Reduction scheme.
Recommendations:	<ol style="list-style-type: none">1. That Cabinet recommend to Council that the 2016/17 be adopted as the local scheme for 2017/182. That the Exceptional Hardship fund continues for 2017/18 subject to continued support by the major preceptors
Contact:	Bill McCafferty, Lead for Revenues, Benefits and Service Support, Strategy and Commissioning, Telephone 01323 415171 or internally on extension 5171. E-mail address: bill.mccafferty@eastbourne.gov.uk

1.0 Introduction

- 1.1 The coalition government abolished the national Council Tax Benefit scheme from April 2013 and required local authorities to develop and adopt their own scheme of support for working age claimants. This change came with a 10% cut in funding, for the Council this was c£1m.
- 1.2 To protect pensioners from any reduction in support, the government put in place a national scheme that local authorities had to adopt. Therefore, any reduction in support has to come from those of working age.
- 1.3 The Council, on 16 January 2013, adopted a local scheme of support for 2013/14 which, in the main, followed the rules of the Council Tax Benefit scheme, as well as agreeing changes to certain council tax discounts and exemptions.
- 1.4 On 20 November 2015 the Council adopted a revised scheme for 2016/17 that:
 - Limited a Council Tax Reduction to 80% of the council tax liability
 - Assumed a minimum income for claimants who have been self-employed for more than 12 months

2.0 The current local scheme 2016/17

- 2.1 The current scheme, which is similar to the schemes adopted by Lewes, Rother and Wealden councils follows the principles of protecting the most vulnerable, incentivising individuals into work and takes into account and meeting the financial pressures on the Council and the major preceptors.
- 2.2 The changes made to the 2016/17 scheme have reduced the cost of the scheme by c£1.2m to c£8.0m against the cost of the scheme in 2015/16.

3.0 Exceptional Hardship Fund

- 3.1 An Exceptional Hardship fund of £47,499 was established for 2016/17 to provide additional support to those most affected by the 20% reduction in liability and the change to the way self-employed claims are assessed. The Council contributed £6,426 to the fund with the remainder coming from the major preceptors in proportion to their share of the Council Tax.
- 3.2 The Exceptional Hardship scheme mitigates the impact of any changes to the current local scheme that severely affects someone's ability to pay the tax due. As at the 31 August 2016 we had made 17 awards totalling £2,876.84.
- 3.3 Discussions will take place with the major preceptors to gain their agreement to continue supporting the fund in 2017/18.

4.0 Council Tax Collection Rate

- 4.1 As changes to the scheme in 2016/17 reduced the amount of support we give by c£1.2m it was expected that this would have an impact on the collection rate. However, the collection rate as at 31 August was 47.07% compared to 47.02% as at 31 August 2015.

5.0 Consultation

- 5.1 As no changes to the current scheme are proposed there is no requirement to consult.

6.0 Resource implications

- 6.1 Staffing
- 6.2 The current scheme means that all working age recipients of CTR have to pay a minimum amount. This has two major impacts:
- An increase in activity around billing and collection
 - An increase in customer contact
- 6.3 There is recognition by the major precepting authorities of the increased workload that billing authorities will see. For 2016/17 they contributed 86% of the staff costs for 2.5 additional FTEs to manage the increase workload. Discussions are taking place around a similar contribution to costs for 2017/18.
- 6.4 Legal implications
- 6.5 There is a statutory duty to review the scheme annually and make any

decisions no later than 31 January in each financial year.

7.0 Equalities

7.1 As the proposed scheme is unchanged from the current scheme there is no requirement to carry out an Equality and Fairness Analysis.

8.0 Recommendations

- 8.1
- 1) That Cabinet recommend to Council that the 2016/17 scheme is adopted for 2017/18.
 - 2) That the Exceptional Hardship fund continues for 2017/18 subject to continued support by the major preceptors

lead officer name: Bill McCafferty

job title: Lead for Revenues, Benefits and Service Support, Strategy and Commissioning

Background Papers:

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

None

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Body:	Cabinet
Date:	19 October 2016
Subject:	Housing management services – working together
Report of:	Ian Fitzpatrick, Director of Service Delivery
Ward(s)	All
Purpose	To agree to set up a Project Group to explore and facilitate joint working and shared arrangements for housing management services
Decision type:	Key
Recommendation:	Cabinet is recommended to: <ol style="list-style-type: none">1. Delegate to the Director of Service Delivery, in consultation with the Portfolio Holder for Community, permission to enter into discussions with interest parties, including Eastbourne Homes Limited, on joint working arrangements between Eastbourne Borough and Lewes District Councils2. Approve the establishment of a Project Group to oversee the activity3. Approve the drawing down of funds from the Housing Revenue Account of up to £10,000 to support this work
Contact:	Jane Goodall, Strategic Project Manager jane.goodall@lewes.gov.uk Tel: 01273 471600 ext.6188

1.0 Introduction

- 1.1 Members are aware that Eastbourne Borough Council (EBC) and Lewes District Council (LDC) have agreed to share services through the Joint Transformation Programme in order to ensure the long term resilience of both councils.
- 1.2 Members are also aware of the financial challenges that councils face, particularly those with retained housing stock. Government funding for Eastbourne and Lewes Councils is expected to fall a further 30% over the next parliamentary cycle to 2020. Considerable savings need to be made in order to protect front line services.
- 1.3 EBC's housing is managed by Eastbourne Homes Ltd (EHL) and LDC's housing is managed in-house by the council through a management agreement.
- 1.4 There are a number of ways in which the two organisations could benefit by greater joint working on housing management including greater resilience,

economies of scale and a greater strategic presence. It is proposed that LDC and EBC, in partnership with EHL, embark on discussions with key stakeholders regarding new ways of working for the benefit of all housing residents.

- 1.5 Joint working will allow the sovereignty of each body to be retained and residents will still have agreements with their own council and their rent and charges set by their council but ultimately savings and improvements could be made by integrating service delivery.
- 1.6 Together, EBC and LDC housing gives a stock size of nearly 7,500 homes. As noted above, joint working could help to ensure resilience and capacity to protect services to residents. (See Appendices A and B for stock information).

2.0 Working together

- 2.1 As the owner of current stock, each council has a duty to secure the best service for the management and maintenance of its homes. The respective councils are accountable to both tenants and the wider community in their role as a social landlord.
- 2.2 Given the significant change in financial context and the new arrangements developing between EBC and LDC it is appropriate that work is completed to examine how new ways of delivering services within housing management services can provide benefits and deliver value to residents.
- 2.3 Officers have begun preliminary discussions with residents, Eastbourne Homes Ltd Board and Councillors regarding ways of working together in the management of LDC and EBC housing.
- 2.4 As a key next step, it is proposed that a Project Group be established to oversee this work. This group would also work closely with the two Council's Joint Transformation Programme Board.
- 2.5 It is recommended that the Project Group has representation from residents, officers and housing portfolio holder/s.
- 2.6 Knowledge and expertise from EHL will be fully utilised to input and contribute to the process and any substantive changes to services would need to be reflected in the management agreement with the Council.
- 2.7 Additional funds may be needed for specialist work arising from the work plan. It is not yet possible to quantify this as the end cost will be dependent on the direction of the review but is not expected to exceed £10,000. These funds are available within the HRA reserve.
- 2.8 Cabinet is therefore asked to approve the drawdown of funds up to and not exceeding £10,000 to support the review, subject to the approval of the Project Group.

