

Cabinet

16 March 2020



Working in partnership with **Eastbourne Homes**

Time and venue:

6.00 pm in the Court Room at Eastbourne Town Hall, Grove Road, BN21 4UG

Membership:

Councillor David Tutt (Chair); Councillors Alan Shuttleworth (Deputy-Chair) Margaret Bannister, Jonathan Dow, Stephen Holt, Colin Swansborough and Rebecca Whippy

Quorum: 3

Published: Friday, 6 March 2020

Agenda

- 1 Minutes of the meeting held on 5 February 2020 (Pages 5 - 12)**
- 2 Apologies for absence**
- 3 Declaration of members' interests (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 and Lewes Community Safety Partnership – Annual Report (Eastbourne) (Pages 13 - 20)**

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Rebecca Whippy

8 Eastbourne Housing Strategy 2020 – 2024 (Pages 21 - 90)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Alan Shuttleworth

9 Bandstand and Promenade Improvements (Pages 91 - 94)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Margaret Bannister

10 Seafront Lighting Reinstatement (Pages 95 - 100)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Jonathan Dow

11 Completion of the Winter Garden redevelopment (Pages 101 - 108)

Report of Tourism and Enterprise
Lead Cabinet member: Councillor Margaret Bannister

12 Housing Revenue Account Capital Budget Allocation - Bedfordwell Road
(Pages 109 - 116)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Alan Shuttleworth

(This report contains an exempt appendix. Any discussion of this must take place at item 14 following exclusion of the public.)

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. 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 Housing Revenue Account Capital Budget Allocation - Bedfordwell Road - Exempt Appendix 1 (Pages 117 - 120)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Alan Shuttleworth

Exempt information reason 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

15 Hampden Retail Park - Development Proposal (Pages 121 - 128)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Colin Swansborough

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.

Information for the public

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Information for councillors

Disclosure of interests: Members should declare their interest in a matter at the beginning of the meeting.

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).

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

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Working in partnership with **Eastbourne Homes**

Cabinet

Minutes of meeting held in Court Room at Eastbourne Town Hall, Grove Road, BN21 4UG on 5 February 2020 at 6.00 pm

Present:

Councillor David Tutt (Chair)

Councillors Alan Shuttleworth (Deputy-Chair), Margaret Bannister, Jonathan Dow, Stephen Holt, Colin Swansborough and Rebecca Whippy

Officers in attendance:

Robert Cottrill (Chief Executive), Homira Javadi (Chief Finance Officer), Ian Fitzpatrick (Deputy Chief Executive and Director of Regeneration and Planning), Tim Whelan (Director of Service Delivery), Becky Cooke (Assistant Director for Human Resources and Transformation), Peter Finnis (Assistant Director for Corporate Governance), Gary Hall (Head of Homes First), Jo Harper (Head of Business Planning and Performance), Ola Owolabi (Deputy Chief Finance Officer (Corporate Finance)), Simon Russell (Committee and Civic Services Manager) and Seanne Sweeney (Strategy and Commissioning Lead for Community and Partnerships)

40 Minutes of the meeting held on 23 October 2019

The minutes of the meeting held on 5 February 2020 were submitted and approved and the Chair was authorised to sign them as a correct record.

41 Apologies for absence

None were reported.

42 Declaration of members' interests

Councillor Holt declared a personal interest in agenda item 13 (Corporate Plan 2020-24) as an employee of Eastbourne Chamber of Commerce and his connection to the Business Investment District. He remained in the room and took part in the discussion.

43 Portfolio progress and performance report 2019/20- Quarter 3

The Cabinet considered the report of the Director of Regeneration and Planning regarding the Council's progress and performance in respect of key projects and targets for the third quarter of the year (October to December 2019). The performance out-turn for the second quarter of the year was also contained in the report.

Resolved (Non-key decision):

To note the progress and performance from Quarters 2 and 3.

Reason for decisions:

To enable Cabinet members to consider specific aspects of the Council's progress and performance.

44 General fund budget 2020/21 and capital programme

The Cabinet considered the report of the Chief Finance Officer regarding the updated General Fund budget and medium term financial strategy, together with the updated capital programme position.

Thanks were conveyed to the Cabinet members, Heads of Service and the finance team for their work as part of the process in producing the budget.

The Cabinet commented on the pressures facing local authorities across the country to provide affordable housing and significant reduction in central government funding.

Recommended to Full Council (Budget and policy framework)

(1) To agree the General Fund budget for 2019/20 (Revised) and 2020/21 (Original) at Appendix 1 to the report, including growth and savings proposals for 2020/21 as set out at Appendix 2 to the report.

(2) To agree an increase in the Council Tax for Eastbourne Borough Council of 2% resulting in a Band D charge for general expenses of £251.71 for 2020/21.

(3) To agree the revised General Fund capital programme 2020/21 revised as set out at Appendix 3 to the report.

Reason for decisions:

The Cabinet has to recommend to Full Council the setting of a revenue budget and associated council tax for the forthcoming financial year by law.

45 Treasury Management and Prudential Indicators 2020/21, Capital Strategy & Investment Strategy

The Cabinet considered the report of the Chief Finance Office regarding the Council's annual treasury management strategy, capital strategy and investment strategy together with the treasury and prudential indicators for the next financial year.

Ola Owolabi, Deputy Chief Finance Officer presented the report and was welcomed to his first meeting of the Cabinet.

Recommended to Full Council (Budget and policy framework):

- (1) To approve the Treasury Management Strategy and Annual Investment Strategy for 2020/21 as set out at Appendix A to the report;
- (2) To approve the Minimum Revenue Provision Policy Statement 2020/21 as set out at paragraph 8 of the report;
- (3) To approve the Prudential and Treasury Indicators 2020/21 to 2022/23, as set out at paragraph 6 of the report;
- (4) To approve the Capital Strategy set out at Appendix E to the report.

Reason for decisions:

It is a requirement of the budget setting process for the Council to review and approve the Prudential and Treasury indicators, Treasury Strategy, Capital Strategy and Investment Strategy.

46 Housing Revenue Account (HRA) 30-Year Business Plan Update

The Cabinet considered the report of the Chief Finance Officer and Director of Regeneration and Planning, presenting a new Housing Revenue Account (HRA) 30 Year Business Plan covering the years from 2019/20 to 2048/49, describing the assumptions that underpin it and highlighting the changes in approach, policy and aspirations when compared to previous plans.

Resolved (Key decision):

- (1) To adopt Eastbourne's HRA 30-Year Business Plan as a basis for operating the future HRA Business.
- (2) To agree the assumptions underpinning it.
- (3) To note that the plan has been used as the starting point for setting the 2020/21 HRA Revenue Budget and Rents and the HRA Capital Programme 2019-23, which is considered as the next report on the listed agenda.

Reason for decisions:

The Council now has an opportunity to increase its HRA stock holding and improve its offer to tenants and leaseholders (both current and future) as a result of the HRA debt cap being lifted and HRA rents increasing each year (with effect from 1st April 2020).

47 Housing Revenue Account (HRA) Revenue Budget and Rent Setting 2020/21 and HRA Capital Programme 2019-23

The Cabinet considered the report of the Chief Finance Office, regarding the detailed Housing Revenue Account (HRA) budget proposals, rent levels, service charges and heating costs for 2020/21, and the HRA Capital Programme 2019/23.

Cabinet unanimously agreed to an additional resolution and this was detailed at point 11 below.

Recommended to Full Council (Budget and policy framework):

(1) To agree the HRA budget for 2020/21 and revised 2019/20 budget as set out at Appendix 1 to the report.

(2) To agree that social and affordable rents (including Shared Ownership) are increased by 2.7% in line with government policy.

(3) To agree that service charges for general needs properties are increased by 2.7% (CPI +1%).

(4) To agree that the service charge for the Older Persons' Sheltered Accommodations increases by an average of 0.5%.

(5) To agree that the Support charges for Sheltered Housing Residents are set at £7.70 per unit, per week, an increase of 20p.

(6) To agree that heating costs are increased by 2.7% (CPI+1%) in line with estimated costs set at a level designed to recover the actual cost.

(7) To agree that water charges are increased by 2.7% (CPI+1%) designed to recover the estimated cost of metered consumption.

(8) To agree that Garage rents are increased by 3.4% (September RPI+1).

(9) To give delegated authority to the Chief Executive, in consultation with the Cabinet Portfolio holders for Financial Services and Direct Assistance Services and the Chief Finance Officer to finalise Eastbourne Homes' Management Fee and Delivery Plan.

(10) To agree the HRA Capital Programme as set out at Appendix 2 to the report.

Resolved (Key decision):

(11) That delegated authority be given to the Director of Regeneration and Planning, following consultation with the Cabinet member for Direct Assistance Services to acquire properties as per the approved capital programme under terms that best protect the council's interest.

Reason for decisions:

The Cabinet has to recommend to Full Council the setting of the HRA revenue and capital budget and the level of social and affordable housing rents for the forthcoming year.

48 Council tax and business rate base 2020/21

The Cabinet considered the report of the Chief Finance Officer to approve the Council tax base and net yield from Business Rate Income for 2020/21, in accordance with the Local Government Finance Act 1992, as amended 2018/19.

Resolved (Key decision):

(1) To agree the provisional Council Tax Base of 34,848.6 for 2020/21.

(2) To agree that the Chief Finance Officer, in consultation with the Portfolio Holder for Finance, determine the final amounts for the Council Tax Base for 2020/21.

(3) To agreed that the Chief Finance Officer, in consultation with the Portfolio Holder for Finance, determine net yield from Business Rate income for 2020/21.

Reason for decisions:

Cabinet is required to approve the Tax Base which will be used for the purposes of calculating the 2020/21 Council Tax.

49 Corporate Plan 2020-24

The Cabinet considered the report of the Director of Regeneration and Planning regarding the draft Eastbourne Borough Council Corporate Plan 2020-24.

Visiting member and Chair of Scrutiny Committee, Councillor Tony Freebody addressed the Cabinet on this item.

The draft Plan was currently out for consultation with key partners in advance of its submission to Full Council in February 2020.

Subject to a reference to high speed broadband, the Cabinet unanimously agreed the report recommendations.

Thanks were conveyed to Jo Harper, Head of Business Planning and Performance and Millie McDevitt, Performance and Programme Lead for their working in producing the Plan.

Councillor Holt declared a personal interest in this item. He remained in the room and took part in the discussion.

Resolved (Non-key decision)

That the draft Corporate Plan for 2020-2024 be considered.

Recommended to Full Council (Budget and policy framework):

That the new Corporate Plan for 2020-2024 be adopted.

Reason for decision:

To enable the Council to set out its strategic vision, objectives and priority projects for the next four years and provide a firm basis for forward planning and performance management.

50 Eastbourne Carbon Neutral 2030

The Cabinet considered the report of the Director of Regeneration and Planning, providing an update on Eastbourne Carbon Neutral 2030.

Visiting member and Chair of Scrutiny Committee, Councillor Tony Freebody addressed the Cabinet on this item.

The Cabinet praised the action already taken by the Council and conveyed their thanks to Jo Harper, Head of Business Planning and Performance and Kate Richardson, Strategy and Corporate Projects Officer (Quality Environment).

Following the successful “Eastbourne Carbon Neutral 2030” launch event in January, the next focus would be to prepare a detailed and costed strategy and action plan in order for the council to achieve their carbon reduction ambitions.

Resolved (Key decision)

(1) To delegate authority to the Director of Planning and Regeneration, in consultation with the Lead Member for Climate Change, to:

(i) investigate the viability of moving the Council on to a green electricity tariff; and

(ii), if appropriate, to sign the Council up to this tariff.

(2) To approve the short term actions outlined within section 4 of the report.

Reason for decisions:

To progress towards the aims of achieving Eastbourne Carbon Neutral 2030 as resolved in July 2019.

51 Downland Whole Estate Plan

The Cabinet considered the report of the Director of Regeneration and Planning seeking approval for the Downland Whole Estate Plan, subject to further consultation during February and April 2020.

The Cabinet made reference to a letter that had been received from the Chair of Eastbourne Downland Group, commending the Council for the way it had progressed the project forward. It was clarified that any substantive changes to the Plan going forward would require a report to Cabinet at a future meeting.

Resolved (Key decision):

(1) To agree the draft Downland Whole Estate Plan, subject to the outcome of public consultation;

(2) To delegate authority to the Director of Regeneration and Planning in consultation with the Cabinet Member for Climate Change to approve the final Downland Whole Estate Plan, following completion of consultation on the draft Plan.

Reason for decisions:

The Downland Whole Estate Plan requires formal adoption by the Council prior to endorsement by the South Downs National Park Authority.

52 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 paragraph of schedule 12A and a description of the exempt information was shown below. (The requisite notice having been given under regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.)

53 Community grants programme - small grants

The Cabinet considered the exempt report of the Director of Regeneration and Planning seeking agreement for the allocation of the Small Grants budget in 2020/21, the priorities for 2021/22, an amendment to the Community and

Housing Grants policy and the allocation of income received from the Eastbourne Lottery from 2019/20 and 2020/21.

Resolved (Key decision):

- (1) To approve the allocation of the 2020/ 21 Small Grants budget as set out in paragraph 2.5 of the exempt report.
- (2) To approve the priorities for 2021/ 22 Small Grants as set out in paragraph 2.9 of the exempt report.
- (3) To approve the amendment to the Community and Housing Grants policy as set out in paragraphs 2.11-2.12 of the exempt report.
- (4) To approve the model for allocating funds generated from the Eastbourne Lottery as set out in paragraphs 2.14- 2.15 of the exempt report.

Reason for decisions:

To enable the council to make awards to local voluntary and community groups, and use available resources in a targeted and effective way.

Notes: (1) The report remained exempt. (2) Exempt information reason 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information).

The meeting ended at 7.07 pm

Councillor David Tutt (Chair)

Report to:	Cabinet
Date:	16 March 2020
Title:	Eastbourne & Lewes Community Safety Partnership – Annual Report (Eastbourne)
Report of:	Ian Fitzpatrick, Director of Regeneration and Planning
Cabinet member:	Councillor Rebecca Whippy, Cabinet member of disabilities and community safety
Ward(s):	All
Purpose of report:	To enable Cabinet to consider the 2019/20 performance of the Eastbourne & Lewes Community Safety Partnership (E&LCSP)
Decision type:	Non-key decision
Officer recommendation(s):	That Cabinet note the achievements and activities of the Eastbourne & Lewes Community Safety Partnership in 2019/20.
Reasons for recommendations:	For Cabinet to consider progress on delivery of the current Community Safety Plan
Contact Officer(s):	Name: Oliver Jones Post: Strategy & Partnerships Lead - Housing & Communities E-mail: Oliver.Jones@lewes-eastbourne.gov.uk Telephone number: 01323 415 464

1. Introduction.

- 1.1. Community Safety Partnerships (CSPs) were established under the Crime and Disorder Act 1998, which set out a statutory requirement for public service authorities, referred to as 'responsible authorities', to meet regularly to discuss ways of reducing crime and disorder, addressing incidences of anti-social behaviour and minimising re-offending in their local area.
- 1.2. Key members of the Eastbourne & Lewes Community Safety Partnership (E&LCSP) include Sussex Police; East Sussex Fire & Rescue Authority; the Sussex Police & Crime Commissioner; NHS clinic commissioning groups; & East Sussex County Council. Membership can be extended to other key local and voluntary partners as appropriate. Eastbourne Borough Council plays a key role in supporting the work of the local CSP, by co-ordinating the agreed strategic plans and reporting performance on behalf of the Partnership.
- 1.3. Lewes & Eastbourne CSPs have been working on a joint basis since 2017 and in February 2019 the Sussex Police and Crime Commissioner formally endorsed

their merger (a legal requirement). The merger helps align the work of the CSP with Sussex Police's district boundaries and provides efficiency savings that allow more of the Commissioner's budget to be allocated to front line priorities. Cabinet should note that scope is left within the plans to ensure that priorities reflect local issues of concern in each Council area, such as road safety in Lewes and supporting the street community in Eastbourne. The budget allocated by the Sussex Police Crime Commissioner remains ring fenced for use across the Borough.

- 1.4. A strategic planning meeting of the E&LCSP takes place every quarter, whilst the Eastbourne Joint Action Group meets monthly to identify local issues, incidents and risks and put in place local solutions. The CSP works in partnership with the County level CSP (the East Sussex Safer Communities Partnership) to address pan-County issues such as organised crime, County Lines and offender management.

2. Our plans.

- 2.1. CSPs have a statutory duty to set out a Partnership plan and monitor progress. The latest plan, approved by the Partnership in March 2019, took into account key local issues of concern across Eastbourne, such as anti-social behaviour and the local street community, as well as the wider strategic priorities of the Police & Crime Commissioner and the Safer East Sussex Partnership. More specifically, the four identified priorities are:

- Priority 1 – Address the incidence of anti-social behaviour.
- Priority 2 – Proactively respond to emerging threats and priorities, based on an assessment of risk and harm.
- Priority 3 – Contributing to the work of agencies and partnerships that have a leading role in working with victims and offenders.
- Priority 4 – Support Eastbourne's street community and address related incidences of anti-social behaviour.

- 2.2. CSPs are awarded an annual grant by the PCC, broadly based on population density and crime formula. A review of funding carried out by the PCC in 2018/19 resulted in an increased allocation £48,547 awarded to the CSP in 2019/20. This is an increase of 28% on the sum awarded in 2018/19 and this additional funding has helped deliver extra programmes and projects that have addressed the above priorities across the town. In addition, the CSP received a £15,000 of 'surge funding', a share of Home Office money allocated to address the nationally recorded increase in serious and violent crime.

3. Outcomes and performance management

- 3.1. Eastbourne continues to be a very low crime area. In 2018/19 the town had a recorded crime rate of 85 crimes per 1000 people, the lowest of the fourteen 'Most Similar Group'¹ official benchmark set of local authorities. The average for

¹ 'Most Similar Groups' are districts / boroughs that have been found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. They are driven by census data and published by the Office for National Statistics.

the group was 108 crimes per 1000 people.

- 3.2. The total number of crimes reported in Eastbourne has been stable over the past twelve months, which is in contrast to the steady levels of increase seen over recent years. A total of 8,742² crimes were recorded in the year to March 2019, a small fall of 0.3% on the previous year (8,764 crimes). Acquisitive crimes, including burglary (-32%), theft and handling (-11.7%) and vehicle crime (-7.3%) all fell, as did recorded level of criminal damage (-7.3%). Public place violent crime rose by 5%, whilst criminal incidents of domestic abuse rose the most of all recorded categories, up by almost a third (29.6%). Separately recorded reports of anti-social behaviour (2,927 incidents) fell by 17% compared to the previous year (3,512 incidents).
- 3.3. Key initiatives spearheaded by the Sussex Police & Crime Commissioner to raise awareness of the impact and support available to victims of some crimes such as domestic abuse, hate crime and modern slavery, have met their intended purpose of increasing reported figures. The strict adherence to Home Office crime recording procedures is also a contributory factor to some of these trends, particularly in relation to knife and violent crime.
- 3.4. These trends have set the tone for the work of the partnership across the last year, which has, within the context of its four priorities, worked to fund and support initiatives that have helped address anti-social behaviour; support organisations tackling domestic abuse; tackle increasing levels of serious and violent crime; and support the local street community. Key highlights and achievements of the work supported by the CSP are set out under each of the four priorities listed below.

Priority 1 – Address the incidence of anti-social behaviour:

- The Eastbourne Joint Action Group (EJAG) plays an active role in addressing matters of local concern. Attended by representatives of key local agencies, the group meet monthly to discuss police reports of crime and disorder, identify local hot spots of anti-social behaviour and agree solutions, supported by a budget of £5,000. EJAG is now supported by an officer within the Neighbourhood First team who has a dedicated focus on community safety matters.
- *Operation Blitz* is the local Sussex Police initiative targeted at tackling anti-social behaviour across the town. The operations focus patrols and resources at locations where recent reports of incidents have been made and draw in additional resources at busy times, such as the school holidays. Sussex Police work closely with officers from Neighbourhood First & Homes First to share information and co-ordinate follow up actions
- Re-establishing a regular forum where representatives from foreign language schools, the police and Council meet to discuss measures that help safeguard the 15,000 students who study in the town each year. Following a recorded spike in recorded crimes (19 incidents) targeting students last April they deployed a programme of information sharing, education visits and enforcement actions to address matters. An average of five incidents were

² Source: Performance Improvement Branch, Sussex Police.

reported each month, between May and September, thereafter.

- Additional 'surge' funding received from the Home Office was made available to extend the provision of free places at local summer activity schemes. The funds were also used to provide free lunches and sport activity 'take-away' packs, which helped increase the number of children attending a range of activities run by Wave Leisure and the YMCA across the town. The YMCA activities alone engaged over 250 young people.

