

# Cabinet

11 December 2013

*Published 3 December 2013*

## **Agenda for meeting of the Cabinet to be held at 6.00 pm on Wednesday, 11 December 2013 in the Town Hall, Grove Road, Eastbourne**

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



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



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### **Members of the Cabinet:**

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

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

**Councillor Margaret Bannister:** Direct assistance services including revenues and benefits, housing and community development, bereavement services and the Crime Reduction Partnership.

**Councillor Carolyn Heaps:** Tourism and leisure services.

**Councillor Troy Tester:** Core support and strategic services.

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

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

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

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

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

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

(3) Under regulation 5(7) of the above mentioned regulations that the Chairman of the Council's Scrutiny Committee (or the Mayor if the Chairman of Scrutiny was unable to act) has agreed to a matter listed below (if any) being considered in private where compliance with regulation 5(2) (the giving of at least 28 days notice) was impracticable and that consideration of the item is urgent and cannot be reasonably deferred. Such items (if any) are marked **[PU]**.

**1 Minutes of the meeting held on 23 October 2013 (previously circulated).**

**2 Apologies for absence.**

**3 Declarations of Interest by Members**

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

**4 Questions by members of the public.**

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

**5 Urgent items of business.**

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

**6 Right to address the meeting/order of business.**

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

**7 Corporate Performance - Quarter 2 2013/14 [KD] (Pages 1 - 62)**

Report of Deputy Chief Executive.

Cabinet lead members: Councillors Troy Tester and Gill Mattock.

**8 Council Tax Base and Business Rate Income 2014/2015 [KD] (Pages 63 - 70)**

Report of Chief Finance Officer.

Cabinet lead member: Councillor Gill Mattock.

**9 Corporate Plan - 2010-15 refresh including analysis of community evidence and proposals for the 2015-20 plan [KD] (Pages 71 - 96)**

Report of Head of Corporate Development.

Cabinet lead member: Councillor Troy Tester.

**10 Draft Budget Proposals 2014/15 [KD] (Pages 97 - 108)**

Report of Chief Finance Officer.

Cabinet lead member: Councillor Gill Mattock.

**11 Strategic Asset Management [KD] (Pages 109 - 116)**

Recommendations of Cabinet Portfolio Holder for Corporate Development and Infrastructure and report of Senior Head of Development.

Cabinet lead member: Councillor Troy Tester.

**12 Employment Land Local Plan [KD] (Pages 117 - 122)**

Report of Senior Head of Development.

Cabinet lead member: Councillor Steve Wallis.

**13 Council Tax and Business Rates Collection and Enforcement Policy [KD] (Pages 123 - 144)**

Report of Revenues and Benefits Manager.

Cabinet lead member: Councillor Margaret Bannister.

**14 Equal Pay Audit (Pages 145 - 148)**

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

(See item below in confidential section of agenda for the appendix comprising exempt information.)

## **15 Exclusion of the Public**

Chief Executive considers that discussion of the following items are 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).

## **16 Alternative Employment Procedure** (Pages 149 - 152)

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

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

## **17 Equal Pay Audit** (Pages 153 - 162)

Confidential appendix (action plan) to report of Head of Corporate Development.  
Cabinet lead member: Councillor Troy Tester.

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

## **18 Devonshire Park project – legal update [KD]** (Pages 163 - 174)

Report of Lawyer to the Council and Monitoring Officer.  
Cabinet lead member: Councillor Carolyn Heaps.

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

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

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

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

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

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

Members must declare the existence and nature of any interest.

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

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

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

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

[localdemocracy@eastbourne.gov.uk](mailto:localdemocracy@eastbourne.gov.uk)

You can view the Forward Plan of Key Decisions at  
<http://www.eastbourne.gov.uk/council/meetings/>

**Local Democracy**, 1 Grove Road, Eastbourne, BN21 4TW

Tel (01323) 415022/415021/415023 Fax (01323) 410322

Text Relay: 18001 01323 410000 E Mail: [localdemocracy@eastbourne.gov.uk](mailto:localdemocracy@eastbourne.gov.uk)

For general Council enquiries, please telephone (01323) 410000

E-mail [enquiries@eastbourne.gov.uk](mailto:enquiries@eastbourne.gov.uk) Website at [www.eastbourne.gov.uk](http://www.eastbourne.gov.uk)

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# Agenda Item 7

**BODY:** CABINET

**DATE:** 11<sup>th</sup> December 2013

**SUBJECT:** Corporate Performance - Quarter 2 2013/14

**REPORT OF:** Deputy Chief Executive

**Ward(s):** All

**Purpose:** To update Members on the Council's performance against Corporate Plan priority actions, performance indicators, targets and the strategic risk register for Quarter 2 2013/14.

To inform Cabinet of the Council's budget monitoring and projected financial outturn for Quarter 2 2013/14.

**Contact:** William Tompsett, Strategic Performance Manager  
Tel 01323 415418 or internally on ext 5418

Pauline Adams, Financial Services Manager  
Tel 01323 415979 or internally on ext 5979.

**Recommendations:** Members are asked to:

- i) Agree the performance against national and local Performance Indicators and Actions from the 2010/15 Corporate Plan (2013 refresh).
- ii) Agree the General Fund, HRA and Collection Fund financial performance for the quarter ended September 2013, as set out in sections 3, 4 & 6.
- iii) Approve the virements and transfer to and from reserves as set out in Appendix 3
- iv) Approve the amended capital programme as set out in Appendix 4.
- v) Agree the Treasury Management performance as set out in section 7.

## 1.0 Introduction

- 1.1 The 2010/15 Corporate Plan was refreshed for 2013 and sets out a number of key actions and indicators to deliver and measure progress against key priorities. Throughout the year, performance against these key indicators and milestones is reported to Cabinet and Scrutiny committees on a quarterly basis and to Scrutiny monthly.
- 1.2 The information in these performance reports is collected and managed using the Covalent performance management system. Further detail behind the report and evidence providing a full and robust audit trail for the performance information presented is available to view within the online

system. Member training sessions dedicated to accessing and using Covalent have been carried out and Members are invited to contact the Strategic Performance Team at any time to arrange individual training support on using the system if required.

- 1.3 In the absence of a National Performance Framework it is important that the authority continues to strengthen its own performance management procedures particularly in relation to the use of robust local indicators and meaningful reporting against actions and activities. The actions, milestones and performance indicators in the Corporate Plan refresh 2013 have been chosen to reflect this year's priority activities and objectives with a view to realising the longer term vision set out in the Corporate Plan.

## **2.0 Performance Overview**

- 2.1 **Appendix 1** is a detailed report on the 2013/14 activities and outturns of the performance indicators listed within the Corporate Plan. This report shows the latest available outturns for the Local Performance Indicators featured in the 2010/15 Corporate Plan broken down into themed areas.
- 2.2 Each project has been allocated a number of in-year actions and milestones to be completed in order to progress the project efficiently. Some projects may be fully completed within the year whereas larger scale priorities will be delivered over a longer period. **The first section of Appendix 1 lists all the Corporate Plan priority actions whose in-year milestones have already been fully completed this year.** Full details of the specific milestones and commentary for these actions is available on request or directly via the covalent Performance Management System.
- 2.3 The second section of Appendix 1 lists the ongoing actions showing all milestones that were scheduled for completion within the first two quarters of the 2013/4 year along with commentary to explain the context behind them.
- 2.4 Chapter summary text has been supplied by the relevant Heads of Service to provide added context for the performance reported in each section. This commentary highlights important achievements and challenges for the reporting period and can be found at the start of each chapter.
- 2.5 The PI tables show which indicators related to the priority projects are performing on target (green tick icon), failing to reach target (red octagonal icon) or are "near misses" (amber triangle icon). Relative performance is based on quarterly targets as set by the managers of each area using past performance, available benchmarking and planned service developments.
- 2.6 The current outturn for each PI is shown on the performance gauges in column 4 - "Year to date". The gauges show visually how the level of performance compares to targets (green zones) and "near miss" levels (amber zones). Amber zones have been reviewed to reflect appropriate levels of performance expectation and any national targets which are lower than our own local aspirations.



2.7 The bar charts in column 6 show comparative performance against previous quarters/years as appropriate. This enables an "at a glance" indication of whether performance is improving or not and will help identify potential trends and seasonality of performance.

2.8 Commentary has been included in the action and indicator outturn tables where supplied. This provides some contextual background to the performance and this function and is backed up by the online evidence collation facility of the Covalent system.

2.9 Of the 33 Key Performance Indicators reported in the Corporate Plan this quarter, 5 are currently showing as "Red," 17 are showing as "Green," 3 are showing as "Amber" and 8 are "data only" or contextual PIs. The off target PIs are...

- ECSP\_004 Violent crime in a public place
- TL\_014 Towner visitors
- CD\_055 Number of completed adaptations
- CD\_056 Average number of days for assistance with adaptations
- CS\_011 Telephone call abandonment rate

2.10 We now have the capability within Covalent to analyse performance data via dashboard reporting. This allows us to look beyond green – amber – red performance reporting and drill down more into the data and what it is telling us. This showed that the following PIs were the best performing:

| Best Performing (PIs)                                      | Value    | Target    | Gauge |
|--|----------|-----------|-------|
| CD_155 Number of affordable homes delivered (gross)        | 34       | 0         |       |
| ECSP_016 Serious Acquisitive Crime (robbery, car crime...) | -26%     | -3%       |       |
| DE_005 JSA Claimant Count                                  | 1,904    | 2,500     |       |
| TL_017a Redoubt visitors - paying visitors                 | 9,024    | 5,150     |       |
| CD_181 Time taken to process Housing Benefit/Council ...   | 7.4 days | 10.5 d... |       |
| CD_050 Empty privately owned homes returned to occu...     | 90       | 60        |       |
| DE_154 Net additional homes provided                       | 85       | 57        |       |
| DE_192 Percentage of household waste sent for reuse,...    | 36.25%   | 33.00%    |       |

2.11 Devolved Budget spend is reported at the end of the appended performance report. The table lists the projects supported and the overall spend per ward. Management of Devolved Budget projects is co-ordinated on Covalent and more detail on specific projects and activities is available on request or direct from the Covalent system.

### 3.0 Financial Performance – General Fund

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

| Department                       | Full Year Budget<br>£'000 | Profiled Budget<br>£'000 | Actual to 30 Sept 13<br>£'000 | Variance to date<br>£'000 | Projected Outturn<br>£'000 |
|----------------------------------|---------------------------|--------------------------|-------------------------------|---------------------------|----------------------------|
| <b>SUMMARY</b>                   |                           |                          |                               |                           |                            |
| Corporate Services               | 11,698                    | 6,917                    | 6,954                         | 37                        | (32)                       |
| Community Services               | 79                        | 23,557                   | 23,523                        | (34)                      | (57)                       |
| Tourism & Leisure Services       | 2,879                     | 1,816                    | 1,995                         | 179                       | 239                        |
| <b>Total Service Expenditure</b> | <b>14,656</b>             | <b>32,290</b>            | <b>32,472</b>                 | <b>182</b>                | <b>150</b>                 |
| Contingency                      | 468                       | 234                      | 130                           | (104)                     | (208)                      |
| Capital Financing and Interest   | 1,650                     | 750                      | 750                           | -                         |                            |
| Contributions to/(from) Reserves | 799                       | (239)                    | (239)                         | -                         |                            |
| <b>Net Expenditure</b>           | <b>17,573</b>             | <b>33,035</b>            | <b>33,113</b>                 | <b>78</b>                 | <b>(58)</b>                |

Service Details are shown at **Appendix 2**

3.2 The position to the end of September shows a variance of £78,000 on service expenditure which is a movement of £102,000 compared to the position reported at the end of the first quarter in June. Service expenditure has a variance of £182,000 mainly as a result of:

- Refuse Collection Contract savings (£80k)
- Housing Benefits Subsidy and overpayments recovery (£30k)
- Cremation income over target (£40k)
- Cremation gas savings from installation of new cremators (£53k)
- Grounds maintenance additional cost of contract dispute £105k
- Revenues and Benefits additional costs of £71k
- Council Tax summons income below target £37k
- Shortfall in Catering income of £100k
- Shortfall in income and additional costs at the Bandstand 28k

This service overspend is off set by the saving on the contingency fund.

3.3 The contingency allowance currently stands at £208,409 and has been used to offset service expenditure. Therefore there is no further funding available for any future unforeseen one off areas of expenditure during the year.

3.4 The projected outturn shows a variance of £58,000. This is within 0.34% of the net budget and is within an acceptable tolerance level. However management continues to manage this position to ensure that this final position is achieved.

3.4 Financial procedure rules require all virements requests over £10,000 for revenue expenditure to be approved by Cabinet. These are set out in Appendix 3. The General Fund item is required to formalise the budget transfer of a post between two services areas.

3.5 Member's approval is also sought for the transfer from reserves as set out in Appendix 3. These transfers are in line with the approved financial strategy

#### 4.0 Financial Performance – HRA

4.1 HRA performance for the quarter is as follows:

|                  | <b>Current Budget</b> | <b>Profiled Budget</b> | <b>Actual to 30 June 13</b> | <b>Variance to date</b> | <b>Projected Outturn</b> |
|------------------|-----------------------|------------------------|-----------------------------|-------------------------|--------------------------|
|                  | <b>£'000</b>          | <b>£'000</b>           | <b>£'000</b>                | <b>£'000</b>            | <b>£'000</b>             |
| <b>HRA</b>       |                       |                        |                             |                         |                          |
| Income           | (14,964)              | (7,386)                | (7,396)                     | (10)                    | (60)                     |
| Expenditure      | 15,067                | 3,922                  | 3,922                       | -                       | 95                       |
| <b>Total HRA</b> | <b>103</b>            | <b>(3,464)</b>         | <b>(3,474)</b>              | <b>(10)</b>             | <b>35</b>                |

4.2 HRA performance is currently above target due to an increase in service charge income less several areas of minor over spends which are being carefully monitored.

4.3 The current spend on the under occupation scheme indicates a potential overspend for the year of £60,000 due to the increase in the number of property transfers taking place. It is proposed to offset this additional cost from the extra income received from service Changes. A formal virement request is set out at Appendix 3.

4.4 A prudent increase in the provision for bad debts was included in the 2013/14 budget to offset any effect of the new benefits regime. Whilst rent collection performance for the quarter has remained at prior year levels, the introduction of universal credits and the benefits cap may impact on this position later in the year. This is being carefully monitored and any reduction in the provision will be reflect at quarter three.

#### 5.0 Financial Performance – Capital Programme

5.1 The detailed capital programme is shown at Appendix 4. Actual expenditure is low compared to the budget, due to delays in the start dates of housing major projects, sheltered accommodation remodelling projects and several general fund projects. Expenditure is expected to increase as schemes progress however the spending patterns will be reviewed at quarter three and re-profiled into 2014/15 year where appropriate.

5.2 The capital programme has been amended from that approved by Cabinet in September to reflect new approved schemes.

#### 6.0 Financial Performance – Collection Fund

6.1 The Collection Fund records all the income from Council Tax and National Non-Domestic Rates and its distribution to the major precepting authorities. With the introduction of the new system for the local retention of business rates, the performance of the Collection Fund is now be included as part of the performance monitoring and the results shared with the major preceptors.

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

|  | <b>Council Tax<br/>£'000</b> | <b>Business<br/>Rates<br/>£'000</b> |
|--|------------------------------|-------------------------------------|
| Balance B/fwd                          | (169)                        | -                                   |
| Debit due for year                     | (52,326)                     | (33,532)                            |
| Payments to preceptors                 | 52,212                       | 33,630                              |
| Allowance for cost of collection       |                              | 127                                 |
| Provision for backdated appeals        |                              | 140                                 |
| Write offs and provision for bad debts | 323                          | 343                                 |
| <b>Estimated balance 31.3.14</b>       | <b>40</b>                    | <b>708</b>                          |
| Allocated to:                          |                              |                                     |
| CLG                                    |                              | 354                                 |
| East Sussex County Council             | 29                           | 64                                  |
| Eastbourne Borough Council             | 6                            | 283                                 |
| Sussex Police                          | 3                            |                                     |
| East Sussex Fire & Rescue              | 2                            | 7                                   |
| <b>Deficit</b>                         | <b>40</b>                    | <b>708</b>                          |

6.2 The allocations to preceptors reflect the operation of the Collection Fund for Council Tax and retained Business Rates which are distributed on different bases under regulations. The distributions of the estimated balance at quarter 3 will be made in 2014/15. Any changes after that date will be made in 2015/16.

6.3 Council Tax is currently showing a £40,000 deficit, due to higher than budgeted take up of the Council Tax Reduction Scheme which has been offset by a reduction in the number of Single Person Discounts awarded.

6.4 Business Rates income is down on that expected due to the number of successful appeals having been settled in the year and the lower than anticipated growth in rateable values. The deficit represents 2% of the gross debit due.

6.5 Collection performance is as follows:

| <b>Cash Collection Rates</b> | <b>Council Tax</b> | <b>Business Rates</b> |
|------------------------------|--------------------|-----------------------|
| Q2 Actual                    | 57.03%             | 60.81%                |
| Q2 Target                    | 57.70%             | 61.75%                |

## **7.0 Treasury Management**

7.1 The detailed mid-year Review Report has been submitted to the Audit and Governance Committee on 4<sup>th</sup> December in compliance with the CIPFA's Code of Practice for Treasury Management. Below is a summary of the main points from the current economic background, interest rate forecasts,

investment and borrowing performance.

## 7.2 Economic Background

Gross domestic product in the UK grew at its fastest pace in three years, rising 0.8% in the third quarter and 1.5% on the year. Although staging a fighting recovery and accelerating quicker than the surrounding Eurozone economies, its growth remains 2.5% less than the peak before the financial crisis in 2008. Britain's public finances improved in September with the public sector net borrowing deficit narrowing to £11.1bn in 2013 from £12.1bn in September 2012, partially helped by higher tax revenue gains.

Sales volumes rose 0.6% on the month and 2.2% on the year with improvement linked to a continued recovery in the housing market and record low mortgage rates. Yet, with inflation holding steady at 2.7% in September and continuing to outstrip wage growth; which slowed sharply to 0.7% in the three months to August, it is uncertain whether this level of growth will continue to be sustainable. Britain's unemployment rate held steady at 7.7% in the three months to August, the economy experienced a sharp fall in the number of people claiming jobless benefits, plummeting by a much larger than expected 41,700 in September..

In October, the Bank of England once again voted unanimously to keep the Bank Rate unchanged at 0.5%. Minutes released by the Monetary Policy Committee revealed that the appreciation of the sterling, since August, would lower import costs, reducing Britain's inflationary pressures within the next 18-24 month period.

## 7.3 Interest Rate Forecast

Capita Asset Services kept its interest rate forecast unchanged this month, expecting a first rate increase in Q3 2016 (previously Q4 2016). UBS as well as Capital Economics forecasts also remain unrevised and do not expect the first increase in Bank Rate until Q1 2017.

| <b>Bank Rate</b>      | <b>Dec-13</b> | <b>Mar-14</b> | <b>Jun-14</b> | <b>Sep-14</b> | <b>Dec-14</b> |
|-----------------------|---------------|---------------|---------------|---------------|---------------|
| Capita Asset Services | 0.50%         | 0.50%         | 0.50%         | 0.50%         | 0.50%         |
| UBS                   | 0.50%         | 0.50%         | 0.50%         | 0.50%         | 0.50%         |
| Capital Economics     | 0.50%         | 0.50%         | 0.50%         | 0.50%         | 0.50%         |

## 7.4 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2013/14, which includes the Annual Investment strategy, was approved by the Council on 20 February 2013. It sets out the Council's investment priorities as being:

- Security of Capital;
- Liquidity;
- Yield.

A full list of investments held as at 30 Sept 2013 is shown in the table

below.

| Counterparty           | Amount<br>£ | Interest Rate<br>% | Maturity       |
|------------------------|-------------|--------------------|----------------|
| Royal Bank of Scotland | 2,600,000   | 0.70               | Call           |
| Santander              | 250,000     | 0.40               | Call           |
| Royal Bank of Scotland | 100,000     | 1.10               | 90 day Account |
| Bank of Scotland       | 2,000,000   | 0.95               | 3.2.14         |
|                        | 4,950,000   |                    |                |

Following the downgrading of Co-op bank to BB- in May, the advice from Sector was for the Council to minimise exposure, in light of this a maximum operational balance of £500,000 is being kept in the Reserve account at any one time. This has had consequences on the ability to invest elsewhere due to the limited number of counterparties available that met the criteria set out in the TMSS and the limit of £4m as a maximum amount to be held with any particular bank or building society. This limit was breached seven times over the quarter by an average of £778,181 for 22 days. Santander are now back on the recommended lending list and are therefore now available as an alternative investment to avoid this problem for the future.

No other approved limits within the Annual Investment Strategy were breached during the quarter end 30 Sept 2013.

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

## 7.5 Investment performance

Investment performance for the quarter ending 30 September 2013 is as follows:

| Benchmark | Benchmark Return | Council Performance | Interest Earning |
|-----------|------------------|---------------------|------------------|
| 7 day     | 0.36%            | 0.64%               | £35,350          |

As Illustrated, the authority out performed the benchmark by 0.28%. The Council's budgeted investment return for 2013/14 is £50,000 and performance for the year is in line with this budget.

## 7.6 Borrowing

No borrowing or debt re-scheduling was undertaken during the quarter.

Cash flow predictions indicated that further borrowing will be required later in the year. The exact timing and nature of this borrowing will be consider at that time, however to maintain a sustainable maturity profile it is anticipated that new borrowing will be at maturity dates between 5 and 10 years.

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

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

During the quarter to 30 Sept 2013 the Council, apart that mentioned above at section 7.4, has operated within all the other treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices.

## **7.8 Bank Contract**

Notice has been received from the Co-operative Bank that they are withdrawing from all Local Government Business. This is part of their strategy to simplify and rebuild the bank by focusing on serving the needs of individuals and small and medium sized business customers.

The Council's contract with the Bank will cease on 31.3.2015. It is our intention to tender the new contract in partnership with the other East Sussex districts. Work on the tender documents will start in the new year with the intention of having a new contract in place by the end of 2014.

## **8.0 Consultation**

8.1 Not applicable

## **9.0 Implications**

9.1 There are no significant implications of this report.

## **10.0 Conclusions**

10.1 This report provides an overview of performance against the authority's priority actions and indicators as at the end of Quarter 2 2013/14. Progress against the key projects and indicators is updated on the online Covalent system on a regular basis and provides a "live" view of the Council's performance accessible at any time.

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

10.3 The Collection Fund forecast for Council Tax is showing a small deficit balance at the end of Quarter 2. The Business Rates deficit is predicted to be £708,000 which is approx 2% of the gross debit due.

10.4 Treasury Management performance is on target and apart from seven occasions when the investment maximum allowed to any one country party were breached all other activities were within the approved Treasury and Prudential Limits.