3.0 Corporate plan and council policies

3.1 This work will take into account:

- The views of tenants and residents
- The emerging shape of EBC and LDC's overall corporate service delivery strategy, being developed under Joint Transformation Programme.

3.2 The objective of this work is to protect value for money frontline services for tenants and leaseholders while managing the challenges of:

- stock size
- geographical spread
- higher value asset sales / 'pay to stay'
- rent reductions
- reduced public funding

4.0 Developing the Business case

4.1 Both Eastbourne and Lewes Councils have an average of circa £1m per year to be achieved through savings/new income to 2020. Moreover, there are particular challenges for councils with retained housing stock. EBC's HRA business plan has been remodelled to assume significant pressures including:

- A reduction in income of £560k per year over the next four years due to the national 1% rent cut
- A requirement to pay an estimated tariff for the sale of higher value homes of £6m per year for the next four years based on an assumption of 40 sales per year

4.2 Lewes District Council faces similar challenges with regards to the rent reduction and anticipated tariff.

4.3 Advantages of sharing housing services include:

- Value for money for both organisations through reduced overheads and joint procurement
- Opportunities to integrate services and make efficiencies
- Ensures longer term resilience for both councils' individual Housing Revenue Accounts
- Opportunities to improve customer services
- Enhanced resilience through growth in number of homes jointly managed

4.4 Work will be completed to assess the opportunities and risks of joint working across all areas of delivery.

5.0 Equality analysis

5.1 Equalities implications will be considered as part of the Project Group work plan.

6.0 Conclusion

- 6.1 Given the significant change in financial context for the HRA and the new arrangements developing between EBC and LDC, it is appropriate that opportunities to develop joint working are explored for housing management services. Setting up a Project Group to oversee this activity is an important next step in establishing the business case for and ways of working together for the management of Eastbourne and Lewes housing services.

Background papers

The background papers used in compiling this report were as follows:

None

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

Appendices

Appendix A - EBC and LDC stock data

Appendix B - stock size in relation to CIPFA nearest neighbours (N/N)

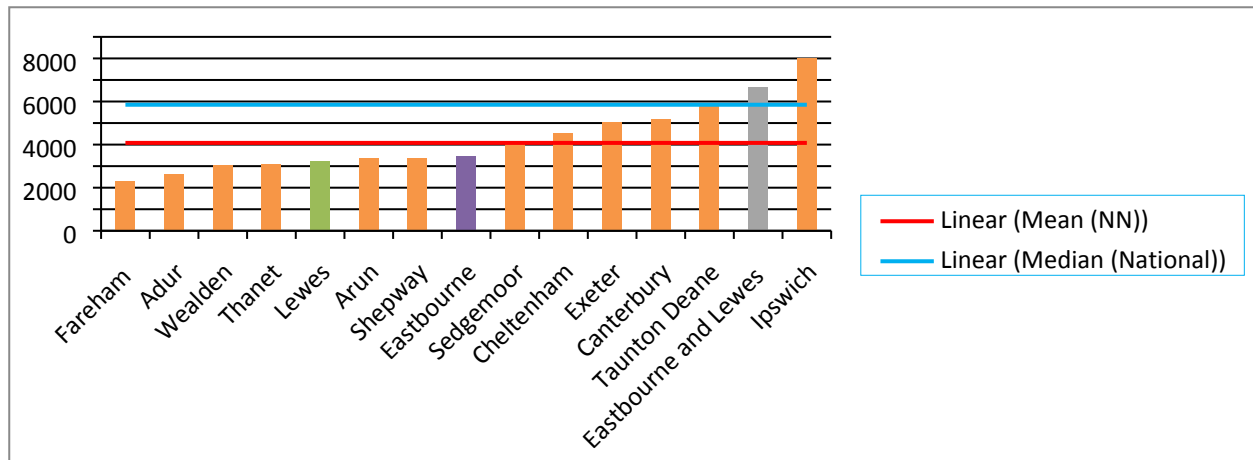
Appendix A - EBC and LDC stock data

31/3/15	Lewes DC	Eastbourne BC	Total
General needs	2845	3181	6026
Sheltered	374	290	664
Shared ownership	9	29	38
Leasehold	253	605	858
Total	3481	4105	7586
Bedsits	129	131	260
1 beds	915	1082	1997
2 beds	1186	1089	2275
3 beds	933	1153	2086
4 beds	63	44	107
5 beds	1	1	2
6 beds	1	0	1
Total exc leasehold	3228	3500	6728

Appendix B - stock size in relation to CIPFA nearest neighbours (N/N)

Eastbourne BC and Lewes DC own fewer than 4000 homes each – below average for similar LAs

Graph shows tenanted properties exc. Leaseholders



Sharing housing services = c. 7500 homes (inc. leaseholders)

Body:	Cabinet
Date:	19 October 2016
Subject:	Updated Covert Surveillance Policy
Report Of:	Deputy Chief Executive
Ward(s)	All
Purpose	To seek the Cabinet's approval to an updated Covert Surveillance Policy.
Decision type:	Key decision
Recommendation:	That the updated Covert Surveillance Policy at Appendix 1 be approved.
Contact:	Oliver Dixon, Lawyer, Telephone 01323 415881 or internally on extension 5881. E-mail address: oliver.dixon@eastbourne.gov.uk

1.0 Introduction

- 1.1 In common with all district councils in England and Wales, Eastbourne Borough Council may only carry out certain types of covert surveillance if it has complied with the relevant provisions of Part II of the Regulation of Investigatory Powers Act 2000 ('RIPA'). This is to ensure that investigations involving covert surveillance are exercised in a manner compatible with the European Convention on Human Rights.
- 1.2 Under Part II of RIPA, the Council may carry out the following two types of 'covert surveillance' if certain strict conditions are met:
- (i) Directed surveillance – this is covert surveillance conducted for a specific purpose or operation and likely to result in the obtaining of information about a person's private or family life. 'Covert surveillance' means surveillance conducted in such a way as to ensure that the person(s) under surveillance are unaware that these activities are taking place.
 - (ii) Covert Human Intelligence Source surveillance. A covert human intelligence source ('CHIS') is an informant. Any operation that involves inducing, asking or assisting a CHIS to establish or maintain a personal or other relationship with another person for the purpose of:
 - (a) covertly obtaining information about that person, and
 - (b) covertly disclosing that information to the Council

will fall within this category of surveillance activity.

- 1.3 Part II of RIPA and associated subordinate legislation set out the conditions which must be satisfied before covert surveillance may lawfully take place. Further, local authorities should comply with any statutory code of practice issued from time to time by the Office of Surveillance Commissioners. Under these provisions, the key requirements are that covert surveillance be necessary and proportionate and, following authorisation by a designated Council officer, approved by a magistrate.
- 1.4 A local authority may only grant an authorisation under RIPA for the use of directed surveillance where it is investigating particular types of criminal activity. These are offences which attract a maximum custodial sentence of six months or more, or offences relating to the under-age sale of alcohol or tobacco.

2.0 Updated policy

- 2.1 Every local authority should have a policy setting out the principles and procedures it intends to observe in complying with Part II of RIPA and related orders, regulations and codes of practice.
- 2.2 Eastbourne Borough Council's existing Covert Surveillance policy was formulated in March 2013 and is due an update.
- 2.3 The Council has procured the latest RIPA policy and procedures toolkit from Act Now Ltd, a recognised national expert in surveillance law. Act Now's template policy forms the basis of the Council's updated policy at Appendix 1.
- 2.4 There are no significant differences between the previous and updated policies, but the new version –
- (i) recognises that covert surveillance may be physical or on-line;
 - (ii) includes a specific provision (at paragraph 7(iii)) on the investigation of social networking sites;
 - (iii) requires reports to be submitted to this Committee every 12 months on any required changes to the policy; how the policy has been implemented; and any RIPA activity authorised during the preceding 12-month period.