Priority 2 – Proactively respond to emerging threats and priorities based on threat, risk and harm:

- In partnership with the Safer East Sussex Team, the CSP has worked to raise awareness of *Reboot* the Sussex Early Intervention Youth Programme. This is a county-wide initiative that identifies young people at risk of being drawn into serious violence, gang activity and County Lines. This initiative has worked with 18 young people across the town since its launch in April 2019
- *Streetz*, an initiative that deployed outreach workers to identify 'hotspots' of County Lines recruitment activity, was established with the help of funding from the CSP. The support workers supported those identified as being at risk by signposting them to advice and support services.
- All summer activity programmes funded by the CSP worked alongside local Youth Offending Teams to target free places at those young people identified at being at risk of engaging in serious anti-social behaviour and crime.

Priority 3 – Contributing to the work of agencies and partnerships that have a leading role in working with victims and offenders:

- Along with other three CSP's across the County, funding was provided to *Safe from Harm* a project providing emotional and practical support to high-risk victims of hate crime and anti-social behaviour across East Sussex. The programme is set to provide extended support targeted at resolving identified wellbeing needs of 19 victims across the town by the end of the year.
- The CSP funded a domestic abuse learning event for local professionals. Hosted by the Rita Project, attendees heard the 'lived experience' of six women who have experienced abuse, along with the experience of professionals who supported them. Participants left with a clear understanding of the impact of abuse on individuals. At the time of writing, the CSP is considering a separate bid from the provider of the programme, the Rita Project, to deliver awareness and advice sessions in local schools. The programme has been run in Brighton schools for the last two years.
- By making an annual funding contribution to support Domestic Homicide Reviews. These undertake detailed assessments of the circumstances surrounding individual cases and apply learning to systems, processes and the practice of all agencies involved to help reduce future risk. There are presently four such reviews taking place or scheduled across East Sussex.

Priority 4 – Support Eastbourne's street community and address related incidences of anti-social behaviour:

- The Council has worked in partnership with the Kings Way Trust to provide a weekend provision of a welcoming and safe daytime space for the

Eastbourne's street community. The service operates for six hours every Saturday and Sunday of the year and provides a hot meal and gateway to advice services. It provided assistance to 52 people in its first week of operation in December. The service is jointly funded by the CSP, Your Eastbourne Bid and ESCC.

4. Consultation

- 4.1. An ongoing process of engagement is in place to help assess and evaluate the success of projects and other measures supported by the Partnership. Over the past year this has involved key operational representatives, including those from Sussex Police, East Sussex Fire & Rescue Authority and the Safer East Sussex team. They have met regularly to; consider the implications of issues raised by the Eastbourne Joint Action Group; analyse crime trends; and respond to emerging threats.
- 4.2. The most recently available figures provide data for the twelve months to the end of November 2019. These show moderate increases in the level of alcohol related crime and a continued rise in the reporting of domestic abuse, though the rate of increase has slowed. Elsewhere, levels of public place violent crime have stabilised, although the notable falls in acquisitive crime are being reversed, with incidents of burglary, theft and especially vehicle crime all on the rise. We will continue to analyse trends and feed these into the 2020/21 planning process, which will set forthcoming priorities for the CSP plan to be agreed by the Partnership in the Spring.

5. Corporate Plan & Council Policies

- 5.1. The objectives of the E&LCSP continue to be in line with the Eastbourne Corporate Plan by delivering resilient, healthy and engaged communities, by employing strategies that reduce the incidence and fear of crime, tackle anti-social behaviour and work to minimise re-offending. Measures taken to reduce environmental crime raise the quality of the environment for all residents.

6. Business case

- 6.1. The CSP plan sets out the annual approach that the Council, along with other partners, will take to reduce crime and disorder, anti-social behaviour and re-offending across their local area. The current plan identifies clear priorities, agreed with partners, which will help address local issues up to March 2020. The plan is revised and updated each year, with the new plan due to be signed off by the partnership in early Spring 2020. It will be supported by an accompanying spending plan, once the Council receives confirmation from the Sussex Police & Crime Commissioner of its 2020/21 budget allocation.

7. Financial appraisal

- 7.1. There are no direct financial implications for the Council arising from the recommendations set out in this report. However, a summary of the income and expenditure (forecast) managed by the Council on behalf of the CSP is provided

in Appendix 1.

Deputy Chief Finance Officer consulted 07.01.2020

8. Legal implications

- 8.1. This report sets out how the Council has complied, and will continue to comply, with its duties under section 6 of the Crime and Disorder Act 1998 and the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007.

Lawyer consulted 30.12.19

Legal ref: 8828-EBC-OD

9. Risk management implications

- 9.1. Reviewing the Community Safety Plan and performance each year provides an assurance that the Council is fulfilling its statutory duties and contributes effectively to reducing the incidence of crime and anti-social behaviour and the harm caused to local communities.

10. Equality analysis

- 10.1. This report provides an update on progress in meeting the objectives set out in the current Community Safety Plan and as such does not contain any proposals or specific recommendations. As such there are no direct impacts on the public or employees and so no Equality and Fairness Analysis is associated with this report. The requirement to undertake a full Equality & Fairness Assessment will be assessed when we next review the Eastbourne Community Safety Plan in Spring 2020.

11. Environmental impact analysis

- 11.1. There are no direct environmental impact implications for the Council arising from the recommendations set out in this report.

12. Appendices

- 12.1. Appendix 1 – ECSP Income & Expenditure 2019/20

13. Background papers

- 13.1. The following background papers are associated with this report:
- Eastbourne & Lewes Community Safety Plan.

Appendix 1 – Eastbourne Community Safety Partnership – Income & Expenditure 2019/20

EBC - Police & Crime Commissioner Core Grant	£
PCC Grant 2018/19	£48,547.00
Spending / committed	£
Safe from Harm - SCDA	£10,000.00
Emergency Services Event	£2,500.00
Domestic Homicide Reviews	£3,000.00
White Ribbon	£250.00
Women's Steps to Change	£3,000.00
Women's Steps to Change	-£3,000.00
KWT - Weekend Provision	£10,000.00
Eastbourne Educ. Business	£372.00
Rita project	£1,375.00
ESCC - Eastbourne Streetz funding	£5,000.00
CCTV	£8,460.00
Domain service - ASB host	£98.06
Total	£41,055.06
Remain	£7,491.94
Bids to be discussed	£
Just Like Us' - Domestic Abuse schools programme	£6,345.00
ESFRS Safety booklets	£1,350.00
Total	£7,695.00
Remain core funds (subject to bid approval)	-£203.06

EBC - Police & Crime Commissioner Surge Grant	£
PCC Grant 2018/19	£15,000.00
Spending / committed to date	£
YMCA - Skate Park	£4,201.01
Wave - Open Spaces/ Sport	£2,548.00
Wave - Open access for activity	£4,629.00
Wave - EBC positive sport	£2,548.00
Total	£13,926.01
Remaining surge funds	£1,073.99

2019/20 Balance overall	£870.93
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Agenda Item 8

Report to:	Cabinet
Date:	16 March 2020
Title:	Eastbourne Housing Strategy 2020 – 2024
Report of:	Ian Fitzpatrick, Director of Regeneration and Planning
Cabinet member:	Councillor Alan Shuttleworth, Cabinet member for direct assistance services
Ward(s):	All
Purpose of report:	To seek Cabinet approval for the proposed strategy
Decision type:	Key decision
Officer recommendation(s):	Cabinet is recommended to: (1) Consider the final draft of the EBC Housing Strategy 2020 – 2024 set out in Appendix 1; (2) Subject to there being no requirement for significant amendments to authorise the Deputy Chief Executive to adopt the strategy and produce a formatted version for public release.
Reasons for recommendations:	(1) The current EBC Housing Strategy, <i>Eastbourne at Home</i>, runs from 2013 to 2020. A new housing strategy is required. (2) There have been significant changes to the wider operating context and local housing market in recent years and the associated challenges facing the housing sector. These need to be addressed. (3) This new strategy provides a strategic overview, setting out clear outcomes, targets and plans to be delivered over the next five years. This will enable the Council to address the key challenges faced within the local housing market and to deliver our vision effectively.
Contact Officer(s):	Name: Oliver Jones Post: Strategy & Partnerships Lead - Housing & Communities E-mail: Oliver.Jones@lewes-eastbourne.gov.uk Telephone number: 01323 415 464.

1 Background and housing challenges

1.1 Eastbourne is an attractive place to live and work. Despite recent economic challenges, the town has retained its status as a leading retail, education and conference destination. The town is home to 350 more businesses than ten years ago and a steady stream of housing developments have attracted new households, growing the population to over 103,000: an increase of almost 6 per cent. There remains a strong demand for new homes across the local area.

1.2 The majority of Eastbourne residents live in good quality homes and have access to a range of housing options when they need, or decide, to move. However, the town currently faces a series of key challenges, driven by national policy, regional influences and local factors, which have seen significant changes to the housing market take place in the past ten years. These have increased residents' reliance on the private rented sector to meet housing needs, driven rising levels of homeless applications and increased the pressure on the Council and local developers to produce more homes that will need to meet tougher environmental standards.

1.3 As a result, the updated housing strategy needs to address a number of specific challenges, including:

- **Meeting housing demand.** The latest assessment of housing need estimate that meeting demand requires building between 550 and 740 homes each year, but recognises that the supply of land presents a series of physical and environmental constraints to achieving this.
- **Rising housing costs.** Although house prices have dipped from their peak, the average price of a home in 2019 was £241,000, over eight times the local average full-time salary. Meanwhile average rents for all sizes of accommodation have risen significantly high and stand above the maximum levels that those receiving housing subsidies can claim.
- **A changing demographic.** As those with long term health condition live longer the type of accommodation and support needed to sustain their independence will change, whilst new family size homes is key to supporting economic activity in the town.
- **Private rented sector.** The private rented sector doubled in size in the ten years to 2011, when it housed 10,500 people, a quarter of all households in the town. This trend has continued and, as such, the Council now has a significant interest in helping shape a healthy private rented sector by promoting good quality housing management standards and taking steps to monitor and address poor housing standards.
- **Tackling poverty and inequality.** Eastbourne town is a place of contrast, containing neighbourhoods of affluence and significant levels of deprivation. Devonshire & Hampden Park wards contain four areas where Indices of Multiple Deprivation rank amongst the most deprived 10 per cent in the country¹

¹ Source – Office of National Statistics - Indices of Multiple Deprivation 2019.

- **Homelessness.** Heightened legislative duties, Universal Credit and frozen housing subsidies have reduced the supply of accessible rented homes for those on the lowest incomes, increasing evictions and levels of homelessness. Meanwhile, the scale of rough sleeping continues to present a challenge across the town.
- **Tougher environmental targets.** Meeting national and locally set targets will require working with our own teams, local developers and private owners to make a managed transition to new low carbon and water saving technologies that balances the costs and benefits involved.

2. Our plans

2.1 The current housing strategy, *Eastbourne at Home*, expires in 2020 and in light of the key challenges set out above we are establishing a new housing strategy to take us forward to 2024. This new document is a strategy for all residents of Eastbourne, regardless of tenure, as well as those facing the challenges of homelessness, changing housing needs, or simply moving into the local area. It sets out a vision to:

‘Deliver and maintain affordable, high quality homes and promote access to housing options for home owners, residents of social housing and private renters alike. By working with partners to identify housing needs, deliver new homes and promote housing standards across local housing markets, we will help drive economic prosperity, sustain integrated communities and tackle the inequalities faced by many of our residents.’

2.2 To deliver this vision effectively, the strategy sets out the goals and plans that our teams will seek out to deploy over the next five years, set out under five key themes which cover:

- Increasing the supply of new housing.
- Promoting quality housing that meets modern standards.
- Reducing homelessness.
- Effectively managing & maintaining Council homes.
- Promoting homes that sustain health & wellbeing.

Each theme contains an opening section that sets out the immediate context, goes on to review the ‘current position’ in relation to the local challenges and sets out our future plans. Each plan section is organised into clear objectives and goals and provides commentary on how these goals will be achieved. This commentary will help measure the success of delivering the strategy.

3. Outcome expected and performance management

3.1 The strategy needs to remain adaptable, particularly given the uncertain operating context presently facing the sector and local housing market. To keep the strategy responsive, the objectives set out at the end of each theme will be implemented through a series of associated action plans, policies and processes that can flex to meet the latest circumstances.

3.2 We have highlighted the goals that we intend to tackle more immediately and identified how and who is responsible for taking these forward. The remaining goals remain in place to guide the overall objectives of our approach, but will be reviewed in mid-2021 to check they remain relevant and fit for purpose in keeping our wider strategy on course.

4. Consultation

4.1 Following initial discussions to set key themes for the strategy with the Portfolio Lead, an initial draft of the strategy was developed drawing on desk top research and the engagement with key operational teams across the Council. Eastbourne Homes Limited Board was consulted at an early stage. A five week public launched on the Borough's website in January, with an accompanying questionnaire providing respondents with a ready means of providing feedback. This complied with A summary of the views received has been since been published on the website.

4.2 The consultation received a high level of response, with a total of 106 questionnaires completed online, including a number from teams at East Sussex County Council, local districts and boroughs, housing associations, voluntary sector agencies and groups representing residents with protected characteristics.

4.3 The response was broadly supportive of the strategy themes and identified the need to tackle high housing costs, homelessness and meeting the need for new homes in the borough as leading concerns. When asked to rank the most important issues within each of the themes, building more social housing, bringing empty homes back into use and keeping Council homes in a good state of repair were some of the leading things respondents were keen to see addressed. All these issues were addressed in the existing draft of the strategy.

4.4 An analysis of comments made by respondents identified other leading concerns as; the need to invest in transport and infrastructure alongside new homes; meeting the needs of those with mobility issues and other disabilities; and the need to support private sector tenants. Key elements of the plans have been revised to reflect these views, whilst other updates have been made to ensure that the strategy aligns with key initiatives that address the needs of young people, care leavers, children with complex disabilities and the new supported housing framework.

5. Corporate plan and council policies

5.1 Housing & Development is one of the key themes that shape the vision for Eastbourne set out in the 2020-2024 Corporate Plan. The five themes of the housing strategy has been drafted to align with the objectives and success measures that this themes contains and contribute to the wider plan objective of making Eastbourne a great place to visit, live and work..

5.2 A number of key (current and future) Council policies, plans and strategies will be aligned to help deliver the objectives and goals set out the housing strategy, including the Allocations Policy; Commercial Strategy; Homelessness Strategy; Housing Revenue Account Business Plan; and Local Plan. Work on the local

plan will take forward discussions with neighbouring local authorities, Wealden District in particular, about how *duty to co-operate* provisions can be used to boost Eastbourne's housing supply.

6. Business case

- 6.1 There is no business case associated with the delivery of this strategy. Separate business cases will be developed as required, in order to deliver future projects and activity arising from the adoption of the associated plans, such as those relating to the provision of new homes, homelessness services, housing management, and environmental sustainability.

7. Financial appraisal

- 7.1 There are no financial implications arising directly from this report. Any financial implications arising from the priorities contained within this strategy will be reported to Members alongside the established budget monitoring and performance monitoring reports.

Successful implementation of the strategy will help:

- Improve our capacity to boost the supply of new homes, working with our partners to support viable and cost effective delivery that meets housing need and supports the local economy.
- Reduce the cost of addressing homelessness, by focussing on preventative measures to reduce demand and putting in place lower cost solutions to meet temporary housing needs.
- Ensure the most effective use of the resources we deploy to support the local housing market and improve the availability of housing options.
- Deliver better quality housing management and maintenance services that provide better value to residents, reduce costs and make the best use of available resources.
- Shape a more integrated approach to housing, health and wellbeing, providing homes and services that adequately meet changing needs of our customers and reduces the demand on public services.

Finance consulted

Date/ref: 20/02/2020

8. Legal implications

- 8.1 Whilst there is no statutory requirement on the Council to adopt an over-arching housing strategy, it is good practice for all local housing authorities to do so. Adopting the updated housing strategy is an executive function and therefore within the decision-making remit of Cabinet.

Lawyer consulted 20.02.20

Legal ref: 009009-EBC-OD

9. Risk management implications

- 9.1 The risk of not developing and implementing a clear housing strategy is that the organisation will lack a clear framework to help; address housing supply & demand, reduce homelessness, tackle poor quality housing standards, and the

effective management of Council owned housing stock. Having no clear strategy in place could have the impact of reducing the access that local residents have to quality housing, increasing the costs of management activities and a mean that the Council fails to take advantage of effective partnership working opportunities.

10. Equality analysis

- 10.1 A high-level Equality Analysis has been completed. This identified broadly positive outcomes for protected groups, with a commitment to complete supplementary Equality Analyses for specific projects at an operational level. The analysis explores the needs and challenges of vulnerable groups including those facing or experiencing homelessness, people with disabilities and people living in rural locations. A copy of the analysis is available from the report author.

11. Environmental impact analysis

- 11.1 The council is committed to delivering a net carbon zero Eastbourne by 2030. This strategy will contribute to achieving that objective by setting the context for the transition to low-carbon heating systems and reduce the environmental footprint of local homes. In doing so we it will frame a balanced approach which encourages adoptions across different tenues and enforces new regulations. The sections of the strategy covering new homes, supporting the private sector and managing our own Council stock, all contain outline commitments that will seek to; help owner occupiers and private landlords to access funding and high quality advice; enforce any new regulations to building standards through the planning system; and implement a balanced transition to low-carbon and water saving technologies in the newly built and refurbished Council owned homes.
- 11.2 Deployment of the strategy also presents a real opportunity to counter falls in the locally recognised levels of pollinating insects by adopting wildlife friendly gardening practices. Maintaining these commitments will help ensure that the action plans and policies used to help implement this strategy will work towards meeting agreed Council climate and bio-diversity targets.

12. Appendices

- 12.1 The following appendices are attached to this report:
- Appendix 1 – Final draft of the EBC Housing Strategy 2020-24

13. Background papers

- 13.1 The following background papers are associated with this report:
- At Home in Eastbourne: Eastbourne's Housing Strategy 2013-2020
 - Equality and Fairness Screening Document
 - Government consultation principles - <https://www.gov.uk/government/publications/consultation-principles-guidance>

Appendix 1.

Eastbourne Housing Strategy 2020-2024

Contents

	Page
Forward by Councillor Shuttleworth [to be inserted into final version]	-
Executive summary.	3
1. Introduction	6
2. Theme A - Increasing the supply of new homes.	13
3. Theme B - Promoting quality housing that meets modern standards.	25
4. Theme C - Reducing homelessness.	35
5. Theme D - Successfully managing & maintaining our homes.	43
6. Theme E - Promoting homes that sustain health & wellbeing.	54
7. Implementing our plans.	63

Executive Summary

Access to safe, secure and affordable housing is fundamental to supporting the health and independence of residents, creating sustainable communities and promoting economic growth. The majority of Eastbourne residents live in good quality homes and have access to a range of housing options when they need, or decide, to move. However, the town currently faces a series of key challenges for the town, driven by national policy, regional influences and local factors, which have seen significant changes to the housing market take place in the past ten years. These challenges, explored in more detail in the introductory section, include:

- **Meeting housing demand.** The latest assessment of housing need estimate that meeting demand requires building between 550 and 740 homes each year, against the backdrop of a constrained land supply.
- **Rising housing costs.** Although house prices have dipped from their peak, the average price of a home in 2019 was £241,000, over eight times the local average full-time salary. Meanwhile average rents for all sizes of accommodation have risen significantly high and stand above the maximum levels that those receiving housing subsidies can claim.
- **A changing demographic.** As those with long term health condition live longer the type of accommodation and support needed to sustain their independence will change, whilst new family size homes is key to supporting economic activity in the town.
- **Private rented sector.** The private rented sector doubled in size in the ten years to 2011, when it housed 10,500 people, a quarter of all households in the town. This trend has continued and, as such, the Council now has a significant interest in helping shape a healthy private rented sector.
- **Tackling poverty and inequality.** Eastbourne town is a place of contrast, containing neighbourhoods of affluence and significant levels of deprivation. Devonshire & Hampden Park wards contain four areas where Indices of Multiple Deprivation rank amongst the most deprived 10 per cent in the country¹
- **Homelessness.** Heightened legislative duties, Universal Credit and frozen housing subsidies have reduced the supply of accessible rented homes for those on the lowest incomes, increasing evictions and levels of homelessness. Meanwhile, the scale of rough sleeping continues to present a key challenge.
- **Tougher environmental targets.** Meeting national and locally set targets will require working with our own teams, local developers and private owners to make a managed transition to new low carbon and water saving technologies that balances the costs and benefits involved.

¹ Source – Office of National Statistics - Indices of Multiple Deprivation 2019.

In updating *At Home in Eastbourne*, the current housing strategy that runs to the end of 2020, we are responding to these challenges by setting out a strategic framework that delivers plans across five key themes – these are:

- Theme A - Increasing the supply of new homes.
- Theme B - Promoting quality housing that meets modern standards.
- Theme C - Reducing homelessness.
- Theme D - Successfully managing & maintaining our homes.
- Theme E - Promoting homes that sustain health & wellbeing.