**William Tompsett**  
**Strategic Performance Manager**

**Pauline Adams**  
**Financial Services Manager**

**Background Papers:**

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

*Corporate Plan 2010/15 (2013 refresh)*

*Covalent performance management system reports*

*Budget monitoring working papers as at 30.9.13*


*Capita Treasury Solutions Monthly Investment Analysis Review September 2013*

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



## Completed Corporate Plan 2013/14 Actions



| Priority Theme                      | Project  | Status  | Actions  |
|-------------------------------------|--|---|--|
| Priority Theme 1 Prosperous Economy | CP13_1_01 Deliver a Sustainable events programme |  | Deliver the Council led events programme for 2013/14 |

# Ongoing Project Milestones Q1 and Q2 2013/14



| Parent Action                               | Action   | Description  | Due Date    | Note  | Completed |
|---|--|--|-------------|---|-----------|
| CP13_1_02 Tourism Marketing and Development | CP13_1_02_01 Work on the relationships introduced by Sponsor-finder to develop a mutually beneficial package | Quarter 1 update   | 30-Jun-2013 | Regular contact has been made with SponsorshipFinder, payment for their services has ceased, however SponsorshipFinder remain committed to finding leads for the Airbourne event  | Yes       |
|   |  | Quarter 2 update   | 30-Sep-2013 | The contractual relationship with Sponsorship finder has ended however they have promised to keep in touch and forward any appropriate leads  | Yes       |
| CP13_1_02 Tourism Marketing and Development | CP13_1_02_02 Develop a new marketing and promotion strategy on the back of the Visitor Economy Study results | The outcomes of the visitor economy study have been announced and the results disseminated to key stakeholders                     | 30-Apr-2013 | Work has been undertaken regarding the potential promotional opportunities to key audiences versus how the current promotion is undertaken, the need for new photography has been identified to capture more family activities. A review of event marketing activity will take place later in the year  | Yes       |
|   |  | A presentation from TNS will be organised to consider the next steps   | 31-May-2013 | There will be a further presentation from the authors TNS, for Councillors and key stakeholders on 24th September   | Yes       |
|   |  | A comparison study will take place to see how the key findings fit with current promotions & marketing plans                       | 30-Jun-2013 | The conclusions, recommendations and key highlights of the visitor economy study have been shared with various groups, including the EHA, CMT, Cultural Development Group.  | Yes       |
|   |  | Consultation Marketing Group to be set up  | 31-Aug-2013 | Work has commenced on agreeing members of the group and terms of reference and was set up by the end of September   | Yes       |
| CP13_1_02 Tourism Marketing and Development | CP13_1_02_03 Develop the digital strategy for tourism marketing and information.                             | Gather statistics from the mobile website for Visiteastbourne relating to the use of mobile sites, along with the use of QR codes. | 30-Apr-2013 | Meetings have taken place with suppliers of the DMS and we are aware of new packages that can enhance the Visiteastbourne website, we are also aware of the limitations and have recently agreed to use a bespoke group booking system which will enhance the conference booking system and will offer a better service for both delegates and hotels | Yes       |
|   |  | Review current availability of digital awareness in the market place   | 31-May-2013 | Research has begun on how people are sourcing their information and which mechanisms are proving to be the most popular, traditional press continues to be well received with a recent rise in social media usage   | Yes       |

| Parent Action  | Action   | Description  | Due Date    | Note   | Completed |
|--|--|--|-------------|--|-----------|
|  |  | Research to understand capabilities within existing operating systems  | 30-Jun-2013 | PI's are regularly monitored and recorded detailing the most popular pages, QR codes have been widely used on promotional material, use of the codes will continue to be monitored | Yes       |
|  |  | Prepare terms of reference for a draft digital strategy and discuss with the Marketing Group   | 31-Aug-2013 | With the marketing group in place from the end of September. work on the strategy will begin   | Yes       |
| CP13_1_02 Tourism Marketing and Development                        | CP13_1_02_04 Refresh the seafront strategy – aligning with other strategies for culture, sports, leisure, employment and health                                    | Once the visitor economy study is widely known, work will commence on refreshing the priorities and action plan for the seafront strategy, it may be that this evolves into a tourism strategy for the destination | 31-Aug-2013 | We have started looking at the Action Plan for the seafront strategy and have started obtaining copies of seafront strategies for other destinations                               | Yes       |
| CP13_1_03 Employment - Town Centre Masterplan                      | CP13_1_03_01 Adopt Local Plan  | Complete consultation on modifications.  | 30-Apr-2013 | Consultation period ended 5/4/13: representations received and sent to Planning Inspectorate.  | Yes       |
|  |  | Hearings scheduled following the public consultations.   | 17-May-2013 | TCLP examinations in public took place on the 16 and 17 May 2013.  | Yes       |
| CP13_1_03 Employment - Town Centre Masterplan                      | CP13_1_03_03 Progress plans for the environmental improvement to Terminus Road to be completed in 2015   | Project Board to agree final draft design.   | 30-Jun-2013 | The final draft design was agreed at the Project Board meeting held on 13 May.   | Yes       |
| CP13_1_05 Activating Eastbourne                                    | CP13_1_05_03 Produce two labour market information reports   | Publish May 2013 edition   | 30-Jun-2013 | The May edition has been circulated and published on the <a href="#">website</a> .   | Yes       |
| CP13_1_07 Support Secondary Shopping Areas                         | CP13_1_07_01 DPG (Difficult Properties Group) to continue with success of improving secondary shopping areas and streets near the town centre with targeted action | Targeted area to be surveyed and action properties chosen.   | 30-Apr-2013 | 21 properties have been identified in the target area.   | Yes       |
|  |  | Land ownership details obtained for chosen properties.   | 30-Jun-2013 | Land ownership details for all chosen properties has been obtained.  | Yes       |
| CP13_2_02 Improving the Cleanliness of the Street and Public Areas | CP13_2_02_01 Work with neighbourhoods to identify and improve further 'grot spots'   | Agree location of grot spots following consultation with Neighbourhood Panels.   | 31-Aug-2013 | Monthly, ongoing panel meetings throughout the year.   | Yes       |
| CP13_2_04 Towards a low carbon town                                | CP13_2_04_01 Continue to implement Environment Strategy Action Plan  | Create an independent website for the Community Environment Partnership for Eastbourne.  | 30-Jun-2013 | Web site was completed in May, link is <a href="http://www.cepe.org.uk">www.cepe.org.uk</a> .  | Yes       |
|  |  | Carry out an assessment of our vulnerabilities to global warming.  | 30-Sep-2013 | Not yet completed. Bid for consultants to carry out the work to be made through Service Planning.  | No        |

| Parent Action                | Action  | Description  | Due Date    | Note  | Completed |
|------------------------------|---|--|-------------|---|-----------|
|                              |   | Review and update Environment Strategy to achieve a clear pathway for 2020 carbon reduction targets. | 30-Sep-2013 | 2020 Objectives published for consultation <a href="http://cepe.org.uk/forumpress/">http://cepe.org.uk/forumpress/</a>  | Yes       |
| CP13_2_05 Transport          | CP13_2_05_01 Implement Cycle Routes   | Complete final safety audit for King Edward's Parade cycle route.                                    | 31-Jul-2013 | Confirmation has been received from ESCC that both the Safety Audit and snagging have been completed.   | Yes       |
|                              |   | Assist ESCC to prepare feasibility schemes on a minimum of two routes.                               | 15-Aug-2013 | Initial feasibility work on four priority cycle routes has been completed.  | Yes       |
| CP13_2_07 Pride in our Parks | CP13_2_07_02 Publish the Development Plan for Princes Park                            | Complete consultation on Development Plan.   | 30-Apr-2013 | The consultation has been completed.  | Yes       |
|                              |   | Seek authority for implementing long term strategy for Princes Park.                                 | 30-Jun-2013 | The Princes Park development plan was approved at Cabinet on the <b>29-May-2013</b> for the existing capital allocated to Princes Park be used for the purposes of attracting further funding if possible.                            | Yes       |
| CP13_2_07 Pride in our Parks | CP13_2_07_03 Build Skate Park in Hampden Park area and agree design with stakeholders | Complete consultation on location of skate park.   | 30-Apr-2013 | The consultation on the location for the Skate Park has been completed.   | Yes       |
|                              |   | Seek Cabinet approval for preferred location.  | 31-Jul-2013 | The location was approved at the Cabinet meeting on <b>10 July 2013.</b>  | Yes       |
| CP13_2_07 Pride in our Parks | CP13_2_07_05 Improvements to Five Acre Field  | Additional holm oaks planted.  | 30-Apr-2013 | The planting of the additional holm oaks was completed on 23 April 2013.  | Yes       |
|                              |   | Reduce number of gates and improve the security of those retained.                                   | 30-Jul-2013 | Three new gates, with a top bar, were installed over the period 28 June - 26 July.  | Yes       |
| CP13_2_07 Pride in our Parks | CP13_2_07_06 Improvements to playgrounds in Upperton Ward                             | Carry out site appraisals.   | 30-Apr-2013 | Initial site appraisals have been completed for public open space within Upperton.  | Yes       |
|                              |   | Determine preferred site.  | 31-Jul-2013 | A site has been determined – Hartfield Square and a recommended location within that site proposed. Estimates are being sought for the fencing/ gates so we can determine the area needed to put forward into a planning application. | Yes       |
|                              |   | Seek planning permission for preferred site  | 30-Sep-2013 | The playground will be permitted development - Part 12 of the Town and Country Planning (General Permitted Development). Planning permission will not be required but consultation will need to be planned.                           | Yes       |
| CP13_3_01 Youth Activities   | CP13_3_01_01 Youth fair 2013  | Agree initial arrangements   | 30-Jun-2013 | Date set for 29th October and venue booked. Initial promotion done through Youth Network and partnership meetings and liaison with a wide range of groups planning to participate.  | Yes       |

| Parent Action              | Action   | Description  | Due Date    | Note   | Completed |
|----------------------------|--|--|-------------|--|-----------|
|                            |  | Finalise bookings, demonstrations and performances     | 30-Sep-2013 | Bookings now finalised   | Yes       |
|                            |  | Secure contributions from partners toward the costs    | 30-Sep-2013 | Funding of £500 has been secured from Places for People; £300 from YMCA; and £300 from Eastbourne Homes.   | Yes       |
| CP13_3_01 Youth Activities | CP13_3_01_03 Implement Youth Strategy            | Agree updated Action Plan                              | 30-Jun-2013 | Finalised updated plan 10 June 2013. This will be used for the remainder of the life of the Strategy to end March 2015.  | Yes       |
|                            |  | Monitor progress against Action Plan                   | 30-Jun-2013 | Action Plan updated and reviewed at Youth Partnership on 16 July. Download available.  | Yes       |
|                            |  | Monitor progress against Action Plan                   | 30-Sep-2013 | Further updates added. Current update available to download  | Yes       |
| CP13_3_01 Youth Activities | CP13_3_01_04 Deliver Healthy Eastbourne Campaign | Campaign and website launched                          | 30-Jun-2013 | Campaign launched to coincide with the Eastbourne Sports Festival on 25th May. Website launched to coincide with this and populated. Additional information and events will be added as and when notified.                                 | Yes       |
|                            |  | Content provided for website                           | 30-Jun-2013 | Substantial content already uploaded. 280+ activities loaded and a range of services. Ongoing promotion of the website is attracting additional content.   | Yes       |
|                            |  | Funding secured for website design and construction    | 30-Jun-2013 | Funding secured from Health Improvement Grant (formerly PCT), EBC and Eastbourne Homes. Website is fully funded. Further funding is sought to pay for staff hours to develop and maintain the website and to develop the campaign overall. | Yes       |
|                            |  | Options identified for measuring impact                | 30-Jun-2013 | University of Brighton have offered to help with this. Meeting planned on 25 July to explore funding opportunities for a package of projects to promote healthy lifestyles and bids will include costs of measuring impact.                | Yes       |
|                            |  | Report delivered for ESP on initial impact of campaign | 30-Jun-2013 | Initial report of progress delivered to Eastbourne Strategic Partnership meeting on 6th June 2013.   | Yes       |
|                            |  | Website developer selected                             | 30-Jun-2013 | Developers invited to tender April 2013. PRG selected as preferred provider and contract agreed May 2013. Website completed by 25th May 2013 and final amendments requested 10th June 2013.  | Yes       |
|                            |  | Programme of campaigns agreed                          | 30-Sep-2013 | Initial programme of campaigns agreed. These will include Get Going this Summer / Back to School and   | Yes       |

| Parent Action                              | Action  | Description  | Due Date    | Note  | Completed |
|--|---|--|-------------|---|-----------|
|  |   |  |             | focus on Second Hand Smoking and Stoptober campaign to encourage people to stop smoking. The programme will next be reviewed in October when more information may be available from Public Health England. The aim is to tie the focus of campaigns to local evidence of need and to national campaigns and, in future, encourage and support activities around these campaigns.  |           |
| CP13_3_02 Improving Neighbourhood Delivery | CP13_3_02_01 Support development of £1m Big Local Devonshire West | Engage with local residents, businesses and other organisations: Support community engagement activities | 30-Jun-2013 | A range of community engagement events delivered including a very successful event held for businesses which attracted a number of local businesses. A musical event and a 'sticky money' event are planned to add to information about local priorities. A networking and learning events will take place on Saturday 20th July at the Royal Hippodrome to begin visioning, identifying priorities and action planning and discuss options for a website and social media.   | Yes       |
|  |   | Engage with local residents, businesses and other organisations: Support community engagement activities | 30-Sep-2013 | The Big Local Planning Group has been awarded £15,000 from the Getting Started fund to continue community engagement, develop a profile of Devonshire West and develop and consult on a Vision and Action Plan. The group is currently planning a 'sticky money' event to follow up on meetings held so far with the aim of attracting additional investment. Links are being made with a range of groups and projects and significant engagement activities with residents, businesses and others has been carried out. A meeting will be set in October to begin work to develop a Partnership to deliver the Programme in the longer term. | Yes       |
| CP13_3_02 Improving Neighbourhood Delivery | CP13_3_02_02 Launch Ward Walks                                    | Partnership approach piloted in May 2013 in Willingdon Trees neighbourhood                               | 31-May-2013 |   | Yes       |
|  |   | Partnership approach piloted in July in Sovereign ward - joint agency approach entitled 'talk with us'   | 31-Jul-2013 | Joint activity delivered on 22nd July in Kingsmere and Kings Park neighbourhoods resulting in 44 completed questionnaires. Drop-in less successful - repeating the theme from the Willingdon Trees pilot. Headlines from feedback have been shared with partners and ward Cllrs. Feedback now being collated and disaggregated where possible.  | Yes       |
|  |   | Feedback report from pilots prepared and shared with stakeholders  | 30-Sep-2013 | Feedback presented to Joint Action Group on 24th October 2013   | Yes       |

| Parent Action                              | Action  | Description                     | Due Date    | Note   | Completed |
|--|---|---------------------------------|-------------|--|-----------|
| CP13_3_02 Improving Neighbourhood Delivery | CP13_3_02_03 Support development of youth services and activities | YMCA youth activities monitored | 30-Jun-2013 | Monitoring returns for this quarter available to download.   | Yes       |
|  |   | YMCA youth activities monitored | 30-Sep-2013 | All sessions were continued through the summer but the numbers of young people attending dropped significantly. This is something that happens over the summer holiday period across youth services as young people are out and about more, on holiday or just out in the sunshine. The freestyle gymnastics did not run over the holidays as the gym changes its opening times over the summer. Bearing this in mind we have agreed to review how summer provision is delivered in future years with more focus on outside events and activities, and trips away rather than maintaining all the indoor community sessions. This also allows for staff leave and recognises the increase in activities provided elsewhere in the summer – e.g. Sovereign Pool concessions and Friday Wave Parties offered to young people. YMCA will also review the way they do their outreach work to identify different ways of engaging young people in activities and projects. Running sessions in community centres and traditional youth clubs does not attract the numbers of young people we would like them to reach or appeal to young people aged 14+. YMCA also ran or attended five events across the town during the quarter and 177 young people took part in these. | Yes       |
| CP13_3_02 Improving Neighbourhood Delivery | CP13_3_02_04 ECSP Programme Delivery Plan                         | Monitoring quarter 1            | 30-Jun-2013 | The ECSP plan has been refreshed and updated for 2013/4 to align more closely with the PCC and ESCC Community Safety Plans whilst keeping focussed on local priorities and issues. Currently of the 37 actions, 20 are currently showing green and this includes the majority of local actions with the exception of full integration of the County ASB/Hate crime reporting system which is an integral part of phase 2 of future model and the "street community action plan" both which are currently showing amber. The remainder of amber actions are reliant on East Sussex safer Communities Partnership developing and implementing higher level actions with particular reference to Domestic Violence and Reducing Reoffending. Having said that all actions are on track in relation to their respective timelines and Eastbourne's overall crime continues to reduce year on year.   | Yes       |

| Parent Action                           | Action   | Description  | Due Date    | Note   | Completed |
|---|--|--|-------------|--|-----------|
|   |  | Monitoring quarter 2   | 30-Sep-2013 | The ECSP plan has been refreshed and updated for 2013/4 to align more closely with the PCC and ESCC Community Safety Plans whilst keeping focussed on local priorities and issues. Currently of the 37 actions, 20 are currently showing green and this includes the majority of local actions with the exception of full integration of the County ASB/Hate crime reporting system which is an integral part of phase 2 of future model and the "street community action plan" both which are currently showing amber. The remainder of amber actions are reliant on East Sussex safer Communities Partnership developing and implementing higher level actions with particular reference to Domestic Violence and Reducing Reoffending. Having said that all actions are on track in relation to their respective timelines and Eastbourne's overall crime continues to reduce year on year. | Yes       |
| CP13_3_03 Maximising our Housing Assets | CP13_3_03_01 Finish Decent Homes for Retirement Courts | Design agreed for Retirement Court remodelling of Winchester House.                        | 31-May-2013 | Having considered all the pros and cons around the options for Winchester Court, we have decided to retain and refurbish the current building. This is due to a number of reasons, including: the expectation of residents is for this to happen; the additional cost of new build is not outweighed by the additional utility to be gained from new build; the additional third floor may create an over supply of these units as Places for People also have a sheltered unit in the area that has been at times hard to let.  | Yes       |
|   |  | Decant completed for Retirement Court remodelling of Winchester House                      | 31-Jul-2013 | The last tenants in Winchester House were decanted and the property is fully void as of 10th June 2013. This is achieved mainly by the hard work of Lucy Wooler, Senior Allocations Officer, EBC, and Elaine Platt, Retirement Court Decant Support Officer, EHL.  | Yes       |
|   |  | Planning Permission approval received for Retirement Court remodelling of Winchester House | 31-Aug-2013 | Planning Permission for the conversion of existed sheltered housing scheme Winchester House from 32 flats to 21 one and two bed self contained flats was approved on 8th August 2013.  | Yes       |
|   |  | Build completed for Retirement Court remodelling of Tyrone Court                           | 30-Sep-2013 | The remodelling refurbishment works at Tyrone Court were completed three weeks ahead of schedule, due to an experienced team on site. Coordinating this early completion with Lucy Wooler, EBC Senior Allocations Officer, and Elaine Platt, EHL Retirement Court Decant Support Officer meant that tenants  | Yes       |



| Parent Action                           | Action  | Description   | Due Date    | Note   | Completed |
|---|---|---|-------------|--|-----------|
|   |   |   |             | started to move in on 19th August 2013.  |           |
|   |   | Start on site achieved for Retirement Court remodelling of Winchester House         | 30-Sep-2013 | A pre contract meeting was held between EBC, EHL, FFT (Client Representative), and Keepmoat (appointed Contractor) on 18th September 2013. It was agreed and scheduled for Keepmoat's contract to start and for them to take site possession from Monday 23rd September.   | Yes       |
| CP13_3_03 Maximising our Housing Assets | CP13_3_03_02 Empty Property Programme                                       | HCA bid submitted   | 01-Apr-2013 | With regard to the Empty Property Programme the HCA Bid was completed and submitted before the due date and we are awaiting the outcome.   | Yes       |
|   |   | Assess viability of options for bringing empty homes into use on affordable housing | 31-Jul-2013 | The Housing Economic Development Programme (HEDP) are assessing a range of options and potential viability on a number of key sites in Eastbourne with a view to developing a mix of affordable housing, market rent, and the possibility of exploring rented in the private sector.   | Yes       |
|   |   | Programme scope, works and timeline agreed with HCA                                 | 31-Jul-2013 | The formal Empty Homes Agreement with the HCA has been received by EBC and formally agreed.  | Yes       |
|   |   | Redundant commercial properties suitable for conversion to residential identified   | 31-Jul-2013 | A raft of redundant commercial identified and approaches are now being made to respective owners.  | Yes       |
| CP13_3_03 Maximising our Housing Assets | CP13_3_03_03 Construction of new Council-owned homes in Seaside and Langney | Delivery agent contract out to tender   | 30-Jun-2013 | Pre Qualification Questionnaires have been received and are currently being assessed in preparation for the formal Invitation To Tender issued at the end of July 2013.  | Yes       |
|   |   | Appoint delivery agent  | 31-Aug-2013 | A Development Agency Service (DAS) to develop 23 new Council owned homes was selected during August 2013 and will be formally appointed by October 2013. Final contractual negotiations are ongoing during September to make sure that the contract delivers value for money for the Council and that the Council's requirements, set out in the Cabinet Report authorising the project, are fully reflected in the proposals and work of the DAS. | Yes       |
| CP13_3_03 Maximising our Housing Assets | CP13_3_03_04 Launch E-Switch – fuel costs                                   | Approved partner arrangement signed   | 01-Apr-2013 | The Approved Partner Document was signed by the Senior Head of Communities in April and sent back to Peterborough Council on 2nd May 2013.   | Yes       |
|   |   | Auction held online by PCC  | 25-Apr-2013 | We have completed one auction round and are working to promote the second round in June.   | Yes       |

| Parent Action                           | Action  | Description  | Due Date    | Note  | Completed |
|---|---|--|-------------|---|-----------|
|   |   | Scheme reviewed following first auction and decision on future participation and marketing | 30-Jun-2013 | A decision was taken that a second auction would be beneficial for the project to reach it's optimum potential. As such the review will occur after the second auction is complete. EBC have completed two auctions having registered over 300 people for the energy switching programme. The estimated saving per household ranges from between £80 to £165. The Review took place through July with a decision reached in August 2013.  | Yes       |
|   |   | Feedback on customer demand from PCC received within 6 months                              | 30-Sep-2013 | Following the review of the success of Energy Switching with PCC (Peterborough County Council), it has been decided to put this partnership on hold whilst we endeavour to work with Hastings Borough Council as part of their community Energy Switching Programme. This is a cheaper option for the Council as well as linking in with the potential to deliver an East Sussex wide Energy Switching Scheme. HBC are contractually obliged to run their existing scheme on their own until January 2014. Following this we will be able to open up to negotiating terms and conditions to deliver a new auction in Spring 2014.   | Yes       |
| CP13_3_03 Maximising our Housing Assets | CP13_3_03_05 Housing and Economic Development Project | Programme update provided  | 30-Jun-2013 | The Housing and Economic Development Partnership (HEDP) has commissioned a Devonshire Development Framework (DDF) which will explore how investment and design policy by different agencies and organisations can be shaped and co-ordinated to improve the viability of this important part of Eastbourne. The consultation will be taking place in Quarter Two with a report due Quarter Three. The HEDP has supported the submission of a successful bid to the Homes and Communities Agency for funding to support converting empty commercial premises to homes. Consultants have been appointed to explore investment sources for Eastbourne, including that possibly available from institutional investors. The outcome of this work will be reported in Quarter Two. | Yes       |
|   |   | Programme update provided  | 30-Sep-2013 | The first draft of the Devonshire Development Framework report has been received by the HEDP team, who are working with Members and colleagues to finalise it's content for pre publication approval by November 2013. The Development Finance Commission has produced a draft summary report on  | Yes       |

| Parent Action                              | Action  | Description  | Due Date    | Note  | Completed |
|--|---|--|-------------|---|-----------|
|  |   |  |             | the most appropriate structure to encourage investment partner interest in Housing and Economic Development by allowing the Council to retain overall strategic housing control. Further legal advice on the proposed structure will be taken during October with a final report being available for submission to decision makers by the end of 2013.  |           |
| CP13_3_03 Maximising our Housing Assets    | CP13_3_03_06 Review Housing Management options        | Project Board established to review Housing futures                                      | 30-Jun-2013 | The Council has agreed the composition of the Project Board and authorised officers to progress the formal establishment of the Project Board. The first meeting of the Project Board will take place by the end of August 2013.  | Yes       |
| CP13_3_04 Support to Vulnerable Households | CP13_3_04_01 Social Security Changes (Welfare Reform) | Rent in Advance Scheme Go live under delegated Authority from East Sussex County Council | 01-Apr-2013 | The scheme went live at EBC on the 27th April 2013 and to date the Housing Options Team have assisted 20 applications at a cost of nearly £6,000.   | Yes       |
|  |   | Eastbourne Self Assessment: Helping People Manage Changes to Social Security System      | 30-Apr-2013 | To allow the Council to better understand its corporate response to the changes to Social Security, the Housing Services Strategy Team produced a Key Line of Enquiry (KLOE) pro-forma. This was used to guide the questioning and research into what different teams and services were doing as well as set out some initial markers for what may represent best practice.   | Yes       |
|  |   | Website updated with relevant information.   | 30-Apr-2013 | Link to ESCC Welfare Reform information on EBC website.   | Yes       |
|  |   | Action Plan agreed incorporating East Sussex and Eastbourne assessment                   | 31-May-2013 |   | Yes       |
|  |   | Revised DHP policy agreed with Cabinet   | 31-May-2013 | Cabinet agreed policy on 29 May 2013.   | Yes       |
|  |   | Quarter 1 demand % impact update provided  | 30-Jun-2013 | <i>The Council has completed a review of its responses to the changes being introduced to the social security system. This was undertaken using a Key Line Of Enquiry (KLOE) methodology. The review shows that the Council as a whole has taken reasonable steps to prepare its service offer to help people where it is best placed to do so to mitigate and manage the impact of these changes. Specific actions include supporting the work of the East Sussex Welfare Reform Action Plan, including a Helpline and free training for officers of the Council and its partners, a working group between the Council and Eastbourne Homes Limited to provide a</i> | Yes       |

| Parent Action                              | Action   | Description                                 | Due Date    | Note  | Completed |
|--|--|---|-------------|---|-----------|
|  |  |   |             | <i>focused response to help tenants of the Council and a Housing Policy Review has been started to consider in a measured and informed way whether or not the Council needs to amend housing polices, for example the allocation of properties. Of the Council 3,600 tenants, 273 are liable for changes arising from the bedroom tax/spare room subsidy. Just 5 tenants of the Council will be affected by the Benefit Cap</i>   |           |
|  |  | Quarter 2 demand % impact update provided   | 30-Sep-2013 | The second quarter has seen the introduction of the benefit cap. All those effected have been contacted and their options, including the possibility of a DHP, explained to them. ;EHL have contacted their tenants. DHPs have proved successful and we are on target to spend the full allocation. The work between the council and EHL has been effective. One outcome is that rent arrears are below 2%. We continue to work with the East Sussex Welfare Reform team and are continuing to collect data that will inform the future direction of the group. | Yes       |
| CP13_3_04 Support to Vulnerable Households | CP13_3_04_03 Develop Local Council Tax Support Scheme year 2 | Produce draft scheme rules                  | 31-Jul-2013 | Scheme rules in place. Will be amended if Council decide on amendments to scheme.   | Yes       |
|  |  | Review Equality Assessment                  | 31-Jul-2013 | Scheme does not appear to be causing any undue difficulties to those equality groups effected by the changes.   | Yes       |
|  |  | Review outturn and performance of Y1 scheme | 31-Jul-2013 | Limited data available but scheme scheme appears to be performing as expected. Very few concerns raised by those effected and financially appears to be on track.   | Yes       |
|  |  | Start consultation on year 2 scheme         | 09-Aug-2013 | Consultation may not be necessary. In any event, a decision is needed on form of Year 2 scheme before any consultation can begin. 11/10/13 - as we are continuing with the year 1 scheme no consultation is necessary.  | Yes       |
| CP13_3_04 Support to Vulnerable Households | CP13_3_04_04 Homelessness Strategy                           | Gold Standard Project Plan agreed           | 30-Jun-2013 | Gold Standard Project Plan has been agreed with all East Sussex Local Authorities. A series of meetings have been booked in to progress this project. We still await the SDTK from DCLG and expect to have this for the next partnership meeting summer 2013.   | Yes       |
| CP13_3_05 Town Hall Community Hub          | CP13_3_05_01 Community Hub                                   | Complete stakeholder consultation           | 31-May-2013 | Stakeholder consultation completed. Feedback to stakeholders will follow any initial decisions about the  | Yes       |

| Parent Action                      | Action   | Description  | Due Date    | Note   | Completed |
|------------------------------------|--|--|-------------|--|-----------|
|                                    |  |  |             | options put forward by Locality in their report.   |           |
|                                    |  | Build business case and recommendations                            | 30-Jun-2013 | Options have been developed and a recommendation is being worked up based on a viable business case for the short and medium term. A meeting is planned at the end of July to present initial findings to those groups who took part in the consultation held earlier this year.   | Yes       |
|                                    |  | Agree preferred option   | 31-Jul-2013 | A report has been developed outlining the key issues and options with recommendations. A meeting was held in July to present initial findings to those groups who took part in the consultation held earlier this year. A report outlining the recommendations and options will be presented to Cabinet once a business case has been developed. | No        |
| CP13_3_06 Cultural Development (1) | CP13_3_06_02 Deliver the Active Eastbourne Strategy  | Draft strategy circulated for full consultation                    | 30-Apr-2013 | Draft Strategy has been circulated to local clubs and stakeholders   | Yes       |
| CP13_3_06 Cultural Development (1) | CP13_3_06_05 Feasibility study for the Redoubt as an accessible, living museum and event space                             | Set up a discussion panel for study                                | 31-May-2013 | The Redoubt Access Group met in May and are due to meet again in July, the vision for the Redoubt has been discussed with this group.  | Yes       |
|                                    |  | Initial discussions with HLF (Heritage Lottery Fund)               | 30-Jun-2013 | A meeting has taken place with the HLF and the HLF have given advice on the details required for the HLF bid, the proposals for the Redoubt have initially been well received  | Yes       |
|                                    |  | Use of the Pavilion Tea Rooms for the Ancestors Project Exhibition | 31-Aug-2013 | The Pavilion Tea Rooms will close at the end of September. An exhibition plan has been discussed and is being progressed on how the space will be used   | Yes       |
|                                    |  | Exhibition set up  | 30-Sep-2013 | The Pavilion Tea Rooms is due to close on the 3rd November and once closed work will commence on the setting up of the Ancestors Exhibition, a layout of the space has been agreed   | Yes       |
| CP13_3_06 Cultural Development (1) | CP13_3_06_07 Enable the transfer of Towner to independent governance within the context of the Devonshire Park Development | Report to Cabinet for approval                                     | 10-Jul-2013 | Approved at <a href="#">Cabinet</a> 10/7/13  | Yes       |
| CP13_3_06 Cultural Development (1) | CP13_3_06_09 Support Eastbourne Society to promote the Heritage Centre   | Ensure the cross promotion of the Redoubt and the Heritage Centre  | 31-May-2013 | The Heritage Centre leaflets are on display at the Redoubt and staff have been invited to visit the Redoubt to see the improvements  | Yes       |