The Chief Surveillance Commissioner's annual report (July 2016) highlights a widespread omission among local authorities to provide regular reports to their elected councillors of all relevant RIPA activity or, if it is the case, inactivity. Inclusion in the Council's policy of item (iii) above addresses this point.

- 2.5 The Council's policy of carrying out covert surveillance only as a last resort, where all other investigative options have been deemed insufficient is retained at paragraph 8. In August 2016 the Office of Surveillance Commissioners carried out an

- 2.6 inspection of the council's arrangements for securing compliance with the provisions governing the use of covert surveillance. Their inspection report noted both the council's intention to update its policy and the council's recognition that surveillance via social media requires authorisation under RIPA.
- 2.7 The report recommended (i) update training for Authorising Officers, and (ii) the raising of awareness levels among relevant officers and members of changes and developments affecting the council's use of covert surveillance. The Deputy Chief Executive will take the necessary steps to give effect to these recommendations, beginning with an update for members of Audit & Governance Committee – see further at paragraph 3.1 below.

3.0 Consultation

- 3.1 The views of the Council's Audit and Governance Committee were sought. At their meeting on 21 September 2016 the committee endorsed the updated policy and requested training for committee members on the legal framework for covert surveillance and the potential use of such measures in the context of the Council's operations. The lawyer present agreed to provide the training on a future date.

4.0 Resource Implications

- 4.1 If the policy is approved as drafted, some refresher training for investigating officers and authorising officers will be required during 2016/17, to ensure they maintain awareness of, and adherence to, current legislation and procedures.

5.0 Other Implications

- 5.1 The principal legal implications of this report are incorporated above. The formulation of RIPA policy is an executive function and may only be exercised by Cabinet. However, it is a proper function of Audit & Governance Committee to consider the draft policy and refer it, with comments and any recommended amendment, to Cabinet for approval.

6.0 Conclusion.

- 6.1 The Council must comply with part II of RIPA before it conducts any covert surveillance of the type covered by that legislation. The Council's updated policy on covert surveillance – at Appendix 1 – details the high level principles and procedures it will adopt to ensure it does so comply.

Lead officer name: Oliver Dixon
Job title: Lawyer

Appendices: Appendix 1 – draft Covert Surveillance Policy (September 2016)

Background Papers:

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

- Regulation of Investigatory Powers Act 2000, Part II, and statutory instruments made thereunder
- Covert Surveillance and property Interference – Code of Practice, issued by Home Office, December 2014:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/384975/Covert_Surveillance_Property_Interference_web_2.pdf
- Annual Report of the Chief Surveillance Commissioner, July 2016:
<https://osc.independent.gov.uk/wp-content/uploads/2016/07/OSC-Annual-Report-2015-2016-2.pdf>

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

EASTBOURNE BOROUGH COUNCIL
COVERT SURVEILLANCE POLICY STATEMENT

Introduction

1. Eastbourne Borough Council ('the Council') is committed to building a fair and safe community for all by ensuring the effectiveness of laws designed to protect individuals, businesses, the environment and public resources.
2. The Council recognises that most organisations and individuals appreciate the importance of these laws and abide by them. The Council will use its best endeavours to help them meet their legal obligations without unnecessary expense and bureaucracy.
3. At the same time the Council has a legal responsibility to ensure that those who seek to flout the law are the subject of firm but fair enforcement action. Before taking such action, the Council may need to undertake covert surveillance of individuals and/or premises to gather evidence of illegal activity.

Procedure

4. All covert surveillance, whether physical or on-line, shall be undertaken in accordance with the procedures set out in this document.
5. The Council shall ensure that covert surveillance is only undertaken where it complies fully with all applicable laws, in particular the:
 - Human Rights Act 1998
 - Regulation of Investigatory Powers Act 2000
 - Protection of Freedoms Act 2012
 - Data Protection Act 1998
6. The Council shall, in addition, have due regard to all official guidance and codes of practice, particularly those issued by the Home Office, the Office of Surveillance Commissioners (OSC), the Security Camera Commissioner and the Information Commissioner.
7. In particular, the following guiding principles shall form the basis of all covert surveillance activity undertaken by the Council:
 - (i) Covert surveillance shall only be undertaken where it is absolutely necessary in order to achieve the desired aims.
 - (ii) Covert surveillance shall only be undertaken where it is proportionate to do so and in a manner that is proportionate.
 - (iii) No monitoring of social network sites for investigation purposes shall take place without considering whether such monitoring constitutes directed surveillance; nor, where it is considered to be so, without obtaining the requisite prior authorisation and approval.
 - (iv) Adequate regard shall be had to the rights and freedoms of those who are not the target of the covert surveillance.

- (v) All authorisations to carry out covert surveillance shall be granted by appropriately trained and designated authorising officers.
 - (vi) Covert surveillance regulated by RIPA shall only be undertaken after obtaining judicial approval.
8. With this mind, the Council has adopted a policy of not normally conducting covert surveillance but of doing so only as a last resort, where all other investigative options have been deemed insufficient. Whilst each situation will be considered on its own merits and all relevant factors will be taken into account, covert surveillance will be considered only where deemed a proportionate response of last resort.

Training and Review

9. All Council officers undertaking covert surveillance shall be appropriately trained to ensure that they understand their legal and moral obligations.
10. Regular audits shall be carried out to ensure that officers are complying with this policy.
11. The Senior Responsible Officer for RIPA (currently the Deputy Chief Executive), in consultation with the Assistant Director of Legal & Democratic Services shall review this policy at least once a year in the light of the latest legal developments and changes to official guidance and codes of practice.
12. The operation of this policy shall be overseen by the Council's Audit and Governance Committee by receiving reports every 12 months on this policy and its implementation, and on any RIPA activity conducted during the preceding 12-month period.

Conclusion

13. All citizens will reap the benefits of this policy, through effective enforcement of criminal and regulatory legislation and the protection that it provides.
14. Adherence to this policy will minimise intrusion into citizens' lives and will avoid any legal challenge to the Council's covert surveillance activities.
15. Any questions relating to this policy should be addressed to:

Alan Osborne, Deputy Chief Executive and RIPA Senior Responsible Officer

Oliver Dixon, Lawyer and RIPA Co-ordinator

DATE: September 2016.

- Body:** CABINET
- Date:** 19 October 2016
- Subject:** SHARED PARENTAL LEAVE and SOCIAL MEDIA – NEW POLICIES
- Report of:** Becky Cooke, Assistant Director of Human Resources and Organisational Development
- Ward(s):** ALL
- Purpose:** To seek Cabinet approval to implement two new HR policies regarding Shared Parental Leave and Social Media.
- Contact:** Helen Knight, Human Resources Manager
Telephone 01323 415063 or internally on Extension 5063
- Recommendations:** That Cabinet: Approve the implementation of these policies for recommendation to full Council.

1.0 Overview

- 1.1 Eastbourne Borough Council (EBC) is committed to regularly reviewing Human Resource (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. 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. Lewes District Council already has both of these policies in place so we are now seeking to do the same at EBC.