Within each there are a series of key priority areas that cover those issues that matter most to Eastbourne's residents and will have the most impact on improving supporting housing delivery and access to a quality home. The themes and priorities are:

Theme A: Increasing the supply of new homes –by:

- Maximising existing delivery targets to meet local housing needs.
- Agreeing a new Local Plan that sets clear targets for new homes.
- Attracting residential development into the town centre.
- Increasing our direct provision of affordable and low-cost housing options.
- Creating stronger relationships with developers and housing associations.
- Transitioning to carbon-neutral & environmentally friendly homes.

Theme B: Promoting access to housing that meets modern standards –by:

- Promoting access to low cost rental and home ownership initiatives.
- Shaping a thriving, high standard, private rented sector.
- Making best use of the social rented housing across the Borough.
- Taking steps to maximise the utilisation of empty homes.
- Reducing the impact that privately owned homes have on the environment.

Theme C: Reducing homelessness –by:

- Focussing on prevention, to support households at risk of homelessness.
- Setting a clear direction for the future of the local Rough Sleeper Initiatives.
- Work with private sector landlords to house homeless / at risk households.
- Speeding up the move of homeless households to permanent homes.
- Renewing our strategic approach.

Theme D: Successfully managing and maintaining council homes –by:

- Giving residents a voice in shaping our services.
- Renewing the delivery of Homes First's key services.
- Giving resident access to digital services.
- Keeping our assets in a good state of repair.
- Reducing the environmental impact that Council owned homes have on the environment.

Theme E: Promoting homes that sustain health & wellbeing –by:

- Shaping the Borough’s supported housing stock.
- Supporting and maintaining the independence of local residents.
- Using adaptive technology to maintain independence.
- Developing integrated housing, health and care strategies

Sections 2 to 6 of this strategy examine each of these themes in more detail, assessing the challenges, risks and opportunities that the Council and local partners can address to improve the access Eastbourne’s residents have to good quality homes.

Each section provides identified the plans priorities that we will focus on in the first year of the plan and allocates responsibility for delivery to a nominated lead. The plans set out for years 2 – 5 of the strategy will be reviewed in 2021, to ensure that the Council’s priorities remain fixed in the right direction, against the backdrop of an uncertain operating context and rapidly changing housing market.

1. Introduction

1. Our plans

- 1.1 The home in which we live has a huge influence on the quality of all our lives. Access to safe, secure and affordable housing is fundamental to supporting the health and independence of residents, creating sustainable communities and promoting economic growth. For this reason, *Housing & Development* is one of the key themes that shape the vision for Eastbourne as set out in our latest Corporate Plan.
- 1.2 These themes support a vision to deliver an attractive, carbon neutral town, characterised by a high quality built environment, excellent parks and open spaces and good transport options. All four themes of the Corporate Plan are supported by a commitment to make the best use of available resources, by reducing costs, improving service quality and generating new streams of income.
- 1.3 In updating *At Home in Eastbourne*, the current housing strategy that runs to the end of 2020, we are responding to the significant changes that have occurred in the local housing market over the past few years and the climate emergency declared by the Council in July 2019.

2. Our Vision

- 2.1 This is a strategy for all residents of Eastbourne, as well as those facing the challenges of moving into the local area, homelessness or changing housing needs. Our vision is to:

'Deliver and maintain affordable, high quality homes and promote access to housing options for home owners, residents of social housing and private renters alike. By working with partners to identify housing needs, deliver new homes and promote housing standards across local housing markets, we will help drive economic prosperity, sustain integrated communities and tackle the inequalities faced by many of our residents.'

- 2.2 To deliver this vision effectively, the strategy sets out clear goals and plans that our teams will deploy over the next five years, to address the key challenges posed by the national operating context, the local housing market and the changing housing needs of households living with disability and long term health conditions. This includes those living with age related disabilities, households containing children with complex needs, those with sensory disabilities and households where a long term mental and physical condition affects their day to day wellbeing and quality of life.

3. Our challenges

- 3.1 Eastbourne is an attractive place to live and work. Despite recent economic challenges, the town has retained its status as a leading retail, education and conference destination, with the refurbishment of *The Beacon* shopping complex leading the regeneration of the town centre and the recent reopening of the Congress Theatre spearheading a revitalised Devonshire Quarter. The town is home to 350 more businesses than ten years ago and a steady stream of housing developments has attracted new households, increasing the population to over 103,000.
- 3.2 The demand for new homes remains strong. The majority of residents live in good quality homes and have access to a range of housing options when they need or decide to move home. However, the town presently faces a series of key challenges, driven by national policy, regional influences and local factors that have seen significant changes to the housing market take place during the past ten years. These have left local households facing rising housing costs and increased residents' reliance on the private rented sector to meet housing needs. This has also resulted in increased levels of homelessness in the town.
- 3.3 More specifically, the key challenges are as follows:

Housing demand. Official projections from the Office of National Statistics estimate that over the next fifteen years the population of Eastbourne could grow to 118,000. Meeting this demand would require building almost 700 homes each year² whilst tackling a series of physical and environmental constraints that restrict the supply of large development sites across the town. These include the coastline, the boundary with the South Downs National Park and flood risk, all of which present a major challenge to meeting this demand. These constraints mean that the majority of land for new homes will need to come from re-cycled land sites, with the most recent assessments of land availability³ estimating that these will only support the delivery of around 3,000 homes up to 2035. Meanwhile, uncertainty about material and labour costs post-Brexit is increasing uncertainty across the sector and driving up construction costs as a result.

The challenge: To develop a strategy that aligns development, regeneration and policies to boost the delivery of new homes on available sites, helping to meet demand and sustain economic growth.

² Eastbourne B.C. Strategic Housing Market Assessment, 2016

³ Eastbourne B.C. Strategic Housing & Economic Land Availability Assessment 2017

Housing costs. Analysis that compares house price and rental values with local earnings has shown that without a dual income (i.e. two adults both in work), access to savings, or equity, the owner-occupied market remains unaffordable to the vast majority of local residents. Although house prices have dipped over the past year, the average price of an Eastbourne home in February was £240,000, over eight times the local average full-time salary. Average rents have risen, to the extent that private renting self-contained accommodation remains largely unaffordable to many single-earner households. Meanwhile average rents for all sizes of accommodation are significantly higher than local housing allowance rates. This means that those on the lowest incomes often struggle to access the market, or are forced to make up the weekly difference from a very limited fixed weekly income.

The challenge: To increase the access that all residents have to good quality homes across all tenures and price ranges.

A changing demographic. Eastbourne's population is changing, as improvements to health outcomes result in residents with long term health conditions living longer. This places additional demands of both delivering housing that can meet the needs of an ageing population and providing services that to help maintain the independence of all. These trends are echoed in Eastbourne's 2016 Strategic Housing Market Assessment, which emphasised the need to build more 3-bedroom homes and invest in more enhanced sheltered and extra care schemes. It estimated an annual shortfall of 300 affordable rented and 130 shared-ownership homes. It is vital that housing, social care and health strategies are aligned to provide improved and innovative ways of delivering support for all those living with disability and long terms complex health conditions.

The challenge: To accurately assess needs and translate these into clear targets, working with local agencies delivering housing and social care strategies that meet the needs of all children and adults living with limiting disability and long term health conditions.

Private rented sector. The private rented sector doubled in size in the ten years to 2011, when it housed over 10,500 people, almost a quarter of all households in the town. This growth, driven by high house prices, has continued and the sector now plays a bigger role than ever in meeting the housing need across the town. As such the Council has a clear interest in helping to shape a healthy private rented sector. Reduced tax incentives, limits on rental deposits and planned restrictions on the use of mandatory possession have raised concerns that some landlords may look to exit the market or look to other sources of income, such as Air B&B to maximise returns. Additional concerns about Universal Credit delays and the continued freeze of the Local Housing Allowance may also continue to dissuade some landlords from letting to households claiming Welfare Benefits.

The challenge: To put in place measures that promote a good quality private rented housing supply, encourage good quality management across the sector and balance the interests of landlords and tenants.

Tackling poverty and inequality. Our town is a place of contrast, containing neighbourhoods of affluence and neighbourhoods where a high number of residents experience significant levels of deprivation, characterised by poorer health, lower skills, educational disadvantage, fuel poverty and reduced access to quality housing. Devonshire & Hampden Park wards contain areas where Indices of Multiple Deprivation rank amongst the most deprived 10 per cent in the country⁴. Welfare reform, exacerbated by high housing costs, has contributed to rising levels of poverty amongst both working and non-working households, the increased use of food banks and higher levels of evictions, which have in turn placed higher levels of pressure on homelessness services.

The challenge: To develop high quality advice and support services to those most at risk of losing their home, whilst working with partners to support local measures that tackle deprivation and inequality across our town.

Tackling homelessness. The Homelessness Reduction Act changed the responsibilities of the Council in relation to homelessness. This, combined with raised levels of evictions resulting from the implementation of Universal Credit and a reduced supply of accessible market rented accommodation for those on low incomes, has contributed to a sharp increase in the number of households, often with children, presenting as homeless to the Council. Addressing the additional financial costs of placing families in temporary accommodation, as well as the social costs and instability faced by the affected households, is a key priority for the Council. Likewise, the scale of rough sleeping taking place in the town continues to present a key challenge to the local partnerships deployed to support those experiencing the most acute form of housing need.

The challenge: To work with partners to deliver high quality prevention strategies for supporting those at risk of homelessness and promoting the delivery of well-defined housing options to reduce the time spent in temporary accommodation by those awaiting re-housing and experiencing rough sleeping.

Meeting carbon neutral & environmental targets. The latest national figures estimate domestic homes contribute to around 20% of the UK's annual carbon emission, so taking steps to reduce these locally, can play a significant role meeting wider sustainability objectives. As we look to transition to low and zero carbon heating systems and reduce the environmental footprint of local homes, we will need to take a balanced approach that supports and enforces new regulations and encourages adoptions across different tenues. This is likely to include; helping owner occupiers and private landlords to access funding to implement carbon reduction measures; resourcing good quality sustainability

⁴ Source – INS Indices of Multiple Deprivation 2015.

advice; enforcing any new regulations to building standards through the planning system; and implementing a balanced transition to low/zero carbon technologies in the newly built and refurbished Council homes. Implementing measures that address broader environmental concerns, by reducing water consumption, increasing the greening of open space and encouraging bio-diversity will all feature in our plans.

The challenge: To ensure that reducing housing emission plays a significant role in helping meet the Council’s declared ambition of becoming a carbon-neutral Borough by 2030 and ensuring that our housing plans align with wider environmental sustainability targets.

Integrating the wider Housing Market Area. Eastbourne is part of a housing market and functional economic area that extends into the southern area of Wealden, where a large number of housing developments have recently been completed or are under construction. These have the capacity to address some local housing demand and help sustain local growth. However, these developments can only be accessed by Eastbourne residents that can afford to own or rent privately, with residents ineligible for any affordable homes built as part of these schemes.

The challenge: To develop local ‘duty to cooperate’ arrangements that provide local residents with fair access to homes across the wider housing market area.

4. Our priorities

4.1 This strategy has five key themes that set out to address the key housing challenges facing the town. Within each there are a series of key priority areas that cover those issues that matter most to Eastbourne’s residents and will have the most impact on improving supporting housing delivery and access to a quality home. The themes and priorities are:

Theme A: Increasing the supply of new homes –by:

- Maximising existing delivery targets to meet local housing needs.
- Agreeing a new Local Plan that sets clear targets for new homes.
- Attracting residential development into the town centre.
- Increasing our direct provision of affordable and low-cost housing options.
- Creating stronger relationships with developers and housing associations.
- Transitioning to carbon-neutral & environmentally friendly homes.

Theme B: Promoting access to housing that meets modern standards –by:

- Promoting access to low cost rental and home ownership initiatives.
- Shaping a thriving, high standard, private rented sector.
- Making best use of the social rented housing across the Borough.
- Taking steps to maximise the utilisation of empty homes.
- Reducing the environmental impact that privately owned homes have on the environment.

Theme C: Reducing homelessness –by:

- Focussing on prevention, to support households at risk of homelessness.
- Setting a clear direction for the future of the local Rough Sleeper Initiatives.
- Work with private sector landlords to house homeless / at risk households.
- Speeding up the move of homeless households to permanent homes.
- Renewing our strategic approach.

Theme D: Successfully managing and maintaining council homes –by:

- Giving residents a voice in shaping our services.
- Renewing the delivery of Homes First's key services.
- Giving resident access to digital services.
- Keeping our assets in a good state of repair.
- Reducing the environmental impact that Council owned homes have on the environment.

Theme E: Promoting homes that sustain health & wellbeing –by:

- Shaping the Borough's supported housing stock.
- Supporting and maintaining the independence of local residents.
- Using adaptive technology to maintain independence.
- Developing integrated housing, health and care strategies

4.2 Sections 2 to 6 of this strategy examine each of these themes in more detail, assessing the challenges, risks and opportunities that the Council and local partners can address to improve the access Eastbourne's residents have to good quality homes.

4.3 Each section provides identified the plans priorities that we will focus on in the first year of the plan and allocates responsibility for delivery to a nominated lead. The plans set out for years 2 – 5 of the strategy will be reviewed in 2021, to ensure that the Council's priorities remain fixed in the right direction, against the backdrop of an uncertain operating context and rapidly changing housing market.

5. Consultation & partnerships

5.1 We cannot solve these issues alone. Concerns about the operation of the local housing market are shared by local residents, landlords, as well as our statutory and voluntary partners, and we have sought to incorporate many of the views they provided during our recent consultation exercise. The resulting strategy presents a framework within which we can now engaging the skills, knowledge and resources of our partners to effectively meet housing need across the Borough.

THEME A: Increasing the supply of new homes.

A1 Why is this a priority?

- A1.1 The demand for new homes in Eastbourne remains strong. Projections indicate that, based on historic trends, the population of Eastbourne could grow from 103,000 to 118,000 by 2034, requiring enough new homes to house 15,000 extra residents living in 8000 households. The standard assessment used under the National Planning Policy Framework (NPPF) estimates that to meet this need requires building 668 additional homes per year.
- A1.2 In all likelihood, the ability to meet this potential demand will be restricted by the availability of suitable sites across the Borough. This is reflected in dwelling-led population projections, which indicate a slower rate of growth, increasing to around 106,000 residents by 2034. This is relatively more moderate, but still requires the provision of homes for an additional 4,000 households⁵. The most recent strategic land assessments⁶ indicate that existing and re-cycled sites will only support 3,000 new homes, so without a change of approach the Borough may well struggle to meet demands and build homes that could attract new working age households. Such restrictions could contribute to higher house prices, raise dependency ratios as the population ages and limit growth, as economically active households move to other areas of Sussex.
- A1.3 High house prices have reduced the level of home ownership and increased reliance on the private rented sector across the town, which now plays a bigger role than ever in meeting local housing need. Young single adults, low waged workers servicing the care sector and keyworkers struggle to afford self-contained housing in Eastbourne, with many having to rely on shared accommodation in the town, trends accentuated by the reduced availability of Housing Benefit for under-35s. These trends have also driven the demand for social rented housing. There are around 6,500 social rented homes in the town, but turnover is low and the supply of new homes has not kept up with demand. To help equate supply and demand a revised allocations policy allows only those with the highest levels of need to apply to the housing register, but even then, almost 1,000 applicants are waiting on the list. The wider demand for homes from households living in private homes sector is much greater.
- A1.4 In line with national trends Eastbourne's demographic is changing, as improvements to health outcomes mean that local residents with long term health conditions live longer. Any new supply built to meet this growth must meet the future needs of the town, taking a balanced approach that delivers new family size accommodation and models of housing that meet the growing needs of older persons and other households living with long-term limiting conditions. Ensuring that new provision meets, or can be more easily adapted to meet, *accessible* standards will help more easily maintain the independence or resident in their homes.

⁵ This figure takes into account a predicted reduction in average household size.

⁶ EBC Strategic Housing Market Assessment 2016 / Strategic Housing & Economic Land Avail. Assessment 2017.

A1.5 Assessments of house price, migration and travel to work data confirm that Eastbourne lies at the heart of a wider housing market and functional economic area extending into the southern area of Wealden. Recently completed and planned new developments are likely to have met some of the excess demands for housing, from Eastbourne residents who wish to live locally and continue to work, shop and access schools and leisure facilities in the town. Only those Eastbourne residents who can afford to buy or rent homes privately can access these new developments, as any affordable homes built are only available to existing Wealden residents.

A1.6 Eastbourne Borough Council has set a commitment of responding to the climate emergency and to deliver a carbon neutral borough by 2030. Working towards these goals will mean: setting out a clear path to adopting green technology in newly built homes; incorporating design features that reduce energy use; and putting in place regimes that can effectively test the impact of measures, to help ensure that we achieve agreed sustainability targets.

A2. Our current position.

A2.1 The current Eastbourne Local Plan 2006-2027 (Core Strategy) sets the build targets for new homes across the Borough and outlines the policies used to support the creation of balanced communities. The Plan set out supports the building of 240 new homes each year, a total of 5,000 or so across the plan period. It also identifies the level of housing growth anticipated across the Borough's 14 neighbourhoods, highlighting the Town Centre and Sovereign Harbour as the two most sustainable centres of delivery. The town centre, in particular, is now likely to become the focus of further residential growth.

A2.2 The plan has delivered an average of 225 homes per year, close to the set target, although this record is influenced by high levels of delivery in the early years of the plan. Recent delivery has struggled to recover to pre-recession levels and in the past three years has fallen back. This is reflective of site availability as well as economic fortunes, with 75% of all sites delivering five homes or less across the life of the plan.

A2.3 In the past three years performance against the build target has fallen back to 73%, so we have taken the following actions to help boost future supply:

- Putting in place a timetable to update our Local Plan, which will revise those policies that set the scale, type, size and tenure mix of housing up to 2038.
- Agreeing a Town Centre Local Plan that recognises the importance of diversifying land use to encourage the development of new homes.
- Completing regular updates of the 'brownfield land register', a list of previously used sites that are suitable for housing and accelerating the granting of planning permission on the sites it contains. As a result, 627 homes on 39 sites are now approved for new development.

A2.4 The latest Strategic Housing Market Assessment (SHMA), published in 2016, assessed the mix of housing likely to be needed across the Borough. Based on expected changes to household profile, the analysis provides a summary of the unit mix required across all tenures.

Figure A1 - Existing & future housing requirements 2015-2035

Housing Type	No. (2011 Census)	Additional no.*
1 - bedroom flat	7,037	2,507
2 - bedroom flat	7,493	2,681
3 - bedroom flat	1,630	522
2 - bedroom house	7,892	2,448
3 - bedroom house	14,503	4,996
4+ bedroom house	6,000	1,686
Total	44,555	14,840
*Based on the upper recommendation in SHMA of 743 units per year 2015 - 2035.		

Source: Eastbourne B.C. SHMA 2016

This is summarised in figure A1 (above), which identifies 3-bed houses, along with 1-bed and 2-bed flats as the types of home in highest demand. The demand for all types of older persons' accommodation increases, with the need for an additional 2,300 homes identified in the SHMA. The report highlights the scale increase required in models of provision that provide enhanced sheltered or extra care support. High level options for how the new Local Plan meets this need are currently being discussed with infrastructure providers and neighbouring authorities, to better understand the potential impact of pursuing various configurations of development.

A2.5 The 2016 SHMA also assessed the scale of affordable housing need in the Borough, by modelling existing and future needs against the likely supply of lettings and new homes. It identified a shortfall of around 430 homes per annum over the next five years. Although the assessment is based on a number of key assumptions, taken together all indicators point to a significant under supply that must be addressed. We have made a start, by:

- Setting up a new development arm of the Council, Aspiration Homes. This has delivered the first affordable housing schemes in Wayside Terrace and Northbourne Road and has a scheme on-site in Langney Road, which will deliver new homes for NHS staff at discounted market rents.
- Focussing on land acquisitions that can unlock capacity for new affordable housing delivery, such as the acquisition of the old Magistrates Court site, set to deliver new affordable housing by March 2022.
- Identifying financial support to unlock new sites and schemes, such as the £1.2M secured through the Housing Infrastructure Fund, which will support the development of new homes and deliver improvements to the public realm at Bedfordwell Road.

A2.6 Maximising the delivery of new homes can only be achieved if we fully engage private and public sector partners. As preparations for the new Local Plan move through to the consultation phases we have been:

- Pro-actively contacting site owners to discuss development options.
- Engaging local housebuilders, authorities and infrastructure providers to obtain an initial view about the impact of various options for the spatial development of new homes.
- Working collaboratively with Wealden District Council to reach a memorandum of understanding. This will form the basis of future discussion about how we can work together to meet housing and employment needs across the Eastbourne & South Wealden housing market & functional economic area.

A3. Our plans

A3.1 Our plans will support a range of strategic and operational activities that will help boost the housing supply needed to create an environment that supports thriving communities and allows businesses to prosper. These are set out in five key areas, as follows:

Maximising housing delivery targets to meet local needs. The actions set out here will keep housing need and land supply under review, drive forward plans to maximise output against current build targets and actively monitor progress.