| Parent Action   | Action  | Description   | Due Date    | Note  | Completed |
|---|---|---|-------------|---|-----------|
|   |   |   |             | Jo S gave a talk to the Eastbourne Society about the work of the Heritage Service....positive feedback  |           |
|   |   | Implement a regular meeting pattern with key staff from the Heritage Service and the Heritage Centre            | 31-May-2013 |   | Yes       |
|   |   | Ensure the Heritage Centre operates within the terms of the agreed lease - Q1                                   | 30-Jun-2013 | We continue to liaise with the Society on events and shared interest activity. They are also represented on the Cultural development board.   | Yes       |
|   |   | Ensure the Heritage Centre operates within the terms of the agreed lease - Q2                                   | 30-Sep-2013 | The Heritage Centre have produced a business plan and a progress meeting took place in September with a further update meeting planned for the 23rd October. The Heritage Centre are considering a change to opening times which will give more flexibility.  | Yes       |
| CP13_3_07 Cultural Development (2) - Devonshire Park                          | CP13_3_07_01 Procure required services to take Devonshire Park review to RIBA stage C | Renew DCA contract.   | 01-Apr-2013 | Contract renewal provisionally agreed to develop potential future governance options and detailed business planning.  | Yes       |
|   |   | Appoint external legal advisor.   | 01-Sep-2013 | Legal team now appointed - Dentons - who are reviewing options for the procurement strategy and complexity of contracts and relationships needed to deliver the scheme.   | Yes       |
| CP13_3_08 Cultural Development - Sustainable strategy for Eastbourne Theatres | CP13_3_08_02 Secure funding for audience development for Devonshire Park Theatre      | Meetings convened with ACE and venues with a view to making application under the Strategic Touring Partnership | 30-Apr-2013 | Series of meetings commenced including new partnerships with Worthing Theatres to produce a programme for funding. Former ACE officer working with the partnership on funding applications. The Strategic Touring Partnership fund is being reviewed by ACE due to its onerous and complex structures, we will continue to liaise on outcomes of this review. | Yes       |
| CP13_4_01 Efficiency (Future Model Phase I)                                   | CP13_4_01_01 Future Operating Model Phase I   | Ongoing review of technologies - quarter 1  | 30-Jun-2013 | Marked as complete despite some technology not yet live - monitoring ongoing  | Yes       |
|   |   | Performance data gathered for all services and reviewed - quarter 1   | 30-Jun-2013 | Performance data being gathered, although not yet for all services because all services not yet live.   | Yes       |
|   |   | Launch of new website   | 18-Jul-2013 | Website launch had been delayed due to extended development and testing work. Revised launch date of 18 July was met.   | Yes       |
|   |   | Ongoing review of technologies - quarter 2  | 30-Sep-2013 | Regular technology reviews have been ongoing.   | Yes       |
|   |   | Performance data gathered for all   | 30-Sep-2013 | Performance data is emailed on a weekly and monthly   | Yes       |

| Parent Action                                | Action                                       | Description   | Due Date    | Note  | Completed |
|--|--|---|-------------|---|-----------|
|  |  | services and reviewed - quarter 2   |             | basis. Work is ongoing to improve the quality and range of management reports.  |           |
| CP13_4_02 Efficiency (Future Model Phase II) | CP13_4_02_01 Future Operating Model Phase II | Develop Implementation Plan and Business Case   | 30-Jun-2013 | High level implementation plan and business case drafted  | Yes       |
|  |  | Approval of Implementation Plan and Business Case by Cabinet  | 10-Jul-2013 | Approved at Cabinet, Wednesday 10 July 2013   | Yes       |
|  |  | Commence redesign of services   | 30-Sep-2013 | Redesign of services started later than planned in November due to availability of key staff and partners. The effect of this delayed start is being managed within the programme and we are not currently forecasting the end date of the programme to slip. | Yes       |
| CP13_4_03 Assets                             | CP13_4_03_01 Asset Management Plan           | Cabinet authorisation to progress 'Asset Challenge' and 'Corporate Landlord' models that will form major part of new plan | 29-May-2013 | Approved at <a href="#">Cabinet</a> with funding allocated to carry out the work.   | Yes       |

## Overarching commentary : Prosperous Economy - Q2



### Latest Note

The quarterly reports indicate a record year for requests for the Holiday Guide at over 75,000 alongside over 70,000 'pick ups' of the mini-guide, complemented by an increase in digital downloads on previous years. We are pleased that footage of Eastbourne was used on Visit Britain's website, which has over 3.6m users per month and that our social media presence has seen an increase in followers/ likes. Following this trend and the launch of the mobile website online accommodation booking more than doubled and Planes TV footage of Airbourne was streamed online to over 50 countries, with over 40,000 people viewing it. We also continue to collaborate with partners on marketing opportunities, including with Tourism South East – who are penetrating new markets in Asia and Love Sussex, as well as a County-wide bid to the Arts Council for resources to develop cultural tourism. Business tourism promotion continued with 'Familiarisation visits' for new conference buyers and we saw the release of Diana (locations of Eastbourne) and the screening of two episodes of the Antiques Roadshow, filmed earlier this year at the bandstand, alongside a live broadcast by Absolute Radio, to over 3.8m listeners. Other notable milestones reached this quarter was the opening of the new Western View café and receipt of the findings of the Visitor Economy study – examining perceptions and opportunities for a growth in tourism and visitor spend for the resort.

The summer events programme demonstrated that with the benefit of fine weather, the success of 2012 and quarter one, as demonstrated by the record numbers to the Aegon International, could be sustained as huge crowds attended the 999 event at the start of July and increasing numbers enjoyed a season of increasingly diverse sporting events including the 'Tour of Sussex' which involved around 40 cyclists participate in the Eastbourne leg of the circuit. Eastbourne Extreme saw a wide mix of extreme sports featured, which attracted over 25,000 visitors in fine weather over the 2 days and The Eastbourne Sprint Triathlon & Aquathlon took place on 14th July attracting around 50 competitors. At Devonshire Park, the Aegon Summer County Cup, one of the longest running tennis events in the world was won by teams from Surrey and Bucks, and the Seniors Tennis GB staged the women's and men's events throughout August with over 150 players in each competition. Over 300 competitors also took part in the Devonshire Park Open and the South of England Championships, which had players from 22 nations, GB, Spain, Bulgaria, Portugal, China, Hungary, Netherlands, Pakistan, South Africa, Hong Kong, Finland, Argentina, Japan, Russia, Poland, USA and France, and individual matches played by four Austrian, five Australian, seven Germans, nine Swedish and eighteen Italian sportsmen and women.

Along with Lammas and a new Age UK Summer Fayre on the Western Lawns, Gerry Cottle's WOW Circus and the Extreme Stunt Show on Princes Park, we also had the benefit of outdoor Shakespeare and live music at the Italian Gardens as the EODS staged The Tempest to a good audience a new event raising funds for Oxfam "The Secret Italian Garden Party" saw 10 hours of acoustic music staged in this intimate setting. Airbourne benefited from displays taking place on all 4 days, featuring the Red Arrows on all days and the classic 80's movie "Top Gun", which was screened on Saturday night. The firework display fired from a new beach location entertained the crowds on Sunday evening along with a Radio Airbourne road show, to great feedback from the public. This theme continued with classic movie Grease being screened at Devonshire Park, by Sovereign Radio at the end of August and a live classical music performance on the Lawns was followed by a live link to the BBC's Last Night of the Proms. The annual community event at Shinewater park in September was also well supported and demonstrated strong links between the community, our events, sports and leisure services.

The £70 million private sector investment by L&G in the town centre continues to move forward. L&G have agreed to meet the Council's costs on preparing the site assembly paper work. This work is necessary in case L&G are unable to purchase all the land by agreement with the current owners. L&G have confirmed they are working closely with major retailers who want to occupy the new units and close to signing leases with some of them.

The draft plans for the improvement to Terminus Road will be exhibited for public consultation during November and early December. Works are expected to be completed during 2015 to coincide with Phase 1 opening of the new Arndale extension.

The new Local Plan for the Town Centre has been approved by the government inspectorate and will now progress to Full Council in November for formal adoption. This is ahead of the original programmed timetable.





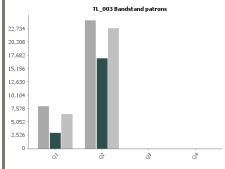


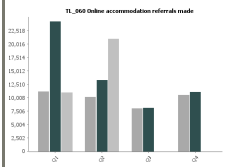
Latest Note

The proposed Innovation Mall planned at Sovereign Harbour, which has been successful in securing £6 million from the Growing Places Fund is currently in detailed design phase with a planning application expected in November.

# Prosperous Economy PIs (tourism) Q2 2013 / 14

Rows are sorted by Code



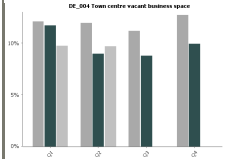


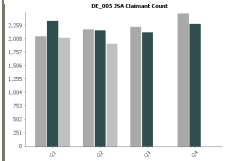
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| Green         | 1 |

| Traffic Light Icon  | Code & Short Name                          | Q2 2013/14 | Year to date   | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.         | Latest Note   | Portfolio Owner |
|---|--|------------|--|-----------------------|---|---|-----------------|
|   |  | Value      |  |                       |   |   |                 |
|    | TL_003 Bandstand patrons                   | 22,680     |    | 30,000                |   | The patrons for the Bandstand are virtually on target and certainly on a par with the last comparable year of 2011. Numbers were low at the start of the season as during May and June the Bandstand was blighted by poor weather, strong winds and rain and a number of concerts were cancelled. However with the excellent weather in July and August the concerts have been better than predicted and in particular for this year the Wednesday night 1812 concerts have been significantly busier than last year. | Tracey McNulty  |
|  | TL_060 Online accommodation referrals made | 20,917     |  | 56,384                |  | Q2 is better than expected especially compared to 2012, this is largely due to the excellent weather. Eastbourne was cited in the media as a staycation hotspot, the Visiteastbourne website has generally seen an increase in users and stakeholders have reported higher than average occupancy for   | Tracey McNulty  |

| Traffic Light Icon | Code & Short Name | Q2 2013/14 | Year to date | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI. | Latest Note  | Portfolio Owner |
|--------------------|-------------------|------------|--------------|-----------------------|---|--------------|-----------------|
|                    |                   | Value      |              |                       |   |              |                 |
|                    |                   |            |              |                       |   | this summer. |                 |

# Prosperous Economy PIs (employment and local economy) Q2 2013 / 14

Rows are sorted by Code

| Traffic Light   |  |                  |   |                       |   |   |                 |
|---|--|------------------|---|-----------------------|---|---|-----------------|
| Green   |  |                  |   | 2                     |   |   |                 |
| Traffic Light Icon  | Code & Short Name                        | Q2 2013/14 Value | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.       | Latest Note   | Portfolio Owner |
|  | DE_004 Town centre vacant business space | 9.67%            | Latest result for 2013/14 as of September 2013<br> | 12%                   |  | Eastbourne's town centre retail void rate of 9.7% remains static and continues to be below the national average of 14.1% as of September 2013.                  | Jeff Collard    |
|  | DE_005 JSA Claimant Count                | 1,904            | Latest result for 2013/14 as of August 2013<br>    | 2,500                 |  | The number of JSA claimants in August 2013 was 1,904 – the lowest for over a year. The rates for 2013 are lower than 2012 and show signs of continuing decline. | Jeff Collard    |

## Overarching commentary : Quality Environment - Q2



### Latest Note



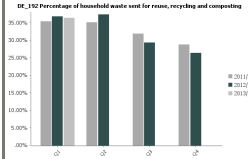

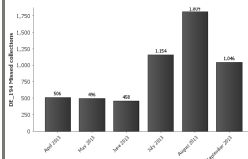
Work is almost complete on putting together the outline planning application for most of the remaining sites in Sovereign Harbour. Sovereign Harbour Limited due to submit the application in October. The application will closely follow the approved Supplementary Planning Document. (SPD). The SPD lays down strict guidelines for the development and has been carefully prepared in consultation with the local community. If the application is approved it will open the way to see the provision of the much needed community facilities of which the community centre is the priority.

ESCC have completed their work on the options for four of the priority cycle routes in the Eastbourne Cycling Strategy. These will now be subject public consultation. Meanwhile another section of phase 2 of the Horsey Sewer cycle route has been completed and will be officially opened on 25 October 2013. This is section between Churchdale Road to Lottbridge Drove. The new skate park in Hampden Park is currently at the design stage. Skaters are investigating what could be included in the design for the funding available. Once confirmed this work will be followed with the submission of a planning application.

# Quality Environment PIs Q2 2013 / 14

Rows are sorted by Code

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| Green         | 1 |
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| Traffic Light Icon  | Code & Short Name   | Q2 2013/14 | Year to date   | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.         | Latest Note  | Portfolio Owner |
|---|---|------------|--|-----------------------|---|--|-----------------|
|   |   | Value      |  |                       |   |  |                 |
|    | DE_192 Percentage of household waste sent for reuse, recycling and composting |            | <p>Cumulative result for 2013/14 as of June 2013</p>  | 33.00%                |    | A greater variety of materials can now be recycled including a range of plastics, and customers now have a bin for co-mingled recycling with a separate box for glass. These opportunities have led to an improved level of recycling, in line with the national position which shows better performance for co-mingled collections as against source separated recycling.   | Henry Branson   |
|  | DE_194 Missed collections   | 4,009      | <p>Cumulative result for 2013/14 as of September 2013</p> <p>5,469</p>   |                       |  | Kier commenced the contract on 1st April 2013, and a service change took place on 22nd July which meant that properties were included on different rounds with different crews collecting the containers, and collection days were changed. In the initial weeks after the service change there was a far higher number of missed bins than would usually be the case, due to the unfamiliarity of the new arrangements. Towards the end of quarter two, the weekly figure has | Henry Branson   |

| Traffic Light Icon | Code & Short Name | Q2 2013/14 | Year to date | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI. | Latest Note  | Portfolio Owner |
|--------------------|-------------------|------------|--------------|-----------------------|---|--|-----------------|
|                    |                   | Value      |              |                       |   |  |                 |
|                    |                   |            |              |                       |   | significantly diminished and has almost reached a tolerable level. |                 |

## Overarching commentary : Thriving Communities - Q2



|   |
|---|
| <p>Latest Note</p> <p>Devonshire Park Project continues to progress. Procurement via a framework is taking place for the Project Manager role who will, when appointed, advise the Council on the final elements of the overall procurement strategy, including the appointment of the design team. Meanwhile the Council is seeking advice on state aid issues and the way the complex is financed.</p> <p>Phase 1 of the project, which is the replacement of the Congress Façade, has moved forward with the appointment of the Project Manager and a specialist on the corrosion of concrete. The Council has also received the clear advice from English Heritage that its proposals for the replacement of the façade are supported. The current workstreams are to appoint the rest of the specialist team for the detailed design of the new façade to make an a formal listed building consent application and prepare the tender documents for the work.</p> <p>Maintaining the momentum of high visitor numbers, Eastbourne Theatres enjoyed a record breaking Summer Season with box office staff processing £266,000 in bookings in the first ten days of August, after brochure landing, for 101 different productions across the four theatres. In particular Priscilla Queen of the Desert, The Mousetrap and New Jersey Nights were notable successes along with the in-house production of Gotta Sing, Gotta Dance; Educating Rita and High Society, which combined achieved sales of £1m.</p> <p>Towner and The Redoubt also had a great summer, with over 20,000 visitors to Towner’s summer exhibition ‘Lyons Lithographs’, exceeding income targets by £5,000. The exhibition earned national media coverage including The Guardian, The Independent (including Sunday), Country Life and World of Interiors, Radio 4’s Today programme and BBC South East. All the talks around the exhibition also sold out and shop sales rose 30% over target. Partnerships for the education and outreach programmes continued to develop and £10,000 was secured for further work on the Young Offender projects and the South Downs National Park confirmed its sponsorship of the 2014 Annual Schools exhibition. Investment in signage, marketing and new entrance features at The Redoubt led to 70% increase in visitors to the museum and the variety of events and new café offering added incentives for dwell time.</p> <p>Conversely for the indoor sports activity, the decent weather has had a negative effect with regards to visitors and income at our sports centres, although we are well on target for both and participation numbers continue to grow.</p> <p><b>Community</b></p> <p>Collection of council tax and business rates remains challenging due to several factors, including Welfare Reform. However, performance on processing claims and changes of circumstances from benefit customers remains ahead of target and above the national average.</p> <p>Community Grants programme launched with a public meeting and two training workshops for voluntary and community groups. Shinewater Community Champions event celebrated local People’s Champion, Youth Champion and Junior Champion. Weekly free football sessions launched in Willingdon Trees, Hampden Park, Shinewater, Devonshire and Old Town in partnership with Albion in the Community and supported by Community Safety Partnership, Places for People, Eastbourne Homes Area Panels, Devolved Ward Budgets.</p> <p>The Council has appointed Eastbourne Homes Limited (EHL) to act as the Development Agency Service for the construction of 23 new Council-owned homes. Consultants have been engaged</p> |
|---|



Latest Note

by EHL who have drawn up a detailed project plan which will see building start July 2014. In addition, work is now underway to identify redundant commercial properties for conversion into 20 new Council owned apartments.

A joint action plan between the Housing Standards team and Customer First is making progress bringing performance on the delivery of Disabled Facilities Grants on track with the Council's target time to reduce inconvenience to disabled clients.

Demand for housing options services is growing with the Housing Options team having to deal with an increasing demand. Prevention of homelessness has however remained strong and the Council has been able to help the majority of its clients avoid becoming homeless.

The Saving Eastbourne's Energy initiative has been confirmed and will start delivering direct improvements to people's homes over the third and fourth quarters of the years.



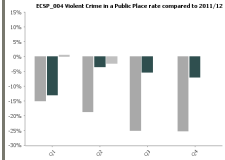


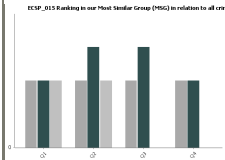


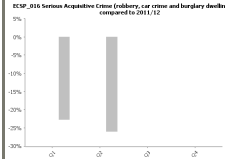


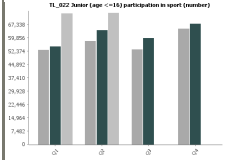
Building Research Establishment has been chosen to work with EHL to address the thermal comfort issues remaining on the Council's non-traditional housing stock

# Thriving Communities PIs (community) Q2 2013 / 14

Rows are sorted by Code

| Traffic Light |   |
|---------------|---|
| Red           | 1 |
| Green         | 4 |
| Data Only     | 2 |



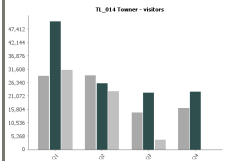
| Traffic Light Icon | Code & Short Name  | Q2 2013/14 | Year to date                                       | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI. | Latest Note  | Portfolio Owner |
|--------------------|--|------------|--|-----------------------|---|--|-----------------|
|                    |  | Value      |  |                       |   |  |                 |
|                    | CD_060 Number of young people engaged in positive activities | 148        | Latest result for 2013/14 as of Q2 2013/14<br>148  |                       |   | In addition to the 148 who attended regular sessions during Quarter 2, 177 took part in or attended five one-off events held in Langney, Shinewater, Devonshire and Hampden Park.  | Ian Fitzpatrick |
|                    | CD_061 Number of people engaged in the Youth Forum           | 8          | Latest result for 2013/14 as of Q2 2013/14<br>8    |                       |   | There are currently 15 young people registered but only 8 of these now attend regularly. A number of earlier members have now left school and a recruitment drive in the spring and summer has not yet brought in new members. This will be reviewed with YMCA and ESCC who work together on this project. | Ian Fitzpatrick |
|                    | ECSP_002 Shoplifting rate compared to 2011/12                | -5.2%      | Latest result for 2013/14 as of September 2013<br> | -3%                   |   | As a result of implementing a detailed action plan this crime type has reduced substantially compared to current target  | Ian Fitzpatrick |



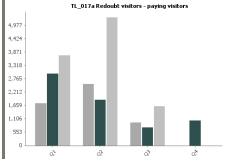



| Traffic Light Icon  | Code & Short Name  | Q2 2013/14 | Year to date   | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.        | Latest Note  | Portfolio Owner |
|---|--|------------|--|-----------------------|--|--|-----------------|
|   |  | Value      |  |                       |  |  |                 |
|    | ECSP_004 Violent Crime in a Public Place rate compared to 2011/12                                      | -2.3%      | <p>Latest result for 2013/14 as of September 2013</p>       | -3%                   |   | This aspect of violent crime has shown reductions in Q2 from Q1 and if progress against this target continues to be made it will be showing green by end of Q3. It must also be reviewed in the context of major target reductions in the previous performance year for this crime type. | Ian Fitzpatrick |
|    | ECSP_015 Ranking in our Most Similar Group (MSG) in relation to all crime                              | 2          | <p>Latest result for 2013/14 as of September 2013</p>       | 4                     |   | Eastbourne has remained as the lowest or second lowest over the past two years compared with our most similar group in respect of overall crimes per 1000 population. A creditable achievement.  | Ian Fitzpatrick |
|    | ECSP_016 Serious Acquisitive Crime (robbery, car crime and burglary dwelling) rate compared to 2011/12 | -26%       | <p>Latest result for 2013/14 as of September 2013</p>       | -3%                   |   | It can be seen this crime category has seen major % reductions so far this year, highlighting an effective partnership, effective partnership plan and effective local policing delivery.  | Ian Fitzpatrick |
|  | TL_022 Junior (age <=16) participation in sport (number)   | 73,767     | <p>Cumulative result for 2013/14 as of September 2013</p>  | 246,600               |  | Juniors were up on target in the quarter. The Sovereign centre was very busy and holiday activities and swimming lessons well attended.  | Tracey McNulty  |

# Thriving Communities PIs (cultural development) Q2 2013 / 14

Rows are sorted by Code




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| Red           | 1 |
| Green         | 2 |

| Traffic Light Icon   | Code & Short Name        | Q2 2013/14 | Year to date   | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.        | Latest Note   | Portfolio Owner |
|--|--------------------------|------------|--|-----------------------|--|---|-----------------|
|  |                          | Value      |  |                       |  |   |                 |
|  | TL_014 Towner - visitors | 22,856     | <p>Cumulative result for 2013/14 as of October 2013</p>  | 95,200                |  | <p>Towner had a great summer, with over 20,000 visitors to Towner's summer exhibition 'Lyons Lithographs', exceeding income targets by £5,000. The exhibition earned national media coverage including The Guardian, The Independent (including Sunday), Country Life and World of Interiors, Radio 4's Today programme and BBC South East. All the talks around the exhibition also sold out and shop sales rose 30% over target. Partnerships for the education and outreach programmes continued to develop and £10,000 was secured for further work on the Young Offender projects and the South Downs National Park confirmed its sponsorship of the 2014 Annual Schools exhibition.</p> | Tracey McNulty  |

| Traffic Light Icon  | Code & Short Name                          | Q2 2013/14 | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.       | Latest Note  | Portfolio Owner |
|---|--|------------|---|-----------------------|---|--|-----------------|
|   |  | Value      |   |                       |   |  |                 |
|  | TL_017a Redoubt visitors - paying visitors | 5,298      | <p>Cumulative result for 2013/14 as of November 2013</p>   | 5,600                 |  | August was an exceptional month for the Redoubt. Our increased offer with Hands on History, daily cannon firing and having the Outpost Cafe certainly proved popular with the holidaymakers. September saw high turnouts for the Heritage Open Days (12-15th Sep) and the Weird Weekend (Sep 21-22)  | Tracey McNulty  |
|  | TL_026 Total number of theatre users       | 75,173     | <p>Cumulative result for 2013/14 as of September 2013</p>  | 300,000               |  | Maintaining the momentum of high visitor numbers, Eastbourne Theatres enjoyed a record breaking Summer Season with box office staff processing £266,000 in bookings in the first ten days of August, after brochure landing, for 101 different productions across the four theatres. In particular Priscilla Queen of the Desert, The Mousetrap and New Jersey Nights were notable successes along with the in-house production of Gotta Sing, Gotta Dance; Educating Rita and High Society, which combined achieved sales of £1m. | Tracey McNulty  |