2.0 Shared Parental Leave Policy

- 2.1 The Government introduced new legislation regarding Shared Parental leave in April 2016. HR have been providing advice on this to our employees who are expectant parents but, given it is a very complex piece of legislation this policy will hopefully provide further information and clarity to managers and staff.

3.0 Social Media Policy

- 3.1 The Council already has an IT Acceptable Use Policy and guidelines have been published on the Intranet regarding the use of Social Media. Given the increased use of Social Media, both for personal and professional purposes, it is recommended by employment law advisors and ACAS that every organisation has a social media policy to clarify the acceptable use of it and expectations for all.

4.0 Joint Staff

Members of Joint Staff discussed these policies at a meeting in September 2016. They were approved and recommended for implementation by Full Council. As they are brand new policies they are coming to Cabinet for approval first.

5.0 Cabinet is asked to:

Endorse the Shared Parental Leave and Social Media policies and recommend that Full Council agree to implementation.

Becky Cooke
Assistant Director of Human Resources and Organisational Development

Shared Parental Leave Policy

1. Introduction

- 1.1 This policy sets out information and arrangements for shared parental leave (SPL). Shared parental leave also applies where a child is placed for adoption. The arrangements in relation to adoption are very similar to those that apply in relation to the birth of a child.
- 1.2 Shared parental leave rights are complicated. Any queries about this, either in relation to yourself or someone you manage, should be directed to HR. Staff may find the flowchart at Appendix A useful for understanding the steps involved in requesting SPL.

2. Definitions

- 2.1 For the purposes of this policy the following definitions will apply:
- 2.2 Expected week of childbirth (EWC): the week, beginning on a Sunday in which the doctor or midwife expects your child to be born.
- 2.3 Parent: one of two people who will share the main responsibility for the child's upbringing (And who may be either the mother, the father, or the mothers partner if not the father)
- 2.4 Partner: Spouse, civil partner or someone living with another person in an enduring family relationship but not a sibling, child, parent, grandparent, grandchild, aunt, uncle, niece or nephew
- 2.5 Qualifying Week: the fifteenth week before the EWC

3. What is Shared Parental Leave?

- 3.1 It allows working parents to share periods of leave or pay entitlement following the birth of a child and during the first year of their birth or

Version Control

Version Number	Date	Review Date	Author	Reason for New Version
1			Human Resources	New policy

adoption. It can be taken if you are the mother of a child, the father of a child or the partner of a mother.

- 3.2 Up to 50 weeks statutory maternity leave (SML) and up to 37 weeks statutory maternity pay (SMP) may be available to be shared. The leave can be shared so that it is taken at the same time as your partner or at different times.
- 3.3 How much leave or pay can be shared will depend on how much maternity leave and maternity pay has been used by the child's mother. It is only the untaken balance that can be shared. For example, if the child's mother is entitled to 52 weeks maternity leave and 39 weeks maternity pay and has taken 16 weeks leave and pay, the balance of 36 weeks leave and 23 weeks' pay can be shared.
- 3.4 In order for SPL to be taken the child's mother must bring her entitlement to maternity leave or maternity pay to an end.
- 3.5 If you are the child's mother you must take the compulsory 2 weeks maternity leave following the birth.
- 3.6 If you are the child's father, any entitlement to SPL is on top of any entitlement to statutory paternity leave and pay. The right to take additional paternity leave no longer exists.

4. Eligibility Requirements

- 4.1 You must have at least 26 weeks continuous employment with us by the end of the qualifying week and must still be employed by Eastbourne Borough Council (EBC) in the week before the leave is to be taken.
- 4.2 The other parent of the child must have worked (in an employed or self-employed capacity) in at least 26 of the 66 weeks before the EWC and had average weekly earnings of at least £30 during 13 of those weeks.
- 4.3 You and the other parent must give the statutory notices and declarations required by EBC.
- 4.4 You may be required to give us a copy of the birth certificate and the name and address of the other parent's employer as evidence of your entitlement.

5. Shared Parental Leave entitlement

- 5.1 If you are eligible you may have up to 50 weeks SPL during the child's first year in your family. It can be taken at any time until 12 months after the baby is born, it cannot start until 2 weeks after the birth.
- 5.2 SPL cannot be taken in odd days, it can only be taken in complete weeks.
- 5.3 The number of weeks available is calculated using the mother's/adopter's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks' leave. If they reduce their maternity/adoption leave entitlement then they and/or their partner may opt-in to the SPL system and take any remaining weeks as SPL.
- 5.4 Staff can choose to take SPL at the same time as their child's other parent or at different times to their child's other parent. Staff can also choose to take a continuous block of time as SPL or can ask to take it as discontinuous periods. If discontinuous periods are requested we may refuse your request and ask that you take it as a continuous block instead if it is considered that there is an adverse impact on service delivery.
- 5.5 A mother/adopter may reduce their entitlement to maternity/adoption leave by returning to work before the full entitlement of 52 weeks has been taken, or they may give notice to curtail their leave at a specified future date.
- 5.6 If the mother/adopter is not entitled to maternity/adoption leave but is entitled to Statutory Maternity Pay (SMP), Statutory Adoption Pay (SAP) or Maternity Allowance (MA), they must reduce their entitlement to less than 39 weeks. If they do this, their partner may be entitled to up to 50 weeks of SPL. This is calculated by deducting the number of weeks of SMP, SAP or MA taken by the mother/adopter from the 52 week entitlement.
- 5.7 Where a mother/adopter gives notice to curtail their maternity/adoption entitlement then the mother/adopter's partner can take leave while the mother/adopter is still using their maternity/adoption entitlements.
- 5.8 SPL will generally commence on the employee's chosen start date specified in their leave booking notice, or in any subsequent variation notice.

5.9 If the employee is eligible to receive it, Shared Parental Pay (SHPP) may be paid for some, or all, of the SPL period.

6. Notification

6.1 Staff will be required to notify their manager in writing detailing their intentions to take SPL and (if applicable) shared parental pay (SHPP). This must be at least eight weeks before any period of SPL.

6.2 Documentary evidence will need to be submitted with this notification, including birth/matching certificate and/or partner's employer.

6.3 It is possible to submit three notifications specifying leave periods you are intending to take. Each notification may contain either (a) a single period of weeks of leave; or (b) two or more weeks of discontinuous leave, where you intend to return to work between periods of leave.

6.4 SPL can only be taken in complete weeks but may begin on any day of the week. For example if a week of SPL began on a Tuesday it would finish on a Monday. Where you return to work between periods of SPL, the next period of SPL can start on any day of the week.

7. Variations to Arrangements

7.1 Once a period of SPL has been booked and agreed it is permitted to vary or cancel it provided that you advise your line manager in writing at least eight weeks before the date of any variation. Any new start date cannot be sooner than eight weeks from the date of the variation request.

7.2 Any variation or cancellation notification made, including notice to return to work early, will usually count as a new notification reducing the employee's right to book/vary leave by one. However, a change as a result of a child being born early, or as a result of the organisation requesting it be changed, and the employee being agreeable to the change, will not count as further notification. Any variation will be confirmed in writing by the organisation.

8. Statutory Shared Parental Pay (SHPP)

8.1 Shared Parental pay of up to 39 weeks (less any weeks of statutory maternity pay claimed by the child's other parent) may be available provided you have at least 26 weeks' continuous employment within EBC at the end of the qualifying week and your average earnings are

not less than the lower earnings limit set by the government each tax year. SHPP is paid at a rate set by the government each year.

9. Terms and conditions during Shared Parental Leave

9.1 During the period of SPL, the employee's contract of employment continues in force and they are entitled to receive all their contractual benefits, except for salary. Annual leave will continue to accrue at the rate provided under your contract.