Goal:	To put these in place we will:	Year:	Allocate to:
Effectively assessing housing needs across the Borough.	- Agree a mechanism and use it to carry out regular housing needs assessments that effectively measure housing need, demand and under occupation.	1	Head of Homes First
	- Assess the degree to which delivery is meeting local housing needs of all residents, including those in <i>protected groups</i> , such as those with disabilities or long-term health conditions, BAME and LGBT residents.	1	Head of Homes First

Clearly monitoring current delivery against targets set out in the current Local Plan.	<ul style="list-style-type: none"> - Annually update the NPPF Housing Delivery Test (HDT) to check progress and review the successes, risks and barriers to delivery. - Monitor delivery of the latest (2019/20) HDT action plan. 	1 - 5	Head of Planning
Implementing our annual housing delivery (HDT) action plans.	<ul style="list-style-type: none"> - Review the Community Infrastructure Levy scheme, to ensure that it encourages development that meets local needs. 	1	Head of Planning
	<ul style="list-style-type: none"> - Update our Strategic Housing & Employment Land Availability Assessment every two years. 	1 - 5	Head of Planning
	<ul style="list-style-type: none"> - Engage the Local Planning Steering Group on all new key projects. 	1 - 5	Head of Planning

Agreeing a new Local Plan that sets achievable delivery targets for new homes. The updated plan will provide a *Core Strategy* that will set out to identify a sustainable supply of land, boost housing supply and set out a new spatial strategy for co-ordinating its development alongside accompanying improvements to local infrastructure. The plans will run up to 2038.

Goal:	To put these in place we will:	Year:	Allocate to:
Revising strategic planning policies for housing as part of our new <i>Core Strategy</i> .	<ul style="list-style-type: none"> - Complete the required phases of consultation. - Implement new strategic housing policies. 	2 - 5	
	<ul style="list-style-type: none"> - Obtain Government approval of our Local Plan and associated Core Strategies. 	2 - 5	
Setting clear and sustainable delivery targets for new homes up to 2038.	<ul style="list-style-type: none"> - Agree annual targets for housing delivery across all tenures that balance local need with unit mix and available land. 	2 - 5	

Maximising housing delivery.	- Implement a spatial delivery strategy that maximizes output from available land, shapes residential development across the Borough's neighbourhoods and drives town centre renewal.	2 - 5	
Working to secure supply across the wider Housing Market area.	<ul style="list-style-type: none"> - Agree the boundaries of the shared area. - Agree the impact of land constraints on the Council's ability to meet local housing needs. - Finalise a <i>Memorandum of Understanding</i> outlining how Eastbourne B.C. and Wealden D.C. can work together to shape plans across the shared housing market & functional economic area. 	2 - 5 2 - 5 2 - 5	
Incorporating the Council's environmental sustainability objectives in our delivery plans.	- Update our design standards to balance the delivery of new homes with targets that help reduce carbon emissions and other adverse environmental impacts.	2 - 5	

Attracting residential development into the town centre. Recent investment in Eastbourne town centre has helped maintain its status as a first-class retail and leisure destination. However, the retail sector continues to experience structural transformation and it is essential that clear plans are in place to diversify the use of any vacated retail space. Attracting new residential development will form a key part of our strategy for maintaining a vibrant and thriving town centre.

Goal:	To put these in place we will:	Year:	Allocate to:
Taking clear steps to diversify the overall mix of uses in the Town Centre.	- Agree a spatial strategy that identifies specific zones for residential development.	2 - 5	

	<ul style="list-style-type: none"> - Set town centre targets for new homes in the new Local Plan. - Align housing, growth and planning policy to underpin the sustainable development of the town centre. 	2 - 5	
		1	Director of Regeneration & Planning
Targeting under-utilised sites for residential development.	<ul style="list-style-type: none"> - Work with the owners of vacant sites to prioritise the residential development. - Examine opportunities to attract new institutional investors, keen to move out of retail and into residential portfolios, to the local market to unlock more capacity for new homes. 	1	Director of Regen. & Planning
		1	Director of Regen. & Planning

Increasing our direct provision of affordable and low-cost housing options. Fostering the development of mixed communities requires the delivery of new homes across price points and across tenure. As well as working with our partners to achieve these goals, the Council has submitted plans to build its own homes. This pipeline of projects will help directly meet local housing needs, support wider economic regeneration and deliver new income streams. The Council will focus provision on meeting the needs of residents who face barriers to accessing suitable housing in the private sector, including young people, families, older people, those with complex disabilities, those with long term-health conditions, local key workers and those facing harassment and discrimination.

Goal:	To get there we will:	Year:	Allocate to:
Deliver existing plans to develop large sites in central Eastbourne.	- Develop 55 new affordable homes at our site in Bedfordwell Road	1	Head of Commercial Business
	- Develop homes planned at the former Magistrates' Court site.	2 - 5	Head of Commercial Business

Utilise Housing Revenue Account (HRA) borrowing to build new homes.	- Obtain approval for funding to deliver a sustainable supply of new homes, funded from the HRA.	1	Director of Regen. & Planning
	- Set build targets and monitor progress (from 2020/21).	1	Director of Regen. & Planning
Use Aspiration Homes (a Limited Liability Partnership with Lewes District Council) to acquire/build low cost homes.	- Complete the delivery of 131 homes by the end of 2022, re-cycling Right to Buy receipts to help discount products.	1 - 3	Head of Commercial Business
Use Eastbourne Housing Investment Company Limited (a Council owned investment company) to acquire/build for private rent.	- Deploy the agreed commercial investment strategy, generating a commercial return from new schemes and acquisitions.	1 - 5	Head of Commercial Business
	- Set clear delivery targets and monitor progress.	1 - 5	Head of Commercial Business
Incorporating the Council's sustainability objectives in our delivery plans.	- Update our design standards to balance the delivery of new homes with targets that help reduce carbon emissions and adverse environmental impacts.	2 - 5	

Creating stronger relationships with local partners, developers and housing associations. Strong partnerships and a commitment to strategies that develop a shared understanding of local markets can help unlock new capacity to deliver additional market and affordable housing.

Goal:	To get there we will:	Year:	Allocate to:
Pursue an active strategy to unlock and re-cycle privately owned land.	- Make regular 'calls for sites' from landowners.	1 - 5	Head of Planning
	- Keep our 'brownfield' land register up to date and accelerate processes for granting planning permission for the sites it contains.	1 - 5	Head of Planning

Work with other public bodies in East Sussex to unlock development capacity.	- Participate in the 'One Public Estate' consortia, developing shared estate strategies that explore co-location and other ways of maximising land utilisation for development.	1 - 3	Head of Commercial Business
Work with local developers to encourage residential development into Eastbourne.	- Participate in the Developers East Sussex Forum, to understand local barriers to development and agree joint actions to address them.	1 - 3	Head of Commercial Business
	- Explore new models that enable developers to purchase small sites and sell developed homes back to the Council.	1	Head of Commercial Business
Continue to maximise the provision of affordable homes in private developments.	- Support developers to design schemes that deliver affordable housing quotas.	1 - 5	Head of Commercial Business
	- Maximise section 106 quotas to deliver more affordable homes.	1 - 2	Head of Commercial Business
Explore opportunities to unlock capacity through the regeneration of existing estates.	- Develop high level options for unlocking capacity across key estates.	2 - 5	
	- Seek external funding opportunities / interest from developers.	2 - 5	

Transitioning to carbon-neutral, environmentally friendly, homes.

Our plans here will focus on working with local developers, other local authorities and agencies to promote the adoption of green technologies by reducing costs through bulk procurement, supporting the development of local skills and agreeing strategies that can take advantage of any future funding opportunities set out by central Government. Our planning guidance will be updated on an ongoing basis to ensure that any new regulations are applied to all newly built homes.

Goal:	To get there we will:	Year:	Allocate to:
Reduce the impact of newly built homes / schemes on the environment, through planning policy and development management	- Work with local developers to encourage the adoption of low & zero carbon technologies.	1 - 5	Head of Planning
	- Work with local developers to encourage the adoption of individual & communal rainwater harvesting / grey water saving technologies.	1 - 5	Head of Planning
	- Encouraging developers to optimise wildlife friendly communal planting, green corridors/walls/roofs and tree cover.	1 - 5	Head of Planning
	- Ensure that public transport options are integrated into scheme planning.	1 - 5	Head of Planning
	- Ensure that full provision is made for EV charging points.	1 - 5	Head of Planning
Promote and encourage the adoption of low carbon measures by private developers.	- Work with our local and regional partners to establish a high quality advice service. - Promote access to national and regional funding opportunities.	2 - 5	
Grow the local 'green tech' supply chain and installation services.	- Encourage developers to use green / sustainable products by developing new supplementary planning guidance.	2 - 5	
	- Work with colleges and local businesses to identify suitable training and apprentice opportunities.	2 - 5	
Ensure compliance with any new regulations implemented by Government.	- Enforce controls through updated local planning policy and associated enforcement of planning permissions & building regulations.	2 - 5	

A3.2 The plans set out above are designed to meet head on the challenges associated with increasing local supply, create solutions that support the private market and the Council as a direct provider of new homes and meet demand. Exercising plans to boost the supply of homes in a timely, yet sustainable, manner is an essential element of our wider plans to meet future carbon-neutral targets, support local economic growth and maintain balanced and thriving communities for generations to come.

A4 Key delivery tools

A4.1 The following strategies, policies, tools and action plans will be used to deliver the key parts of our strategy:

Homes First Allocation Policy 2018
EBC Sustainability Policy 2018
Eastbourne Core Strategy Local Plan 2013
Eastbourne Affordable Housing Supplementary Planning Document (2017)
Eastbourne Town Centre Local Plan (2013)
EBC Infrastructure Delivery Plan (2016)
Eastbourne Sustainable Building Design Supplementary Planning Document (2013)

2. THEME B: Promoting access to housing that meets modern standards

B1. Why is this priority?

- B1.1 Having access to a quality home helps individual residents achieve wellbeing, education and employment goals, supports the delivery of balanced communities and a prosperous town. High housing costs, squeezed household budgets and welfare reforms have impacted the choice that many households are able to exercise in the local housing market, driving falling levels of home ownership and a rise in private renting. The private rented sector doubled in size in the ten years to 2011, when it housed almost a quarter of Eastbourne's residents, in 10,500 households. It continues to grow. These trends have driven levels of demand for affordable housing, whilst the number of vacancies in existing and new affordable homes remains low.
- B1.2 Securing a mortgage, high deposits, rent in advance and concerns over the length of tenancies on offer are worries that local residents searching for a new home face daily. Supporting measures that promote access to new homes and give residents access to good quality advice is an essential element of our strategy. Indeed, it could be argued that helping residents make good housing choices, along with measures that set out to stabilise local housing markets and promote fair access to social housing, are as important as increasing the supply of new homes, when helping address local need.
- B1.3 Taking steps to ensure that private sector housing meets legal standards is another key aspect of the Council's work, the importance of which is amplified by the larger role that the private rented sector plays in meeting local housing need. Meanwhile, the debate on standards is increasingly focusing on how the local housing stock can be supported to transition towards contributing to national and locally agreed carbon reduction targets.

B2. Our current position

- B2.1 Housing in Eastbourne is more unaffordable than ever. The average price of a home in February 2019 was £240,000, an increase of 5% on 2016 and a 40% increase on the price ten years ago. This means that an increasing number of middle income and working households struggle to afford housing on the open market. Those wishing to buy need to raise more than eight times the local average salary and secure housing finance by raising a large deposit, a key barrier that many looking to buy face. Although the Government's *Help to Buy* scheme does provide equity loans to those who meet the required eligibility criteria, its reach in the Borough is limited by the low numbers of new homes being built. There are, however, developments in the wider housing market area that do subscribe to the scheme.

B2.2 Those households finding themselves unable to purchase have witnessed a steady rise in private rents (see table B1) with the high costs proving challenging for working as well as lower income households.

Table B1. Private rents & Local Housing Allowance rates Eastbourne 2014-2019

Mean rent	Room	Studio	1 bed	2 bed	3 bed	4+ bed
2014	356	414	541	707	876	1249
2019	382	487	618	811	951	1293
Percentage. Increase	7%	18%	14%	15%	9%	4%
Local Housing Allowance (LHA)	300	300	537	678	816	1,022
LHA as a % of 2019 rent	79%	61%	90%	84%	86%	79%

Source: Valuation Office Agency

B2.3 The accepted housing affordability test is that households should not spend more than 30% of their disposable income on housing costs, beyond which it can become difficult to afford other basic spending needs. The take home pay of a full-time worker earning the local median wage would be £1,900 per month. A single parent with one child renting a two-bed home let at the average (mean) rent would, despite receiving a top up via Universal Credit (UC), still find themselves be spending 35% of their income on rent. The freeze on increases to Local Housing Allowance means that any rise in rent will need to be met from disposable income. Meanwhile, more specific rules that limit the payment of housing subsidy for those under-35 have restricted the ability of many single households to access self-contained accommodation.

B2.4 At the end of 2016, the benefit cap which limits the total amount of welfare payments that a non-working household can receive, was lowered to £18,200 per annum (for households with children). This led to a 500% increase in the number of households in the town whose income fell short of the amount needed to meet housing and basic subsistence costs. The number continues to rise and at the start of 2019 125 families were likely to need discretionary housing payments to meet their housing costs.

B2.5 Affordability is largely driven by the market and longer term price reductions can only be achieved by increasing supply. However, we have taken a number of direct and indirect steps to help local residents address affordability issues.

Recent interventions include:

- Signposting those likely to meet the required eligibility criteria for *Help to Buy* to the local agent to see whether this, or other similar low-cost home ownership schemes, can help them access funding to purchase a new home.

- Helping residents access new affordable rent homes, developed by our partners and Aspiration Homes, a Council owned company that uses money from Right to Buy receipts to reduce market rents.
- Working with our partners to access a small portfolio of shared ownership homes, the high demand for which indicates there is a keen appetite for this product.
- Co-ordinating a programme of work being led by the Eastbourne Strategic Partnership, to evaluate and address rising levels of poverty across the town. Although this work has broader appeal, the outcomes will help those struggling to meet housing costs.

B2.6 The local private rented sector now houses over a quarter of Eastbourne's residents, across a series of market offers providing homes for single sharers, students, keyworkers, working and non-working family households. For the most part standards are satisfactory, although tenants concerns about the condition of some homes, high rents and security of tenure mean that nationally only 69%⁷ of residents are satisfied with the tenure. This compares to 83% of social housing tenants and 98% of homeowners.

B2.7 The potential costs go beyond the concerns of individual. Nationally, private sector tenants move more frequently than those in other tenures, on average every four years, compared to twelve years for a social rented tenant and eighteen for an owner occupier⁸. This can drive higher levels of in/out migration between neighbourhoods and reduce community cohesion, whilst an accompanying lack of ownership options can reduce the attractiveness of an area to new economically active households. Ultimately, this has the potential to reduce the productivity of the town and accentuate the current trend of an ageing population.

B2.8 The sector has faced recent pressures, with reductions in tax breaks, limits on deposits and caps of agents' fees having reduced margins for some landlords. There may be further changes to come, should the Government press ahead with plans to increase security of tenure by removing mandatory possession grounds. This is potentially good news for tenants but may be a cause of further concerns amongst some local landlords. Continuing fears about the payment delays that lower income tenants may face as UC is rolled out further and the 'competition' posed by the short term let markets, could further disrupt the sector.

B2.9 Given the heightened role the sector now plays in meeting local housing needs, supporting and stabilising the private rented sector in the town is a key aspect of our strategy.

⁷ English Housing Survey, 2017/18.

⁸ English Housing Survey, 2017/18

We have made a start by:

- Strengthening the relationships with landlords and local letting agents, working closely with those willing to take referrals from the housing options team in return for financial guarantees or support packages for tenants
- Holding advice sessions for local landlords to explain the transition from Housing Benefit to Universal Credit.
- Working with local landlords to improve standards in privately rented homes, by encouraging good management practices and undertaking enforcement action as necessary.
- Setting up *Eastbourne Housing investment Company Limited*, a Council owned company which has now built up a portfolio of over 100 privately rented properties that are let, managed and maintained to a high standard by the Council's *Homes First* team.

B2.10 Around eighty five percent of homes in Eastbourne are under private ownership, so encouraging owners and landlords to adopt low/zero carbon heating, ventilation and insulation systems that can help meet local carbon climate reduction targets is an essential element of our strategy. Support is likely to take the form of high quality advice services, working with suppliers to reduce the costs of installation through bulk purchasing and the compliance of any new tougher regulations to limit emissions. Assessing the feasibility of installing communal and district heating systems across the town and evaluating the impact this can make on reducing environmental impact is also something that we are keen to explore.

B2.11 The Council's own housing stock provides social rented homes for 3,500 residents, with a further 2,500 homes owned and managed by other social rented landlords across the Borough. This amounts to around 12% of the local housing stock, which is low when compared with average levels across the country, where 18% of homes fall into this category. However, we work closely with our partners to ensure that any available vacancies are let in a fair and transparent way.

We have recently:

- Put in place a revised allocations policy that promotes access for those in most need and gives the highest priority to this, freeing up larger homes or those vacating supported accommodation.
- Adopted a tenancy policy that continues to ensure that the vast majority of our homes are let on fully secure tenancies. We encourage our partner social landlords to maximise security of tenure by using fully assured tenancies.

B3. Our plans

B3.1 The focus of our plans centres on delivering outcomes and targets across four key areas targeted at supporting the local housing market and opening up the access residents have to quality homes.

Promoting access to low-cost rental and home ownership initiatives. The emphasis placed here is on identifying those residents, on our waiting list or more generally, that may benefit from accessing intermediate rent or low-cost home ownership schemes. These schemes may be located in the Borough or the wider local housing market area.

Goal:	To get there we will:	Year:	Allocate to:
Maximise the availability of the Government's <i>Help to Buy</i> scheme to local residents.	- Encourage local developers to participate in the next phase of the Government's scheme (from March 2021).	1 - 3	Head of Commercial Business
	- Present information about the scheme on a new, easier to access web portal linked to Homes First website.	1	Head of Business Planning & Performance
	- Target the marketing of schemes to residents on our waiting list who may meet the eligibility criteria.		Head of Homes First
Maximise the availability of shared ownership/affordable rent schemes.	- Incorporate delivery targets into local planning policy/development targets.	2 - 5	
	- Present information about any new shared schemes on a new, easier to access web page	2 - 5	
	- Establish partnerships with local agents to market newly developed schemes & target those meeting eligibility on Council waiting lists.	2 - 5	

Shaping a thriving private rented sector. The actions summarised here focus on encouraging the supply of quality homes, by striking the right balance by protecting standards for tenants and viability for landlords' operations.

Goal:	To get there we will:	Year:	Allocate to:
Better understand the impact of sector reforms and changes to the local market.	<ul style="list-style-type: none"> - Engage in regular dialogue with local landlord & letting agents. - Analyse rents and the volume of adverts to help track the performance of the local market and its impact on tenants. 	1 1 - 5	Head of Homes First Head of Business Planning & Performance
Identify opportunities for the Council's investment company to increase its portfolio.	<ul style="list-style-type: none"> - Continue to invest via Eastbourne Homes Investment Company Limited, to secure a sustainable supply of well managed private rented homes. 	1 - 5	Head of Commercial Business
Increase the number of homes that landlords make available to those in housing need.	<ul style="list-style-type: none"> - Review the success of the current landlord incentive scheme. - Explore the introduction of a Guarantor bond to encourage landlords to let to identified households in need. - Examine the barriers that households claiming welfare benefits face when trying to rent privately and work with landlords / managing agents to address identified any areas of concern. 	1 1 2 - 5	Head of Homes First Head of Homes First
Raise the standard of local private rented sector homes.	<ul style="list-style-type: none"> - Pilot a scheme to pro-actively identify low standard homes and work with tenants and landlords to ensure that they are safe, secure and free from hazards. 	2 - 5	Head of Homes First

	- Consider the benefits of selectively licencing all private rented sector homes in designated geographical areas & evaluate the success of any pilot.	2 - 5	Head of Homes First
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Making best use of the social rented housing across the Borough. Our work here is set to ensure that available social rented homes are made available to those households in the most housing need.

Goal:	To get there we will:	Year:	Allocate to:
Examine capacity to align the level of available vacancies with housing needs.	- Evaluate the operation of the allocations policy and choice based letting model.	1	Head of Homes First
	- Ensure that banding system operates to fairly address the needs of BAME communities, household living with complex disabilities and long term health conditions and other protected groups.	1	Head of Homes First
Work with partner residential social landlords to further align allocations policies.	- Agree clearer and more transparent criteria for letting all social homes across the Borough.	1	Head of Homes First

Taking steps to maximise the utilisation of empty homes. The goal here is to put in place a mechanism that can help to routinely identify empty homes across the Borough, then deploy an approach that balances engagement and enforcement actions to bring them back into residential use.