# Thriving Communities PIs (housing) Q2 2013 / 14

Rows are sorted by Code






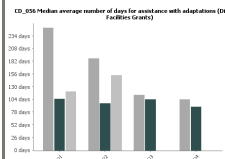
| Traffic Light  |   |                  |   |                       |  |  |                 |
|--|---|------------------|---|-----------------------|--|--|-----------------|
| Green  |   |                  |   | 4                     |  |  |                 |
| Traffic Light Icon   | Code & Short Name   | Q2 2013/14 Value | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.        | Latest Note  | Portfolio Owner |
|  | CD_008 2013 / 14 Decent Homes Programme - reduce the number of homes that do not meet the Decent Homes target | 0.44%            | <p>Latest result for 2013/14 as of Q2 2013/14</p>  | 0%                    |  | <p>The council remains on course to achieve 100% Decent Homes Standard across all of its housing by the summer of 2014. The remodelling of Tyrone Court was completed in August. Winchester House is the last older person retirement court due to be remodelled and contractors are due on site in quarter three. There are three older persons retirement courts where the old Wardens Flats are due to be converted into two, one bed flats, and all three are due to be completed by the end of quarter three.</p> <p>The remainder of properties that do not yet meet Decent Homes Standard are either those where tenants have refused, and are being made decent when void arise; or those of non traditional construction, and BRE have been commissioned to undertake a survey of how best to upgrade these properties.</p> | Ian Fitzpatrick |

| Traffic Light Icon | Code & Short Name  | Q2 2013/14 | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI. | Latest Note   | Portfolio Owner |
|--------------------|--|------------|---|-----------------------|---|---|-----------------|
|                    |  | Value      |   |                       |   |   |                 |
| ✓                  | CD_050 Empty privately owned homes returned to occupation as a result of action by EBC   | 42         | <p>Cumulative result for 2013/14 as of Q2 2013/14</p> | 120                   |   | Excellent progress continues to be made bringing empty properties back into use.  | Ian Fitzpatrick |
| ✓                  | CD_051 Number of difficult problem properties remedied / brought back into use by the Difficult Property Group                     | 9          | <p>Cumulative result for 2013/14 as of Q2 2013/14</p> | 30                    |   | The Difficult Properties Group have successfully completed and remedied 9 units in Quarter 2 of 2013-14.  | Ian Fitzpatrick |
| ✓                  | CD_052 Number of homes where Category 1 hazards (severe risk of harm) have been remedied to improve quality of life for households | 32         | <p>Cumulative result for 2013/14 as of Q2 2013/14</p> | 200                   |   | The Private Housing Team have focused on a period of unannounced management inspections in Houses of Multiple Occupation, to ensure that management standards in vulnerable residents are maintained. This explains the slight fall in Cat 1 Hazards identified however we are still on target to meet the annual target. | Ian Fitzpatrick |


# Thriving Communities PIs (vulnerable households - benefits/support) Q2 2013 / 14

Rows are sorted by Code

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| Green         | 1 |



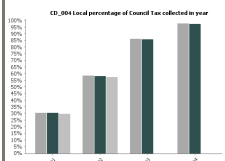


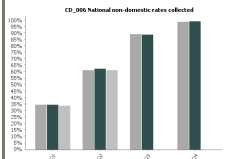
| Traffic Light Icon  | Code & Short Name   | Q2 2013/14 | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.         | Latest Note   | Portfolio Owner |
|---|---|------------|---|-----------------------|---|---|-----------------|
|   |   | Value      |   |                       |   |   |                 |
|    | CD_055 Number of completed adaptations (Disabled Facilities Grants)                               | 8          | <p>Cumulative result for 2013/14 as of Q2 2013/14</p>  | 108                   |    | <p>At end of September we have a spend figure of £157,191, and an approved figure of £121,473. Combined this gives us an allocated spend of £278,664, which leaves a remaining budget of £782,950. During quarter two the number of approvals has increased, as well as the spend figure. It is expected that during the second half of the year as more jobs get on site and are completed, then the overall target for the year should be achieved.</p> | Ian Fitzpatrick |
|  | CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants) | 153 days   | <p>Latest result for 2013/14 as of Q2 2013/14</p>    | 100 days              |  | <p>Ongoing transition of the delivery of the administration for DFGs continues as the work is moved into Customer First Phase One. The Private Housing Team are working closely with Customer First to introduce additional interventions early on in quarter 3, to ensure that delivery time is reduced in the last two quarters of 2013/14.</p>   | Ian Fitzpatrick |



| Traffic Light Icon  | Code & Short Name   | Q2 2013/14 | Year to date   | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.       | Latest Note  | Portfolio Owner |
|---|---|------------|--|-----------------------|---|--|-----------------|
|   |   | Value      |  |                       |   |  |                 |
|  | CD_181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events | 7.4 days   | <p>Latest result for 2013/14 as of September 2013</p>  | 10.5 days             |  | New claims were processed on average in 20 days, which is below target and changes of circumstances on average in days 6 days, which is ahead of target. Whilst 20 days to process a new claim is behind target it is still above average when compared to national figures. | Ian Fitzpatrick |

# Thriving Communities PIs (vulnerable households - revenues) Q2 2013 / 14

Rows are sorted by Code


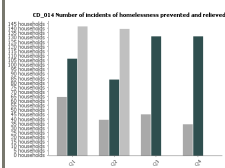

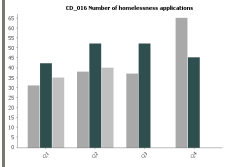
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| Amber   |  |                  |   | 2                     |   |   |                 |
| Traffic Light Icon  | Code & Short Name  | Q2 2013/14 Value | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.         | Latest Note   | Portfolio Owner |
|    | CD_004 Local percentage of Council Tax collected in year | 57.03%           | Latest result for 2013/14 as of September 2013<br>   | 97.25%                |    | Whilst the collection is behind our target of 57.7% performance in the second quarter has resulted in the gap being reduced. The changes to Welfare and changes to discounts and exemptions are, as expected, having an impact on the current collection rate. In addition, the change allowing people to pay over 12 months, with the last payment being made in March rather than in January, will skew current performance. All cases with arrears are being proactively pursued, as can be evidenced by a 10% increase in the number of reminders we have sent when compared to the same period in 12/13. | Ian Fitzpatrick |
|  | CD_006 National non-domestic rates collected             | 60.82%           | Latest result for 2013/14 as of September 2013<br> | 98.7%                 |  | Although the collection rate is 0.93% below target all accounts in arrears are being actively pursued through the recovery process with particular attention being paid to the larger debts. There has been an increase of 18% in the number of reminders issued and a 20% increase in the number of  | Ian Fitzpatrick |


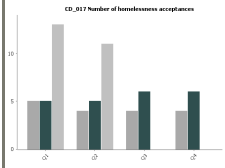


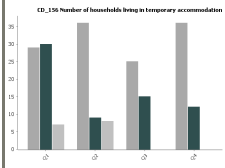
| Traffic Light Icon | Code & Short Name | Q2 2013/14 | Year to date | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI. | Latest Note   | Portfolio Owner |
|--------------------|-------------------|------------|--------------|-----------------------|---|---|-----------------|
|                    |                   | Value      |              |                       |   |   |                 |
|                    |                   |            |              |                       |   | summons when compared to the same period last year. |                 |

# Thriving Communities PIs (vulnerable households - homelessness) Q2 2013 / 14

Rows are sorted by Code

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| Green         | 1 |
| Data Only     | 3 |

| Traffic Light Icon  | Code & Short Name   | Q2 2013/14     | Year to date   | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.         | Latest Note   | Portfolio Owner |
|---|---|----------------|--|-----------------------|---|---|-----------------|
|   |   | Value          |  |                       |   |   |                 |
|    | CD_014 Number of incidents of homelessness prevented and relieved | 139 households | Cumulative result for 2013/14 as of Q2 2013/14<br>281 households |                       |    | In 2013-2014 Quarter Two figures represent ongoing good use of both deposit loan (EBC) and DESSS (Rent in Advance - ESCC) and effective use of the Private Rented Sector as a prevention option. A consistent approach and good use of preventative measures has resulted in a consist good number of incidents of homelessness relieved in quarter two of 2013/2014. The majority of which were due to the use of a form of a landlord incentive scheme. | Ian Fitzpatrick |
|  | CD_016 Number of homelessness applications                        | 40             | Cumulative result for 2013/14 as of Q2 2013/14<br>75             |                       |  | The continued focus on a robust prevention approach has maintained this low number of formal housing applications and the use of both Deposit Loans and Rent in Advance through the Discretionary East Sussex Support Scheme (DESSS) have made a significant contribution to maintaining the status quo.  | Ian Fitzpatrick |

| Traffic Light Icon  | Code & Short Name   | Q2 2013/14 | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.       | Latest Note  | Portfolio Owner |
|---|---|------------|---|-----------------------|---|--|-----------------|
|   |   | Value      |   |                       |   |  |                 |
|  | CD_017 Number of homelessness acceptances                     | 11         | Cumulative result for 2013/14 as of Q2 2013/14<br>24  |                       |  | The Housing Options Team have taken a pragmatic approach to housing applications being received. There is a high demand for homelessness assessments to be concluded and to help remedy this high demand we have accepted households where it has been obvious the LA would owe a housing duty, without the need for the case to be formally assessed. | Ian Fitzpatrick |
|  | CD_156 Number of households living in temporary accommodation | 8          | Latest result for 2013/14 as of Q2 2013/14<br> | 15                    |  | As a snapshot, on the 30th September 2013, the last day of Quarter 2, there were 8 placements in B&B accommodation. Throughout the entire of Quarter of 2013/14 there have been 38 placements within B&B accommodation.  | Ian Fitzpatrick |

## Overarching commentary : Sustainable Performance - Q2



### Latest Note

Q2 has been an extremely challenging period for the new Customer First teams introduced under Future Model Phase I. The new waste collection rounds were introduced in July as part of the Joint Waste Contract. Despite considerable communication work in advance, we saw a significant increase in phone calls from customers, and a range of service performance issues further exacerbated the situation. In Q1 we received an average of 1,900 calls to Customer First per week. In July this figure rose to nearly 4,800 per week on average, dropping to approximately 3,400 per week in August and 2,700 in September. The team coped extremely well with the volumes but with such a huge increase in volume we were unable to prevent higher waiting times and abandonment rates. In July the call answer percentage was 70%. By the end of Q2 call answer percentage was back up to 90%, still a little short of the 96% achieved during Q1, but improving.

Contact Centre (i.e. face to face enquiries at 1 Grove Road) performance was maintained during July and August but dipped slightly in September due to a combination of holidays and staff sickness. We are now focussing on rotating staff between the phones and face to face enquiries to ensure that the staff have the opportunity to develop their skills and experience while also ensuring we have maximum flexibility to direct resources where needed.

In other areas we successfully cleared all planning applications which had been delayed during the migration to the new planning system in Q1. More than 100 applications were decided in the last five weeks of Q2 to bring us fully up to date.

The combination of the waste issues and the holiday period meant the completion of the remaining Phase I services was delayed. This work is currently progressing well and will be completed in Q3.



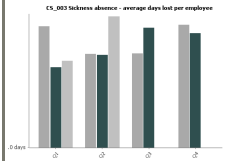


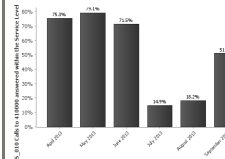
The procurement of Future Model Phase II was completed on schedule; contracts have been signed and the team mobilisation is well underway. The first progress report to Cabinet is due in December.



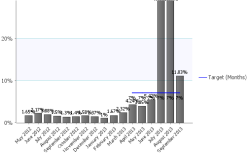

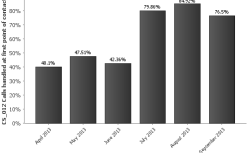
Work has progressed on the feasibility of moving the Estates Team to a Corporate Landlord Model with the two approved pieces work completed. The reports were slightly delayed and will be presented to Cabinet in December for a decision on how to take the project forward.

# Sustainable Performance PIs Q2 2013 / 14

Rows are sorted by Code




| Traffic Light |   |
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| Red           | 1 |
| Green         | 1 |
| Data Only     | 2 |





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|---|--|------------|--|-----------------------|---|---|-------------------|
|   |  | Value      |  |                       |   |   |                   |
|    | CS_003 Sickness absence - average days lost per employee           | 1.7 days   |  <p>Cumulative result for 2013/14 as of Q2 2013/14</p>       | 5.8 days              |    | Q2 figure of 1.7 is slightly higher than in previous quarters. Recent reports have indicated that nationally sickness is on the increase, however this slight increase could also be down to a recent drive to ensure managers are reporting sickness. There are also few long term absences which we are keeping our eye on.   | Julian Osgathorpe |
|  | CS_010 Calls to 410000 answered within the Service Level Agreement | 26.06%     |  <p>Cumulative result for 2013/14 as of September 2013</p> |                       |  | During the changeover of the waste contract there was a significant increase in the amount of calls made to 410000. There were many calls where an information pack about the new service had been sent to customers but a bin hadn't been received. In addition, we received many calls where a bin had been received but an information pack had not. This resulted in many calls where the customer was unsure of what the changes meant | Henry Branson     |



| Traffic Light Icon  | Code & Short Name                              | Q2 2013/14 | Year to date  | Annual Target 2013/14 | Comparison with previous year's quarter / previous year's value if annual PI.       | Latest Note   | Portfolio Owner |
|---|--|------------|---|-----------------------|---|---|-----------------|
|   |  | Value      |   |                       |   |   |                 |
|   |  |            |   |                       |   | <p>to them; this also led to an increase in the length of calls. At all times during the changeover period we had eight Customer Advisors available to take calls.</p> <p>At present we are reporting calls answered within 20 seconds but this will change to calls answered within 30 seconds from 1/12/13.</p> |                 |
|  | CS_011 Telephone call abandonment rate         | 34.27%     | <p>Cumulative result for 2013/14 as of September 2013</p>  | 7%                    |  | <p>As per CS_010, there was a significant rise in number of calls due to the new waste contract. We are confident that the abandonment rate will decrease as the new contract beds in, evidenced by September's figure of 11.03%.</p>   | Henry Branson   |
|  | CS_012 Calls handled at first point of contact | 80.5%      | <p>Cumulative result for 2013/14 as of September 2013</p> <p>65.81%</p>   |                       |  | <p>This figure shows the success of future model in the very early stages. Data will be closely monitored throughout the year.</p>  | Henry Branson   |



# Devolved Budgets 2013/14

| Code & Title   | Title  | Gauge   |
|--|--|---|
| DB13_DE Deliver Devolved Budget Projects for Devonshire Ward 2013/14   | <ul style="list-style-type: none"> <li>• Matthew 25 Project</li> <li>• Parade Bowls Club</li> <li>• Whitley Road Green Space Improvements</li> <li>• Tree in Pevensey Road</li> <li>• Sports for All</li> <li>• Cotton Candy</li> <li>• Tree in Elms Avenue</li> <li>• Leaf Hall roof repairs</li> <li>• Parade Bowls refurb</li> <li>• Venton Centre</li> </ul> | <p>Cumulative result for 2013/14 as of October 2013</p>  <p>£9,710.40</p>  |
| DB13_HP Deliver Devolved Budget Projects for Hampden Park Ward 2013/14 | <ul style="list-style-type: none"> <li>• Summer Sports Event Old Town Recreation Ground</li> <li>• Willingdon Trees Community Games</li> <li>• Sports for All</li> <li>• Lindfield School</li> <li>• Counselling Plus Community</li> <li>• Parkland Infant School</li> </ul>   | <p>Cumulative result for 2013/14 as of October 2013</p>  <p>£6,240.00</p> |
| DB13_LA Deliver Devolved Budget Projects for Langney Ward 2013/14      | <ul style="list-style-type: none"> <li>• Sports for All</li> <li>• Archaeological Educational Project</li> </ul>   | <p>Cumulative result for 2013/14 as of October 2013</p>  <p>£870.00</p>  |

| Code & Title   | Title  | Gauge  |
|--|--|--|
| DB13_ME Deliver Devolved Budget Projects for Meads Ward 2013/14        | <ul style="list-style-type: none"> <li>• Vision for Eastbourne</li> <li>• Christmas Lights</li> </ul>  | Cumulative result for 2013/14 as of October 2013<br><br>£1,774.00   |
| DB13_OT Deliver Devolved Budget Projects for Old Town Ward 2013/14     | <ul style="list-style-type: none"> <li>• Summer Sports Event Old Town Recreation Ground</li> <li>• Picnic Bench Motcombe Gardens</li> <li>• St Michael and All Angels</li> <li>• Sports for All</li> </ul> | Cumulative result for 2013/14 as of October 2013<br><br>£4,118.31   |
| DB13_RA Deliver Devolved Budget Projects for Ratton Ward 2013/14       | <ul style="list-style-type: none"> <li>• Trees within the ward</li> <li>• Bulbs within the ward</li> <li>• Trees in Selmeston Road</li> <li>• Trees in Rowan Avenue</li> </ul>                             | Cumulative result for 2013/14 as of October 2013<br><br>£6,250.00   |
| DB13_SA Deliver Devolved Budget Projects for St Anthony's Ward 2013/14 | <ul style="list-style-type: none"> <li>• Whitley Road green space enhancement</li> <li>• Scout Group Archery Youth Centre</li> <li>• Tree in Bowood Avenue</li> </ul>                                      | Cumulative result for 2013/14 as of October 2013<br><br>£1,284.00 |

| Code & Title  | Title  | Gauge   |
|---|--|---|
| DB13_SO Deliver Devolved Budget Projects for Sovereign Harbour Ward 2013/14 | Haven Church of England and Methodist Primary School<br>Kingsmere Community Association<br>Short Mat Bowls | Cumulative result for 2013/14 as of October 2013<br> £3,402.80 |
| DB13_UP Deliver Devolved Budget projects for Upperton Ward 2013/14          |  | Cumulative result for 2013/14 as of October 2013<br> £0.00     |

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|  | <b>Current Budget</b> | <b>Profiled Budget</b> | <b>Actual to 30th Sept</b> | <b>Variance</b> | <b>Outturn</b> | <b>Comments</b>  |
|--|-----------------------|------------------------|----------------------------|-----------------|----------------|--|
|  | <b>£'000</b>          | <b>£'000</b>           | <b>£'000</b>               | <b>£'000</b>    | <b>£'000</b>   |  |
| <b>Corporate Management</b>                        | <b>252</b>            | <b>226</b>             | <b>227</b>                 | <b>1</b>        | <b>2</b>       |  |
| Service Management                                 | 150                   | 88                     | 87                         | (1)             | (24)           | Outturn includes additional income anticipated from EHL                                    |
| Performance and Risk Managemet                     | 123                   | 100                    | 100                        | -               | 1              |  |
| Civil Contingencies                                | 26                    | 18                     | 18                         | -               | -              |  |
| Finance Management and Operational Costs           | 515                   | 388                    | 386                        | (2)             | (13)           |  |
| Corporate Finance Costs                            | 426                   | 349                    | 349                        | -               | -              |  |
| Payroll and Information                            | 105                   | 59                     | 49                         | (10)            | (15)           |  |
| Pensions   | 357                   | 157                    | 156                        | (1)             | (6)            |  |
| <b>Financial Services</b>                          | <b>1,702</b>          | <b>1,159</b>           | <b>1,145</b>               | <b>(14)</b>     | <b>(57)</b>    |  |
| Service Management                                 | 237                   | 166                    | 163                        | (3)             | (8)            |  |
| Civic Services (including Printing)                | 443                   | 253                    | 247                        | (6)             | 1              |  |
| Elections and Local Land Charges                   | 54                    | 14                     | 11                         | (3)             | (3)            |  |
| Strategic Performance                              | 94                    | 58                     | 59                         | 1               | -              |  |
| Legal Services                                     | 220                   | 132                    | 138                        | 6               | 29             | Outturn includes additional resources for priority work in Legal Services                  |
| Human Resources Management and Admin               | 99                    | 43                     | 43                         | -               | -              |  |
| Employee Relations                                 | 64                    | 25                     | 26                         | 1               | 1              |  |
| Member Development                                 | 53                    | 27                     | 23                         | (4)             | (3)            |  |
| HR Resourcing and Development                      | 106                   | 52                     | 53                         | 1               | 1              |  |
| <b>Corporate Development</b>                       | <b>1,370</b>          | <b>770</b>             | <b>763</b>                 | <b>(7)</b>      | <b>18</b>      |  |
| Service Management                                 | 85                    | 43                     | 44                         | 1               | 1              |  |
| IT & E-Government                                  | 1,641                 | 1,094                  | 1,085                      | (9)             | (10)           |  |
| Facilities Management                              | 379                   | 226                    | 232                        | 6               | 8              |  |
| Customer First                                     | 6,852                 | 3,684                  | 3,743                      | 59              | 6              | Includes additional Parks and Gardens contract costs off set by Cleansing contract savings |
| Estates / Asset Management                         | (583)                 | (285)                  | (285)                      | -               | -              |  |
| <b>Corporate Infrastructure and Customer First</b> | <b>8,374</b>          | <b>4,762</b>           | <b>4,819</b>               | <b>57</b>       | <b>5</b>       |  |
| <b>Total Corporate Services</b>                    | <b>11,698</b>         | <b>6,917</b>           | <b>6,954</b>               | <b>37</b>       | <b>(32)</b>    |  |
| <b>COMMUNITY SERVICES</b>                          |                       |                        |                            |                 |                |  |
| <b>Service Management</b>                          | <b>(38)</b>           | <b>46</b>              | <b>48</b>                  | <b>2</b>        | <b>-</b>       |  |
| Housing Services Management                        | 103                   | 83                     | 72                         | (11)            | (32)           | Vacant post  |
| Revenues and Benefits                              | (8)                   | 23,068                 | 23,156                     | 88              | 71             |  |
| Housing Needs                                      | 159                   | 126                    | 127                        | 1               | 21             | Outturn includes agency cover for maternity leave  |
| Homelessness                                       | 166                   | 175                    | 151                        | (24)            | (1)            |  |

|   | Current Budget | Profiled Budget | Actual to 30th Sept | Variance    | Outturn     | Comments  |
|---|----------------|-----------------|---------------------|-------------|-------------|---|
|   | £'000          | £'000           | £'000               | £'000       | £'000       |   |
| EH Private Sector Housing                   | 234            | 107             | 118                 | 11          | 11          | Cremation income and other related income/savings within Bereavement Services   |
| Bereavement                                 | (914)          | (403)           | (510)               | (107)       | (128)       |   |
| <b>Direct Assistance</b>                    | <b>(260)</b>   | <b>23,156</b>   | <b>23,114</b>       | <b>(42)</b> | <b>(58)</b> |   |
| Community Development                       | 103            | 54              | 63                  | 9           | 11          |   |
| Community Involvement                       | 71             | 36              | 34                  | (2)         | -           |   |
| Community Grants                            | 402            | 402             | 402                 | -           | -           |   |
| <b>Community Activity</b>                   | <b>576</b>     | <b>492</b>      | <b>499</b>          | <b>7</b>    | <b>11</b>   |   |
| Housing / Homelessness Strategy             | 79             | 67              | 63                  | (4)         | (10)        |   |
| Solarbourne                                 | (278)          | (204)           | (201)               | 3           | -           |   |
| Crime Reduction Partnership                 | -              | -               | -                   | -           | -           |   |
| <b>Strategic Partnership</b>                | <b>(199)</b>   | <b>(137)</b>    | <b>(138)</b>        | <b>(1)</b>  | <b>(10)</b> |   |
|   |                |                 |                     |             |             |   |
| <b>Total Community Services</b>             | <b>79</b>      | <b>23,557</b>   | <b>23,523</b>       | <b>(34)</b> | <b>(57)</b> |   |
|   |                |                 |                     |             |             |   |
| <b>TOURISM AND LEISURE</b>                  |                |                 |                     |             |             |   |
| Service Management                          | 99             | 47              | 48                  | 1           | -           | Current variance includes £16k for show accounts.<br>Current variance includes £100k for Catering (£166k for outturn) |
| Sport & Leisure                             | 306            | 304             | 286                 | (18)        | -           |   |
| Theatres                                    | 749            | 574             | 612                 | 38          | 24          |   |
| Tourism                                     | 475            | 203             | 342                 | 139         | 203         |   |
| Events & Devonshire Park                    | 577            | 417             | 434                 | 17          | 12          |   |
| Towner                                      | 673            | 271             | 273                 | 2           | -           |   |
| <b>Total Tourism &amp; Leisure Services</b> | <b>2,879</b>   | <b>1,816</b>    | <b>1,995</b>        | <b>179</b>  | <b>239</b>  |   |
|   |                |                 |                     |             |             |   |
| <b>TOTAL SERVICE EXPENDITURE</b>            | <b>14,656</b>  | <b>32,290</b>   | <b>32,472</b>       | <b>182</b>  | <b>150</b>  |   |

**Transfers to and from reserves to be approved by cabinet**

| <b>Item No.</b> | <b>Amount</b>  | <b>Reserve Code</b> | <b>Reserve</b>               | <b>Reason</b>  |
|-----------------|----------------|---------------------|------------------------------|--|
| 1               | £48,250        | z10125              | Strategic Change Reserve     | Additional IT resources for IT Manager                       |
| 2               | £12,000        | z10125              | Strategic Change Reserve     | Procurement Hub  |
| 3               | £8,500         | z10125              | Strategic Change Reserve     | Additional redundancy costs - Economic Development           |
| 4               | £1,894         | z10127              | Capital Programme Reserve    | Towner Hearing Loop  |
| 5               | £8,379         | z10190              | General Fund Revenue Account | St Anthony's devolved budget top up and Whitley Road funding |
|                 | <u>£79,023</u> |                     |                              |  |

**Virements over £10k for approval**

| <b>Item No.</b> | <b>Amount</b> | <b>Service Area</b>     | <b>Reason for virement</b>                           |
|-----------------|---------------|-------------------------|--|
|                 | £21,150       | Finance Systems Support | Salary related costs for moved following restructure |
|                 | £30,000       | HRA Underoccupation     | Underoccupation costs owing to increased uptake      |