9.2 Pension contributions will continue to be made during any period when the employee is receiving SHPP but not during any period of unpaid SPL. Employee contributions will be based on actual pay, while the organisation's contributions will be based on the salary that the employee would have received had they not been taking SPL.

10. Keeping in touch during Shared Parental Leave

10.1 Before an employee's SPL begins, their line manager will discuss the arrangements for them to keep in touch during their leave. The organisation reserves the right in any event to maintain reasonable contact with the employee from time to time during their SPL. This may be to discuss the employee's plans to return to work, to ensure the individual is aware of any possible promotion opportunities, to discuss any special arrangements to be made or training to be given to ease their return to work or simply to update them on developments at work during their absence.

11. Shared Parental Leave in Touch days

11.1 An employee can agree to work (or attend training) for up to 20 days during SPL without bringing their period of SPL to an end or impacting on their right to claim SHPP for that week. These are known as "Shared Parental Leave In Touch" or "SPLIT" days. Any work carried out on a day or part of a day shall constitute a day's work for these purposes.

12. Returning to Work

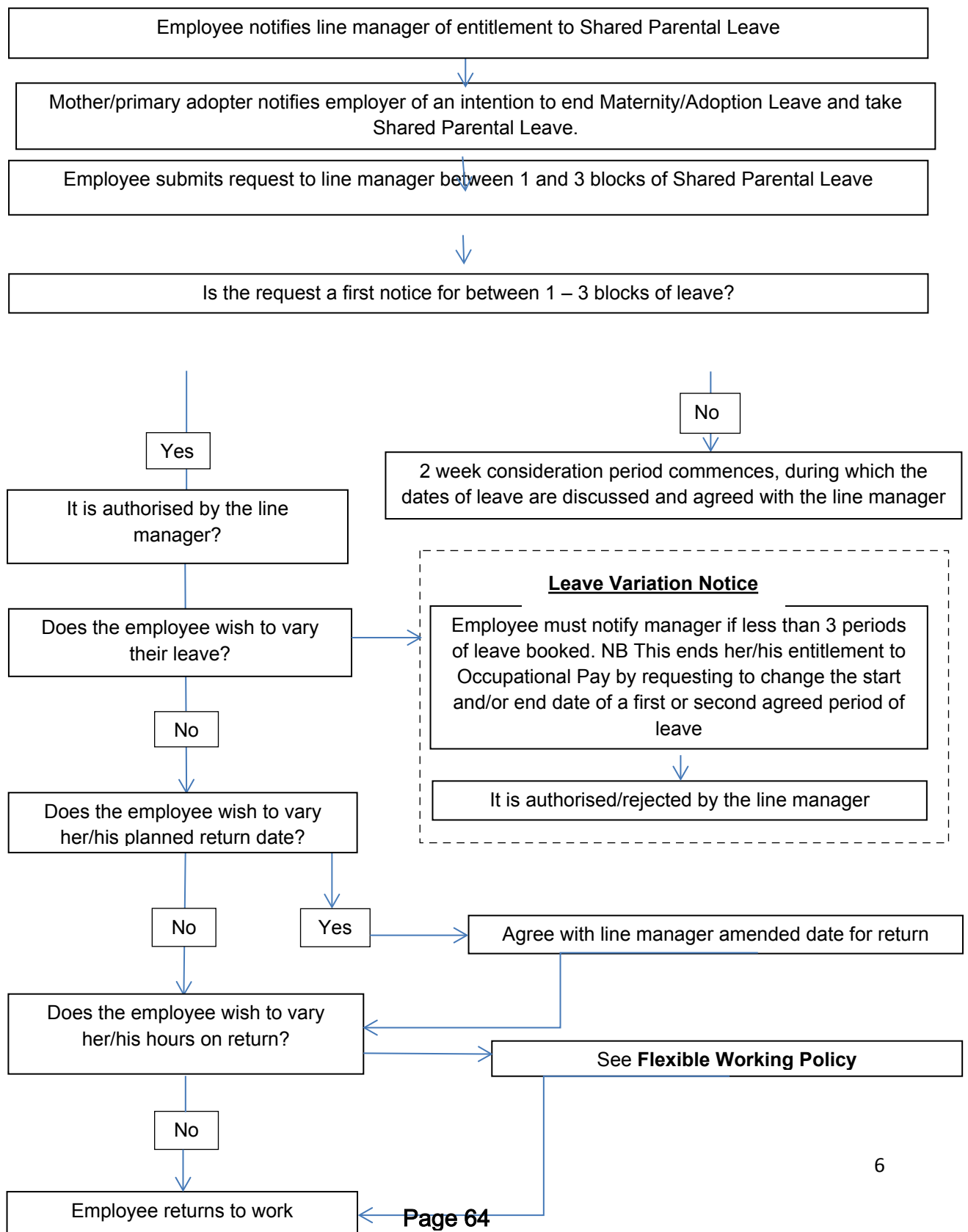
12.1 Before you go on SPL we will agree the date on which we expect you to return. Upon your return you will have the right to return to the same job or a comparable one on terms and conditions no less favourable than those on which you were employed before you went on leave.

12.2 If you want to return earlier than the agreed date, you must give at least 8 weeks' notice (preferably in writing).

APPENDIX A

Shared Parental Leave Flowchart

The process of applying for Shared Parental Leave can commence before or after a child is born or adopted. If it commences before, the process can be revoked within 6 weeks of the birth/adoption. All notices issued by an employee in connection with Shared Parental Leave, need to be received by the line manager at least 8 weeks in advance.



SOCIAL MEDIA POLICY

1.0	Introduction
1.1	<p>Social media is an important communications channel, building relationships and broadening access to the services we provide. This policy will set out a process for the limited and authorised use of social media and guidelines for how it can be managed effectively.</p> <p>We want to continually improve how we communicate and interact with the residents and communities we serve by making the best use of available technology. By developing our use of social media we are responding to customer demand. A growing number of our residents use social media and expect to engage with us in this way.</p>
1.2	<p>The Council's reputation is closely linked to the behaviour of its employees, and everything published reflects on how the Council is perceived.</p> <p>Social media should be used in a way that adds value to the Council's business; i.e. solving problems; enhancing the Council's services, processes and policies; creating a sense of community; or helping to promote the Council's aims and values.</p>
1.3	<p>The policy aims to provide a structured approach to using social media. It will ensure that use of social media is effective, lawful, does not compromise our information or computer systems/networks and that our reputation is not adversely affected.</p>
1.4	<p>The Social Media Guidelines (Appendix 1) will help account holders and users to get the best out of the tools available whilst maintaining a professional environment and protecting themselves and the council.</p>
1.5	<p>This policy applies to all managers, employees and other workers who are granted access to the council's social media channels.</p>

Version Control

Version Number	Date	Review Date	Author	Reason for New Version
				New policy

2.0	Definition
2.1	<p>Social Media</p> <p>Social media is the term used for online tools, websites and interactive media that enable users to interact with each other through sharing information, ideas, opinions, knowledge, pictures/videos and interests. It involves building online communities or networks which encourage participation, dialogue and involvement. This includes online social forums such as Facebook, Twitter, LinkedIn, Myspace and YouTube.</p>
2.2	Only those employees who have been authorised to use business social media accounts should do so and only from EBC provided equipment.
3.0	Scope
3.1	This policy is designed to cover Eastbourne Borough Council's use of social media where the content, information, or services are being provided by the Council.
3.2	<p>It also extends to participation on social media sites not managed by the Council where:</p> <ul style="list-style-type: none"> • Contributions are posted directly in a professional capacity (such as contributing to a professional forum) • a contribution is by someone who identifies themselves as an employee or any other person working on the Council's behalf
4.0	Approval of new channels
4.1	The creation of all new social media channels must be agreed and approved by the Senior Head of Corporate Development and Governance in conjunction with Human Resources.
4.2	Service managers may request approval of a new social media channel account by completion of an 'Application to open a social media account', outlining the business case.
5.0	Approved business social media users
5.1	There will be roles identified where the post holder will be approved to open and close social media accounts and these employees will be advised by their manager.
4.4	A central record of approved business social media account holders and users will be maintained. The record will detail the roles, post holders, and the specific accounts which account holders and users can access.