Goal:	To get there we will:	Year:	Allocate to:
Implement our newly agreed strategy.	- Agreed processes in place to identify, investigate and engage owners. - Clear recovery targets and monitoring in place.	1	Head of Homes First

Consider the conversion of empty offices and shops to residential use	- Identify empty premises and work with owners to examine options for conversion to homes that can meet local housing needs.	1-2	Head of Commercial
Align strategy with plans of the Council's housing investment company.	- Assess the viability of using the Council's investment companies to bring identified homes back into use.	1	Head of Commercial Business

Reducing the environmental impact of privately owned homes. Support here is likely to take the form of high quality advice that can help owners understand which technologies best suit their home and help them to accurately calculate the costs, returns and associated wider environmental benefits involved. Securing cheaper installation deals through bulk purchasing schemes, channelling access to Government funding and adapting the Borough's planning policy to ensure that refurbished homes meet any tougher standards announced by Government, will play their part too.

Goal:	To get there we will:	Year:	Allocate to:
Reduce the carbon-emissions emitted from privately owned homes.	- Work with registered industry providers to procure discounted purchasing for PV solar panels and the latest battery technology.	1	Head of Planning
	- Investigate opportunities for discounted procurement/purchasing of low/zero carbon & water saving technologies.	2 - 5	
	- Investigate the feasibility for creating communal / district heating networks across the town.	2 - 5	
Promote and encourage the adoption of low – carbon measures by private owners.	- Work with our partners to establish a high quality advice service for property owners.	1 - 2	Head of Business, Planning & Performance Head of Business, Planning & Performance
	- Promote access to national and regional funding opportunities.	1 - 5	

Grow the local 'green tech' supply chain and installation services.	- Establish a list of approved suppliers for green/sustainable products.	2 - 5	
	- Work with colleges/local businesses to identify suitable training and apprentice opportunities.	2 - 5	
Promote the use of 'green' energy'.	- Secure bulk energy deals that can help reduce the costs of 'green tariffs' for local consumers.	1 - 2	Head of Business, Planning & Performance
Ensure compliance with any tougher regulations implemented by Government.	- Enforce controls through updated local planning policy and associated enforcement of planning permissions & building regulations.	2 - 5	Head of Planning

B3.2 The measures above set out to promote access to affordable housing options, address the problems faced by those experiencing the most severe problems with housing costs and support the local housing market. Successful delivery of these will make a difference, but maximising their impact requires harmonising the plans here with those elsewhere in this strategy that seek to boost supply and help those with support needs to live independently. Our goals can only be achieved if we work closely with all of our partners to deliver together.

B4 Key delivery tools

B4.1 The following strategies, policies, tools and action plans will be used to deliver the key parts of our strategy:

Regulatory Services Enforcement Policy (2016)
EBC Sustainability Policy 2018
Discretionary Housing Payments Policy (2019)
Eastbourne Core Strategy Local Plan 2013
Homes First Allocation Policy 2018
EBC Tenancy Policy (2012)
Eastbourne Affordable Housing Supplementary Planning Document (2017)
EBC Prescribed standards for houses of multiple occupation
Discretionary Disabled Facilities Grants Policy (2019)
Eastbourne Sustainable Building Design Supplementary Planning Document (2013)

3. THEME C: Reducing homelessness

C1. Why is this a priority?

C1.1 The loss of a home is a traumatic process that places a huge strain on affected households. Placements in emergency accommodation can result in families having to share small rooms, share facilities with others and live in accommodation located away from familiar neighbourhoods, schools and places of employment. Meeting housing need on an emergency basis is costly for the Council, costs that have been rising year on year.

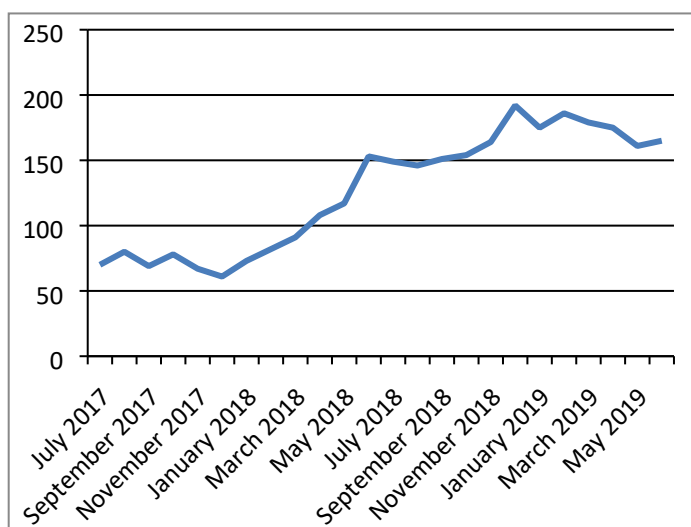
C1.2 Rough sleeping is the most acute expression of housing need. It has a severe and proven impact on the lives of affected individuals, increasing their risks as victims of crime, illness and at worst, can result in an early death. Levels of rough sleeping in the town have steadily increased in recent years, despite the implementation of programmes that have had considerable success in re-housing individuals affected.

C1.3 For these reasons, focussing on measures that prevents homelessness occurring in the first place and putting in place the support and access to housing options when it does, remain key priorities for the Council.

C2. Our current position

C2.1 Eastbourne, like other towns and cities across the country, has seen a rise in both the number of homelessness presentations our Housing Options Team receives and rough sleeping. No single cause is responsible for these trends, with heightened responsibilities under the Homelessness Reduction Act, the impact of welfare reforms and increasingly restricted access that those on low incomes have to the private rented sector contributing to the rise in the number of households placed in temporary accommodation.

Table C1. Number of households living in temporary accommodation



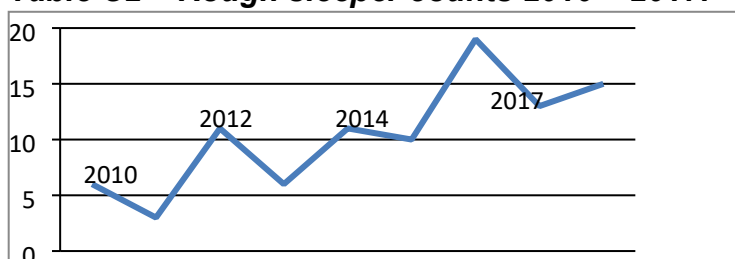
C2.2 Table C1 shows the increase in households living in emergency accommodation, which rose sharply as the impact of the Homelessness Reduction Act placed additional duties on the Borough to assist those threatened with homelessness. The figure peaked at 192 households in December 2018.

- In response our Housing Options team put in place a number of key measures:
- Providing financial incentives to landlords willing to accept referrals of homeless households and putting in place support packages to help sustain their tenancies. In the past year this support has provided permanent homes for around 50 households each year.
 - Re-shaping our Housing Options team to focus on providing solutions that help keep those at risk of becoming homeless in their homes and out of temporary accommodation by; supporting their search for an alternative home, negotiating new tenancy agreements with landlords and providing financial advice and support. These measures help stop around 30 households becoming homeless each month.
 - Using Discretionary Housing Payments to help pay the rent arrears of those facing delays to Universal Credit and facing other financial. In 2018/19 we used this money to support 396 households, reducing pressure on our homelessness services.
 - Working closely with our partners, Brighton Housing Trust, the Citizens Advice Bureau and the YMCA to provide advice and support services to young people and local residents at risk of homelessness.

C2.3 In recent months this work has helped reduce the numbers of households living in unsuitable and costly temporary accommodation, but we remain committed to putting in place additional measures to focus our preventative work and deliver better quality temporary housing solutions.

C2.4 In line with national trends, Eastbourne has seen an increase in the numbers sleeping rough on our streets, many with undiagnosed mental health conditions and a significant number with multiple complex needs. Towns and cities along the South Coast have been significantly more affected, with Eastbourne witnessing an increase from six cases in 2010 to 15 in June 2019 - table C2.

Table C2 – Rough sleeper counts 2010 – 2017.



C2.5 Hastings Borough Council (HBC) witnessed a similar rise in cases and in 2017 Eastbourne Borough Council secured joint funding with HBC under the Government's Rough Sleeper Initiative (RSI).

This money has been used to:

- Create a multi-disciplinary team of health, social care, substance misuse & housing professionals.
- Establish a dedicated assessment unit for up to twelve individuals.
- Support an accommodation pathway, to focus efforts on matching rough sleepers with suitable homes in the private rented sector or supported housing.
- Establish a *Housing First* scheme that takes rough sleepers straight into a permanent home and provides intensive support to maintain the tenancy.
- Expand day centre provision, giving regular access to advice, washing and health care services.

C2.6 The RSI project is making a positive impact, securing accommodation and new homes for 27 individuals since October 2018. The programme supports an active case load of around 30 individuals and the high level of demand is illustrated by the fact that a further 40 'at risk' individuals are on a waiting list for the service.

C2.7 Additional funding to provide two dedicated officers working to secure a *Rapid Rehousing Pathway*, identifying individuals who can, with support, move directly into permanent homes has also been secured. They have been in place since the start of 2019 and are on track to help over 40 rough sleepers search for a new home.

C2.8 This work forms part of a broader Street Communities Strategy, which brings together a range of statutory agencies and voluntary partners to tackle issues relating to a wider group of individuals, including those begging on the streets and 'street drinkers' contributing to persistent crime and anti-social behaviour.

C3. Our plans

C3.1 The focus of our plans here centre on delivering outcomes across five main areas, under each of which we will introduce new elements to compliment tried and tested measures.

Focussing on our approach to prevention. The focus here is on providing early support to households facing homelessness, to keep residents in their existing homes or by helping them to find a new place to live.

Goal:	To get there we will:	Year:	Allocate to:
Produce a new prevention toolkit.	<ul style="list-style-type: none"> - Develop a defined set of actions that members of the Housing Options Team (HOT) can access at key points in the process. - Deliver an accompanying training module tailored to individual HOT roles. 	1	Head of Homes First
		1	Head of Homes First
Provide high quality advice to target groups, including young people, care leavers and those facing welfare restrictions.	<ul style="list-style-type: none"> - Continue to commission partners to provide advice to target groups. - Issue grant agreements that specify outcomes and monitor performance. - Work with ESCC to implement the Care Leavers Protocol and develop appropriate services and processes that support it. 	1 - 2	Head of Homes First
		1 - 2	Head of Homes First
		1	Head of Homes First
Raise awareness of youth homelessness and the realities of independent living.	<ul style="list-style-type: none"> - Support a school education programme that engages over 2,000 pupils aged 14-16 each year. - Develop 'tenancy ready' coaching for young people identified as being at risk of repeat homelessness. 	1 - 2	Head of Homes First
		2	
Optimise the impact of Discretionary Housing Payments.	<ul style="list-style-type: none"> - Review protocols that govern payment to ensure they maximise the support for those threatened / at risk of homelessness. 	1	Head of Customer First.

	- Track the outcomes of support and apply the learning to assessment decisions.	2	
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Setting a clear direction for the future of support for rough sleepers. Put in place a stable offer that draws together key agencies across the County to address the root cause of rough sleeping and implement required interventions.

Goal:	To get there we will:	Year:	Allocate to:
Speed up the process of re-housing identified rough sleepers.	- Put dedicated officers in place, servicing a pathway that matches individuals to suitable properties.	1	Head of Homes First
Work with our partners to better support those with multiple complex needs.	- Develop closer ties with local mental health & rehabilitation services - Examine the development of reciprocal letting agreements between partners.	1 2 - 5	Head of Homes First
Evaluate the success of the Eastbourne Street Partnership.	- Review progress and issue a report summarising progress against year 1 outcomes and re-set targets.	1	Head of Homes First

Work with private sector landlords to create vacancies for homeless/at risk households. The actions summarised here set out to maximise the availability of suitable housing options for applicants who can, with support, sustain tenancies in the private rented sector.

Goal:	To get there we will:	Year:	Allocate to:
Further increase the number of private rented sector homes available to referrals made by our Housing Options Team and reduce costs.	- Evaluate the impact of our landlords' reward scheme.	1	Head of Homes First
	- Introduce a guarantor bond scheme to replace some financial incentives.	1	Head of Homes First
	- Agree how vacancies in homes purchased by Eastbourne Homes Investment Company Limited (EHICL) will be utilised.	1	Head of Homes First / head of Commercial Business

Speeding up the move-on of homeless households. The actions here focus on improving the experience of those households to whom we have accepted a re-housing duty and optimising the options they have for finding a permanent home.

Goal:	To get there we will:	Year:	Allocate to:
Provide a lower cost, sustainable supply of temporary accommodation.	<ul style="list-style-type: none"> - EHICL to purchase properties for use as temporary homes. - Set targets to reduce the use of emergency bed and breakfast accommodation. - Set targets for financial savings and monitor our progress. 	1	Head of Commercial Business
Undertake assertive outreach work to identify new homes for those currently living in temporary homes.	<ul style="list-style-type: none"> - Deploy dedicated officers to identify potential homes in the public and private sector and deliver intensive tenancy sustainment to developing the skills tenants need to effectively manage their homes and related affairs. 	1	Head of Homes First
Match households with additional needs to suitable homes in supported housing.	<ul style="list-style-type: none"> - Undertake an active programme of work to identify permanent homes for those in supported housing, to free up move-on for households needing extra support. 	1 - 2	Head of Homes First
Agree Personal Housing Plans (PHPs) with all households to whom we accept a re-housing duty.	<ul style="list-style-type: none"> - Commission a local partner agency to support the deployment of agreed PHPs, specify outcomes and monitor delivery. 	1	Head of Homes First
Intentionally homeless households with children.	<ul style="list-style-type: none"> - As the new Supported Accommodation Framework is implemented, work with ESCC, Districts & Boroughs, to examine how it can be used to secure more accommodation for these households. 	2	

Renewing our strategic approach. The measures set out above are tailored to addressing the immediate response we make to homelessness. Over the coming months we have committed to undertake a more detailed review of our homelessness strategy, which will focus on how we can better work with our partners to shape the local response.

Goal:	To get there we will:	Year:	Allocate to:
Drive forward a strategic response to reduce homelessness across the town.	- Hold a summit of agencies and partners to agree local barriers, opportunities and solutions.	1	Head of Homes First
	- Agree a clear scope for our review and accompanying timetable.	1	Head of Homes First
	- Produce and agreed strategy and action plan.	1 - 2	Head of Business Planning & Performance

C3.2 The measures set out above are largely tailored to addressing the urgent need we have to address the high level of pressures current faced by our Housing Options Service. These will be taken forward alongside the proposed strategic review, the outcomes of which will inform a partner led set of solutions that address focus on prevention, partner working and lasting provisions that help promote sustainable housing options across the Borough.

C4 Key delivery tools

C4.1 The following strategies, policies, tools and action plans will be used to deliver the key parts of our strategy:

Eastbourne and Lewes Street Communities Strategy 2018-2021
Discretionary Housing Payments Policy (2019)
EBC Tenancy Policy (2012)
EBC Exceptional Hardship Policy 2016
EBC Private Housing Enforcement Policy (2016)
EBC Corporate Plan 2016-20
Homes First Allocation Policy 2018

4. THEME D: Successfully managing & maintaining our Council homes

D1. Why is this priority?

- D1.1 The Council is a major provider of housing, working in partnership with Eastbourne Homes Limited (the Council's arms-length management organisation) to deliver management services to 3,500 social rented tenancies and 600 leaseholders across the town. As such, the delivery of high-quality management and maintenance services has a direct impact on the lives of many households across the town, whilst the effective management of the estates and neighbourhoods can have a positive impact on the wider public realm.
- D1.2 Listening to our customers' concerns and taking steps to provide our residents with clear opportunities to voice opinions about the future direction of core services forms the basis of our approach. Our key goals are to make it easier for customers to transact and to lower the cost of key services to provide better value for both the customer and the Council.
- D1.3 In recent years we have invested in repair and improvement programmes to ensure that all our housing stock meets Decent Homes standards⁹. Continuing to develop asset management plans that optimise investment in the fabric of our existing homes is an essential element of our future plans. The focus here is on ensuring that these plans: deliver warm, safe and modern homes that make a real difference to our customers lives; are structured to maximise procurement opportunities and reduce contract costs; and improve the resilience of homes to reduce future responsive repair costs.
- D1.4 Given the relatively low levels of new homes being built across the Borough, significant investment in existing homes will be required to speed the transition to a *zero carbon offer* and meet the Council's policy of becoming a carbon-neutral Borough by 2030. Investment in our own social housing stock will be a significant component of this, and the Housing Revenue Account Business Plan will set out to drive our investment in 'green' initiatives and related sustainability work across our housing stock.
- D1.5 Through our role as a provider of homes, we have direct influence on the neighbourhood environment, particularly where homes are located in large blocks and estates. As such the delivery of housing services has an impact on the neighbourhood environment and the associated public realm that affects residents of the town more widely, so getting our approach right is key. Meanwhile, the landlord function also presents opportunities for local businesses, apprentices and trainees to benefit from available contract and employment opportunities.

⁹ The Decent Homes Standard was introduced by the UK Government in 2004 to bring minimum standards on; statutory fitness; repairs; modern facilities and services; and thermal comfort.

D2. Our current position

D2.1 In 2017, we established *Homes First*, a team dedicated to managing and maintaining our social housing stock across the town. The team manages the housing on behalf of Eastbourne Homes Limited, administering the waiting list, allocating available homes, assisting with the collection of rents and handling reports of anti-social behaviour in its homes. It also works in partnership with appointed contractors to deliver estates services, responsive repairs and deliver planned repair and improvement programmes to our homes.

D2.2 Underpinning our ability to fund services and deliver new investment is the effective and robust management of the Housing Revenue Account (HRA), a 'ring fenced' amount of money raised from the rents and charges paid by tenants and leaseholders, that the Council must use to pay for housing services and the upkeep of its homes. The Homes First team deploy a series of plans, policies and checks to help drive performance, provide value for customers, minimise risk and meet their HRA commitments.

The main features of our current performance include:

- Getting to our repairs appointments on time and then completing reported repairs in line with set targets – in the three months to September 2019 over 95% of appointments were kept and 95% of repairs completed on time. We expect to complete around 13,000 repairs each year.
- Minimising the time it takes to re-let vacant homes - in the first half of 2018/19 84 vacant homes were checked, repaired and re-let to new tenants, within our target time.
- In the year to March 2019 87% of survey respondents were satisfied with the housing series they received.
- Working alongside the Account Management Team to reduce arrears by implementing policies that balance the need to support those facing difficulties and take tough enforcement action on those who refuse to pay.

D2.3 Delivering our targeted investment plans is key to ensuring that our homes meet the modern expectations and wellbeing of our residents and that the quality and sustainability of our assets is enhanced. Recent programmes of work are designed to take account of the information we hold about the condition of our housing stock and are structured to deliver improvements that maximise the impact for customers and provide value for money.

D2.4 Making planned investment in our homes improves the reliability of our assets and reduces the expenditure on responsive repairs.

Our current plans include:

- The programmed replacements of ageing boilers with more efficient models that reduce carbon emissions and lower energy costs for customers. Over 200 new boilers will be replaced in 2019/20.
- A kitchen, bathroom and window replacement programme that will raise standards and improve energy efficiency for over 60 residents in the current year.
- Raising the standards of insulation as standard during any renovation/ refurbishment projects, again raising levels of energy efficiency for our residents.

D2.5 Keeping all our homes safe is another key aspect of Homes First's work and during the past year the team has maintained a 100% compliance record by inspecting gas safety checks in each of its homes. In addition, it undertakes an annual programme of checks that includes over 1,000 fire related tests and inspections, and a further 1,200 safety checks to ensure compliance with asbestos, water safety and electrical safety requirements.

D2.6 In recent years we have undertaken investment that has reduced the carbon emissions that our homes generate, through window replacement programmes, by improving levels of insulation and replacing inefficient boilers. In addition, more than seventy blocks of our homes have been fitted with solar PV to produce green energy and reduce the cost of electricity for our residents. The cost of further lowering emissions in existing homes (by *retro-fitting* our homes) remains high, but is expected to decrease as the sector adopts new technologies in volume and supply chains improve. Working with our local partners, we will look at ways of speeding up this transition through by exploring bulk purchasing opportunities and investing in local green technology and associated skills.

D2.7 In 2018, we asked tenants about how they wanted to be involved in shaping the services they receive. We received a clear response, with 80% of tenants telling us that they wanted more of a say in the decisions which affect their homes and neighbourhoods. Tenants were most keen to have their say about how their homes and neighbourhoods were managed and maintained, as well as our future plans.

Our new involvement plan sets out:

- A clear set of objectives to: help shape our approach around residents' availability and interests; drive real challenge to our plans and services; give clear feedback on how we have used any views received.

- A full range of practical activities that range from formal meetings, such as our scrutiny panels or less formal activities such as walkabouts with Homes First staff or simply responding to surveys.
- An approach that is resourced to provide the support, training and advice to get all tenants that want to be involved, involved.
- An accompanying action plan to raise levels of engagement by 2022.