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| Scheme  | Total Scheme Approved | Total Spend to 31.3.12 | Actual for year ended 31.3.13 | Revised Budget 2013-14 | Spend to 30.9.13 | Remaining Budget   | Funding of Budget 2013-14 | Comments  |
|---|-----------------------|------------------------|-------------------------------|------------------------|------------------|--------------------|---------------------------|---|
| <b>HOUSING REVENUE ACCOUNT</b>                                      |                       |                        |                               |                        |                  |                    |                           |   |
| <b>Managed by Eastbourne Homes</b>                                  | <b>Ongoing</b>        | <b>4,790,789</b>       | <b>6,886,116</b>              | <b>7,316,100</b>       | <b>1,445,156</b> | <b>-5,870,944</b>  | <b>EBC</b>                | Decent Homes mainly complete. Major works & sheltered re-modelling spend will be mainly in Q3 & Q4.   |
| <b>Other Schemes</b>  |                       |                        |                               |                        |                  |                    |                           |   |
| Langney Villas  | 494,000               | 431,362                | 0                             | 10,000                 | 0                | -10,000            | S106                      | Complete. Retention monies outstanding.   |
| Ratton Road   | 1,625,000             | 1,216,477              | 0                             | 13,300                 | 0                | -13,300            | S106                      | Complete. Retention monies outstanding.   |
| Upper Avenue (38)   | 1,382,000             | 1,163,870              | 0                             | 10,000                 | 0                | -10,000            | S106                      | Complete. Retention monies outstanding.   |
| New Affordable Homes in Seaside                                     | 2,930,000             | 0                      |                               | 2,930,000              | 0                | -2,930,000         | EBC/S106                  | Properties identified, but delays relating to professional valuations. Works to start February 2014 with completion in 2014-15. Budget to be re-profiled. |
| <b>Supporting Housing &amp; Economic Progress Initiative (SHEP)</b> | <b>2,279,000</b>      |                        |                               | <b>2,279,000</b>       | <b>0</b>         | <b>-2,279,000</b>  | <b>EBC/Grant</b>          | Approved Cabinet 23/10/13   |
| <b>46 Upperton Gardens</b>  | <b>240,000</b>        |                        |                               | <b>240,000</b>         | <b>0</b>         | <b>-240,000</b>    | <b>EBC</b>                |   |
| <b>Total HRA</b>  |                       | <b>7,602,498</b>       | <b>6,886,116</b>              | <b>12,798,400</b>      | <b>1,445,156</b> | <b>-11,353,244</b> |                           |   |
| <b>COMMUNITY SERVICES</b>   |                       |                        |                               |                        |                  |                    |                           |   |
| Cremator Replacement  | 1,935,100             | 513,099                | 1,391,080                     | 36,650                 | 31,727           | -4,923             | EBC                       | Complete  |
| Memorial Safety Cems  | 40,000                | 6,080                  |                               | 34,000                 | 0                | -34,000            | EBC                       | On target to complete in 2013-14  |
| Digitalise Burial Records   | 10,000                | 0                      |                               | 10,000                 | 0                | -10,000            | EBC                       | On target to complete in 2013-14  |
| Ocklynge Cemetery   | 46,000                | 0                      |                               | 46,000                 | 0                | -46,000            | EBC                       | On target to complete in 2013-14  |
| Crematorium - Main Chapel   | 21,000                | 0                      |                               | 21,000                 | 0                | -21,000            | EBC                       | On target to complete in 2013-14  |
| Disabled Facilities Grants (external funding)                       | Ongoing               | 1,215,584              | 589,216                       | 638,800                | 125,774          | -513,026           | Grant                     | Most spend expected in Q3 & Q4  |
| Disabled Facilities Grants (EBC Funded)                             | Ongoing               | 0                      | 0                             | 144,150                | 0                | -144,150           | EBC                       | Grant money to be committed first   |
| BEST Grant (housing initiatives)                                    | Ongoing               | 1,468,850              | 137,978                       | 141,100                | 75,793           | -65,307            | Grant                     | On target to complete in 2013-14  |
| <b>Social Housing Enabling</b>                                      |                       |                        |                               |                        |                  |                    |                           |   |
| 3-17 Jevington Gardens - GF   | 575,000               | 0                      |                               | 575,000                | 304,500          | -270,500           | S106                      | On target to complete in 2013-14 with a reduced budget of £435,000  |
| St Elizabeth's Church - GF  | 52,000                | 0                      |                               | 52,000                 | 0                | -52,000            | S106                      | Unlikely to proceed   |
| Regeneration - Block Allocation                                     | 18,081,000            |                        |                               | 5,081,000              | 0                | -5,081,000         | External                  | Pending approval of specific schemes<br>Awaiting architect appointment and design   |
| Willingdon Trees Multi Gym  | 20,000                | 0                      |                               | 20,000                 | 0                | -20,000            | EBC                       |   |
| Solar Panels  | 3,400,000             | 3,143,107              | 84,924                        | 172,000                | 0                | -172,000           | EBC                       | On target to complete in 2013-14  |
| <b>Total Community Services</b>                                     |                       | <b>6,346,720</b>       | <b>2,203,198</b>              | <b>6,971,700</b>       | <b>537,795</b>   | <b>-6,433,905</b>  |                           |   |
| <b>DEVELOPMENT &amp; ENVIRONMENT</b>                                |                       |                        |                               |                        |                  |                    |                           |   |
| Contaminated Land   | 185,000               | 66,131                 | 16,835                        | 102,000                | 0                | -102,000           | Grant                     | Currently no works planned for 2013-14  |

|   |                   |                  |                |                  |                |                    |             |   |
|---|-------------------|------------------|----------------|------------------|----------------|--------------------|-------------|---|
| Coast Defences Beach Management Strategy      | Ongoing           | 4,186,879        | 38,392         | 295,150          | 250,642        | -44,508            | Grant       | On target to complete in 2013-14  |
| Cycling Strategy                              | 45,000            | 0                |                | 40,600           | 0              | -40,600            | EBC         | Report due to Cabinet in December 2013  |
| Park and Ride                                 | 50,000            | 0                |                | 50,000           | 0              | -50,000            | EBC         | Review of Council car parks currently being undertaken                                |
| Princes Park (schemes to be decided)          | 210,000           | 5,000            | 5,000          | 183,000          | 0              | -183,000           | S106        | External fund raiser to be appointed by 31/12/13                                      |
| Play Area Sovereign Harbour Allotment Upgrade | 27,000<br>114,000 | 0<br>85,821      |                | 27,000<br>14,087 | 0<br>0         | -27,000<br>-14,100 | S106<br>EBC | Site at Sovereign harbour to be identified  |
| Hampden Park Skate Park                       | 127,000           | 0                | 1,015          | 127,000          | 0              | -127,000           | S106/EBC    | On target to complete in 2013-14  |
| Planning Software                             | 50,000            | 0                | 42,070         | 7,950            | 0              | -7,950             | EBC         | Awaiting final design. Planning permission expected by 31/12/13                       |
| Five Acre Field - Improvements                | 55,000            |                  | 2,510          | 52,500           | 16,498         | -36,002            | S106/EBC    | On target to complete in 2013-14  |
| Upperton - Play Equipment                     | 60,000            |                  |                | 60,000           | 0              | -60,000            | EBC         | On target to complete in 2013-14  |
| RoSPA Play Equipment                          | 15,000            |                  |                | 15,000           | 0              | -15,000            | EBC         | Design in progress  |
| Churchdale Road Allotments                    | 38,000            |                  |                | 38,000           | 0              | -38,000            | S106        | On target to complete in 2013-14  |
| Play Equipment - Bodium Cres                  | 80,000            |                  |                | 80,000           | 0              | -80,000            | EBC         | Planning permission. Completion expected in 2014-15                                   |
| Software - Grounds Maintenance                | 24,000            |                  |                | 24,000           | 215            | -23,785            | EBC         | On target to complete in 2013-14  |
| Sovereign Harbour - Legal Advice              | 20,000            |                  |                | 20,000           | 0              | -20,000            | EBC         | On target to complete in 2013-14  |
| Terminus Road Improvements                    | 500,000           |                  |                | 500,000          | 0              | -500,000           | EBC         | On target to complete in 2013-14  |
| <b>Total Development &amp; Environment</b>    |                   | <b>4,343,831</b> | <b>119,909</b> | <b>1,636,300</b> | <b>267,356</b> | <b>-1,368,945</b>  |             |   |
| <b>TOURISM &amp; LEISURE</b>                  |                   |                  |                |                  |                |                    |             |   |
| Redoubt Fortress Gates                        | 20,000            | 13,324           | 1,244          | 5,400            | 0              | -5,400             | EBC         | On target to complete in 2013-14  |
| <b>Redoubt Fortress Gates (2013)</b>          | <b>22,300</b>     | <b>0</b>         | <b>0</b>       | <b>22,300</b>    | <b>22,315</b>  | <b>15</b>          | <b>EBC</b>  | Completed   |
| Volleyball Court                              | 25,000            | 0                |                | 25,000           | 0              | -25,000            | EBC         | Being reviewed as part of the Treasure Island lease                                   |
| Signage                                       | 40,000            | 10,188           | 13,729         | 16,100           | 0              | -16,100            | EBC         | Spend planned for 2014-15   |
| Bandstand Resurface Walkways                  | 100,000           | 92,928           |                | 6,600            | 0              | -6,600             | EBC         | Completed   |
| Sports Park Flood Lights                      | 30,000            | 0                |                | 30,000           | 0              | -30,000            | EBC/Grant   | Quotes currently being obtained   |
| ILTC Seat replacement                         | 5,000             | 0                |                | 5,000            | 4,902          | -98                | EBC         | Completed   |
| Re-surface Tennis Courts                      | 170,000           | 0                |                | 170,000          | 0              | -170,000           | EBC/Grant   | Works expected to start in 2013-14 with completion 2014-15. Additional £20k required. |
| Wish Tower - Catering Outlet                  | 40,000            |                  | 36,000         | 4,000            | 0              | -4,000             | EBC         | On target to complete in 2013-14  |
| Bandstand Seating                             | 15,000            |                  |                | 15,000           | 0              | -15,000            | EBC         | Spend planned for 2014-15   |
| <b>Total Tourism &amp; Leisure</b>            |                   | <b>116,440</b>   | <b>50,973</b>  | <b>299,400</b>   | <b>27,217</b>  | <b>-272,183</b>    |             |   |
| <b>CORPORATE SERVICES</b>                     |                   |                  |                |                  |                |                    |             |   |
| Carbon Reduction Works                        | 467,500           |                  |                | 467,500          | 0              | -467,500           | EBC         | Dependent on decisions by Low Carbon Board  |
| Agile phase 2                                 | 555,000           | 30,125           | 372,580        | 153,000          | 12,080         | -140,920           | EBC         | On target to complete in 2013-14  |
| 6 Saffrons Road Renovations                   | 117,000           | 0                | 82,142         | 34,850           | 0              | -34,850            | EBC         | Works completed   |
| Town Hall Roof                                | 511,000           | 6,120            | 148,446        | 356,450          | 486,680        | 130,230            | EBC         | Works completed   |

|  |                  |                   |                   |                   |                  |                    |            |  |
|--|------------------|-------------------|-------------------|-------------------|------------------|--------------------|------------|--|
| Invest to Save   | 80,000           | 0                 |                   | 80,000            | 0                | -80,000            | EBC        | Budget available for allocation                  |
| Redesign of CCC at 1 Grove Road                                    | 300,000          | 0                 | 35,877            | 264,100           | 0                | -264,100           | EBC        | Working in partnership with ESCC.                |
| IT Replacement - Icon  | 42,500           | 0                 | 33,288            | 9,200             | 342              | -8,858             | EBC        | Most spend planned for 2014-15                   |
| Future Model Phase 1   | 1,250,000        | 0                 | 891,411           | 358,600           | 312,168          | -46,432            | EBC        | Completed  |
| Future Model Phase 2   | 2,990,000        | 0                 |                   | 1,000,000         | 22,799           | -977,201           | EBC        | On target to complete in 2013-14                 |
| Capital Contingencies  | Ongoing          | 2,892,465         | 131,506           | 0                 | 64,826           | 64,826             | EBC        | Contracts signed and order placed.               |
| Demolition and Site Security                                       | 153,000          | 0                 | 143,920           | 9,100             | 0                | -9,100             | EBC        | Subject to legal action                          |
| <b>Investment Capital</b>  | <b>7,150,000</b> |                   | <b>1,150,000</b>  | <b>0</b>          | <b>0</b>         | <b>-1,150,000</b>  | <b>EBC</b> | Completed  |
| IT - Block Allocation  | Ongoing          | 0                 |                   | 268,000           | 0                | -268,000           | EBC        | Approved by Full Council 20.11.13                |
|  |                  |                   |                   |                   |                  |                    |            | On target to complete in 2013-14                 |
| <b>Total Corporate Services</b>                                    |                  | <b>2,928,710</b>  | <b>1,839,171</b>  | <b>4,150,800</b>  | <b>898,894</b>   | <b>-3,251,906</b>  |            |  |
| <b>Asset Management</b>  |                  |                   |                   |                   |                  |                    |            |  |
| Devonshire Park Review   | 700,000          |                   |                   | 700,000           | 25,485           | -674,515           | EBC        | Most spend planned for 2014-15. Re-profile in Q4 |
| Congress Theatre redesign & restoration                            | 850,000          |                   |                   | 850,000           | 0                | -850,000           | EBC        | PM appointed. Significant spend to start in Q4   |
| Wish Tower Groundwork and site Preparation (from block allocation) | 140,000          |                   |                   | 140,000           | 0                | -140,000           | EBC        | Works completed. Awaiting final invoices         |
| Wish Tower Catering Temporary Provision (Invest to Save)           | 160,000          |                   |                   | 160,000           | 113,378          | -46,622            | EBC        | Works completed. Awaiting final invoices         |
| Downland Water (Valve insertions)                                  | 25,000           |                   |                   | 25,000            | 0                | -25,000            | EBC        | Works commencing November                        |
| Bandstand Restoration  | 245,000          |                   |                   | 245,000           | 0                | -245,000           | EBC        | Works commencing October                         |
| 8 Saffrons Rd - Boiler replacement                                 | 4,000            |                   |                   | 4,000             | 0                | -4,000             | EBC        | On target to complete in 2013-14                 |
| Town Hall Boilers  | 85,000           |                   |                   | 85,000            | 0                | -85,000            | EBC        | On target to complete in 2013-14                 |
| Asset Management - Block Allocation                                | 1,743,000        |                   |                   | 51,300            | 0                | -51,300            | EBC        | On target to complete in 2013-14                 |
| <b>Total Asset Management</b>                                      |                  | <b>0</b>          | <b>0</b>          | <b>2,260,300</b>  | <b>138,864</b>   | <b>-2,121,436</b>  |            |  |
| <b>General Fund</b>  |                  | <b>13,735,701</b> | <b>4,213,251</b>  | <b>15,318,500</b> | <b>1,870,125</b> | <b>-13,448,375</b> |            |  |
| <b>HRA</b>   |                  | <b>7,602,498</b>  | <b>6,886,116</b>  | <b>12,798,400</b> | <b>1,445,156</b> | <b>-11,353,244</b> |            |  |
| <b>Total</b>   |                  | <b>21,338,199</b> | <b>11,099,366</b> | <b>28,116,900</b> | <b>3,315,281</b> | <b>-24,801,619</b> |            |  |

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# Agenda Item 8

|                         |  |
|-------------------------|--|
| <b>Body:</b>            | <b>Cabinet</b>   |
| <b>Date:</b>            | <b>11<sup>th</sup> December 2013</b>   |
| <b>Subject:</b>         | <b>Council Tax Base and Business Rate Income 2014/15</b>   |
| <b>Report of:</b>       | <b>Chief Finance Officer</b>   |
| <b>Ward(s)</b>          | All  |
| <b>Purpose</b>          | To approve the Council Tax Base and net yield from Business Rate Income for 2014/15 in accordance with the Local Government Finance Act 1992, as amended.  |
| <b>Decision Type:</b>   | Key Decision   |
| <b>Recommendations:</b> | Members are asked to <ul style="list-style-type: none"><li>i) Agree the provisional Council Tax Base of <b>32,126.5</b> for 2014/15.</li><li>ii) Agree the provisional Retained Business Rates Income of £35.225m for 2014/15</li><li>iii) Agree that the Chief Finance Officer, in consultation with the Portfolio Holder for Finance, determine the final amounts for the Council Tax Base and Retained Business Rates income for 2014/15.</li></ul> |
| <b>Contact:</b>         | Pauline Adams, Financial Services Manager<br>Tel 01323 415979 or internally on ext 5979  |

## **1.0 Introduction**

- 1.1 The Council is required to set its Council Tax Base and the expected Business Rate Income for the forthcoming year. These calculations are used as the basis for the amount of income the Council will precept from the Collection Fund.
- 1.2 The Local Authorities (Calculation of Council Tax Base) Regulations 1992 prescribe that the billing authority (this council) must supply the precepting authorities (the County, Police and Fire authorities) with the calculation of the Council Tax Base. This information must be supplied between 1 December and 31 January in the financial year proceeding the financial year for which the calculation is being made.
- 1.3 Non-Domestic Rating (Rates Retention) Regulations 2013 also sets out a timetable for informing the government and precepting authorities of the business rate income calculation. This information is completed via a government return (NNDR1) which must be submitted by 31 January in the financial year proceeding the financial year for which the calculation is being made.

1.4 In order to assist the precepting authorities with their financial planning it is helpful to provide the information during December rather than wait for the January deadline.

## **2.0 Council Tax Base**

2.1 The Council Tax Base is the estimated full year equivalent number of chargeable dwellings. This is expressed as the equivalent number of Band D dwellings with two or more liable adults.

2.2 In making this estimate, account must be taken of discounts, disablement relief and property exemptions. Movements on and off the Valuation List during the year must also be taken into account – e.g. where new properties have been built or old ones converted or demolished.

2.3 The primary legislation that determines how the Council Tax Base is to be calculated is the Local Government Finance Act 1992. A number of regulations have been laid under this Act that has prescribed how the detailed calculation is to be made. Those regulations are listed at the foot of this report.

2.4 The basic calculation as determined by the primary legislation is that the Council arrives at its Council Tax Base by multiplying its Relevant Amount by its estimated Collection Rate.

## **3.0 Relevant Amount**

3.1 The Relevant Amount for each Band is the estimated full year equivalent number of chargeable dwellings in the Band expressed as the equivalent number of Band D dwellings. For example, a Band A property is equivalent to 6/9 of a Band D property, a Band H property is equivalent to 2 times (18/9) a Band D property. The Relevant Amounts for each Band are then added together to arrive at the overall Band D equivalent.

3.2 The results for each Band when totalled up are converted to form the appropriate number of Band D equivalent dwellings. This is the Relevant Amount. For 2014/15 this totals 32,950.3.

3.3 The Relevant Amount has decreased by 359 (1.1%) Band D equivalent dwellings from 2013/14. This reflects the higher take up of the Council Tax reduction scheme than the 2013/14 original model predicted pending the introduction of the scheme from 1 April 2013. This has been offset by a reduction in the number of Single Person Discounts awarded. The effect of these changes has resulted in the reduction to the total number of chargeable dwellings by 382.

## **4.0 Collection Rate**

4.1 The Collection Rate is the Council's estimate of the proportion of the overall Council Tax collectable for 2014/2015 that will ultimately be collected. This is expressed as a percentage.

4.2 The key elements in making this calculation are losses on collection, appeals

against valuation, changes in circumstances (e.g. applications for discounts in respect of single person occupancy or disability) and other adjustments. These other adjustments to bills can arise for a variety of reasons including bankruptcy, death and exemption where premises are unoccupied for reasons allowed by the Exempt Dwellings Order. The Council must also make provision for uncollectable debts.

4.3 Given the current level of Council Tax collection and the forecast of a small deficit balance on the collection fund it is prudent to retain the current collection rate of 97.5%.

## 5.0 Council Tax Base

5.1 Taking the Relevant Amount of 32,950.3 and applying the Collection Rate of 97.50% produces a Council Tax Base for 2014/15 of **32,126.5**.

5.2 The Council Tax Base has decreased by 1.1% compared with 2013/14. This is equivalent to a reduction of 350 Band D dwellings. The detail number of properties is shown at Appendix 1.

5.3 The Council's Medium Term Financial Plan is updated annually to take account of movements in the Council Tax Base. The assumed tax base for the current MTFs was 32,600.

## 6.0 BUSINESS RATE INCOME

6.1 The Local Government Finance Act 2012 introduced a new system for the local retention of business rates. This means that the council is required to formally approve the expected business rate income for the forthcoming year. The estimate for the 2014/15 financial year must be approved by 31 January 2014.

6.2 The Business Rate income is all collated on the NNDR1 form which will show the net rate income yield for the forthcoming year and the central and local shares of the business rates. The actual NNDR1 form for 2014/15 has not yet been received but the provisional figures based on the 2013/14 form plus known changes has been calculated as follows:

| Retained Business Rate  | 2014/15<br>Estimate<br>£'000 |
|---|------------------------------|
| Gross Rates Yield   | 39,443                       |
| Less Mandatory Reliefs  | (3,184)                      |
| Less Discretionary Reliefs  | (100)                        |
| <b>GROSS RATE YIELD AFTER RELIEFS</b>   | <b>36,159</b>                |
| Less Allowance for cost of Collection   | (128)                        |
| Adjustments for Changes in RV due to growth or reduction in property numbers. | (71)                         |
| Less Estimated Losses on Collection   | (300)                        |
| Less Allowance for Appeals  | (440)                        |
| Transitional Relief (funded centrally)  | 5                            |
| <b>NET BUSINESS RATE YIELD</b>  | <b>35,225</b>                |

The adjustment for the changes in RV is mainly due to the properties that are to be demolished as part of the Town Centre redevelopment. For estimating purposes it has been assumed that this will happen in the final quarter of 2014/15. The 2015/16 calculation will reflect the full year effect of this reduction, however once the redevelopment work has been completed there will be a corresponding growth in the business rate yield.

6.3 The net business rate yield is allocated centrally and locally based on the following ratios:

50% to Central Government  
40% to the Local Billing Authority (this council)  
10% to the other precepting authorities (9% to the county and 1% to the fire authority)

The local share (the Business Rate baseline) is then payable to the Council's general fund. All other adjustments to the overall level of business rate income retained locally are then accounted for within the general fund.

## **7.0 Retained Business Rates income in the General Fund**

7.1 As some local authorities collect more business rates than they currently receive in formula grant (which is based on relative need and resources), whilst others are lower, the government will rebalance to ensure that no local authority is worse off as a result of its business rates at the outset of the scheme through a system of tariffs and top ups. To calculate these tariffs and top ups a business rate baseline funding level has been set by government based on the 2012/13 formula grant funding levels. An authority will pay a tariff if their business rate baseline is more than their baseline funding level and receive a top up if their business rate baseline is less than their baseline funding level. Tariff and top ups will be self funding and fixed in real terms (i.e. only up rated by RPI) in future years, ensuring that changes in retained income are driven by business rate growth.

This authority has a business rate baseline higher than its baseline funding level and thus is due to make a tariff payment.

7.2 The intention of the Rates Retention scheme is to give an incentive to local authorities to grow their business rate base, and the scheme has been devised to allow local authorities to benefit from this growth. However due to the gearing effect, i.e. the differences in the relationship between an individual's authority's business rates base and its baseline funding level, some authorities with existing large tax bases in relation to their funding levels will experience increases in their income that is out of proportion to the growth in their business rate base. To moderate this gearing effect a system of levies and safety nets has been introduced.

The levy rate will allow authorities to retain their growth in an equivalent proportion to its baseline revenue. This translates into a real benefit and after the payment of the central share and the levy at least 20p in each extra pound will be retained locally.

Conversely a safety net will apply to any authority experiencing a decrease



in their business rates revenue. This safety net guarantees authorities 92.5% of their original baseline funding. For the purpose of the safety net the baseline funding level will be increased by RPI each year.

- 7.3 The final amount of retained business rates to be credited to the general fund is calculated as follows:

| <b>2014/15 Estimate</b>                                  | <b>£'000</b> |
|--|--------------|
| EBC Share of Business Rate Yield                         | 14,094       |
| Minus Tariff   | (9,664)      |
| Minus Levy   | (612)        |
| Minus Estimated Deficit on Collection Fund as at 31.3.14 | (283)        |
| <b>Local Retained Business Rate Income 2014/15</b>       | <b>3,535</b> |
| 2013/14 Amount   | 3,503        |

## **8.0 Setting the Business Rate Income**

- 8.1 The figures required to set the business rate income are not yet available as the final NNDR1 form and guidance notes have not yet been received from DCLG. Cabinet is therefore asked that delegated authority be given to the Chief Financial Officer, in consultation with the Portfolio Holder for Finance, to determine the final estimated net yield from Business Rate Income for 2014/15.

- 8.2 The revenue implication of the new Business Rates retention scheme has been modelled into the financial plan and will be fully reflected in the budget setting process.

## **9.0 Collection Fund Performance**

- 9.1 As at 31 March 2013 the Collection fund showed a surplus of £169,272. £158,910 is being distributed across all preceptors during 2013/14, leaving a balance of £10,362 to be distributed in 2014/15.
- 9.2 The Council has to estimate the overall surplus/deficit at 31 March 2014 and inform the precepting authorities in January 2014 of this estimate in order that the amount is included in the 2014/15 precept figures.
- 9.3 Current monitoring figures indicate a deficit by 31 March 2014 of £40,000 for Council Tax, this will be revised in January and the results reported to members as part of the budget report to the February Cabinet. Any surplus or deficit is allocated to preceptors in 2014/15 in proportion to the 2013/14 Band D Council Tax.
- 9.4 For the first time this year a calculation on the business rate income element of the Collection Fund has to be prepared in January. Current indications show a deficit balance of £708,000 due to the number of successful appeals having been settled in the year and the lower than anticipated growth in

rateable values. The calculation will be revised for January and the results reported to members as part of the budget report to the February Cabinet. Any surplus or deficit is allocated in 2014/15 in accordance with the proportions given at 6.3 above.

## **10.0 Consultation**

10.1 Not Applicable

## **11.0 Implications**

11.1 The Council Tax Base will be used to calculate the level of Council Tax requirement that will be recommended to the Council on 19 February 2014.

11.2 The net yield from Business Rates income will be used to calculate the amount of retained business rates to be credited to the General Fund.

11.3 Once the Council Tax Base and the estimated balance on the Council Tax element of the Collection Fund has been determined, East Sussex County Council, Sussex Police and Crime Commissioner and East Sussex Fire Authority will be notified.

11.4 Once the NNDR1 2014/15 has been completed and the estimated balance on the Business Rate element of the Collection Fund has been determined, this will be submitted to Central Government and both East Sussex County Council and East Sussex Fire Authority will be notified.

## **12.0 Summary**

12.1 The provisional Council Tax Base for 2014/15 has been calculated in accordance with relevant legislation. Summary calculations are set out within the attached appendix.

12.2 The figures required to set the business rate income are not yet available as the final NNDR1 form and guidance notes have not yet been received from DCLG. Provisional figures indicated business rates income for the General Fund of £3,535,000.

12.3 It is recommended that delegated authority be given to the Chief Finance Officer, in consultation with the Portfolio holder for Finance, to agree the final figures for both calculations.