5.0	Professional use of social media
5.1	'Professional use' is when you use social media for council business. This includes posting onto professional sites/groups/pages/forums as an individual employee who is a member of those forums.
5.2	All EBC social media accounts should only be used for business of the authority and not for private use.
5.3	When contributing to the council's social media activities, whether an EBC account or professional forum, you are reminded that you represent Eastbourne Borough Council. We expect you to exercise personal responsibility whenever you participate in social media.
5.4	There are certain responsibilities, standards of behaviour and other organisational considerations which apply. As the public face of the council approved users should participate in the same way as you would with other methods of communication such as face-to-face, via the telephone, by email or public meetings.
5.4	Communications must be appropriate in tone and respectful. Do not use offensive or discriminatory language or engage in any conduct that would not be acceptable in the workplace.
5.5	Common sense and good judgment must be used when posting or sharing material and there are particular requirements to follow when sharing images. Taking part should be honest, straightforward and respectful. This includes avoiding breaching anybody's trust or human rights, being sure that you are presenting accurate information and ensuring nobody is misled. If not, consequences can include, negative publicity, actions for defamation, discrimination, breaches of copyright, data protection or other claims for damages.
5.6	Seek guidance from your manager first before posting information if you have doubts about its confidentiality or appropriateness. Be aware that content on social media websites may be subject to Freedom of Information requests.
5.7	Handle any personal or sensitive information in line with the council's data protection policies and Information Commissioner's guidance on Data Protection. Never give out personal details such as home address and telephone numbers.

5.8	<p>Respect copyright. Re-tweeting or sharing other people’s social media content is fine, but do not present someone else’s text, images or videos as EBC’s.</p> <p>Placing images or text on the site from a copyrighted source (for example extracts from publications or photos) without permission is likely to breach copyright. Avoid publishing anything you are unsure about. Breach of copyright may result in an award of damages against us.</p>
5.9	<p>Keep your tone appropriate, avoiding posts which could be considered discriminatory, bullying or harassment, for example, making offensive or derogatory comments relating to sex, gender reassignment, race (including nationality) disability, sexual orientation, religion or belief or age.</p>
5.10	<p>Ensure posts maintain political neutrality and do not indicate individual political opinions.</p>
5.11	<p>Avoid bringing the council into disrepute, for example, by:</p> <ul style="list-style-type: none"> • criticising or arguing with customers, colleagues, partner organisations; or • Making defamatory comments about individuals or other organisations or groups; or • Posting images that are inappropriate or links to inappropriate content.
5.12	<p>If an untrue statement is published about a person, which is damaging to their reputation, they may take a libel action against us. This will also apply if we allow someone else to publish something libellous on our website if we know about it and do not take prompt action to remove it.</p>
5.13	<p>Any posted material will be available on the internet indefinitely, and it is virtually impossible to recall or completely delete material once posted. There may be media interest so posting requires care. If you don’t know if something you want to publish is appropriate seek the advice of your manager.</p>
5.14	<p>Be aware of safeguarding issues, as social media sites can be misused. If you have concerns about other site users, you have a responsibility to report these to your manager.</p> <p>You should plan all your social media activities with safeguarding in mind, promote online safety and make sure that your content is suitable. If inappropriate material is posted to an EBC account by a third party, the account user should remove this as soon as</p>

	possible and take steps to ensure that the originator of the inappropriate material is not able to post again. A disclaimer and an apology should be posted for any offence the third party material may have caused.
5.15	If an officer receives any threats, abuse or harassment from members of the public through their use of social media then the matter should be handled by prompt and accurate completion of an Incident Report Form within 24 hours of the incident.
6.0	Social media conduct for employees working with children and vulnerable adults
6.1	If you are an account holder do not use the account to private message with children or adults who use council services. This includes family members, carers or friends of clients. Requests should be politely declined explaining that it is against council policy, which is designed to protect staff and the public from any misunderstandings.
6.2	From time to time, you may become aware of material or information posted on social media sites or through other communication channels, which causes concern about the safety of vulnerable users. In these circumstances you have a duty to report these concerns and follow the appropriate safeguarding procedures.
7.0	Images/Photographs
7.1	Photographs should not be taken on personal equipment. Only photographs taken with and downloaded onto Council equipment may be added to EBC social media sites.
7.2	Images of children, young people and vulnerable adults, who are clearly identifiable, should not be used without written permission of parents or carers and the purpose of the photograph and how it will be used is explained. Photographs should not be uploaded onto any site in a format that can be copied or altered.
7.3	Photographs should be labelled, dated and not identify children unless for a specific event e.g. an award given – and then only displayed with signed authority of a parent or carer.
7.4	Photos/videos of children, young people and vulnerable adults should always respect and reflect the personal dignity of the individual(s) and they should be clothed.

8.0	Responsibilities
8.1	The council will: <ul style="list-style-type: none"> • make social media access available to employees as administrators as appropriate to their work needs; • set clear standards of behaviour expected by employees; • ensure all employees receive the appropriate information/training in relation to social media.
8.2	[Post holder/IT] will manage the allocation of all social media accounts and user names.
8.3	HR will maintain a log of all account holders and users and access details.
8.4	Corporate Development will monitor the use of social media to ensure compliance with council policies and guidelines. However, it is the responsibility of service managers to ensure account holders and approved users are posting responsibly.
8.5	Managers have a duty to ensure that employees comply with this policy and relevant guidance.
8.6	Employees using social media must be aware of and comply with this policy and other related council policies.
8.7	Account holders and approved users must not share account details and passwords.
8.8	Employees using social media on a personal basis must be aware that any online activities or comments made in a public domain must be compatible with their position within the Council. Keep it factual and avoid discussing work, colleagues or clients in a derogatory manner.
9.0	Guidelines
9.1	Guidelines for setting up profiles, managing content and general best practice are contained at Appendix 1. Guidelines in the personal use of social media are contained at Appendix 2.
10.0	Breaches of policy
10.1	Misuse of social media or breaches of this policy may lead to access being withdrawn and disciplinary action under the council's disciplinary procedure.