D3. Our plans

D3.1 Putting in place targeted measures that will improve customer experience, keep our homes in a good state of repair and help transition towards carbon-neutral emissions targets are the key objectives of the Council’s strategy. We can only achieve this by regularly reviewing the way services are delivered , fully engaging our customers to help us do this and ensuring that we remain open to new technology and ideas. Our delivery plans are set out in the following themes:

Renewing the delivery of Homes First’s key services. Meaningful service review can be achieved if we are prepared to effectively challenge the way we presently deliver services. To ensure that this is the case our plans will introduce review tools; accurately measure performance and the cost of services; identify the root cause of problems; and identify changes to service delivery approaches, processes and systems that will address these.

Goal:	To get there we will:	Year:	Allocate to:
- Set out our approach to delivering key management services in a scheduled Housing Services Review Programme.	- Map current processes/customer journeys, including those for repairs, allocations, income collection, tenancy, hate crime & anti-social behaviour, estate, leasehold and shared ownership management services.	1 - 3	Head of Homes First / Head of Business, Performance & Planning
	- Identify necessary improvements, establish service standards and engage tenants and leaseholders in any changes we make to delivery models.	1 - 4	Head of Homes First / Head of Business, Performance & Planning

- Implement updated policies, processes and systems to deploy agreed changes.	- Agree supporting policies and processes, delivery mechanisms and performance measures, seeking approval from members and EHL Board as appropriate.	1 - 4	Head of Homes First / Head of Business, Performance & Planning
- Ensure our approaches are updated to reflect any forthcoming legislation. ¹⁰	- Review our approach and implement updates to reflect any newly passed regulations or legislative provisions – particularly in relation to safe & decent homes; empowering residents; complaints; addressing social stigma and celebrating thriving communities.	2 - 5	

Giving resident access to digital services. Work here will focus on developing digital services that can transform the service experience for customers, making it easier for them to find key information, initiate a range of transactions, and then track progress through to resolution. Our plans will look at the most commonly accessed services first, such as repairs reporting, payments and rent accounting.

Goal:	To get there we will:	Year:	Allocate to:
Enhance the range of information Homes First customers can access and update.	- Develop a 'My Homes First' portal – allowing Homes First customers to register and securely access key services	1	Head of Homes First
	- Provide access to essential tenancy, lease and block information.	1	Head of Homes First
	- Provide a facility to update contact details and other key information.	1	Head of Homes First
Enhance the range of information Homes First Customers can access online.	- Repairs & maintenance - provide access to schedule and track repairs and view outbound transactions e.g. planned works and gas servicing.	2 - 5	

¹⁰ Currently set out in the Green Paper, 'A New Deal for Social Housing'.

	<ul style="list-style-type: none"> - Enquiries – provide access to log housing enquiries, complaints and book appointments with colleagues. - Enquiries – facilitate the tracking of open enquiries and confirm case closure. - Lettings - allowing customers to schedule viewings, sign-ups and virtual tours. 	2 - 5	
Expanding the range of methods by which customers can access key services.	<ul style="list-style-type: none"> - Enabling access from mobile/handheld devices. - Introducing web-chat services and access via virtual digital assistants to applicable services. 	2 - 5	

Keeping our assets in a good state of repair. Our long term plans for the management of our housing assets set out to: protect their value and condition; drive an approach that maximises planned works and minimises responsive repairs; and optimise the use of assets to meet local housing need. Focussing on how we can enhance and use the information we hold about our assets, defining clear standards to drive the re-procurement of services, reviewing contract costs and taking firmer control of our supply chain by reducing the use of sub-contracting, are the key tools we will use to help us succeed. Promoting clearer communications with residents about our approach and investment plans for their home is vital.

Goal:	To get there we will:	Year:	Allocate to:
Improve the information we hold about the condition of our assets.	- Initiate a systematic programme of stock condition surveys for all our homes and update the records held on Keystone, our Asset Management (AM) System.	1	Head of Homes First
	- Complete work to interface housing management and AM systems.	1	Head of Homes First

<p>Agree a new asset management (AM) strategy.</p>	<ul style="list-style-type: none"> - Analyse our stock condition data to better understand our assets. - Undertake a re-valuation of our stock in line with the latest available market forecast information. - Use this information to devise an approach to rationalise and optimise the use of our housing assets. - Engage key stakeholders to discuss our plan and ensure that assets continue to be used to meet locally agreed needs. 	<p>1</p> <p>2 - 5</p> <p>2 - 5</p> <p>2 - 5</p>	<p>Head of Homes First</p>
<p>Reconfigure our asset management investment plans.</p>	<ul style="list-style-type: none"> - Produce new asset management standards to drive investment priorities. - Use improved data to drive more efficient planned maintenance programmes and servicing schedules. - Fully engage residents about our planned works programmes and their timing. 	<p>1</p> <p>1</p> <p>1</p>	<p>Head of Homes First</p> <p>Head of Homes First</p> <p>Head of Homes First</p>
<p>Review our key contracts to ensure they offer excellent value for money and support the local economy.</p>	<ul style="list-style-type: none"> - Scope service requirements/standards and re-procure responsive repairs, void works, gas & mechanical service contracts. - Provide contract opportunities for smaller local businesses. - Ensure that our contracts create apprentice opportunities for local residents. 	<p>1 - 3</p> <p>1- 3</p> <p>1- 3</p>	<p>Head of Homes First</p> <p>Head of Homes First</p> <p>Head of Homes First</p>

Reducing the environmental impact of Council owned homes. Given that the Council owns and manages eight percent of the local housing stock, it is in a good position to lower the environmental impact made by its homes. However, our strategy to manage this process needs to take account of the current high financial costs of retro-fitting homes with low-carbon and green technologies, the relatively undeveloped nature of their supply chains and the fact that the long-term reliability of some products is yet to be fully tested. Costs are set to lower more widely across the sector and tracking these effectively will help us strike a balanced approach that reduces energy costs for tenants and leaseholders, meets intended environmental benefits and provides value for money for the investments made by the Council.

Goal:	To get there we will:	Year:	Allocate to:
Set out a robust asset management response to meet locally set and national environmental and carbon-reduction targets in an agreed plan.	- Make a full assessment of the current emissions made by the Council's homes.	1 - 2	Head of Homes First
	- Assess 'distance of travel' the Council must make to effectively contribute to locally agreed carbon reduction targets.	1 - 2	Head of Homs First
	- Assess the cost and impact of options to deploying low-carbon measures.	2 - 5	
Directly reduce the environmental impact of Council owned homes.	- Evaluate the options for retro-fit low/zero carbon alternatives to gas boilers.	1 - 2	Head of Homes First
	- Review our heating contracts to support the deployment of greener heating alternatives.	2 - 5	
	- Optimise the deployment of green technologies including PV panels, the latest battery technology and water saving devices across the Council's estate.	2 - 5	
	- Designate homes / blocks for a retro-fit pilot and assess the environmental / energy saving impact.	1	Head of Homes First
	- Adopt ground management practices that attract and protect wildlife.	2 - 5	

	- Review the potential to retro-fit existing homes / schemes with tree cover, planting schemes, green walls and roofs that attract and promote wildlife and encourage water absorption.	2 - 5	
Ensure compliance with any new regulations implemented by Government.	- Enforce controls through updated planning policy and the enforcement of planning permissions & building regulations.	1 - 5	Head of Planning

Giving residents a voice in shaping our services. Ensuring that the existing approach agreed with our tenants is extended to leaseholders and fully aligning our plans with any future requirement set out in Government legislation are key features of our plans. Deploying this approach will also ensure that our plans provide sufficient opportunity for residents to challenge any new plans for the redesign of our key services.

Goal:	To get there we will:	Year:	Allocate to:
Implement agreed strategy to engage Homes First tenants.	- Continue to enhance the options for involvement by deploying the agreed tenant involvement action plan 2019 -2022.	1 - 2	Head of Homes First
Ensure leaseholders have access to the same engagement opportunities as our tenants.	- Develop and agree a new leaseholder engagement strategy with our leaseholders.	1	Head of Homes First
	- Adopt channels to give leaseholders a range of formal and informal ways to engage Homes First.	1	Head of Homes First
Ensure our involvement approach is updated to reflect any forthcoming legislation. ¹¹	- Review our approach and implement updates to reflect new regulations –in regard to empowering residents; tackling stigma; and celebrating thriving communities.	2 - 5	Head of Homes First

¹¹ Currently set out in the Green Paper, 'A New Deal for Social Housing'.

D3.2. The approach set out here is designed to ensure that both the short-term delivery of our service and longer term approaches associated with the management of our assets provide quality outcomes for tenants and leaseholders. Above all else, successful delivery requires maintaining a clear commitment to engaging residents along the way.

D4 Key delivery tools

D4.1 The following strategies, policies, tools and action plans will be used to deliver the key parts of our strategy:

Eastbourne Statement of Community Involvement (2019)
EBC Sustainability Policy 2018
Eastbourne Sustainable Building Design Supplementary Planning Document (2013)
Homes First Allocation Policy 2018
Homes First Transfer Incentive Scheme 2019
Eastbourne Core Strategy Local Plan 2013
EBC Tenancy Policy (2012)

5. THEME E: Promoting homes that sustain health & wellbeing

E1. Why is this priority?

E1.1 The quality and suitability of the homes in which our residents live are key determinants of their wellbeing, physical and mental health. A healthy home is one that is:

- Affordable and offers a secure base.
- Able to provide for all the households' needs.
- A place where occupants feel comfortable and safe.
- Connected to community, schools, work and services.

E1.2 Homes that meet these basic needs provide a secure foundation for individuals and families to lead healthy lives, recover from illness and maintain independence. Where those foundations are not in place and households find themselves living in poor quality homes, experience precarious housing circumstance or have no home at all, then wellbeing, physical and mental health all suffer. These disproportionately impact on those living in poverty and, as such, poor 'housing foundations' are a key driver of health inequality.

E1.3 Recent changes to the operation of housing markets have challenged these foundations. Rising house prices have restricted access to home ownership, the most stable form of tenure, increasing reliance amongst all age groups on the private rented sector. A limited supply of new public sector housing, frozen housing welfare subsidies and restrictive welfare reforms, have made it even harder for households with the lowest incomes to find and keep a home that meets their needs. Meanwhile, the restrictions on housing welfare subsidies for under-35s means that younger households stay living 'at home' with parents for longer, or rely on shared housing until later in life.

E1.4 In the round, the health of older people, disabled people of all ages and people with long term physical and mental health conditions are at greater risk of harm from poor housing conditions. As the population ages, meeting the needs of these groups requires the close alignment of housing, health and care services, to deliver the support that will keep residents in their homes, reduce the duplication of services and lower cost. The deployment of new technology also has a role to play.

E1.5 In 2018, the Government recognised the importance of the role housing plays in delivering better health and wellbeing outcomes. Bringing together twenty-six public sector and industry representative bodies, it issued a memorandum of understanding¹², committing the health, social care and housing sectors to undertaking joint action to reduce health inequality.

¹² Improving Health & Care through the Home: A National Memorandum of Understanding

E2. Our current position.

E2.1 More than a fifth of Eastbourne's residents are already affected by disability or a long-term limiting illness and this figure is set to increase to more than a quarter over the next fifteen years, as the local population ages.

E2.2 In 2016, a survey setting out to measure wellbeing and resilience¹³, key constituents of positive mental health, asked residents across East Sussex to answer 14 questions about their feelings, emotions, moods and confidence. The results gave a combined score of 50.0¹⁴ for all respondents, a figure broadly in line with the national average. The scores were, perhaps unsurprisingly, lower for those with a disability or long-term health condition and also lower for those unsatisfied with their home or local area as a place to live. Scores for Eastbourne (and Hastings) were lower than Wealden, whilst some wards in the town such as Devonshire and Hampden Park were significantly lower than those reported for the County as a whole. The clinical commissioning group covering Eastbourne, Hailsham & Seaford reports higher instances of recorded depression and hospital admission for those with a mental health illness than the other clinical commissioning groups operating across East Sussex.

E2.3 Changes to the housing market are likely to have contributed to reduced levels of wellbeing. In particular, the increased role of the private rented sector is of concern. Whilst the sector provides suitable, good condition homes for many, a lack of security, affordability and the poorer condition of some homes creates insecurity and anxiety for a significant number of households. The same survey of wellbeing reported significantly lower scores for wellbeing amongst private tenants (47.9) than for homeowners (51.2). When the needs of a household change, getting the landlord's agreement to improvements or adaptations can be a further barrier to the sector's ability to adequately meet housing needs, reducing residents' ability to live independently and adding further pressure on local services.

E2.4 The Council is already a direct provider of older persons' accommodation, managing 11 schemes that meet the needs of 320 local residents. As the local population ages the housing response will require additional new homes. The latest strategic needs assessment¹⁵ projects that 1,500 more units of older persons' accommodation and 700 residential care places will be needed by 2032. This need will need to be met by a range of public and private sector investment and this investment should, in order to optimise benefits, be targeted at providing a greater choice of housing options to local older residents. This would not only provide the direct benefit of improved health and wellbeing outcomes for those who move, but also free up much needed family sized homes for younger, economically active, households.

¹³ The Warwick Edinburgh Mental Wellbeing scale.

¹⁴ Annual report of the Director of Public Health, East Sussex 2016/17.

¹⁵ Strategic Housing Market Assessment, Eastbourne B.C., 2016

E2.5 Part of the Borough's response will be about ensuring that any new homes built in the Borough meet the needs of all the whole community. However, it is widely accepted that any new supply must be complemented by solutions that help residents' live independently in their existing homes and effectively co-ordinate activities to maximise the impact of available funding across the public and private sector. We have already made a start and work closely with our partners to help achieve this.

Locally supported schemes include the:

- STEPS service - commissioned by East Sussex County Council to provide advice to any Eastbourne residents over the age of 60 who are experiencing housing difficulties. In the year to June 2019 the service helped over 600 people get extra help with housing costs, adapt their home to meet their needs or move to a better suited home. The service is free and offers a face to face service in residents' own homes.
- Homeworks housing support service - working in partnership with Southdown Housing to help local residents who are facing additional challenges keep or find a new home. The service takes referrals from a wide range of social care and statutory agencies, including the council
- Winter Warmth Programme - delivering advice on switching tariffs, insulation, and other energy saving measures to older residents across the town and sign-posting those on lower incomes to available grants where applicable. In 2018/19 over 300 older persons used this service.

E2.6 This support extends through to the provision of physical adaptations.

In 2018/19 we:

- Successfully delivered improvements and minor adaptations in over 200 Council homes, helping to sustain their independence of local residents.
- Administered Disabled Facilities Grants (DFGs) that funded 90 major adaptations for residents living in privately owned homes.
- Successfully bid for funding that has employed new occupational therapists, to help better understand the needs of local residents and speed up our assessment service.

E2.7 Plans to fully integrate the delivery of health and social care services across East Sussex, as part of the *Better Together* programme are already well established. As a next step, the Director of Public Health at East Sussex County Council has commissioned a piece of work to examine the impact that housing has on the health of the local population and the extent to which it drives health inequalities. The report, due to be published in early 2020, is likely to make a series of recommendations setting out how 'anchor organisations', including local District and Borough councils can deliver shared strategies and practices to address these.

E3. Our plans

E3.1 The plans set out below centre on delivering outcomes across four main areas. The actions under each will help ensure that we work together with our partners to deliver positive and healthy outcomes for the Borough's residents.

Shaping the Borough housing stock. Taking steps to ensure that the strategies which underpin the delivery of new and remodelled homes effectively take account of the need to support the future health and wellbeing of local residents.

Goal:	To get there we will:	Year:	Allocate to:
Ensure that future housing provision is aligned with forecast changes in the needs of local residents.	- Set delivery targets that will effectively meet the need for older persons' additional and extra care units.	2 - 5	
	- Set delivery targets that will effectively meet the needs of those facing additional challenges (i.e. care leavers, identified mental & physical & health conditions).	2 - 5	
Review use of the Council's portfolio of older persons' schemes to meet local needs.	- Review the modelling of existing schemes and the accompanying service offer, to ensure it meet the needs of an ageing population.	2 - 5	
Promote design standards for new homes that support independent living.	- Review relevant planning policies to promote the adoptions of Lifetime Homes ¹⁶ standards.	1 - 3	Head of Planning
	- Review the design of any new Council built homes against 'Lifetime Homes'.	2 - 5	
Providing bespoke housing solutions for high need households, such as those containing children with complex needs and disabilities.	- Identify needs and assess whether building or adapting homes can provide lasting solutions to reduce the 'all round cost' of delivering health & housing services.	1 - 3	Head of Homes First / Head of Commercial Business

¹⁶ Lifetime homes incorporate sixteen design criteria that can be applied to new build homes, at minimal cost, to ensure they remain accessible as the needs of occupants change.

Supporting and maintaining the independence of residents. Taking steps to support independent living by facilitating physical changes to the fabric of homes and co-ordinating the packages of support needed to keep residents managing their own day to day lives.

Goal:	To get there we will:	Year:	Allocate:
Support the provision of high quality tenancy sustainment services for local residents.	- Work with our partners to ensure that any recommissioning of the STEPS or Homeworks service continues to provide high quality housing support and advice.	1	Head of Homes First
Optimise the use of Better Care/ Disabled Facilities Grants (DFGs) to reduce healthcare spending	- Provide a high quality service by effectively managing any applications received for adaptations in our own stock.	1 - 5	Head of Homes First
	- Use available funds to support and sustain care leavers, and those with mental health, emotional and well-being needs to reduce local healthcare spend. - Support initiatives that can reduce the impact of rough sleeping on health and wellbeing to reduce local health care spend.	2 - 5 2 - 5	
Supporting local partnerships to improve housing advice to young people.	- Continue to support the delivery of housing advice and mental health support services through the Eastbourne Youth Partnership, working alongside the YMCA, Brighton Housing Trust, and the Youth Advice Centre to meet the needs of local young people.	1 - 2	Head of Business, Performance & Planning
Better support private rented sector tenants in need of adaptations.	- Trialling a scheme to offer the full DFG funding of adaptations in return for a proportionate commitment by landlords to guarantee use of their home.	1	Head of Homes First

Using adaptive technology. Exploring opportunities to utilise existing and future adaptive technologies to extend independent living.

Goal:	To get there we will:	Year:	Allocate:
Trial how technology can help residents challenged by day to day tasks, such as switching on lights and operating blinds, heating controls and appliances.	- Identify any existing local initiatives and best practice examples already providing benefits to residents.	1 - 2	Head of Business Planning & Performance
	- Seek opportunities for funding pilots in our own housing schemes and forge links with technology providers.	1 - 2	Head of Homes First
Evaluate how new technology such as voice enabled assistance can be better utilised to improve communications and access to services.	- Identify any existing local initiatives and best practice examples already providing benefits to residents.	1 - 2	Head of Business Planning & Performance
	- Work with partners to discuss funding pilots across existing services/ tenancy sustainment initiatives and forge lines with technology providers.	1 - 2	Head of Homes First
Assess how technology can be best utilised to improve safety & security for vulnerable residents.	- Ensure that new adaptive technologies are fully taken into account when re-tendering emergency alarm call contracts.	2 - 5	
Seek opportunities to deliver innovation by seeking to share investment projects with health partners.	- Examine how adaptive technology can address both housing and health objectives e.g. medication reminders and passive health monitoring.	2 - 5	

Developing integrated housing, health and care strategies. Working with our partners across East Sussex to reduce health inequality and the demand on health and care services, by improving residents' access to high quality housing that meets their needs.

Goal:	To get there we will:	Year:	Allocate:
Produce joint strategies that align approaches to delivering housing and healthcare across the County.	<ul style="list-style-type: none"> - Review outcomes of the forthcoming report of the ESCC Director of Public Health and agree clear action plans and targets that will deliver positive outcomes for the Borough's residents. 	1	Head of Homes First
Making every contact with our residents count.	<ul style="list-style-type: none"> - Participate in County wide initiatives that equip officers and front line teams to recognise opportunities to improve health outcomes for local residents, and signpost them to appropriate advice and support services. 	1 - 3	Head of Homes First
Develop expertise to tackle housing and health inequality in an integrated way across East Sussex.	<ul style="list-style-type: none"> - Participate fully in the implementation of the East Sussex Supported Accommodation framework. - Explore opportunities to consolidate services with our partners and agree joint referral arrangement, to help foster expertise and provide a high quality service response. 	2 - 5	
Addressing fuel poverty, promoting warmth and home safety.	<ul style="list-style-type: none"> - Agree new referral arrangements with ESCC to promote the take-up of available funding to tackle fuel poverty, winter warmth measures & provide advice on home safety. 	1	Head of Homes First

E3.2 Addressing the wider public health challenges faced by a local population facing economic adversity and an ageing demographic profile cannot be addressed by housing strategy alone. However, we are confident that we can begin to address health inequality by initiating the plans outlined here to bring together the right types of investment in housing, technology and shared delivery. Working more closely together with our partners to achieve this will be pivotal to our ability to make a difference.