**Alan Osborne,  
Chief Finance Officer**

Background Papers:

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

- The Local Government Finance Act 1992
- The Local Authorities (Calculation of Council Tax Base) Regulations 1992
- The Local Authorities (Calculation of Council Tax Base) (Amendment) Regulations 2003
- Non-Domestic Rating (Rates Retention) Regulations 2013

| <b>Tax Base Comparison between years</b>   |                 |                 |
|--|-----------------|-----------------|
|  | 2013/14         | 2014/15         |
| <b>NUMBER OF DWELLINGS</b>                 |                 |                 |
| Valuation List as at November              | 46,629          | 47,150          |
| Less discounts equated to property numbers | -4,859          | -4,966          |
| Total equivalent property numbers          | 41,770          | 42,184          |
| Estimated changes in year                  | 86              | -19             |
| Less Local Council Tax Reduction Scheme    | -6,813          | -7,504          |
| <b>Total Number of Properties</b>          | <b>35,043</b>   | <b>34,661</b>   |
| % decrease                                 |                 | -1.09%          |
| <b>TAXBASE CALCUATION</b>                  |                 |                 |
| Relevant Amount (Band D Equilavant)        | 33,309.3        | 32,950.3        |
| Collection Rate                            | 97.50%          | 97.50%          |
| <b>Council Tax Base</b>                    | <b>32,476.6</b> | <b>32,126.5</b> |
| % decrease                                 |                 | -1.08%          |

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**BODY:** CABINET

**DATE:** 11 December 2013

**SUBJECT:** Corporate Plan – 2010-15 refresh including analysis of community evidence and proposals for the 2015-20 plan

**REPORT OF:** Peter Finnis – Head of Corporate Development

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**Ward(s):** All

**Purpose:** To present a summary picture of ongoing community evidence and a timeline for the final year refresh of the 2010-15 Corporate Plan and set out the intended high level proposals for the production of the next corporate plan.

**Contact:** Peter Finnis, Head of Corporate Development, Telephone 01323 415003 or internally on extension 5003.  
[Peter.finnis@eastbourne.gov.uk](mailto:Peter.finnis@eastbourne.gov.uk)

**Recommendations:**

1. That corporate priority theme portfolio holders and lead officers take into account the community evidence and trend analysis, summarised in the appendices, and in particular the key headlines set out in appendix 5, when formulating proposed priority projects and activity for inclusion in the 2014/15 edition of the plan.
2. That the timetable and activity involved in producing the 2014/15 edition of the current corporate plan, as set out in paragraph 4 of this report, be approved.
3. That Cabinet endorse the proposed actions and timelines relating to the review of the overall lifespan of the 2010-15 corporate plan and the production of the new 2015-20 corporate plan, as set in paragraph 5 of this report.

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## **1.0 Background/Introduction**

1.1 The corporate plan is the overarching strategic document of the

council setting out its priority themes, visions and activities over a 5-year period. The current corporate plan (2010-15) is about to enter its final year. This report focuses on work and evidence associated with the final year refresh of the current plan and the high level timeline for reviewing the achievements of the current plan and the production of a new plan from 2015.

- 1.2 Along with comparative local, regional and national data placing Eastbourne in context, a significant driver of the corporate plan priorities has to be the needs of the local community backed up with evidence. Public consultation activity has been ongoing ahead of and during the life of the current corporate plan at different levels and we now have the opportunity to take stock of what we have learned over this period. It is important to understand that we use a combination of strategic and operational consultation to provide a cascade of evidence from priority setting to action planning to delivery and, finally, to customer feedback. This can be illustrated as:

| <b>Consultation Activity</b>  | <b>Primary Purpose</b>   | <b>Consultation Type and Timeline</b>  |
|---|--|--|
| Generic high level consultation on corporate priorities                   | To establish what the high level corporate priorities should be                | Strategic 5-yearly ahead of new plan   |
| Specific high level consultation on what activities should be prioritised | To set specific priority projects to achieve the high level visions            | Strategic annually as part of plan project refresh   |
| Specific consultation relevant to the outcomes of individual projects     | To identify and understand the desired outcomes and objectives of each project | Operational as part of individual project milestones, eg. Cultural Strategy and Welfare Reform |
| Generic customer feedback service delivery and activity outcomes          | Builds picture of satisfaction of council's actions as perceived by community  | Operational ongoing through customer contact   |

- 1.3 This report will analyse the feedback and trends arising from these consultation activities over the period of the current plan, and explore community feedback obtained in the current year. Over time, we are building a picture of these key messages that adds value to our corporate priority setting.

## **2.0 Sequence of Consultation**

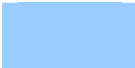
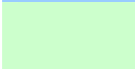


- 2.1 Ahead of the first publication of the 2010-15 corporate plan, a budget consultation exercise was undertaken in 2009 to establish what the community felt our priorities should be.

- 2.2 During 2010, 2011 and 2012, we held bespoke public consultation exercises on the 2010-15 corporate plan ahead of each annual refresh in order to monitor whether our intended priority projects were still in line with the priority needs of the community.
- 2.3 Going into the final year of the corporate plan, the establishment of a community engagement team has enabled us to draw on recent community feedback such as the Youth Fair, the new ward walk initiative, and the 'Big Local' project in west Devonshire ward.
- 2.4 Finally, after five full years of operation, we can provide a high level breakdown of devolved ward budget schemes over the period. This initiative was ground breaking on introduction and has proved to be an innovative way in which the community can engage with ward councillors on local needs and receive funds to make it happen with minimal bureaucracy.

### **3.0 Analysis and Trends**

- 3.1 High level feedback from all the above mentioned consultation activities is summarised in the appendices to this report which concludes in appendix 5 with a list of key messages that we can draw from the evidence that has been gathered over this period of time. Full details of all the results obtained from these consultation activities are available in background papers.
- 3.2 One of the key things learned over the consultation period is that, whilst we may focus on long term strategic change, community feedback will often be influenced by "matters-of-the-moment". This was particularly seen in the 2009 consultation when, in the midst of a hard winter, highway maintenance issues figured prominently. It was also a factor in 2012 where crime prevention issues figured highly due to serious individual crime incidents at the time.
- 3.3 It is also interesting to see in the 2010 to 2012 consultations that, as the national economic position began to affect more people, there was a small but perceptible trend-shift in community priorities away from "wants" such as leisure and culture towards "needs" such as employment generation and decent housing.
- 3.4 Notwithstanding the above variations, there have been some constants. Throughout all consultations, the importance placed on the quality of Eastbourne's built and natural environment by the Eastbourne community has been maintained. Initiatives around recycling, waste collection, parks and open spaces and tackling eyesores are always well supported. Also, the future economic prosperity of the town is consistently illustrated by the fact that, throughout this period, the redevelopment of the town centre has been, overwhelmingly, considered to be the most important major project to maintain.

- 3.5 In 2012 we were keen to ask people if they thought the priorities set out in our corporate plan were correct. Across all 19 corporate priority theme project initiatives, 13 polled a highest response rate of "very important" and the remaining 6 polled a highest response rate of "important". Across all priority theme areas, 84% of respondents considered that the Council's current choice and range of priorities to be important or very important.
- 3.6 We now have a large amount of feedback from our communities and we will continue to build on this. Although much of the feedback is specific to certain localities, at a strategic level, we can glean some key findings and messages to take forward as part of our corporate priority setting. Where possible in the appendices, I have colour-coded feedback as follows:

|  |  |
|--|--|
|   | Economic related feedback                    |
|   | Environmental related feedback               |
|   | Community/Social related feedback            |
|  | Feedback that cuts across two or more themes |

#### **4.0 High level timeline – 2010/15 plan final year**

- 4.1 The proposed high level timetable for refreshing the corporate plan for 2014/15 is as follows:

- During January - Senior Heads of Service in liaison with Cabinet portfolio holders to agree priority projects
- End of January - Leadership Team to agree draft priorities
- 11 February – Presentation of emerging year 5 plan content to Scrutiny committee seminar
- February/March - Finalising of refreshed Corporate Plan chapters for 2014/15
- 19 March - Cabinet to receive and approve refreshed Corporate Plan for recommendation onto Council
- 7 May - Council final ratification of 2014/15 refreshed Corporate Plan

#### **5.0 High level timeline – review of 2010/15 plan and formation of new 2015-20 plan**

- 5.1 It is important that we take the time to review the achievements against objectives of the 2010-15 plan as it nears the end of its life, both from the point of view of communication and accountability to our community, and as evidence for future external inspections. Therefore, two pieces of work will be undertaken as follows:

Firstly, we will be providing the Cabinet with an indicative review of the 5-year performance against the plan. This will occur during the



Autumn of 2014 and will be primarily used to aid public communication.

Secondly, there will be a comprehensive technical review produced in the summer of 2015 as part of the year-end process. This will primarily serve as our future evidence document for external inspection but will also be a useful working reference for setting future priorities and will also identify continuation of those long-term projects that will need to roll over to the 2015-20 plan.

5.2 In commencing the work towards the production of the new 2015-20 corporate plan, we need to recognise that this will be after the 2015 local elections. Therefore it is imperative that both political groups on the Council are involved in the planning and consultation on its content.

5.3 As a result, it is proposed that, during the summer of 2014, both groups will be asked for their ideas and proposals in respect of:

- What the new corporate priority themes should be.
- What the priority vision goals under each theme should be.
- What should be included as priority year 1 projects.

We then intend to organise the information we receive from both groups and commission a comprehensive consultation exercise on those proposals. It is therefore crucial that both groups are ready to provide us with this information at that time.

## **6.0 Financial and Probity Implications**

6.1 The setting of corporate plan priority actions is undertaken alongside the formulation of the medium term financial strategy and annual budget setting and, as such, allocating appropriate funding levels for the delivery of key projects is an integral part of the process. Detailed information on the delivery of specific services and projects are set out in service and financial plans.

6.2 In setting out its corporate priority actions, it should be noted that this does not contain all areas of activity undertaken by the council. Other areas of core service delivery and statutory functions also need to be delivered and resourced. The corporate plan only sets out those activities that are prioritised as new initiatives or are existing areas identified for improvement or intervention.

## **7.0 Equality Considerations**

7.1 In developing and refreshing the content of the current corporate plan throughout its lifespan we have sought input from all sectors of the community and held specific sessions with the Council's equality groups. We have also refined the content and layout of the corporate plan, testing its "plain English" accessibility. All priority

projects set out in the corporate plan are required to address equality impact issues.

## **8.0 Summary**

- 8.1 Over the last five years, the Council has consulted widely both at a high strategic level and at a more operational level in order to build a picture of the needs of the town as a whole and of specific communities. Over this period, over 900 members of the Eastbourne resident and business communities have participated in various consultation activities and provided us with information on what should be prioritised for the future benefit of the town. As we know from experience, it can be difficult to get engagement on strategic priority setting as opposed to high profile specific issues. All participants are to be thanked for taking the time and effort to engage with us.
- 8.2 With regard to feedback obtained in the current year, I would also place on record my thanks to the managers mentioned in this report, namely Monica Ray and Pat Taylor, who have all been responsible for leading new community initiatives that increase the ways in which we are able to engage with the wider community and use the information to guide our corporate priorities.
- 8.3 The cumulative consultation and feedback over the last five years ensures that the council can point to a robust and ongoing bank of community evidence as a guide to setting its priorities. Taken alongside local, regional and national data, government led initiatives and legislative changes, and the insight of local elected members, this provides a sound basis for the setting of high level goals backed up by priority projects for the future.

### **Peter Finnis Head of Corporate Development**

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#### **Background Papers:**

- 2013/14 Corporate Plan
- Budget consultation outcomes from 2009
- Corporate plan consultation outcomes from 2010, 2011 and 2012
- Community feedback results from 2013 ward walks
- Community feedback from 2013 Devonshire Ward 'Big Local' project

The above background papers are available for inspection from the report author whose contact details are set out at the front of this report.

(cabinet/corp-plan-consultation/13-12-11)

## **Appendix 1**

### **Corporate Consultation Headlines – 2009 - 2012**

#### **1. Pre production of 2010-15 Corporate Plan**

##### **2009 Public consultation ahead of 2010/11 budget setting**

- Consultation exercise available electronically on the Council's web site and in hard copy format in the Customer Contact Centre from mid December 2009 through to the end of January 2010.
- In addition, 2985 people who had contacted the Council on various matters over the previous year emailed to specifically draw their attention to the opportunity to comment.
- Invitations to respond were also sought from hard to reach groups.
- A total of 58 individuals and/or groups responded to the consultation and submitted a total of 87 comments/suggestions as to where savings could be made or where further money should be spent.

The consultation asked people to consider the following:

- 1. Please suggest areas or services where you would most like to see savings made**
- 2. Please suggest areas or services where you think we should increase resources**
- 3. Please give any general comments on Council services**

##### **Services where people would most like to see savings made**

- Cease/reduce Airbourne costs
- Arts - money spent should be proportionate to use and income and/or costs reduced
- Car Parking - Reduce parking attendants and traffic wardens and associated admin support
- Only produce documents/information in English
- Stop subsidising minority groups/immigrants, who are in need of council accommodation

##### **Services where people would most like to see increased resources**

- Road gritting and provisions for bad weather
- Repairing /relaying the roads of Eastbourne
- More safe cycle lanes to schools, town centre and/or increased cycling provision generally
- More green/recycling initiatives/collections
- More investment in the upkeep of local parks
- Tackling anti-social behaviour, in particular more to tackle street drinkers, teenage drinking, graffiti, fly-tipping, litter
- More investment in facilities for children and teenagers
- Increased resources for Airbourne

## 2. Post production of 2010-15 Corporate Plan

### Summary of Corporate Plan Annual Refresh Consultations 2010, 2011 and 2012

- During this period, a total of 611 people participated in these consultation activities which were used to directly test community views on the ongoing suitability of our priority themes and projects.
- Because initial knowledge base of the Council, its activities and its financial context was low, in 2010 all consultation was face-to-face with specific groups and at open public sessions. In 2011, it was a combination of face-to-face sessions and online consultation.
- In 2012, it was wholly online including the use of social media. The only exception was that we maintained specific youth engagement sessions for all 3 years, with a youth club in 2010, a college in 2011 and at the youth fair in 2012.

#### Prosperous Economy Priority Theme - year-by-year top 3 priority subjects to address according to EBC community

|    | 2012                            | 2011  | 2010                               |
|----|---------------------------------|---|------------------------------------|
| 1. | Creation of jobs                | Town centre re-development                  | Town centre re-development         |
| 2. | Youth employment                | Development of events programme             | Creation of jobs, eg: Science Park |
| 3. | Improved public transport links | Youth employment, eg: Activating Eastbourne | Development of events programme    |

#### Quality Environment Theme - year-by-year top 3 priority subjects to address according to EBC community

|    | 2012                               | 2011                               | 2010   |
|----|------------------------------------|------------------------------------|--|
| 1. | Street and public area cleaning    | Street and public area cleaning    | Waste management                                     |
| 2. | Parks enhancement and preservation | Waste management                   | Green Transport – Park and Ride and Cycling Strategy |
| 3. | Tackling derelict sites            | Parks enhancement and preservation | Tackling derelict sites                              |

#### Thriving Communities Theme - year-by-year top 3 priority subjects to address according to EBC community

|    | 2012                  | 2011                       | 2010                       |
|----|-----------------------|----------------------------|----------------------------|
| 1. | Reducing crime levels | Youth facilities provision | Youth facilities provision |
| 2. | Youth facilities      | Cultural provision         | Provision of decent        |

|    |  |   |   |
|----|--|---|---|
| 3. | provision<br>Decent and affordable homes | Housing – decent homes, solar panels, Extra Care Scheme | and affordable homes<br>Continue benefits<br>service improvements |
|----|--|---|---|

**Specific projects across all themes - year-by-year top 3 priority projects to maintain according to EBC community**

|    | 2012   | 2011  | 2010                       |
|----|--|---|----------------------------|
| 1. | Town centre re-development                         | Town centre re-development  | Town centre re-development |
| 2. | Transport – public transport and cycling provision | Youth provision   | Youth provision            |
| 3. | Street and public area cleaning                    | Waste management, Street and public area cleaning, and Parks enhancement and preservation | Waste management           |

**Youth consultation - year-by-year top 3 priority subjects to address arising from bespoke targeted youth engagement**

|    | 2012                         | 2011  | 2010                       |
|----|------------------------------|---|----------------------------|
| 1. | Public Transport and cycling | Town centre re-development  | Youth facilities provision |
| 2. | Youth facilities provision   | Housing – decent homes, solar panels, Extra Care Scheme   | Town centre re-development |
| 3. | Waste management             | Youth facilities provision<br>Cultural provision<br>Waste management<br>Support for vulnerable families<br>Support for local businesses | Waste management           |

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## **Appendix 2**

### **Community feedback in 2013**

#### **3a. Feedback from 2013 Ward Walk events**

- Ward walks are a new initiative undertaken by ward councillors and relevant officers in partnership with the police.
- The activity revolves around advance promotion, "meet-and-greet" within the ward to discuss issues of importance to the local community, and a subsequent drop-in event.
- Two pilot ward walks have been held so far, in Willingdon Trees and in the Kingsmere area of Sovereign Ward at which an overall total of 50 residents participated.

#### **Headline information from the Willingdon Trees event**

##### **GENERAL NOTES:**

- Questionnaires were completed by 6 people
- Not all questions were completed by all responders
- 4 female and 2 male responders
- 2 from 16-25 age group, 1 from 36-50 age group, 2 from over 60 age group and 1 not stated
- 5 people said they were white British and 1 stated English
- 1 person had a disability that affects mobility

##### **Anti Social Behaviour issues - frequency witnessed – top 3:**

- Speeding
- Parking
- Litter and Fly Tipping

##### **The best things about the area:**

- Public Transport (x2)
- Range of shops
- Hampden Park
- Fresh Air – came from London
- General cleanliness – praise to EBC for that
- GP Practice excellent – Park Practice
- Refuse collections and recycling reliable and efficient
- Nice people

##### **The worst things about the area:**

- Holes in the road (x2)
- Litter (x2)
- Weeds
- Occasional anti-social behaviour
- Vehicles speeding down Hazelwood Ave
- Bus routes are limited in places

- Lack of shops/Dr surgeries/pubs
- Drug-using neighbours
- Loose dogs
- Crime

**How safe people feel:**

Very safe = 0 responses  
 Fairly safe = 5 responses  
 A bit unsafe = 1 response  
 Very unsafe = 0 responses  
 Unsure/don't know = 0 responses

**Perceived levels of crime in previous year:**

Gone up = 0 responses  
 Same = 4 responses  
 Gone down = 1 response  
 Not sure = 1 response

**Main concerns about crime/community safety:**

- Cycle thefts
- Youths
- Car Crime
- Drug use
- Domestic violence
- Noise pollution/breach of peace

**Main concerns about traffic/road conditions:**

- Holes in the road (potholes) x3
- Parking in general x2
- Parking on grass verges
- Speeding

**Satisfaction with local area as a place to live:**

Very satisfied = 1 response  
 Fairly satisfied = 5 responses  
 Neither one way or other and/or fairly dissatisfied = 0 responses

**Suggestions on how services might be improved in the local area:**

- EBC do brilliant job considering the constraints they have e.g. funding cuts
- Warning signs re dog fouling and penalty
- Speed cameras down Hazelwood Avenue
- Police presence

**How involved do you feel in local community?:**

Very and fairly involved = 3 responses  
 Not very = 2 responses  
 Not at all = 1 response

**How satisfied are you with the way EBC run things?:**

- Very satisfied = 1



- Fairly satisfied = 4
- Neither one way or other = 0
- Fairly dissatisfied = 1
- Very dissatisfied = 0
- No response = 0

**What are key issues to be addressed in Eastbourne?:**

|   |  |
|---|--|
| <p><b>Economic Issues</b></p> <ul style="list-style-type: none"> <li>• No suggestions</li> </ul>  | <p><b>Environmental Issues</b></p> <ul style="list-style-type: none"> <li>• No suggestions</li> </ul>          |
| <p><b>Community Issues</b></p> <ul style="list-style-type: none"> <li>• More facilities/activities/clubs for older people on Willingdon Trees Estate</li> </ul> | <p><b>Other Issues</b></p> <ul style="list-style-type: none"> <li>• Speeding along Hazelwood Avenue</li> </ul> |

**Headline information from the Kingsmere and Kings Park event**

**GENERAL NOTES:**

- Questionnaires were completed by 44 people
- Not all questions were completed by all responders
- 29 female and 15 male responders
- 36-50 age group was the largest
- 25 people said they were white British
- 7 people have a disability that affects their mobility

**Anti Social Behaviour issues - frequency witnessed – Top 3:**

- Noise
- Dog Fouling
- Speeding

**The best things about the area (Top 5):**

- Peace and quiet
- Parks
- Feels safe
- Public transport
- Proximity of shops

**The worst things about the area (Top 5):**

- Dog fouling
- Speeding traffic
- Nuisance neighbours
- Litter
- Difficult to get out of estate on Pevensey Road

**How safe people feel:**

Very safe = 15 responses  
Fairly safe = 20 responses  
A bit unsafe = 0 responses  
Very unsafe = 0 responses  
Unsure/don't know = 0 responses

**Perceived levels of crime in previous year:**

Gone up = 12 responses  
Same = 10 responses  
Gone down = 12 responses  
Not sure = 5 responses

**Main concerns about crime/community safety:**

- Drug activity (using and dealing)
- Speeding
- Teenagers hanging around parks especially late at night
- Drunkenness
- Anti social behaviour of some adults

**Main concerns about traffic/road conditions:**

- Speeding in Harold Drive (repeated theme)
- Speeding in general in estate and on dual carriage way
- Parking on kerbs/road/pavements when space in drive to park
- Potholes in roads and pavements

**Satisfaction with local area as a place to live:**

Very satisfied = 17 responses (x3 Kings Park)  
Fairly satisfied = 16 responses  
Neither one way or other and/or fairly dissatisfied = 5 responses

**Priority issues to be addressed if not satisfied:**

- Noisy dogs and dog fouling
- Children outside after 10pm at night
- Lot of litter
- Bushes not trimmed and flower beds not weeded
- Lack of CCTV
- Weeds in general
- Noise and disturbances

**Suggestions on how services might be improved in the local area:**

- Housing issues – Repairs to happen quicker, more housing input in cases of ASB, better vetting of new residents,
- Social issues – More police on streets, More CCTV installed, stop teenagers congregating in parks at night, Activities for young children in parks
- Environmental issues – Signs re no dog fouling, Empty litter bins more frequently, Free skips now and then for people to dump larger rubbish
- Highway issues – Ramps, 20mph zone on Harold Drive

**How involved do you feel in local community?:**

Very and fairly involved = 9 responses  
Not very = 12 responses  
Not at all = 12 responses

**How satisfied are you with the way EBC run things?:**

- Very satisfied = 4
- Fairly satisfied = 18
- Neither one way or other = 6
- Fairly dissatisfied = 0
- Very dissatisfied = 4
- No response = 12

**What are key issues to be addressed in Eastbourne?:**

|  |   |
|--|---|
| <b>Economic Issues</b> <ul style="list-style-type: none"><li>• Lack of jobs</li><li>• Shop closures</li></ul>  | <b>Environmental Issues</b> <ul style="list-style-type: none"><li>• Lack of road sweepers</li><li>• Litter bins not being emptied</li><li>• Dog bins not being emptied</li><li>• Rubbish in harbour</li></ul>   |
| <b>Community Issues</b> <ul style="list-style-type: none"><li>• Dogs on beach/in harbour</li><li>• Public safety</li><li>• Old people using mobility scooters</li><li>• Youth/older teenagers need more to do</li><li>• Street drinking</li><li>• Drugs</li><li>• Students</li><li>• Simplify housing benefits – hard and stressful to understand and sort out</li><li>• Organised crime around Asda – police only issue fines</li></ul> | <b>Other Issues</b> <ul style="list-style-type: none"><li>• Bus routes on Sundays</li><li>• Parking, parking charges, and more free parking</li><li>• Road repairs</li><li>• Uneven pavements</li><li>• Undecided about town’s direction – a place for older people or more like Brighton</li></ul> |

**3b. Headline Feedback - ‘Big Local’ event - Devonshire West May 2013**

- Part of the corporate plan neighbourhood management priority project

- Undertaken as part of the “Big Local” initiative was conducted in the west of Devonshire Ward in May 2013.
- Included a “good dream/bad dream” exercise with residents and a separate business workshop.
- 102 people took part in these exercises with an even spread of age groups from under-9 to over-70.

### Good Dream/Bad Dream

Participants were asked to provide what they would consider to be good dreams and bad dreams about the future of their area and community. From the large amount of information gathered, it is possible to extract the following summary information.

| <b>Good Dreams – Top 3 subject areas</b> |   |
|--|---|
| Economic                                 | <ul style="list-style-type: none"> <li>• Strategic proximity to town centre and seafront</li> <li>• Diversity of shops and cafes</li> <li>• Thriving night-time economy</li> </ul>  |
| Environmental                            | <ul style="list-style-type: none"> <li>• Clean and attractive seafront</li> <li>• Maintaining street cleaning and control of fly tipping and graffiti</li> <li>• Reduced traffic congestion</li> </ul>  |
| Community/Social                         | <ul style="list-style-type: none"> <li>• Availability and accessibility of facilities – shops, events and public transport</li> <li>• Availability of support groups for vulnerable people</li> <li>• Availability of facilities for young people and children</li> </ul> |

**NOTE:** The most recurring good dream themes related to the importance of a clean and attractive seafront, the strategic location of Devonshire West between the seafront and the town centre, and the accessibility of a widely diverse array of shops, cafes and other facilities.

| <b>Bad Dreams – Top 3 subject areas</b> |   |
|---|---|
| Economic                                | <ul style="list-style-type: none"> <li>• Large number of empty shops and closed businesses</li> <li>• Lack of employment opportunities and local skills base</li> <li>• Insufficient banks in the area</li> </ul>                     |
| Environmental                           | <ul style="list-style-type: none"> <li>• Speeding traffic and parking restrictions</li> <li>• Dog fouling</li> <li>• Derelict buildings</li> </ul>  |
| Community/Social                        | <ul style="list-style-type: none"> <li>• Lack of things for young people to do</li> <li>• Anti-social behaviour – especially street drinking and drug usage</li> <li>• Lack of a community centre and a community identity</li> </ul> |

**NOTE:** By far the most frequently recurring bad dream themes relate to empty shops, dog fouling, and traffic issues, especially speeding and parking restrictions.

### **Business Workshop**

The following information is feedback obtained from local Devonshire West businesses at their Big Local workshop event in May 2013. Participants were split into groups each addressing 3 specific questions about the future of the area. A summary of the combined feedback is as follows.