10.2	Serious breaches of this policy, for example, social media activity causing serious damage to the council, may constitute gross misconduct and may lead to disciplinary action up to and including dismissal.
10.3	Breaches could also lead to fines being issued and possible criminal or civil action being taken against the council or the individual(s) involved.
	Referral to other policies
	Code of Conduct
	IT Acceptable Use Policy
	e-Safety Policy
	Disciplinary Procedure
	Incident Reporting Procedure and Customers of Concern protocol
	Data Protection Policy
	Child and Vulnerable Adult Protection Policy
	Dignity at Work policy
	Equality and Fairness Strategy

APPENDIX 1 - SOCIAL MEDIA GUIDELINES

1.0	Why do we need guidelines for professional use?
1.1	<p>These guidelines are for those who are using social media in a professional capacity on behalf of the Council.</p> <p>When you use social media professionally you are writing on behalf of the Council. These guidelines are written to assist you and ensure a corporate style across our social media presence.</p>
2.0	What should you say and how should you say it?
2.1	<p>Good communication with residents is about being informative – open, honest and two-way.</p> <p>Communicate to increase awareness of matters relevant to the topic that the page/account has been set up for</p>
2.2	<ul style="list-style-type: none"> • Be polite. • Write as if you were talking to a customer on the phone. Don't be too formal but don't use text-speak. Unlike speaking to a customer on the phone however, use their first name if you know it. • Write from the point of view of the page or stream. Use "We" and "Our" rather than "I" • Keep posts brief
3.0	When should you say it?
3.1	<p>Social media sites require moderation. This involves monitoring, managing and responding to any comments published by other users on a particular page or account. This needs to be undertaken on a regular basis and plans will need to be put in place to ensure this is done effectively.</p>
3.2	<p>Nominated managers/users will regularly post content, read all replies, direct messages and comments and ensure that any emerging themes or helpful suggestions are passed to the appropriate team.</p> <p>It is recommended that users tweet at least [Times] a day and post to a Facebook page at least [regularity].</p>

4.0	When should you reply?
4.1	You should reply to comments directed at your stream or on your page as soon as possible.
4.2	If you need to get clarification on something from another team tell the customer. Say something like “We need to ask the Neighbourhood First team about this, we’ll get back to you” to let the customer know you've seen their comment or request.
4.3	<p>Ensure you respond appropriately to annoyed or disgruntled customers.</p> <p>How you respond is vital. It is a positive thing that people care enough to enter into a discussion.</p> <ul style="list-style-type: none"> • Respond as quickly as possible. • Respectfully correct inaccurate information. • Explain how you are going to handle the situation. • Don’t ignore it or delete it
5.0	When should you remove a comment?
5.1	Remove any comment on a Facebook page you consider breaking the terms of use. This includes comments that break the law like racist abuse or threats but also commercial advertisements or links to sites not connected with the subject matter.
5.2	On a general Facebook page don’t remove deliberately inflammatory posts unless you consider any debate which results from their posting as inappropriate.
6.0	When should you share a comment?
6.1	If you see content on another page or profile that’s relevant to yours, particularly if it’s one managed by the Council then re-tweet or share it on your page or profile.
7.0	Emergency or crisis situations
7.1	<p>During an emergency or crisis people actively look to social media for information that will help them build situation awareness and make decisions.</p> <p>The usual practice in a crisis or emergency is that all information and update messages will be agreed by a member of the Corporate Management Team before updates are communicated.</p>
8.0	Role of Cobb PR
8.1	Cobb PR is the communications agency the Council uses. The agency provides advice and guidance in:

	<ul style="list-style-type: none"> • Matters where support is required in managing our reputation • Specific strategic communication campaigns <p>The agency will liaise with the Chief Executive when there is a crisis or emergency to ensure consistent messages are communicated.</p>
9.0	Conclusion
9.1	Using social media successfully in a professional capacity is a mixture of good customer service practice and common sense.
9.2	In any correspondence using social media if you are unclear as to how to proceed please contact your manager.
10.0	Introduction to Facebook and Twitter
10.1	Facebook
	Facebook is a free social networking site that allows people to connect with their selected network of 'friends'. It is one of the most popular social media sites. It provides a platform to communicate and share information, photos, videos and links with other Facebook users.
10.2	Pages can be searched for by anyone, but to access it, you must 'like' the page, request to join or request a friend. You can also be asked to join or be sent a 'friend' request.
10.3	<p>Status Updates: Usually a 1-2 sentence update from the owner of the page. Every time there is a status update it appears on the news feed of 'friends' or those who 'like' the page. They can also be 'shared' by readers, liked and commented on.</p> <p>Wall Posts: Used to share text on the 'wall' and can be uploaded and accessed by all 'friends' or those who 'like' the page. They can be commented on, 'liked' and 'shared'.</p>
10.4	It is not possible to create a user profile for an organisation, a department or service as this would break Facebook's terms of use.
10.5	Facebook instead offers 'Pages' which can be used to promote an organisation, brand or prominent figure. Pages can be managed by one or more Facebook users.
10.6	Use of Facebook in an emergency or crisis provides swift updates containing information and a link to the main page can update the public in an effective and timely way.

	<ul style="list-style-type: none"> • Providing a forum for discussion (the group's 'wall') so questions and answers can be quickly updated in order to prevent rumour spreading. • Information can be spread on a large scale and can be shared by 'friends' or 'members' to widen its reach further.
11.0	Twitter
11.1	Twitter is a free social networking and micro-blogging site that enables its users to send and read messages known as tweets.
11.2	Twitter lets you write and read messages of up to 140 characters, or the very length of this sentence, including all punctuation and spaces.
11.3	The messages are public and viewable from the author's profile page. Users are able to decide which accounts they follow and receive messages from.
11.4	<p>Use of Twitter in an emergency or crisis provides immediacy, in that it gets information out to the public straight away.</p> <ul style="list-style-type: none"> • Ability to inform the public and spread understanding. • Wide reach, allowing crisis communication to traders, businesses, media and residents. • Ability to gain feedback and receive direct communication ensures it is a valuable tool to be engaged with during emergencies. • Capacity to conduct rumour management and correction of mis-information. • It is easy to use and therefore allows easy access to all key information, for both responders and the general public.

APPENDIX 2 - GUIDELINES IN PERSONAL USE OF SOCIAL MEDIA

1.0	Guidelines
1.1	<p>How you behave online can have an impact on you professionally as well as personally.</p> <p>Be mindful that any online activities/comments made in a public domain, must be compatible with your position within the Council, and safeguard yourself in a professional capacity.</p>
1.2	<p>You need to be aware that the information you post on your personal social media profile can make you identifiable to service users, as well as people you know in a private capacity.</p>
1.3	<p>Protect your own privacy. To ensure that your social network account does not compromise your professional position, ensure that your privacy settings are set correctly.</p>
1.4	<p>Anything that is posted outside work using social media, including comments, photos, images and video material does not remain private and so can have an effect on or have work-related implications. Therefore, comments made through social media, which you may intend to be "private" could leave you open to scrutiny from the public and could affect your own professional reputation and that of the council and may be in contravention of the Code of Conduct, the Dignity at Work Policy and/or the Disciplinary Procedure.</p> <p>Once something is online, it can be copied and redistributed making it easy to lose control of. Presume everything you post online will be permanent and can be shared.</p>
1.5	<p>Do not discuss the council, your work, clients, partner organisations or the people you work with on social networks.</p> <p>Even when remarks about colleagues are anonymised, these are likely to be inappropriate and may be deemed as bullying and/or harassment.</p> <p>Discussions on social networks should not be considered private, even in a forum with restricted access (such as on someone's</p>

	Facebook wall). It is not the same as having an offline discussion among friends or a one-to-one email conversation. Social networks are designed to make sharing as easy as possible, so anything you say may be circulated to a wider audience and could be brought to the attention of council colleagues, councillors and customers.
1.6	Give serious consideration about accepting a friend request from a person you believe could be a service user or may conflict with your employment.
1.7	As a general measure to protect your personal safety and identity, you are advised not to accept friend requests from people who are not personally known to you.
1.8	Social media sites are not fully secure even if the privacy setting is 'private'. Any content posted could be shared by a 'friend' and may be seen by people other than the intended audience. If the information and/or images shared are considered offensive, it could result in a complaint about you to the Council as your employer.
1.9	When setting up your profile online consider whether it is appropriate for you to include a photograph, or provide occupation, employer or work location details.
1.10	You can take action if you find yourself the target of complaints or abuse on social networking sites. Most sites will include mechanisms to report abusive activity and provide support for users who are subject to abuse by others.
1.11	If you find inappropriate references and/or images of you posted by a 'friend' online you should contact them and the site to have the material removed.