E4 Key delivery tools

E4.1 The following strategies, policies, tools and action plans will be used to deliver the key parts of our strategy:

Eastbourne Core Strategy Local Plan 2013
EBC Infrastructure Delivery Plan (2016)
Eastbourne Affordable Housing Supplementary Planning Document (2017)
Discretionary Housing Payments Policy (2019)
Community and Housing Grants Policy 2019
Equality and Fairness Policy

6. Putting our plans in place.

1. Our commitments

- 1.1 We are committed to prioritising housing for current and future residents and this strategy has been written to guide and focus action over the next five years. This strategy is set out to apply to all housing in the Borough, which means that everyone involved in building and managing homes and supporting the people who live in them has a part to play in achieving its goals.
- 1.2 The council's role in delivering our Housing Strategy is increasingly one of commissioner and enabler, working with partners to maximise investment in new housing and better services. This means bringing people together around a common agenda and set of goals. In recognition of this we are committed to involving a broad partnership of residents, whether tenants or home owners, landlords, voluntary organisations, developers, service providers, employers, and other key stakeholders, in its delivery. This will help ensure that the right mix of skills, structures and infrastructure are in place, across the , to drive it forwards.
- 1.2 In bringing this strategy to life the council needs to be adaptable and flexible to respond to change appropriately, especially given key uncertainties over our current operating context and the potential impact this could have on the local housing market. To keep the goals of this strategy responsive, the goals set out at the end of each theme will be implemented through a series of associated action plans, policies and processes associated with each. We have highlighted those that we intend to tackle more immediately and identified how and who is responsible for taking these forward. The wider goals remain in place to guide the overall objectives of our approach but will be reviewed in mid-2021 to see whether they remain relevant and fit for purpose in keeping our wider strategy on course.
- 1.4 Progress towards the Housing Strategy action plans will be monitored with feedback, if necessary, on any barriers encountered along the way.

END

Agenda Item 9

Report to:	Cabinet
Date:	16 March 2020
Title:	Bandstand and Promenade Improvements
Report of:	Ian Fitzpatrick, Deputy Chief Executive and Director of Regeneration and Planning
Cabinet member:	Councillor Margaret Bannister, Cabinet member for tourism and leisure services
Ward(s):	Meads
Purpose of report:	For Cabinet to note initial repairs and maintenance costs for works to the Bandstand and adjacent promenade and agree that £3million be earmarked from the capital programme to support priority improvement works.
Decision type:	Key Decision
Officer recommendation(s):	<p>(1) To agree that £3million be earmarked from the Council's capital programme in order to support priority improvement works on the Bandstand and the adjacent promenade.</p> <p>(2) Approval be given to the commencement of the procurement processes to deliver the priority improvement works on the Bandstand and the adjacent promenade and delegation of the development and management of the procurement processes to be followed and authority to appoint the necessary contractors be given to the Director of Regeneration and Planning, such delegation to include approval to allowing exceptions to the council's contract procedure rules should that become necessary.</p>
Reasons for recommendations:	Priority improvement works are required on the Bandstand and adjacent promenade.
Contact Officer(s):	Name: Mark Langridge-Kemp Post title: Head of Property, Delivery and Compliance E-mail: mark.langridge-kemp@lewes-eastbourne.gov.uk Telephone number: 01323 415876

1 Introduction

- 1.1 The Council holds the freehold to the Bandstand, an iconic structure on Eastbourne's seafront. The existing structure was built in the 1930's and is a popular attraction both for visitors and residents, with well over 50,000 people attending performances throughout the open season.
- 1.2 The property is in an exposed location on Eastbourne seafront and therefore is subject to the worst of the weather, which has taken a toll on its condition. Phase 1 works were undertaken some years ago to replace the roof of the Bandstand, but recent high storms have meant that a further phase of repairs are now required. Phase 2 works are likely to concentrate on the Bandstand, its arena and the promenade within its curtilage.
- 1.3 Some planned repairs were carried out on the Bandstand prior to the 19/20 season commencing, however, a wider assessment of the full works on the property involving intrusive investigations has been undertaken in order to establish future capital need. The Bandstand and surrounding colonnades are listed structures and Listed Building Consent was obtained in order for the investigative works to take place in order to establish a specification of works.

2 Proposal

- 2.1 Work has been undertaken to establish the level of need using known survey information which outlined worst scenario repairs costing around £8million. Further intrusive investigations have been undertaken in order to refine need and costings information for Phase 2 works and it is estimated that a budget of £3million will be required in order to address the most urgent works.
- 2.2 Early temporary works will be undertaken prior to the 2020/21 season commencement with main works starting after the end of the season. Any temporary works will be dressed and covered where appropriate and possible. A detailed specification and a brief will be drawn up against the available budget in order for the main Phase 2 works to be tendered. Initial works are anticipated to focus on improving the water-tightness of the Bandstand itself and replacing the stage, as well as replacing tiling and cladding and repairs to both the Bandstand and promenade area within its curtilage. Relevant consent will be in place before the main works commence. Works will take note of the recent adverse weather conditions and the impact of climate change on the property.
- 2.3 A later phase of works will be required to address works outside the immediate Bandstand curtilage which will be subject to a separate report. Members will note that the concept of a heritage contribution on ticket sales has been approved; as this fund develops this may be able to help fund a further phase of works, which would likely focus on works outside the immediate curtilage of the Bandstand.
- 2.4 In order to keep the Bandstand open, these works have to be taken forward. If there is no investment in the Bandstand to address these needs then the property will be required to close for health and safety reasons.

2.5 Officers are also investigating longer term options to future proof the Bandstand including ways to extend the season and improve the food and beverage offer available to visitors. These options will form part of a future report to Cabinet as part of a wider seafront development strategy.

3. Corporate plan and council policies

3.1 This proposal meets the following aspirations of the Corporate Plan:

- Prosperous economy: by improving Eastbourne as a destination through securing the future of the Bandstand and supporting employment
- Sustainable performance: by making the best use of our assets and proactively working to improve building performance.
- In addition it supports achieving the 2026 Partnership vision of Eastbourne being a premier seaside destination.

3.2 Cabinet adopted the Corporate Asset Management Plan (AMP) in 2017. The AMP focuses on 4 key areas:

- Improving yield from the investment portfolio.
- Reducing maintenance costs and liabilities.
- Delivering efficiencies through smarter procurement.
- Increasing the capital value of the Council's asset base.

The AMP provides the strategy framework for the Council to manage and exploit the potential of its property portfolio, part of which is ensuring that future maintenance liabilities are reduced and opportunities for increasing social and economic value are maximised wherever possible, which are supported through this proposal.

4. Financial appraisal

4.1 The recommendation is to agree that £3million be earmarked from the Council's capital programme in order to support priority improvement works on the Bandstand and the Promenade. It is noted that not all projects have full funding in place and projects where funding is to be identified will be progressed to a stage where further Member approval will be required before the Council is financially committed to delivering the project.

4.2 Given the current financial climate for public funding and its impact on the Council's financial position, it is sensible to have flexibility before substantial financial commitments are made. The proposal is subject to continual review to establish whether the forecast as stated within section 2 (above) remains achievable. Whilst the objective is for the Council to progress the proposal as stated, some priority projects and their sources of funding may require re-profiling into future years.

4.3 As noted earlier in this report, the concept of a heritage contribution on ticket sales has been approved and may be able to support a future phase of works.

5. Legal implications

5.1 The estimated contract value for the works at £3million is below the applicable threshold that would currently require a full competitive procurement process under the Public Contract Regulations 2015. The contracts in relation to the repair and improvement works will however need to be awarded following the processes set out in the council's Contract Procedure Rules.

5.2 Legal due diligence will be carried out to ensure that the works take any title issues into account

[008841-EBC-CJEC 07/01/2020]

6. Risk management implications

6.1 There are inherent risks associated with not agreeing a financial package to support capital works on the Bandstand and Promenade as without investment both assets will continue to deteriorate and the proposals set out in this paper seek to address priority issues.

7. Equality analysis

7.1 An equality screening has been undertaken and has assessed that an Equality Analysis is not relevant to this report.

8. Environmental impact analysis

8.1 An Equality Analysis is not required on this occasion. However, if works are later identified of an urgent health and safety manner that cannot be addressed before the new season commences, then there may be a need to either close the Bandstand or reduce the open season. It could therefore be appropriate to conduct an analysis at this stage depending on the extent of those works and impacts at the time. This is however unlikely and not the proposed course of action.

9. Appendices

- None

10. Background papers

- None

Report to:	Cabinet
Date:	16 March 2020
Title:	Seafront Lighting Reinstatement
Report of:	Ian Fitzpatrick, Deputy Chief Executive and Director of Regeneration and Planning
Cabinet member:	Councillor Jonathan Dow, Cabinet member for climate change
Ward(s):	Meads and Devonshire
Purpose of report:	For Cabinet to note costs for the reinstatement of the seafront lighting and agree that funds up to the level already earmarked for the project within the Council's capital programme be released to support reinstatement works.
Decision type:	Key Decision
Officer recommendation(s):	(1) To agree that funds up to the level already earmarked for the project within the Council's capital programme be released to support seafront lighting reinstatement works; (2) To agree a waiver of the Council's Contract Procedure Rules for necessary works in connection with reinstatement of the lighting and award the contract for works to the Council's term electrical contractor, GM Monk; (3) To approve the Accountable Officer to sign a waiver of the Council's Contract Procedure Rules to GM Monk in connection with these works.
Reasons for recommendations:	Works are required in order to restore the seafront lighting and reduce future maintenance costs.
Contact Officer(s):	Name: Mark Langridge-Kemp Post title: Head of Property, Delivery and Compliance E-mail: mark.langridge-kemp@lewes-eastbourne.gov.uk Telephone number: 01323 415876

1 Introduction

- 1.1 Eastbourne's seafront lighting consists of lamp columns and festoon lighting; it plays an important part in the promenade's charm as well as supporting seafront safety during the night. The Council is responsible for the majority of the lighting between Western Lawns and Fisherman's Green, stretching 1.5 miles. ESCC is responsible for lighting and columns adjacent to the roadway, EBC is responsible for the festoon lighting between these columns. There are a mixture of styles of light columns along the seafront with most being cast iron decorative columns with the lighting being fed from underground cables via a number of junction boxes and feeder pillars.
- 1.2 Considerable parts of the lighting have been impacted by underground faults, rendering large sections of festoon lighting and a good proportion of the lamp columns for which the Council is responsible inoperative. Due to the nature of the fault, a temporary solution bringing additional cabling and lighting to the existing structures has been required in order to restore lighting to the area. However, a permanent solution now needs to be put in place to fully restore the lighting and ensure its future integrity.

2 Proposal

- 2.1 The temporary solution currently in place has not been able to bring back into use the existing lamp columns and does not address the problems long-term. It is proposed that a scheme of repair works is undertaken, Phase 1 would look at replacing all the underground cabling between the Pier and the Wish Tower; the columns along the Middle Parade will be repaired or replaced with new columns to the same casting as the existing. Phase 2 would look at works between the pier and Fisherman's Green.
- 2.2 It is proposed that all new lighting in the initial phase will be delivered by energy efficient LED fittings to replace the existing halogen and sodium fittings. This has the advantage of lower energy consumption, smaller cable size and longer lamp life which will reduce running, installation and maintenance costs.
- 2.3 The lighting design of columns and globes interlaced with festoon lighting is likely to be retained, using new lamp heads and festoons and refurbished globes. Control gear and protective devices will be upgraded as part of the project which will ensure the electrical installation is brought into compliance with electrical safety regulations.
- 2.4 Replacement and reinstatement of the seafront lighting is complex due to the feeder cabling being located predominantly underground. There will therefore be a number of unknowns until cabling is excavated and replaced. Works will be programmed to minimise the disruption during peak times of the year (including Airbourne and the summer period), however, it should be noted that this may extend completion of the works and increase costs.
- 2.5 Cabinet is asked to approve a waiver of the Council's Contract Procedure Rules and award the contract for this work to GM Monk. GM Monk is a local company and the Council's term electrical contractor, as such its rates have already been

tendered to ensure value for money. Officers consider GM Monk best placed to take forward the seafront lighting reinstatement works – the company has been working with the Council for sometime on the seafront lighting and designed the temporary lighting solution, it has also already carried out detailed work on reinstatement proposals. Budgets will be carefully monitored and officers would continue to test costings via an employer’s agent in order to make sure they remain in line with market expectations to provide best value for the Council. Phase 2 works will be investigated based on the remaining budget.

- 2.6 Officers have explored the possibility of not undertaking these works. Unfortunately, the existing fix can only be a very temporary measure. The above ground wiring is still reliant on the old underground cabling and as a result there are frequent outages of the lighting. There is a real risk that the cabling will blow completely which would leave this part of the seafront in darkness and would pose a health and safety issue.

3. Corporate plan and council policies

- 3.1 This proposal meets the following aspirations of the Corporate Plan:
- Prosperous economy: by improving Eastbourne as a destination through securing the future sustainability of the seafront lighting;
 - Sustainable performance: by making the best use of our assets and proactively working to improve performance.
 - In addition it supports achieving the 2026 Partnership vision of Eastbourne being a premier seaside destination.

- 3.2 Cabinet adopted the Corporate Asset Management Plan (AMP) in 2017. The AMP focuses on 4 key areas:

- Improving yield from the investment portfolio.
- Reducing maintenance costs and liabilities.
- Delivering efficiencies through smarter procurement.
- Increasing the capital value of the Council’s asset base.

The AMP provides the strategy framework for the Council to manage and exploit the potential of its property portfolio, part of which is ensuring that future maintenance liabilities are reduced.

4. Financial appraisal

- 4.1 The recommendation is to agree that funds be earmarked from the Council’s capital programme in order to address reinstatement of the seafront lighting, initially between the Pier and Wishtower. It is noted that not all capital programme projects have full funding in place and projects where funding is to be identified will be progressed to a stage where further Member approval will be required before the Council is financially committed to delivering the project.

- 4.2 Given the current financial climate for public funding and its impact on the Council’s financial position, it is sensible to have this flexibility before substantial financial commitments are made. The proposal is subject to continual review to establish whether the forecast remains achievable. Whilst the intention is for the

Council to progress the proposal as stated, some priority projects and their sources of funding may require re-profiling into future years.

4.3 Members will note that the concept of a heritage contribution has been approved and as this fund grows it may be able to support a future phase of works.

5. Legal implications

5.1 Clause 9 of the Councils' Contract Procedure Rules (CPRs) requires officers to obtain at least three competitive quotations in writing for contracts with an estimated value between £25,000 and £1,000,000 for Works.

5.2 A draft form of waiver is attached using the reasons given in 2.5 above. If the waiver of the CPRs is approved, a new contract should be drawn up, in consultation with Legal Services, for these works to be carried out by GM Monk.

008840-EBC-CEC

6. Risk management implications

6.1 There are inherent risks associated with not agreeing a financial package to support reinstatement of the seafront lighting as without investment the lighting assets will continue to deteriorate and there is on-going risk of failure of the temporary solution. The proposals set out in this paper will minimise this risk whilst also reducing future repairs and maintenance liabilities for the Council.

7. Equality analysis

7.1 An Equality Analysis is not required on this occasion as protected or other vulnerable groups are unlikely to be disproportionately impacted.

8. Environmental impact analysis

8.1 There are no environmental impacts as result of this proposed investment. Low-energy replacement lighting is being sought through the project in order to reduce electricity consumption and ensure a more environmentally friendly solution as outlined within this report.

9. Appendices

- Appendix 1 – Draft Form of Waiver

10. Background papers

- None

Eastbourne Borough Council – Contract Procedure Rules

Waiver by Accountable Officer

CONTRACT:

Appointment of GM MONK for electrical reinstatement works to restore the seafront lighting.

BACKGROUND:

Considerable parts of the seafront lighting have been impacted by underground faults, rendering large sections of festoon lighting and a good proportion of the lamp columns for which the Council is responsible inoperative. Due to the nature of the fault, a temporary solution bringing additional cabling and lighting to the existing structures has been required in order to restore lighting to the area. However, a permanent solution now needs to be put in place to fully restore the lighting and ensure its future integrity (see attached cabinet report for detailed proposal)

REASON FOR WAIVER (include relevant section of 2.4 CPRs for ref):

Cabinet is asked to approve a waiver of the Council’s Contract Procedure Rules and award the contract for this work to GM Monk. GM Monk is a local company and the Council’s term electrical contractor; as such its rates have already been tendered to ensure value for money. Officers consider GM Monk best placed to take forward the seafront lighting reinstatement works – the company has been working with the Council for sometime on the seafront lighting and designed the temporary lighting solution, it has also already carried out detailed work on reinstatement proposals.

Under 2.4.1 a) of the CPRs the Cabinet has power to waive any requirements within these Rules for specific projects, in which case its reasons for doing so shall be recorded in the Minutes of the Cabinet meeting.

CONTRACT VALUE: Up to the level already earmarked for the project within the Council’s capital programme for most urgent works, in consultation with the Chief Finance Officer.

AUTHORITY FOR THE CONTRACT:

I confirm that, in accordance with section 3 of the CPRs, sufficient budget approval has been obtained and that, following Cabinet approval dated xxx, I authorise the Designated Officer (Mark Langridge-Kemp) to proceed with the contract award.

Signed
Accountable Officer

Print Name **IAN FITZPATRICK**

Job Title **Director of Regeneration and Planning**

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Report to:	Cabinet
Date:	16 March 2020
Title:	Completion of the Winter Garden redevelopment
Report of:	Phil Evans, Director of Tourism and Enterprise
Cabinet member:	Councillor Margaret Bannister, Cabinet member for Tourism and Enterprise
Ward(s):	All
Purpose of report:	To agree on proposals for the completion of the Winter Garden redevelopment to support the conferencing, entertainment and private hire functions of the premises
Decision type:	Key
Officer recommendation(s):	<p>(1) To support Option 2 of the two proposals for completion that are offered. The business plan commissioned by David Clarke Associates (DCA) 2015 identified that for the full income potential to be realised for Devonshire Park, all of the complex needed to be transformed to the same standard. The Winter Garden remains outstanding. We are seeking authority to agree a programme of works for the Winter Garden</p> <p>(2) To delegate responsibility for all contractual land procurement related decisions to the Director of Tourism & Enterprise (up to £3m in total spend)</p>
Reasons for recommendations:	Opportunity to increase additional income and to meet financial targets identified by DCA
Contact Officer(s):	Name: Phil Evans Post title: Director of Tourism and Enterprise E-mail: philip.evans@lewes-eastbourne.gov.uk Telephone number: 01323 415410

Introduction

- 1.1 From the commencement of the redevelopment of Devonshire Park it was always envisaged that the refurbishment of The Winter Garden would be the final phase of the project. Currently it remains as the one outstanding building that needs to be completed to complement the Devonshire Quarter business, cultural and sporting complex as was defined in the original business case for the redevelopment of Devonshire Park produced by DCA prior to the works commencing.
- 1.2 The Devonshire Park Theatre underwent refurbishment in 2016; the sports

facilities including the tennis irrigation schemes and Locker Room project were completed in 2017/18; the Congress Theatre refurbishment was completed in March 2019 and the new Welcome Building opened in June 2019. The external plaza and landscaping were also completed in 2019.

- 1.3 The Winter Garden has been closed to the public since 2017. The former staff offices including non-structural partitions on the upper floor were removed and the Floral Hall and bar fittings stripped out after the building closed. The Gold Room has since been used as temporary office space for on-site contractors and the Floral Hall used for storage of equipment during the construction process.

2 Proposal

Complete the works still outstanding

The Winter Garden is a Grade II listed building and there are restrictions on works that can be implemented on the structure but it is of less significance than the Grade II* listed Congress Theatre and there is more flexibility allowed by Historic England on some aspects of its redevelopment. The building has undergone many uses since it was completed in 1875 ranging from a glasshouse displaying exotic trees and plants, to a roller skating rink to a dance hall and various additions and changes have been made to the fabric of the structure, including the introduction of glazed outer shell panelling that was constructed to the first floor foyer and front offices in the early 1960s. More recently the Winter Garden was used variously as a dining/function room, an exhibition space for conferences, as a theatre and music venue and as an auditorium for conferences and events.

In 2015, the last full year of operation, the Winter Garden generated a gross income of £486,755 and a net income (surplus) of £199,000. £135,000 of the gross was from 5 Christmas parties but at the time the premises were winding down prior to the redevelopment and there would be scope to do many more than 5 such events.

In order to generate private booking income of this kind it can only be achieved if the following are included within any refurbishments:

Bar

There is a need to extend the bar in the Bistro to provide more serving space if the Long Bar is no longer available. Most of this work could be done through joinery and the estimated cost would be in the region of £50K.

Cloakroom and Toilets

For private functions and public entertainment there is a need to recreate a cloakroom. The former cloakroom is now the location for the new lift. Without this the Winter Garden would struggle to provide functions and for any provision of dining, customers need to be able to deposit outer wear and bags. The toilets were in very poor condition and will therefore need a total refurbishment. The estimated cost of this work is £250K.