#### **What might Devonshire West's economy look and feel like in 2023?**

##### **General Regeneration:**

- Needs to be more in tune with the rest of the town
- Community purpose
- Marketing to bring commerce and diverse businesses
- A thriving overall economy and a well managed night-time economy
- Arndale extension is complete (mentioned twice)
- Property is better maintained
- Buses have gone from Terminus Road – Park and Ride

##### **Retail Specific Regeneration:**

- Less closed shops, alternative frontages to shops
- Small retailer growth, stop more supermarkets
- Area individuality/identity (the Lanes mentioned twice)

##### **Employment and Social:**

- Self-employment opportunities
- Local employment, local people – pay in local shops
- More young people in work
- Fewer people with high levels of personal debt

##### **Culture and Leisure:**

- Specialisation – sports facilities in one area
- Cheap units to rent for arts and crafts
- Better management of the theatre
- Mini Towner-style art gallery, 'arty' cinema

#### **What will have happened to make it this way?**

##### **Character and Image Objectives:**

- More positivity about the area, a vibrant community hub
- Rebranding – new image – flower beds
- Marketing – encouraging a change of image
- Joining up the areas – signage
- Economy in general will have improved
- People will want to live and visit and come and spend their money

##### **Action towards Objectives:**

- Inward investment after initial injection now

- Council will have compulsory orders to upgrade buildings
- Valuation of businesses reviewed
- More local control of what can be done – less central control
- Parking restrictions reduced – fairness
- Improve environment/pavements
- Make backs of buildings as nice as fronts
- Lower business rates (central government controlled – at present)
- Lower start-up rents to encourage new investment
- All empty shops will have been brought back into use

### **What needs to happen first?**

#### **Strategic/Visionary:**

- Vision created from residents' opinions, whole area improvement
- Project plan, good leadership, encourage community involvement
- Lift and improve the current image
- Better understanding of the community that lives here now
- Create a sense of community/responsibility (absentee landlords)
- Drop in business rates (central government controlled – at present)

#### **Operational:**

- Employ local people (mentioned twice)
- Skill need to addressing – access training to meet the vacancies
- Job Centre to reach out to local economy
- English language to be prioritised – English lessons
- More investment in high pay jobs – so people earn good salaries
- Local businesses need to invest in their own business
- People need to buy local
- Attract investors by going to get them
- Conservation officer and planners on board
- Improved signing/access simpler, smarten area/improve pavements
- Better public transport, better parking arrangements
- Arrange micro-chipping of dogs in private rented properties

### **Having regard to the above feedback, the following list of top priority actions were given:**

- Re-brand Devonshire West – Seaside needs re-branding (x 3 mentions)
- Buy local – if everyone want it to be successful (x 3 mentions)
- Job Centre to reach out – now on-line – English language is a priority
- More diverse businesses
- Mini-Towner or exhibition centre
- Bite size chunks – a bit at a time
- Community to work together and improve communication – community spirit

- Better public transport and parking arrangements to bring people into the area.
- Create a better sense of community responsibility from absent landlords.
- Given a conservation area in some parts, get someone on board who does conservation ie signage on board
- Our area more in line with town centre and the area generally as it develops
- Employ local people
- Good to specialise in particular theme – spa town – health and wellbeing, physical activities, more sports facilities along beach – volley ball, petanque and play areas along beach.
- Cheap units to rent for arts and crafts, pop up shops – start a hub (Eastbourne Homes)

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## **Appendix 3**

### **Headlines from the 2013 Youth Fair**

For the second year running, we maintained a staffed stand for the duration of the Youth Fair where delegates were advised of youth related activities and initiatives that the Council have implemented in the last few years.

In previous year, the provision of facilities for young people has been a key issue. Therefore, this year we produced an information display outlining examples of youth related facilities and services that have been introduced during the life of the current corporate plan. Then, using the concept of the "Top Gear Cool Wall", we sought to obtain more specific views in two parts:

1. A "cool" rating of some existing issues/services/facilities.
2. Ideas for initiatives what we could focus on in the future.

Around 100 delegates participated in this exercise and most were in the 14-17 age range. The responses on part 1 were as follows:

| <b>Posed Issue</b>   | <b>Negative Response<br/>(uncool or seriously<br/>uncool) rating</b> | <b>Positive Response<br/>(cool or sub-zero)<br/>rating</b> |
|--|--|--|
| Rate the current quality of town centre shopping in Eastbourne | 60%  | 40%  |
| Rate the importance of providing more youth clubs              | 30%  | 70%  |
| Rate the importance of providing more sports facilities        | 25%  | 75%  |
| Views on the importance of voting in elections                 | 25%  | 75%  |

The ideas submitted under part 2 were:

| <b>Idea</b>                               | <b>Comments</b>   |
|---|---|
| Artistic facilities                       | Venues for music and dancing, clubs for arts and crafts, photography, acting  |
| Activities for older teenagers            | Events like Extreme, police cadets, more apprenticeships, life skills talks by senior members of society in clubs, schools, etc |
| Other sports activities                   | More bowling, tennis, athletics, swimming, skate parks and BMX tracks all mentioned   |
| High quality environments to socialise in | Beach, parks and Sovereign Harbour all highly rated   |

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## **Appendix 4**

### **Devolved Ward Budget Scheme 2008 - 2013**

In 2008 we introduced the devolved budget scheme with the primary objectives of:

1. Giving ward members direct accountability for the allocation of funds to deliver local community-based projects.
2. Providing local communities with an opportunity to directly approach ward members with proposed projects.
3. Enabling initiatives of local importance to be realised where such works would be unlikely to achieve corporate priority status.
4. Minimising bureaucracy of process so that projects can be applied for simply and implemented quickly.

At the time of introduction, the scheme was ground-breaking though similar schemes have now been adopted by a growing number of other authorities. Over the first five years, the scheme has evolved and grown in success. Details of all schemes are listed for each year but set out below is a collective summary of what has been achieved over the period so far.

| <b>Overall Project Numbers</b>  |             |
|---|-------------|
| Total number of projects delivered  | 253         |
| Total funds spent   | £386,127.19 |
| Internally delivered projects by Council departments                                | 124         |
| Externally delivered projects by giving funds to community groups or other agencies | 129         |
| <b>Scheme Category/Type</b>   |             |
| Community / Social / Leisure need   | 131         |
| Environmental Improvements  | 122         |

The reason for listing this information in a report of this type is that, notwithstanding the primary objectives listed above, an overarching achievement of the scheme is that it is an early example of 'Big Local' style community engagement and empowerment introduced by Eastbourne Borough Council.

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## **Appendix 5**

### **What we have learned – Some Key Messages**

#### **Headlines learned from the corporate priority consultations 2009 to 2012**

- 1 The Eastbourne community recognises the importance of future economic prosperity particularly in ongoing strong support for the regeneration of the town centre
- 2 The Eastbourne community places a huge and consistent importance in maintaining the quality of our environment.
- 3 Community priorities will be affected if significant events (eg. serious crime) take place at the time consultations are held.
- 4 Ensuring that there are sufficient facilities and/or employment opportunities for young people are continually mentioned priorities.
- 5 The national economic climate and associated feel-good levels will determine whether people prioritise 'wants' or 'needs'.
- 6 Taking a long-term perspective, community engagement demonstrates a strong degree of support for the Council's current range of priority themes and projects.

#### **Headlines learned from the community activities in 2013**

- 1 There is widespread concern around empty shops, failed businesses and lack of employment opportunities
- 2 Dog fouling is a significant problem in local communities generally
- 3 Speeding traffic appears to be a significant issue across local communities generally
- 4 Crime and anti-social behaviour issues are frequently mentioned, in particular noise nuisance and drug related issues
- 5 What people value most is having a safe, clean and pleasant environment to live with good local access to a diverse range of services and facilities
- 6 The need for more facilities for young people remains a high priority in local communities

#### **Headlines learned from the 2013 Youth Fair**

- 1 The area currently most in need of improvement is the quality of town centre shopping
- 2 There is a general feeling that we should re-balance greater future focus from sports towards artistic facilities for activities such as music dancing, acting, photography and crafts
- 3 We should place more focus on enabled facilities for older and more independent teenagers rather than directly provided facilities for supervised younger age groups

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- BODY:** CABINET
- DATE:** 11<sup>th</sup> December 2013
- SUBJECT:** Draft Budget Proposals 2014/15
- REPORT OF:** Chief Finance Officer
- Ward(s):** All
- Purpose:** To summarise the main elements of the emerging 2014/15 revenue budget and capital programme that have arisen from the corporate and service financial planning process to date.
- Contact:** Alan Osborne, Chief Finance Officer,  
Tel 01323 415149 or internally on ext 5149
- Recommendations:** Members are asked to:
- i) Agree the draft budget proposals for consultation.
  - ii) Agree the approach to dealing with changes in the expected resources available for the 2014/15 budget as detailed in 5.3 including the closing of a currently forecast gap of £104,000 between the recurring resources and recurring proposed budget.
  - iii) Agree that as details of the Government's proposed tax freeze grant for 2014/15 are not yet available, the maximum potential council tax rise will be less than 2%.
  - iv) Agree the main risks to the draft budget in 5.4

## **1.0 Introduction**

- 1.1 Each year the Council consults with a range of stakeholders on its detailed draft budget proposals for the following financial year. This follows consultation on the corporate plan and Medium Term Financial Strategy, which is carried out over the summer and autumn. The results of the corporate plan consultation are reported elsewhere on this agenda.
- 1.2 The Cabinet will consider initial responses to the consultations at this meeting and finally on 5 February 2014 in order to recommend a final budget and additions to the existing capital programme for 2014/15 to the Council on 19th February 2014.
- 1.3 The process of service and financial planning is an integral part of the corporate planning cycle that looks over a medium term horizon. The corporate change programmes under DRIVE pick up the challenge of the MTFS.
- 1.4 The medium term financial strategy agreed in July 2013 modelled the overall

reduction in Government support by 40% in cash terms over the whole CSR period (2013/17) which equates to around 50% in real terms at past and projected levels of inflation.

- 1.5 At the time of writing this report the Chancellors autumn statement and the results of the Comprehensive Spending Review CSR 2013 are not known. However in June 2013, the Chancellor made announcements that indicated further reductions in Government support of between 10 and 20 percent (on top of the 28.4% covering the period 2011-2014)
- 1.6 In addition to changes in the amount of funding for local government, there were two significant changes that came into force in 2013/14 that give a greater volatility to local government finance over the medium term. These changes were the retention of a proportion business rates and the localisation of council tax support. The Council tax and Non Domestic rate tax bases are the subject of another report on this agenda.
- 1.7 As well as setting savings targets at a level that is in excess of current announcements, the MTFS includes the policy of not applying all of the New Homes Bonus (NHB) which is currently yielding over £540,000 and set to rise to c£800,000 to the budget over the next three years. This gives added protection against further funding reductions as well as the opportunity to invest the NHB in interventions designed to promote economic growth.

## **2.0 Integrated corporate planning process**

- 2.1 In July 2013, the Council adopted its latest MTFS that set the platform for the service and financial planning process during the summer and autumn. The strategy set out a further 3 year rolling programme with savings targets of £2.1m recurring by 2015/16 (in addition to the £3.5m achieved in setting the 2011-2014 budgets)
- 2.2 The overarching DRIVE programme forms the basis of Councils efficiency agenda and the sustainable service delivery strategy (SSDS) is a major component of the programme, which will deliver savings over the life of the MTFS. The Council's move towards the "future operating model" is set to contribute a further £1.2m of savings over the next three years to the general fund. Together with savings from procurement and shared services this provides the main emphasis of the current corporate efficiency programme.
- 2.3 The Service and financial planning process is now a rolling three year period to reflect the MTFS and as well as providing £600,000 per annum of additional capital resource the savings programme is well developed to meet the overall target of £2.1m over the current cycle.
- 2.4 Consultation on these plans began at the same time which included Scrutiny, unions and staff as well as partner organisations and the public. A separate report is included on the agenda with an update.



- 2.5 Once the budget proposals have been adopted in February, the service plans will be updated and resource allocations reviewed in the light of any changes required by corporate plan priorities or the budget.
- 2.6 The Service plans will then be used to set service performance measures and individual staff performance and development plans.
- 2.7 Formal integrated quarterly performance monitoring against the budget and key performance indicators informs the Council and its stakeholders of progress against the plans.

### **3.0 Background to the Budget Proposals**

- 3.1 The MTFS set out the principles for the budget of the following three years and models the financial impact of the strategy.
- 3.2 The main backdrop to the MTFS is the requirement to set a balanced budget and dealing with the effects on the Councils finances of the current economic downturn.
- 3.3 The current strategy set out a rolling three year plan to:
- Deal with the anticipated reduction in the Government support of around 50% from the 2010/11 level.
  - Integrate fully the service and financial planning process with the main change programmes under DRIVE
  - Work with clearly defined medium term efficiency targets to the corporate transformation programmes and allow services to put forward savings proposals in addition.
  - Deal with the continued economic downturn and unavoidable growth in service demands
  - Maintain front line services to the public
  - Make further recurring savings of £2.1m per annum by 2016/17
  - Maintain at least a minimum level of reserves of £2m
  - Use surplus reserves in the medium term for:
    - Invest to save projects
    - Smooth the requirement for savings over the cycle of the MTFS
    - Invest in one off service developments in line with the corporate plan
  - Benchmark fees & charges against the service standard
  - Reinvest in value adding priority services when headroom is created
  - Set council tax rises at or below the level of inflation
  - Maintain a Strategic Change Fund to finance the DRIVE programme in order to increase efficiency
  - Maintain an Economic Regeneration Reserve to finance external interventions that promote economic activity
  - Finance capital expenditure from identified resources
  - Use borrowing only on a business case basis
  - Continue the process of priority based budgeting to target investment and differential levels of savings targets at services according to priority
  - Zero base volatile grant budgets

- Look for new income streams to supplement diminishing resources

3.4 Whilst at the time of writing the final settlement in respect of revenue support grant (RSG) and retained business rates for 2014/15 as well as numerous other grant announcements have not yet been made, the following are assumed in the draft budget.

| <b>Year</b>               | <b>2013/14</b> | <b>2014/15</b> |
|---------------------------|----------------|----------------|
|                           | £m actual      | £m             |
| RSG                       | (3.4)          | (3.3)          |
| Retained business rates   | (3.5)          | (3.5)          |
| Council Tax freeze grant  | (0.1)          | (0.1)          |
| New Homes Bonus           | (0.5)          | (0.6)          |
| Council Tax Benefit grant | (1.2)          | (1.2)          |
| Council Tax               | (7.3)          | (7.2)          |

#### **4 The Emerging Budget Proposals 2014/15**

4.1 The service and financial planning process started in July and has culminated in the four service areas presenting their plans to the Cabinet and shadow cabinet in November.

4.2 In response the challenge set out in the MTFs, the service and financial planning process has identified proposed savings of £0.846m (5% of net spend) shown in **(appendix 1)**

These are categorised as:

|                     |                |
|---------------------|----------------|
|                     | <u>£m</u>      |
| Efficiency savings  | (0.607)        |
| Increases in income | (0.209)        |
| Other changes       | <u>(0.030)</u> |
| Total               | <u>(0.846)</u> |

4.3 A total of £0.851m of service growth is proposed categorised as follows **(appendix 2):**

|                        |              |
|------------------------|--------------|
|                        | <u>£m</u>    |
| Corporate inflation    | 0.430        |
| Reduced income targets | 0.059        |
| Other Growth           | <u>0.362</u> |
| Total                  | <u>0.851</u> |

4.4 The draft budget assumes no rise in Council Tax for 2014/15 as the Council is may take advantage a special grant available for Councils not increasing council tax (assumed to be 1% or £70,000). However the scheme for 2014/15 has not yet been set out. The MTFs allowed for a tax rise at the target rate of inflation (2%) There therefore remains a choice depending on

the announcement of the tax freeze scheme. A referendum might apply if any proposed tax rise were 2% or greater.

4.5 The proposal also includes £447,000 of non-recurring service investment to be financed directly from reserves (**Appendix 2**).

4.6 The Council has been successful in attracting over £2.6m of additional grant for the retention of weekly waste collection and enhanced recycling (for five years) payable over three years. The final instalment of £1.3m will be paid in 2014/15. It is intended that contributions to reserves of this amount will be made in order to replenish the strategic change fund and general reserves.

## 5.0 Summary of Revenue Proposals

5.1 The following is a summary of the effect of the proposed changes.

|                                   |                              |
|-----------------------------------|------------------------------|
| 5.2                               | <u>Proposal</u><br><u>£m</u> |
| Base Budget 2013/14               | 15.658                       |
| Growth (outlined in 4.3)          | 0.851                        |
| Savings (outlined in 4.2)         | (0.846)                      |
| Savings to be identified          | <u>(0.104)</u>               |
| Net budget                        | <u>15.559</u>                |
| Funded By:                        |                              |
| Government Grants/Retained Rates  | (8.357)                      |
| Council tax (band D £224.19)      | <u>(7.202)</u>               |
| Total Resources                   | <u>(15.559)</u>              |
| Forecast General Reserve 31.03.14 | £4m                          |

5.3 Should the resources allocated by way of retained business rates and RSG differ from the assumptions, the suggested strategy would be to make the additional resources available to the capital programme. Should the resources be less than the assumptions then they should first reduce the addition to the capital programme resources, then reduce the contingency by up to £100,000 and beyond that, a further review of the service and financial plans will be required to identify additional savings/reduced growth. As a last resort the MTFS allows for reserves to be used in the short term until further corrections can be made.

5.4 Principal risks:

| Risk / Issue   | Comments/possible mitigation  |
|--|---|
| Government announcements to further restrict local government settlement | Overall reduction now projected at 50% over 2010/11 levels. Contingency (£300k) and reserve levels above the minimum to be flexed to accommodate. Potential use of some New Homes Bonus and or new burdens funding. |

|  |   |
|--|---|
| Government – other grants                              | Housing Benefit (£0.8m) already announced<br>Council budget not dependent on ad hoc<br>reward grants.   |
| Increase in inflation on pay<br>and prices             | Current inflation rate built in proposal for<br>external contracts. Negotiations with main<br>suppliers underway to reduce contractual<br>entitlement.                        |
| Cumulative effects of the<br>above being uncontainable | Priority based budgeting methodology would<br>allow some further savings proposals to be<br>brought forward. Growth could be reviewed<br>and reserves used in the short term. |

## **6.0 Capital Programme 2013/17**

- 6.1 The Council currently finances its capital programme from capital receipts and grants and contributions. There is currently £0.5m of internal identifiable capital resources available for the next three years.
- 6.2 It is intended that any revenue headroom created by the 2014/15 revenue budget will be reinvested in the Capital programme.
- 6.3 In addition to these resources, borrowing is permitted on a business case basis where savings or new income generated from a scheme can repay the capital costs. An example of this is the "Solarbourne" project which is now contributing approximately £75,000 per annum to the net budget after repaying the cost of capital.
- 6.4 Additional individual schemes to be added to the capital programme linked to priorities will be developed as part of the development of the corporate plan in January and contained in the final budget and capital programme proposals to be agreed by the Full Council in February.
- 6.5 It should also be noted that unlike the Council Tax, the capital programme can be varied at any time and that there are duties under certain schemes to consult with those affected before schemes are commenced. As well as schemes financed from internal resources, the corporate plan will include schemes financed from external resources.

## **7.0 Consultation**

- 7.1 As outlined in sections 1 & 2, consultation is planned both internally and externally to supplement the comprehensive consultation programme to date which is reported elsewhere on the agenda.

## **8.0 Implications**

- 8.1 None directly in respect of this report, the consultation with stakeholders will identify any significant implications, which will be reported alongside the final budget recommendations in February.

## **9.0 Conclusions**

- 9.1 The Council is well placed to deal with the lasting effects of the economic downturn and subsequent reduction in support by The Government however this has restricted choice in respect of new services requiring recurring investment.
- 9.2 Due to the healthy reserves position it is possible that further one off investments in services can be considered as part of the corporate planning and budget setting process.
- 9.3 Should the budget proposals remain materially intact following consultation and further announcements, The Council will have continued to shift its basic financial position towards longer term sustainability as outlined in the MTFS.

**Alan Osborne**  
**Chief Finance Officer**

### **Background Papers:**

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

*Budget 2013-14*

*Cabinet Reports: – Finance Matters Each Cabinet Meeting*  
*- Budget Setting February 2013.*  
*- MTFS July 2013.*

*Audit Committee- Final Accounts- September 2013.*

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

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| Dept                            | Proposed Savings Service | Proposal   | 2014/15<br>£'000 |
|---------------------------------|--------------------------|--|------------------|
| <b>Efficiency Savings</b>       |                          |  |                  |
| CorpS                           | High Level Service       | SSDS (Future Model Phase 1)  | (300)            |
| CorpS                           | Financial Services       | Pay Review - New scheme embedded. Historical budget  | (15)             |
| CorpS                           | Financial Services       | Cash Collection contract savings   | (1)              |
| CorpS                           | Financial Services       | Financial Services Restructure - Overachievement of 2013/14 restructure target   | (20)             |
| CorpS                           | Strategic Development    | Cease subscription to Local Futures data source  | (5) *            |
| CorpS                           | IT and E Government      | IT Contract savings  | (11)             |
| CFirst                          | Specialist Advisory Team | Waste contract savings - provisional sums not required   | (170)            |
| ComS                            | Bereavement Services     | Reduced Gas consumption  | (30)             |
| ComS                            | Housing                  | Management changes - vacant post   | (43)             |
| ComS                            | Housing                  | Shared initiatives post no longer in operation   | (10)             |
| TS                              | Events                   | Purchase of new racking system reducing hire costs for the Beer Festival   | (2)              |
| <b>Efficiency Savings Total</b> |                          |  | <b>(607)</b>     |
| <b>Income Generation</b>        |                          |  |                  |
| CorpS                           | High Level Service       | Wi-Fi Project  | (25)             |
| ComS                            | Bereavement Services     | RPI Fee Increase base cremation  | (39)             |
| ComS                            | Bereavement Services     | RPI Fee Increase other services  | (3)              |
| ComS                            | Bereavement Services     | RPI Fee Increase memorial  | (5)              |
| ComS                            | Bereavement Services     | RPI Fee Increase burial  | (15)             |
| ComS                            | Revenues & Benefits      | Housing Benefit Overpayment Income - Increased recovery on outstanding debt - based on current performance                       | (60)             |
| ComS                            | Revenues & Benefits      | Single Person Discount Review increasing collectable Council Tax. Other preceptors also receive benefits                         | (40)             |
| TS                              | Events                   | Increase in participation in Beachy Head Marathon  | (4)              |
| TS                              | Events                   | Increased income for Spring Event.   | (12) *           |
| TS                              | Events                   | Additional income/saving from Banners  | (6) *            |
| <b>Income Generation Total</b>  |                          |  | <b>(209)</b>     |
| <b>Other Changes</b>            |                          |  |                  |
| CorpS                           | Financial Services       | Unfunded pensions - Reduction in cpi prediction for 13/14 and fall out of pensioners   | (23)             |
| ComS                            | Housing                  | Brighton Housing Trust Grant   | (5)              |
| ComS                            | Community Development    | Reduction in Rent Support Grant  | (2)              |
| <b>Other Changes Total</b>      |                          |  | <b>(30)</b>      |
| <b>TOTAL SAVINGS</b>            |                          |  | <b>(846)</b>     |
| <b>Non Recurring Savings</b>    |                          |  |                  |
| ComS                            | Revenues & Benefits      | New Homes Bonus paid for 6 years from initial claim. Other preceptors also receive benefit - Council currently treats as one off | (150)            |

\* Linked savings &amp; growth items

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| Dept                                   | Recurring Growth Service            | Item   | 2014/15<br>£'000 |
|--|-------------------------------------|--|------------------|
| <b>Corporate Inflation</b>             |                                     |  |                  |
|  | Corporate                           | Pay Award, contractual increments and pension auto enrolment   | 170              |
|  | Corporate                           | Inflation on external contracts and other inflation  | 260              |
|  | Corporate                           | Capital Financing (Target £100,000 to be confirmed)  | TBC              |
| <b>Corporate Inflation Total</b>       |                                     |  | <b>430</b>       |
| <b>Changes in Income targets</b>       |                                     |  |                  |
| CFirst                                 | Neighbourhood First Team            | Unachievable Hyde Gardens parking income target  | 25               |
| CFirst                                 | Neighbourhood First Team            | Unachievable fixed penalty notice income target  | 6                |
| ComS                                   | Bereavement Services                | Reduction in burial income due to Ocklynge and Langney cemeteries space restriction  | 28               |
| <b>Changes in Income Total</b>         |                                     |  | <b>59</b>        |
| <b>Other Growth</b>                    |                                     |  |                  |
| CorpS                                  | Financial Services                  | Licence and support costs moving to hosted solution for ICON system  | 9                |
| CorpS                                  | Financial Services                  | Valuation costs to carry out annual desktop review of all non-current assets, including Heritage Assets  | 5                |
| CorpS                                  | Strategic Development               | Subscription to ESD toolkit for national based data  | 1                |
| CorpS                                  | IT and E Government                 | Wi Fi Upgrade - Existing Devonshire Park wifi is no longer fit for purpose. This will support a robust, fit for purpose corporate public wifi solution with content filtering for legal compliance.                                  | 5                |
| CorpS                                  | IT and E Government                 | Government Connect - To fund additional security devices and specialist security consultancy to meet ongoing Government Connect requirements.  | 10               |
| CorpS                                  | Systems Administration and Support  | Future Model Phase 2 systems annual support and maintenance - essential to maintain systems that underpin the model (part of original business case).  | 90               |
| CFirst                                 | Specialist Advisory Team            | Evidence and background studies provided by external consultants to inform production of our Local Plans in accordance with the Local Development Scheme   | 20               |
| CFirst                                 | Specialist Advisory Team            | Marketing budget for CEPE to engage on active, healthy and low carbon lifestyles   | 20               |
| CFirst                                 | Service Improvement and Development | Mosaic Public Service - Improved tool to replace Local Futures (offered as saving under Corporate Services) and provide detailed demographic data to ensure service improvement work is evidence based and as effective as possible. | 5 *              |
| ComS                                   | Bereavement Services                | Increase in cost of boiler maintenance /servicing and replacement of main chapel loop system   | 5                |
| ComS                                   | Revenues & Benefits                 | DWP/LCT Admin Grant reduction  | 80               |
| TS                                     | Events                              | Cost of the new Walking Festival which presents a risk as costs are not fully known and income is dependent on good weather.   | 7 *              |
| TS                                     | Tourism                             | Finance officer - The Catering service was brought back in house without the transfer of finance staff, this will build this requirement back into the service.  | 25               |
| TS                                     | Tourism                             | Tennis Catering Contract - The contract for providing catering to the AEGON International was not part of the transfer to in house provision   | 80               |
| <b>Other Growth Total</b>              |                                     |  | <b>362</b>       |
| <b>TOTAL PROPOSED RECURRING GROWTH</b> |                                     |  | <b>851</b>       |

**Non Recurring Service Investments**

| <b>Group</b>                           | <b>Service</b>           | <b>Proposal</b>   |            |
|--|--------------------------|---|------------|
| CorpS                                  | Estates Management       | Future years subject to re-structure to Corporate Landlord model  | 177        |
| CFirst                                 | Specialist Advisory Team | Review EB Park Flood Storage Scheme   | 65         |
| CFirst                                 | Specialist Advisory Team | Green Flag Parks management plans   | 15         |
| CFirst                                 | Specialist Advisory Team | Activating Eastbourne - To enable the Big week of Work and 50+ employment workshop to take place  | 5          |
| CFirst                                 | Specialist Advisory Team | Risk assessment of Eastbourne's vulnerabilities to a changing climate - consultants report to understand impact of changing climate on the town   | 25         |
| CFirst                                 | Specialist Advisory Team | Environmental enhancements for provision of shade and additional pollinating insect habitat   | 15         |
| CFirst                                 | Neighbourhood First Team | Prevention activities to fund literature, branding, conference facilities to enable the Neighbourhood First Team to build stronger links with communities, engaging with specific groups on specific problems         | 7          |
| ComS                                   | Housing                  | Contribution to Intensive Family Intervention Project   | 12         |
| ComS                                   | Revenues & Benefits      | Bailiff contract - Specialist advice to draw up contract specification  | 5          |
| ComS                                   | Revenues & Benefits      |   | 30         |
| ComS                                   | Revenues & Benefits      | Increase in Capita telephone contract costs - phase 2 implementation will reduce cost<br>New Homes Bonus - Invest to increase income - to fund review of empty properties to ensure maximum uptake of New Homes Bonus | 35         |
| ComS                                   | Revenues & Benefits      | Liberata overpayment software - Invest to increase income - to fund software to maximise overpayment recovery   | 7          |
| ComS                                   | Community Development    | Funding to continue fixed term Community Post for full year pending implementation of Future Model phase 2  | 12         |
| TS                                     | Events                   | Purchase plastic chairs, tables and patio heaters to replace broken stock and improve bar catering offer  | 1          |
| TS                                     | Events                   | Samsonite folding seats to replace rusting/ broken stock for use during tennis tournaments and events   | 5          |
| TS                                     | Events                   | Hand held radios  | 2          |
| TS                                     | Events                   | Pedestrian Sprayer  | 5          |
| TS                                     | Events                   | Lamppost banner advertising - Invest to save  | 6 *        |
| TS                                     | Sport and Leisure        | Tennis Development to support the coaching aspects of the Capital development bid to the Tennis Foundation - which will provide information, advice and guidance, booking software and court improvements.            | 6          |
| TS                                     | Tourism                  | Beach House water connections to provide their own water supply enabling them to open in the winter. We receive an income from their lease.   | 4          |
| TS                                     | Tourism                  | Engine for the Lifeguards boat - engine is now ten years old and showing signs of failure.  | 3          |
| TS                                     | Tourism                  | Additional showers on the seafront to improve the visitor offer - we currently offer just two beachfront showers  | 5          |
| <b>TOTAL NON RECURRING INVESTMENTS</b> |                          |   | <b>447</b> |

\* Linked savings &amp; growth items

**Body:** CABINET  
**Date:** 11 December 2013  
**Subject:** Strategic Asset Management  
**Recommendation of:** Cabinet Portfolio Holder for Corporate Development and Infrastructure

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**Ward(s):** All

**Purpose:** To seek approval to measures necessary to achieve a sustainable asset base.

**Decision type:** Key Decision

**Contact:** Cllr Troy Tester, Cabinet Portfolio Holder for Corporate Development and Infrastructure  
Email: [councillor.testers@eastbourne.gov.uk](mailto:councillor.testers@eastbourne.gov.uk)

**Recommendations: Members are asked to:**

(1) Note the contents of the report of the Senior Head of Development and the report of Locality.