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Body:	Cabinet
Date:	19 October 2016
Subject:	"Stronger Together" Joint Transformation Programme Update
Report of:	Assistant Director for Business Transformation
Ward(s)	All
Purpose	To update Cabinet on the mobilisation of the Joint Transformation Programme and key decisions taken by the Programme Board
Decision Type:	Key Decision
Recommendation:	It is recommended that Cabinet notes the significant progress made since May and endorses the three phase delivery of the programme.
Contact:	Henry Branson, Assistant Director for Business Transformation Tel: 01323 415155 or email henry.branson@eastbourne.gov.uk

1.0 Executive Summary

1.1 In May 2016 the Cabinets of Eastbourne and Lewes councils approved the Joint Transformation Programme ('the Programme') to deliver the majority of council services via shared teams adopting new ways of working.

This is a major change programme for both councils and a significant contributor to our medium term financial strategy savings targets.

1.2 The four strategic objectives of the Programme are:

- **Protect services**
Protect services delivered to local residents while at the same time reducing costs for both councils to together save £2.8m annually
- **Greater strategic presence**
Create two stronger organisations which can operate more strategically within the region while still retaining the sovereignty of each council
- **High quality, modern services**
Meet communities and individual customers' expectations to receive high quality, modern services focused on local needs and making best use of modern technology
- **Resilient services**
Building resilience by combining skills and infrastructure across both councils

1.3 Over the past four months, officers have been working to establish the programme, including programme planning, recruitment of project managers and teams, procurement and communications.

- 1.4 This concise update will provide Cabinet with an overview of the activity completed in the period from June to September, and seeks an endorsement of the phased approach recommended by the Programme Manager and the Programme Board.

2.0 Programme Activity June – September 2016

2.1 Governance

The importance of a robust governance regime was discussed in the May Cabinet report. This regime is now largely established and operating:

- Cabinets will be updated regularly, this being the first update.
- The Programme Board has met three times and consists of the leaders and deputy leaders, the leaders of the main opposition groups, the Chief Executive and three other Corporate Management Team (CMT) members.
- CMT has been receiving regular updates throughout mobilisation.
- The Delivery Board is the group that will be accountable for the programme work streams and delivery of milestones against the plan. The Delivery Board is meeting every 1-2 weeks.

Further governance groups have been identified and will be established over the next two months, including an external assurance panel that monitors programme risk and governance.

2.2 Procurement

A number of procurement strategies were approved in May and we have followed these to complete some significant and essential procurements:

- Extension of Sopra Steria ICT infrastructure management services contract to include Lewes as well as Eastbourne. This was completed in August following a negotiation procedure and publication of a Voluntary Ex Ante Transparency Notice (VEAT) in OJEU, which did not attract any challenges. The new joint service goes live on 1 November 2016.
- Procurement of change management and service design support. We have procured these services from Ignite Consulting via the NEPRO framework.
- Procurement of core technology. We have procured a set of core systems from Civica via the Crown Commercial Services RM1059 framework that will form the foundation of our shared ICT platforms to enable joint working and save the councils £88k per year.
- Telephony procurement. We have selected local supplier Cavendish Communications (based in Lewes district) as the councils' joint telephony supplier and will be immediately proceeding to implement a joint telephony platform that will replace the problematic Lewes system.

2.3 Early Organisation Changes

Members will be aware that the restructure of CMT was completed in July,

resulting in a new team in joint roles.

The other early restructure has been to the internal ICT teams at Lewes and Eastbourne. This is almost complete and will see a single ICT service formed with Sopra Steria managing the infrastructure and a joint council team managing business applications, with both parts of the service reporting into the Head of ICT (Lewes and Eastbourne).

The new teams are employed by Eastbourne in line with the decisions made by Full Councils in July. Work is underway to look at the process by which all staff will transfer to become employees of Eastbourne.

2.4 Programme Team Recruitment

We have successfully recruited to around 15 key roles in the programme team and have just a small number of posts still to fill.

2.5 Programme Plan and Phasing

The programme has been structured into seven work streams for delivery across three phases. Each phase will have a clear scope and will deliver a proportion of the overall savings required.

- Phase One – Sept 2016 to March 2017 - £1m
- Phase Two – April 2017 to March 2018 - £1m
- Phase Three – March 2018 to March 2019 - £0.8m

The phases will overlap to a degree and the timings above may change.

Phase One is the current focus and will include most management activity as well as key strategy and corporate activity, such as corporate planning, governance, communications, performance management and policy/strategy development and co-ordination.

Phase Two will include most of the major public services (e.g. housing, revenues, benefits, environmental health, licensing, planning) and will primarily focus on establishing the joint teams delivering customer contact and mobile activity for those services. However, new joint casework and specialist teams will also be established during this phase.

Phase Three will build on Phase Two and will see the casework and specialist teams more fully established, as new technology and business processes become available.

Support services will continue to be the subject of ongoing review through the three phases and it is expected that all support services will be shared and integrated by Phase Three at the latest, with any changes made under the Chief Executive's delegated powers.

Future progress reports will present a status for each workstream, as well as a summary of progress for the current phase of the programme.

2.6 Communications

A great deal of work has been put into communicating with staff about the

programme. This has included:

- Six staff briefings led by the Leaders on 26/27 May
- Intranet based 'FAQs' answering more than 180 questions to date
- Monthly email based Corporate Briefings to all staff
- Face to face briefings to eCMT June / September
- Three 'Understanding More' face to face staff briefings in July
- Face to face JTP Launch briefing to Managers' Forum on 21 Sept
- Six JTP Launch briefings with video presentation during Sept/Oct
- Staff Consultative Forums in July and September

3.0 Looking Ahead

3.1 The next update to Cabinet will be towards the end of Phase One. Between now and then we will:

- Work with staff and members to develop a joint vision and values for our shared services.
- Agree and recruit to a new structure for management and for strategy and corporate teams.
- Involve staff in the programme and develop strategies to support them through the change.
- Start early service redesign work, involving and engaging staff.
- Join up our ICT networks to enable common ways of working between Lewes (Southover House) and Eastbourne (1 Grove Road).
- Delivery a joint telephony system.
- Lay the foundations for our core joint systems

4.0 Consultation

4.1 Staff and Union Consultation

As summarised at paragraph 2.5, we have communicated with staff and staff representative groups throughout the mobilisation period. This has been done both face to face and via email and Intranets.

The Joint Transformation Programme Consultative Forum will continue to meet on a bimonthly basis, involving a range of staff representatives including UNISON representatives.

In January 2017, the first formal consultation will take place on the new roles and teams to be recruited to in Phase One.

4.2 Legal Consultation

Legal Services have been involved throughout the mobilisation period in the key procurement activity.

5.0 Equality and Diversity

5.1 The JTP Equality and Fairness Forum is currently being set up and will lead the equalities analysis of Phase One proposals.

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