Sound proofing

Sound proofing of the new kitchen will be essential given that it is being located within the footprint of the Floral Hall but this can be integrated into the design.

Kitchen – connectivity

The Long Bar is the best option in terms of kitchen location which will give optimum connectivity with the Winter Garden, however the connectivity with the Welcome Building is not ideal: it is quite a long way from the kitchen to the Halls, there is no connectivity into the Mallory Hall, the service lift near to the kitchen takes one into the pantry at the back of the Shackleton Hall. The pantry is too narrow to be used as a servery. The only way staff can serve a formal dinner is by creating a servery within one of the halls. This is realisable and can be managed in the short term but it radically limits capacity and will not enable the targets set out in business plans for the complex to be achieved. The capacity in the Shackleton Hall for a dinner is 220 (allowing for a stage and a dance floor) The issue of using the halls for dinners creates an additional cost as it increases staffing levels to ensure food is hot and service does not take too long.

The Floral Hall of the Winter Garden is therefore integral for dining as part of the conferencing offer and it is key to income generation.

Priority Works and cost estimates

- Kitchen £500K
- Toilets and Cloakroom £250K
- Extension of the bars £50K
- Front entrance and fascia of the Winter Garden £400K
- Lift £200K
- Floral Hall only – just re-carpet and decorate to first floor level £150K

Second Phase

- Gold Room
- South Pavilion (former staff offices)
- Gold Room toilets
- Stage improvements

Consequences of not doing anything in the Winter Garden

Operating without a kitchen and without the Winter Garden in the last financial year (2018/19) we achieved £260k income, £187k in letting income and £70k in catering income -this was achieved utilising the temporary kitchen in the ILTC. It is clearly not an option going forward and would undermine the whole business case for the works already completed.

3.0 Current situation

The Conference Team are not currently marketing the Winter Garden. The consequences of this mean that we are not an option for conferences that require both exhibition and dining space. For example the Rotary Conference in October

requires 500m² of exhibition space and wants space for a sit down lunch for 300 and theatre style for 300. We could only deliver this if we used the Congress Theatre auditorium, as we can't offer the lunch and the seating in the Shackleton Hall. Clearly 300 people in the Congress is not a good use of the space and means it is not available as a performance venue. We are not able to offer the gala evening dinner for the Rotary as we don't have the capacity in the Welcome Building. If the Winter Garden remains closed there are no opportunities to increase income. Income achieved in 2019 would plateau and fall far short of the targets outlined in the DCA report.

1) Completion of Priority Works

- Kitchen
- Cloakroom
- Extension of the bars
- Front entrance and fascia of the Winter Garden
- Toilets
- Lift
- Floral Hall only - just re-carpet and decorate to first floor level

The kitchen is the most important element of the new works because it services the whole Devonshire Quarter site. The cloakroom is necessary to service functions within the Winter Garden. The extension of the bars is necessary to replace the Long Bar (lost to the new kitchen area) and to provide additional serving space to generate income, especially from music events. The front entrance and fascia are badly in need of repair and re-cladding. The toilets were gutted when the Winter Garden closed. They had been due for replacement and to be made accessible. The lift is needed to make the Floral Hall accessible from the entrance and the whole complex needs to be recarpeted and repainted up to first floor level.

Completion of the priority works will increase income not just for the Winter Garden but for the entire complex.

The appeal of the Winter Garden has always been its capacity. There is no other venue in Eastbourne that can cater for more than 250 guests in one sit down venue. The Winter Garden capacity is comfortably 500 (or 750 without a dance floor). Up to 1800 people can be accommodated if it is used as a live music venue.

On average a dinner for 300 would generate a net income in excess of £8,000

On average a sell-out live music event would generate a net income of circa £7,000 but the gross value including drinks sales can rise as high as £20,000.

Each Christmas party night generated a net income of circa £10,000 in the last 3 year(s) of trading.

Potential additional income of £206,000 per annum could be generated by the Winter Garden through bookings alone based on the following estimate:

7 x Christmas Parties = £70,000

8 x Live Music Events = £56,000

10 x Dinners = £80,000

The primary benefit of realising the priority works however is to attract larger conferences and conventions utilising the entire site. At present, conference organisers will only be attracted to a facility that can combine a lecture hall, a dining space and exhibition space and this is currently limited to around 300 delegates using the Welcome Building. If we can provide a flexible space through utilisation of the Floral Hall in the Winter Garden we can go up to around 1200 delegates. We anticipate that we can achieve maximum capacity of 1500 delegates by utilizing the Congress Theatre, Welcome Building and the Winter Garden for a single event with options on using the Towner and other Devonshire Quarter facilities for break out space if needed.

The estimated value of additional conference booking operating at full capacity is £900,000 per annum.

2) Completion of Priority Works and Second (Final) Phase Works

Completing the Second Phase works in addition to the Priority works would offer significant financial benefits to the overall budget in that work could be undertaken simultaneously with the Priority works thereby reducing labour costs and opportunity costs caused by building closure periods. Maintaining continuity in the conferencing and exhibitions market is important and if buildings were to close for a second time, even if it was for a temporary period, it could impact on the longer-term business opportunities, especially for loyal clients such as charity and trade associations that depend on the venue for their annual meetings.

There are four main elements of the Second Phase works:

- Restore the Gold Room £350K
- Reconfigure the South Pavilion £300K
- Complete Gold Room toilets restoration £200K
- Upgrade the Floral Hall Stage for live music events £300K

In addition to the obvious benefits of being able to offer a wider range of facilities such as break out space to conference clients and the additional hiring fees that could be raised there are further advantages of completing the Second Phase works. The Floral Hall could be used for additional evening performances as a much needed primary music venue. The provision of larger scale live music acts is an area where Eastbourne is recognised as under-performing compared to competitors such as Brighton, Hastings and Bexhill. By improving the stage area, the Winter Garden could attract sell out acts with up to 1800 patrons and whilst the ticketing revenue is usually taken up by the promoter, the Winter Garden could raise revenue through secondary spend on food and drinks sales. This can add up to substantial sums for single events, especially with improved layouts of

the bars and retail areas. The restoration of the South Pavilion could provide both office space and/or break out space for conference organisers. This would create a revenue generating opportunity that has to date been unrealised and provide greater flexibility with the option to run more than one conference at the same time.

The toilets restoration would be a necessary element of works to bring the Gold Room up to a similar standard as the rest of the facilities.

The restoration of the Gold Room could provide additional meeting room space, act as a second auditorium or act as a lounge to complement the music venue. The fabric of the auditorium space is largely intact but the removal of a late Twentieth Century ceiling grid would expose the Victorian roof structure and highlight the space as a unique and authentic architectural structure without risk of opening up or intrusive works.

The completion of Second Phase works could generate an additional £300K per annum.

4 Financial Appraisal

4.1 Phase One of the works is circa £2m

Phase Two of the works is circa £1m

Ongoing operational revenue budget will be required to deliver the above

5 Legal Implications

5.1 In the absence of a waiver it is a requirement that all procurement decisions will be made in accordance with the Council's adopted contract procedure rules. Cabinet has power to waive this requirement and may delegate this power to a Director who may exercise such power if there is sound reason for doing so and providing the reasons for doing so are fully recorded.

6 Risk Management Implications

6.1 A risk register will be completed ahead of the project starting.

- Cost V Benefit
- Timeline
- Business Continuity

7 Equality Analysis

7.1 The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports or as part of programmed equality analysis.

8 Environmental sustainability implications

- 8.1 There is little construction work included in this proposal and indeed the proposal to carry out works through internal project management will enable the re-use of existing materials (such as relocation of the Long Bar fittings) and preservation of the south pavilion wooden roof structure. The kitchen suppliers will conform to EBC requirements to provide high efficiency/low carbon footprint in terms of types of equipment installed and future catering regimes (which are also in-house) will follow our local supplier/local source /fair trade procurement policies.

9 Appendices

- 9.1 None

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- Report to:** Cabinet
- Date:** 16 March 2020
- Title:** Housing Revenue Account Capital Budget Allocation – Bedfordwell Road and appropriation of other development sites from the General Fund to the Housing Revenue Account
- Report of:** Ian Fitzpatrick, Deputy Chief Executive, Director of Regeneration & Planning
- Cabinet member:** Councillor Alan Shuttleworth, Cabinet member for direct assistance services
- Ward(s):** Upperton
- Purpose of report:** This report sets out the budget for the residential, commercial and community development of Bedfordwell Road. It also requests additional land which could be developed for housing is appropriated to the HRA to enable delivery.
- Decision type:** Key Decision
- Officer recommendation(s):**
- (1) To delegate authority to the Director of Regeneration & Planning in consultation with the Portfolio holder for Housing and the Chief Finance Officer to make an allocation in the Housing Revenue Account (HRA) for £29m for the construction programme at Bedfordwell Road.
 - (2) To note the financial and legal advice provided within this report.
 - (3) To agree to delegate authority to the Director of Regeneration and Planning in consultation with the Portfolio Holder for Housing to:
 - (a) appropriate all or part of the land at Bedfordwell Road, in accordance with further financial and legal advice to be taken, from the General Fund to the HRA
 - (b) appropriate all or part of land at further sites as identified in paragraph 6.3 of this report, in accordance with further financial and legal advice to be taken, from the General Fund to the HRA

Reasons for recommendations: To finalise the budget available for the delivery of Bedfordwell Road within the Housing Revenue Account Business Plan and also enable the pipeline of delivery of new homes through appropriation of land from the General Fund to HRA

Contact Officer(s): Name: Jessica Haines
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1 Introduction

- 1.1 A paper presented to Cabinet in September 2019 outlined the options available to the Council for development of the council owned site at Bedfordwell Road, Eastbourne which is set to deliver new homes, commercial and community premises for the town.
- 1.2 The recommendations of that report were agreed and the the Bedfordwell scheme has since progressed in terms of a developed outline design and consideration of the best procurement route. Officers have been working with specialist consultants and architects to ensure the scheme continues to deliver community benefit and cost effective new homes. In addition extensive work has been undertaken to consider the most appropriate way of the Council financing the project and the legal implications of the Council considering different vehicles or Council owned companies for the development.
- 1.3 This report seeks to confirm the procurement, financing and delivery arrangements and request the budget for development of the Bedfordwell scheme. The Council are now at the point of needing to negotiate the contractual terms between themselves and the proposed developer. The report seeks agreement of a capital allocation in the Councils Housing Revenue Account (HRA) of £29m where it is proposed the development is cashflowed and the social housing held on completion.
- 1.4 Additionally the report sets out the appropriation of a number of housing delivery sites. This will allow further new homes sites to progress utilising the borrowing capacity of the HRA and supporting housing need.

2 Procurement – Bedfordwell Road Scheme

- 2.1 The overall scope of the Bedfordwell Road project has not changed since the Cabinet report in September 2019 with the deliverables remaining 96 new build homes, 13 refurbished homes plus additional commercial and community space in the Pump House.
- 2.2 Based on the viability assessment undertaken the scheme is still financially capable of providing 55 affordable units which is 57% of the development in addition to 41 market sale homes. The Council remain committed to increasing social housing for the Borough and will continue to work with partners such as

Homes England to maintain appropriate rent levels were possible. The Pump House will have a Commercial use as well as residential dwellings, including A1 and smaller commercial units which could provide office/business or community space on the lower floors.

2.3 The development team are scoping the most cost effective design solution for the housing and continue to explore what could be delivered over and above the current building regulations in relation to sustainability. Since the Council have committed to taking action due to the Climate Emergency the development of innovative options will be paramount in the development of the design and partnership with the developer.

2.4 The Council have since the Cabinet Report in September 2019 explored the best way of managing the development of the Bedfordwell Road scheme. On assessing all of the options the Council have decided to proceed with use of an external procurement framework where the Council directly contracts and instruct specialist consultants to support with management of the project. The Council have made a commitment to ensuring this scheme is delivered and their continued ownership of the process is thought to be the best option.

3 Outcome expected and performance management

3.1 Based on the funding and scope of work included in this report being approved, we expect the delivery of the scheme to take place on the timetable below:

Planning Approval for revised scheme	Summer 2020
Environmental Works completed	December 2019
Remedial Works completion	Spring 2020
Archaeological Works completed	Spring 2020
Start on Site (pre-construction)	Autumn 2020
First Sales / Handovers	Spring 2022
Final Completion	Spring/Summer 2023

3.2 On the basis of this indicative timetable we can start to sell and let homes within the next 2 years.

3.3 The land to be appropriated to the HRA for additional homes will deliver in the region of 80+ new homes. However given the sites are at early feasibility stage a further report will be presented to Cabinet outlining the programme once design is finalised and planning is approved.

4 Budget

4.1 The ultimate budget for the Bedfordwell Road scheme has not changed since the Cabinet report of September 2019 and a capital allocation is requested of £29m to be financed through the HRA. This budget will cover the cost of the development cashflow and borrowing plus the retainment of the social housing to be held as assets in the HRA for letting to people on the housing register.

- 4.2 The projected Net Present Value (NPV) of the Bedfordwell Road scheme has not changed since the Cabinet report of September 2019 and the contingency allowed is thought to be tolerant to current and projected market conditions. The project will be carefully re-appraised on a monthly basis with detailed analysis provided to the Senior Leadership Team and where appropriate Members.
- 4.3 The new homes to be delivered through the appropriation of the additional development sites to the HRA outlined in section 6.3 would need to be considered within the context of the HRA business plan borrowing and cashflow requirements. Where necessary the Council will engage with the Secretary of State through the Ministry of Housing, Community and Local Government (MHCLG) who governance HRA financing, to enable any further permissions required to secure HRA borrowing and/or development finance that would enable the delivery of the additional homes for the town. The feasibility of the sites will be financed through existing HRA revenue to enable a full programme to be presented to Cabinet in future which can define the costs and finance required.

4 Consultation

- 4.1 A full consultation will be followed as part of the planning process for the revised scheme including enhanced community engagement to create an identity for the new neighbourhood A full communication plan and strategy will be made available for residents and interested parties utilising on-line engagement tools where possible.

5 Corporate plan and council policies

- 5.1 The development of the Bedfordwell Road scheme meets the Council objectives in the corporate plan delivering more homes for the town and supporting the local economy through thriving communities in addition to increase the availability of affordable and market sale homes available for the town
- 5.2 Any affordable housing built will be compliant with the Council's Affordable Housing requirements as set out in their planning policy documents. This proposal increases the affordable homes above the policy requirements which is a target for the Council to achieve where possible. This has in part been possible due to the contribution from Homes England through the Housing Infrastructure Fund (HIF). Given this site has been stalled for many years the Council have adopted the central Government approach to 'making homes happen' in taking this scheme forward directly.

6 Next Steps

Bedfordwell Road

- 6.1 By directly delivering and maintaining control of the project will enable the delivery of a quality new build scheme which renovates the Pump House and benefits the local community. Given the Council's successful delivery of 200 new homes over the preceding 5 years the internal team are confident of management and delivery led internally.

6.2 To support with the technical aspects of the project an Employers Agent (EA) is instructed to proceed with the revised planning will support the project through the practical completion. The scope of the EA role includes the contractual management therefore ensuring the Council has a good level of continued due diligence managing the main contractor and consultants.

6.3 Other sites for Appropriation

The Council holds further development sites within the General Fund which, as outlined above, could enable further housing. Those sites are the Tourist Information Centre (Cornfield Road), Southfields Road car park and the former Ministry of Justice site in Old Orchard Road. This report delegates authority to the Director for Regeneration and Planning and Chief Finance Officer to appropriate all or part of those sites to the HRA in accordance with further financial and legal advice to be undertaken.

7 Financial implications

7.1 The Council's existing Capital Programme included a provision of £2m in 2019/20 for the Bedfordwell scheme. The Council have received a report from Link Asset Services who have provided advice on how the scheme could be financed. In addition the Council have instructed their HRA Business Plan Consultant to assess the viability of delivering the scheme through the HRA. On the basis of the current cashflow assumptions delivery the scheme is tolerant with the HRA business plan constraints. However it should be noted that the HRA then has limited additional borrowing capacity above the contract value. Therefore effective and constant reviewing of the financial viability of the scheme will be paramount.

7.2 The Council will be mindful of the financial challenges when considering how best to deliver the scheme. It is likely the Council will seek planning permission whereby units can be delivered in tranches or phases prioritising units where cyclical financing is possible to support cashflow.

7.3 A further report on the financing of the additional sites in section 6.3 to be appropriated will be present to Cabinet outlining the financing mechanisms. To enable the sites to proceed at the pace required to retain Right to Buy Receipts (RTB) Officers will utilise existing HRA revenue to develop the feasibility of the sites to a point at which they can confirm the financing requirements and best method of delivery. This could be right up to the point of planning approval confirmed and with a contractor procured depending on the type of construction.

7.4 Financial assumptions for the Bedfordwell scheme are included at Appendix 1 as they contain commercially sensitive information.

8 Legal implications

8.1 Bedfordwell Road

Development will need to take account of any title matters and restrictions and

on-going legal advice will be obtained in relation to title matters.

- 8.2 All transactions will need to be on market terms or otherwise State aid compliant.
- 8.3 In relation to the affordable rent properties the Council can rely on section 9 of the Housing Act 1985 to undertake the development. The land will need to be appropriated from the General Fund to the HRA for housing purposes. Right to buy will apply to these properties
- 8.4 In relation to the shared ownership properties the Council can rely on section 9 of the Housing Act 1985 to undertake the development. The land will need to be appropriated from the General Fund to the HRA for housing purposes. Right to buy will not be applicable to these properties. The sale of property held in the Council's HRA requires Secretary of State consent under Section 32 of the 1985 Act. However, in the case of the grant of shared ownership leases, the Council may rely on the March 2013 General Consent (the 2013 General Consent) which permits the disposal of unoccupied dwellings to individuals for use as their only or principal home. The 2013 General Consent also sets out specific requirements in relation the level of discount and rights of alienation and pre-emption which the Council must observe with respect to shared ownership leases.
- 8.5 In relation to properties for market sale, the Council has a choice of powers, s9 of the Housing Act 1985 (in which case for these properties appropriation to the HRA would not be required before use of this power because it can be used in relation to land held by the General Fund (GF)), s2 Local Authorities (Land) Act 1963 or s1 Localism Act. In each case s123 Local Government Act 1972 applies to disposals of completed dwellings
- 8.6 Land can be appropriated from the GF to the HRA pursuant to section 122(1) of the Local Government Act 1972 for an alternative purpose for which the Council is authorised to acquire land and where the land is no longer required for the purpose for which it is held immediately before the appropriation. The Council will appropriate the affordable rent and shared ownership properties from the GF to the HRA for housing purposes. The Council is satisfied that the public need in the area is best served through placing this land within the HRA and developing through the HRA.

Further legal and financial advice is being taken to ensure that the correct accounting treatment is applied to the market sale housing land. If advice is that this land should be appropriated to the HRA the Council will appropriate accordingly. If the market sale housing is appropriated to the HRA the Council can rely on the 2013 General Consent which permits the disposal of land (including housing) for full market value.

8.7 Other sites

In relation to the sites at the Tourist Information Centre (Cornfield Road), Southfields Road car park and the former Ministry of Justice site, the Council delegates authority to the Director of Regeneration and Planning to (a)decide, at

the time that the appropriation is proposed, whether the land is no longer required for the purpose for which it is held currently and whether the public need will be best served through placing this land within the HRA and using the land for housing purposes (b) approve and authorise any appropriation considered necessary by him as a result of his decisions under (a) above. This delegation will be exercised in accordance with further financial and legal advice.

[8485-EBC-KS CJEC 25 February 2020]

9 Risk management implications

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

Ref	Risk	Mitigations
1	Build cost overrun	<ul style="list-style-type: none"> • Build costs have been provided by consultants and include a contingency. Building contract will be based on a fixed price contract. • Ground condition surveys have been completed to assess abnormal costs and remedial works are already underway
2	Quality not delivered	<ul style="list-style-type: none"> • The scheme will be designed in consultation with EBC • We will maintain control of specification of details within the Pump House particularly to ensure design quality is maintained.
3	Legal issues	<ul style="list-style-type: none"> • See legal implications section
4	Sales Risk	<ul style="list-style-type: none"> • See confidential Appendix 1
5	Long term viability	<ul style="list-style-type: none"> • The affordable rent and shared ownership are both in high demand with limited new supply in the town.

10 Equality analysis

The provision of good quality housing with a mix of tenure and affordability helps meet the need of the community. Affordable housing allows the Council to provide assistance to those in need within our community. An equality analysis will be completed as part of the Communication and Engagement plan.

11 Environmental impact analysis

This will be completed in conjunction with the review of design and method of construction.

12 Appendices

- Appendix 1 – Costs (Exempt)

13 Background papers

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

- Site Location
[location Map.jpg](#)
- Current Layout
[Bedfordwell Road Site Plan.docx](#)
- Pump House
[Pump House Bedfordwell.docx](#)

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