(2) Agree the recommendations in relation to the corporate landlord model laid out in the report of the Senior Head of Development.

(3) Agree to the general principle of the recommendations made by Locality and accept the strong financial business case that sits behind these recommendations but also accept that Eastbourne Borough Council has ambitions and concerns which are not entirely financial and so there will be a need to temper these principles in some cases. To this end, cabinet accepts that:

(a) There is a need to consider the value of the contribution of all assets on a case by case basis. The total value of an asset is the financial, social, community, environmental, cultural, health, and economic development value of the asset to the local community and the council.

(b) Where a decision is taken to not achieve best financial value for the council in relation to any asset, it must be clear what other value is being placed upon that asset.

(c) There is a limit as to how many times and to what extent the council will be able to make non financial led decisions if it is to achieve the stated

ambition of a sustainable asset base.

(4) Delegate to the Strategic Property Board in consultation with the Chief Finance Officer the task of exploring means to make the process in recommendation 3(b) above transparent within the council's financial reporting arrangements.

|                        |  |
|------------------------|--|
| <b>Body:</b>           | <b>CABINET</b>   |
| <b>Date:</b>           | <b>11<sup>th</sup> December 2013</b>   |
| <b>Subject:</b>        | <b>Strategic Asset Management</b>  |
| <b>Report of:</b>      | <b>Senior Head of Development</b>  |
| <b>Ward</b>            | All  |
| <b>Purpose</b>         | To seek approval to measures necessary to achieve a sustainable asset base.  |
| <b>Decision Type:</b>  | Key Decision   |
| <b>Recommendation:</b> | Members are asked to: <ul style="list-style-type: none"> <li>i) Agree to implement measures necessary to progress towards a sustainable asset base</li> <li>ii) Authorise the implementation of a full Corporate Landlord model by April 2015, using the remaining £45,000 of the original budget for assistance with the implementation plan</li> </ul> |
| <b>Contact:</b>        | Paul Friend, Corporate Property Manager, Telephone 01323 415261 or internally on extension 5261<br>Email:paul.friend@eastbourne.gov.uk   |

## **1.0 Background**

1.1 The Council's commitment to strategic asset management and the Corporate Plan objective of a sustainable asset base is supported by previous Cabinet recommendations in October 2011 and October 2012.

In May 2013, Cabinet authorised an asset challenge programme to assist in achieving the sustainable asset base. Specifically, Cabinet authorised two scoping exercises to establish (a) the viability and programme for transfer of assets to trust and (b) the savings and improvements to quality of service by transferring the retained asset base into a Corporate Landlord model.

The Asset Transfer and the Corporate Landlord reviews were undertaken by Locality and CIPFA respectively. Additional input was provided by IESE and the estates team.

The outcomes from these exercises are now known and the measures necessary to achieve a sustainable asset base are detailed below.

1.2 The objective to achieve a sustainable asset base must be seen within the context of the wider council vision, specifically taking into account the other priority themes in the Corporate Plan to achieve a prosperous economy, a

quality environment and thriving communities.

However, the decisions the Council takes in respect of these other themes directly impacts the asset base and the funds necessary to invest in and maintain operational assets. The scale of the challenge facing the Council was reported in the previous Cabinet paper on asset management in October 2012.

## **2.0 Outcomes of Asset Challenge**

### **2.1 Asset Transfer**

The key findings of the Locality Report concerning asset transfer are summarised as follows:-

1. The Council owns significant sites with considerable potential as well as numerous smaller holdings which could deliver increased revenue or capital returns if managed strategically.
2. When decisions are taken to retain operational assets (that may be subject to substantial investment), the business cases should be independently 'stress tested' to fully understand the level of long term subsidy and its impact on the Council's future revenue budget and its ability to achieve a sustainable asset base.
3. The Council is not in a position to create a council wide trust or multiple trusts (e.g. community or leisure trusts) before detailed progress is made to restructure, improve efficiency and effectiveness and become more skilled at entrepreneurialism.
4. There are potential efficiencies and savings through moving Corporate Property to an independent trust; either as a management agent or with an asset portfolio. However the Council is not yet in a position to undertake this without going through a process of strategic planning and internal restructuring.

The key recommendations are as follows:-

1. Every asset, operational or non operational should generate a surplus (or be cost neutral at worst) or capital receipt within agreed timescales with the possible exception of core service support/administration facilities (such as 1 Grove Road)
2. Strategic assets must generate significant capital and/or revenue returns for the Council to reinvest in the retained operational portfolio to assist with achieving the best possible sustainable asset base.
3. When assessing operational assets the Council should be aware and take account of the combined social, cultural, environmental and financial objectives; the Council needs to be clear on the relative weight attributed to these objectives and the potential long term subsidy required to support operational assets.

### **2.2 Corporate Landlord**

The key findings from the CIPFA report support the implementation of a full Corporate Landlord model.

The key recommendations are as follows:-

1. The Council moves towards a full corporate landlord approach in respect of the key components (strategic asset management, statutory compliance, facilities management, repairs and maintenance, estates management and project management/delivery).
2. In the medium to long term, with the exception of strategic asset management, the key components could be contracted out, with contract management retained in house. Alternative options may be viable in respect of some of the components, dependent on the Council's policy approach. Further detailed analysis is required of the key components to establish the optimum route to delivery, combined with policy direction.

### 2.3 Outcomes Testing (IESE)

As part of the due diligence process, IESE were instructed to undertake a review of both the Locality and CIPFA reports. A summary of their review identified the following:-

- Further policy direction and weighting is required into strategic objectives for asset management such as whether to maximise revenues, achieve capital receipts, reducing revenue costs and improving customer experience etc.
- Moving to a Corporate Landlord model is supported; it is recommended that the Council consider a "commissioning model" approach particularly with regard to delivery of facilities management, repairs and maintenance and property management services.
- The key principle that "every asset, operational or non operational should generate a surplus or capital receipt within agreed timescales" requires policy direction and needs to incorporate a wider, more balanced approach including strategic drivers, the "custodian role" of the Council, service objectives etc.
- The implementation plan for a Corporate Landlord needs to be linked to the "end state" target operating model, with opportunities, risks, constraints, communications, resource capability and policy direction aligned with this objective.
- There are short to medium term opportunities to create efficiencies in facilities management by consolidating on the current large number of suppliers. In the medium to long term even greater opportunities exist in both 'hard' and 'soft' facilities management through a combined EBC and EHL procurement.

2.4 The IESE recommendations will be considered and incorporated, alongside the findings from the other two reports, into the implementation plan referred to below. It is clear that to achieve a sustainable asset base it will be necessary to make some key policy decisions about how the Corporate Landlord Model will operate. This will be subject to a further report to Cabinet.

### 2.5 Non Operational assets

A 'headline' review of each and every non operational asset has been undertaken by the estates team. The review assessed fundamental criteria

necessary to evaluate how, through active management, these assets could further support a sustainable asset base.

The outcomes are as follows:--

1. A significant proportion of non operational assets achieve a yield below 5% (5% being equivalent to the approximate cost of capital to EBC).
2. That the preparation of a strategic programme of disposals of non operational assets could lead to significant capital receipts to assist in the funding of the backlog of repairs to core operational assets and support the MTFS
3. Alternatively, these capital receipts could be reinvested, to achieve a minimum target yield of say 5 %, realising additional net income.

It is suggested that the preparation of a disposal programme is aligned to the MTFS to allow funds to be released as necessary to meet the priorities of the Council. This is envisaged to be from 2015/16.

### **3.0 Implementation and Procurement**

- 3.1 The implementation of a Corporate Landlord model will involve substantial cultural change and additional resources. Alignment with Future Model phase 2, potential synergies with Eastbourne Homes and the potential for shared services with partnership authorities will need to be explored to ensure maximum efficiencies can be obtained.

In order to develop and resource the key components of asset management to support the Corporate Landlord model, the restructure of the Estates Team will need to be in place from April 2015. This will include additional posts, re-evaluation of existing roles within the estates team and other key resources necessary to deliver the objectives of the Corporate Landlord model

It is proposed that a detailed implementation plan including performance targets, governance and policy direction will be submitted to a future Cabinet; this is expected to include staff consultation, re-structuring, recruitment, training and a communications plan. It is intended that this programme will follow a similar process to the Future Model and be consistent with the same core objectives.

### **4.0 Resource Implications**

#### **4.1 Financial**

In May 2013, Cabinet authorised funds of up to £90,000 for the scoping exercise into asset transfer, conditional upon a 'gateway' review of :-

- a) initial overview of entire operational portfolio
- b) Feasibility and market testing of individual or pools of assets.

In addition the savings and improvements to quality of service by transferring the retained asset base into a Corporate Landlord model needed to be established before committing to further funds.



The outcomes from both studies identify the following revenue savings and potential capital receipts :-

1. Annual savings of circa 10% per annum of maintenance spend could be achieved by adopting a Corporate Landlord model utilising a centralised framework agreement for repairs and maintenance. This amounts to £50-110,000 per annum based on 2011/12 property expenditure.
2. Service efficiencies are expected through the adoption of the full corporate landlord model, although difficult to quantify in the absence of robust data on existing time spent by service managers on property matters.
3. Medium term income growth could be achieved by reinvestment of capital receipts as identified in 2.4 above.
4. Long term capital receipts and income growth are expected through the strategic site development as referred to 2.1 above.

From the original £90,000 authorised to be released from the strategic change fund for the asset challenge programme, approximately £45,000 remains. It is proposed that the remaining funds are utilised to assist with the transition programme to a full Corporate Landlord model.

The future resources needed for the Corporate Landlord model will be detailed in the implementation plan and bid for through the service and financial planning process. The cost will be neutral, paid for from the opportunities for savings and income growth as outlined above. Separately, there has been significant growth in Corporate Property rental income since the Council's strategic approach to asset management commenced in 2010/11. There has also been growth in income from the Downland let farms, which have been managed by estates from 4/2013. This base income is expected to continue to grow as lease events take place. Consistent with the principles of a sustainable asset base, this additional income will support the resources required to implement the Corporate Landlord model. Taken together, it is anticipated that the net outcome will be at least revenue cost neutral from 4/2015.

It remains to be seen how much the recent DCLG consultation on "Proposals for the use of capital receipts from asset sales to invest in reforming services" could be utilised to assist in the transformation to the Corporate Landlord. However this will be monitored and incorporated into the implementation plan where possible.

## **5.0 Governance**

- 5.1 In accordance with standing instructions, the Strategic Property Board will continue to monitor progress.

## **6.0 Conclusion**

- 6.1 This paper summarises the outcomes of the scoping exercises into asset transfer and the introduction of a corporate landlord model. These outcomes now provide the platform to begin the process of moving towards the corporate objective of delivering a sustainable asset base. The sustainable asset base is

achievable, subject to implementation of the measures necessary, including service transformation to realise efficiencies and savings.

- 6.2 The implementation plan now needs to be developed in detail and Members are asked to approve the recommendations as outlined in the report.

## Corporate Property Manager

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### **Background Papers:**

- CIPFA report – Review of Corporate Landlord Options – Impact Assessment and Implementation Plan August 2013
- Locality Report – Eastbourne Borough Council’s Asset Challenge September 2013
- IESE review - Transforming Together – Review of CIPFA Report October 2013
- IESE review - Transforming Together – Review of Locality Report October 2013

File Reference: GO121

|                  |                                   |
|------------------|-----------------------------------|
| <b>BODY</b>      | <b>CABINET</b>                    |
| <b>DATE</b>      | <b>11 December 2013</b>           |
| <b>SUBJECT</b>   | <b>Employment Land Local Plan</b> |
| <b>REPORT OF</b> | <b>Senior Head of Development</b> |

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|                        |   |
|------------------------|---|
| <b>Ward(s)</b>         | All   |
| <b>Purpose</b>         | For Members to approve the Proposed Draft Employment Land Local Plan for consultation with the community and stakeholders.  |
| <b>Contact</b>         | Matt Hitchen, Specialist Advisor (Planning),<br>1 Grove Road, Eastbourne<br>Tel no: (01323) 415253<br>E-mail: <a href="mailto:matt.hitchen@eastbourne.gov.uk">matt.hitchen@eastbourne.gov.uk</a>  |
| <b>Recommendations</b> | <ol style="list-style-type: none"><li>1. That Cabinet approve the Proposed Draft Employment Land Local Plan for consultation with the community and key stakeholders between December 2013 and March 2014.</li><li>2. To delegate authority to the Senior Head of Development in consultation with the Lead Cabinet Member to make minor amendments before the commencement of the 12 week consultation period.</li></ol> |

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## **1.0 Introduction**

- 1.1 In May 2012, the Eastbourne Core Strategy Local Plan was subject to Public Examination by a Planning Inspector. The Inspector expressed concerns over the evidence that supported Core Strategy Policy D2: Economy, particularly relating to the employment land supply. In order to address this issue without delaying the adoption of the Core Strategy, the Inspector recommended that Core Strategy Policy D2: Economy be the subject of an early review, leading to its replacement with an additional Local Plan to deal specifically with the employment land supply. This review will be subject to Public Examination and should be adopted by the end of 2014. The Core Strategy was subsequently adopted in February 2013.
- 1.2 In order to meet this requirement, an Employment Land Local Plan (ELLP) is being produced. The ELLP will guide job growth and economic development in Eastbourne up to 2027 as well as identifying an appropriate supply of land for future employment development, in order to achieve a sustainable economy and make Eastbourne a town where people want to live and work. It specifically relates to land and buildings within the B1 (Offices and Light Industry), B2 (General Industry) and B8 (Storage and Distribution) Use Classes.

- 1.3 A Proposed Draft ELLP has been produced and this document should be the subject of public consultation as the next stage in progressing the Local Plan towards adoption by the end of 2014.

## **2.0 Format of Proposed Draft Employment Land Local Plan**

- 2.1 The Proposed Draft ELLP presents the proposed strategy and policies relating to the employment land supply over the Core Strategy plan period up to 2027. It is written with a series of questions to allow consultees to easily comment on the plan during the public consultation period.

- 2.2 The Proposed Draft ELLP also presents the different options that were considered in the formulation of the Plan, and asks consultees to comment on the proposed approach, whether they consider that the correct option has been taken forward, and whether there are any other options that should have been considered in the formulation of the Plan. This is necessary to meet Regulation 18 of the Town & Country Planning (Local Planning) (England) Regulations 2012, and to assist in meeting requirements towards progressing the ELLP towards adoption.

## **3.0 Key Issues**

- 3.1 There is a requirement to provide 43,000 sqm of class B floorspace over the plan period. This amount has been assessed through the Employment Land Review (GVA, 2013), and is based on forecasting projections that assume growth in key sectors in Eastbourne and increased participation rates as economic activity and working age population grows.

- 3.2 The figure of 43,000 sqm is less than the quantum in the Core Strategy. However the study confirmed that there would be no material change in the number of jobs created. The reduction is due to more efficient use of space, particularly in office environments. The study showed that since the last Employment Land Assessment, there has been a reduction of some 30% in floorspace needed for the same number of office employees.

- 3.3 It is important that more jobs are created in more diverse areas to reduce reliance on tourism, and that space be provided for start-up businesses to encourage indigenous business growth.

- 3.4 The ELLP also needs to identify how the requirement will be delivered, and specify the amount of employment floorspace that should be provided in the Town Centre and Sovereign Harbour.

- 3.5 Much of the existing commercial space in the town does not meet occupier standards, which means that employment land is being lost to other uses. The ELLP should provide high quality space that meets business needs and ensure key sites in employment locations are protected.

## **4.0 Strategy and Policies**

- 4.1 The ELLP proposes to deliver the employment land requirement through

the intensification of existing Industrial Estates, and through the development of new employment space in the Sustainable Centres identified in the Core Strategy (Town Centre and Sovereign Harbour). This is established in Policy EL1 – Economy and Employment Land.

- 4.2 Policy EL1 also promotes employment development that provides for small and start-up businesses, encourages development which supports improvements in the local jobs market through the creation of additional jobs and employment diversification (which will provide a link to the Local Employment Technical Guidance Note), and supports the development of clusters and their supply chains.
- 4.3 The ELLP also contains policies specifically relating to the Industrial Estates, the Town Centre and Sovereign Harbour,
- 4.4 The Industrial Estates policy (Policy EL2) promotes the provision of 20,000 sqm of classes B1c (light industrial), B2 (general industrial) and B8 (warehouse and storage) floorspace through the redevelopment of sites within the Industrial Estates. It also protects sites from redevelopment to non-B uses in order to help protect the integrity of the Industrial Estates as business locations.
- 4.5 Policy EL3 (Town Centre) specifies that 3,000 sqm of B1a (office) floorspace should be delivered in the Town Centre, specifically on Development Opportunity Sites 2 and 3, as identified in the Town Centre Local Plan.
- 4.6 Policy EL4 (Sovereign Harbour) specifies that 20,000 sqm of B1a, b and c (office, research and development, and light industrial workshops) floorspace should be developed in Sovereign Harbour. It also states that other employment generating uses (except retail, restaurants and hot-food takeaways) would be acceptable development on any remaining land following the delivery of the 20,000 sqm of B1 floorspace.

## **5.0 Consultation**

- 5.1 The Proposed Draft ELLP will, if approved by Cabinet, be subject to a 12 week formal consultation between December 2013 and March 2014.
- 5.2 Public consultation will be via a number of the usual methods and will be in compliance with the Statement of Community Involvement. Appendix 1 details the proposed Consultation Plan for the document. Comments can be made on any aspect of the Proposed Draft ELLP. Representations can be made electronically via the Council's on-line consultation portal.

## **6.0 Resource Implications**

### **6.1 Legal Implications**

- 6.1.1 The Proposed Draft ELLP has been prepared in order to meet Regulation 18 of the Town & Country Planning (Local Planning) (England) Regulations 2012.

### **6.2 Financial Implications**

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

### 6.3 Human Resource Implications

6.3.1 Officers in the Customer First team will manage the consultation arrangements for the ELLP, and the collection and processing of representations received.

### 6.4 Equalities and Fairness Implications

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

## **7.0 Conclusion**

7.1 The need to produce an Employment Land Local Plan (ELLP) stems from the examination of the Core Strategy. The ELLP identifies that 43,000 sqm of employment floorspace will be required in Eastbourne up to 2027, and this will be delivered through the intensification of Industrial Estates and new employment development in the Town Centre and at Sovereign Harbour.

7.2 Cabinet is requested to approve the Proposed Draft ELLP for consultation with the community and stakeholders between December 2013 and March 2014.

7.3 It is anticipated that a further report will be submitted to Cabinet in May, outlining the representations received and any amendments necessary to progress the ELLP to Proposed Submission stage.

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### Background Papers:

- Proposed Draft Employment Land Local Plan (November 2013)
- Employment Land Local Plan Options Report (October 2013)
- Employment Land Local Plan Initial Sustainability Appraisal Report (November 2013)

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

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## **Appendix 1 – Consultation Plan**

### Introduction

This Consultation Plan outlines the consultation schedule of the Proposed Draft Employment Land Local Plan (ELLP) that is being carried out in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.

The public consultation is being carried out for a 12 week period between 20 December 2013 and 14 March 2014 in order to allow the community and other stakeholders to comment on the ELLP. The consultation will be carried out in accordance with the Council's Statement of Community Involvement, which was adopted in 2009.

### How the consultation will be publicised

#### *Letters*

Letters will be sent to all contacts on the Local Plan mailing list, informing them of the consultation on the ELLP. Letters will also be sent to all properties on each of the designated Industrial Estates. A summary leaflet will be included with each letter.

#### *Summary Leaflet*

A summary leaflet will be produced that briefly explains the background to the ELLP, why it is being produced and what it contains. It will also direct stakeholders to how they can view and comment on the ELLP. This summary leaflet will be double sided A4, and written in a clear and concise manner. The summary leaflets will be made available at the Council offices and the Library, and will be sent to other stakeholders who may be interested in the ELLP.

#### *External Media*

A public notice will be placed in the local newspaper confirming the dates for the consultation. It will also advise where the ELLP can be viewed and how representations can be made. There will also be a press release publicising the ELLP consultation.

#### *Exhibitions and Presentations*

A static unmanned exhibition will be put on display in the Library during the consultation period. This will explain the background to the ELLP, why it is being produced, and what it contains. It will also direct viewers on how they can make a representation on the ELLP.

Presentations will be offered to organisations or community groups that may be interested in the ELLP, for example the Chamber of Commerce.

### How stakeholders can make representations

#### *Website*

A dedicated webpage will be set up for the ELLP at [www.eastbourne.gov.uk/ellp](http://www.eastbourne.gov.uk/ellp) with a link to the Council's on-line consultation portal where the public and other stakeholders can view and comment directly on the ELLP.

#### *Letter/email*

Representations will also be accepted via letter to Specialist Advisory team, Customer First, 1 Grove Road, Eastbourne, BN21 4TW, or via email to [planning.policy@eastbourne.gov.uk](mailto:planning.policy@eastbourne.gov.uk).

#### *Stakeholder Event*

A stakeholder event will be held in the Town Hall during w/c 27 January 2014. Stakeholders will be invited to the event, which will include a presentation and question & answer session.

#### *Drop-in session*

A drop-in session will be arranged during w/c 3 February to allow stakeholders to visit and to talk to Officers who will answer any questions and provide more information if necessary. The drop-in session is yet to be arranged, but should take place in an accessible location close to the Industrial Estates in order to allow local businesses to attend.

#### Post-consultation

At the end of the 12 week period, all duly-made representations will be considered and any necessary amendments will be suggested and reported to Cabinet in order to progress the ELLP to the Proposed Submission stage.



|                        |  |
|------------------------|--|
| <b>Body:</b>           | <b>Cabinet</b>   |
| <b>Date:</b>           | <b>11 December 2013</b>  |
| <b>Subject:</b>        | <b>Council Tax and Business Rates Collection and Enforcement Policy</b>  |
| <b>Report of:</b>      | <b>Bill McCafferty, Revenues &amp; Benefits Manager</b>  |
| <b>Ward(s)</b>         | All  |
| <b>Purpose</b>         | To provide a policy for the collection of Council Tax and Business Rates.  |
| <b>Recommendation:</b> | That the policy is adopted.  |
| <b>Contact:</b>        | Bill McCafferty, Revenues and Benefits Manager, Telephone 01323 415171 or internally on extension 5171.<br>E-mail address: bill.mccafferty@eastbourne.gov.uk |

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## **1.0 Background**

- 1.1 Council Tax is the contribution made by residents of Eastbourne to help meet the costs of services provided by the Council, the County Council, the Fire Service and the Police Service.
- 1.2 In 2013/14 the total Council Tax due to be collected is c£52m. Of the Council Tax collected, the Council retain 14%, with approximately 72% going to the County Council, 5% to the Fire Service and 9% to the Police.
- 1.3 There are certain discounts and exemptions available to people, for example people living on their own can get a 25% Single Person Discount and the Council operate a Local Council Tax Reduction scheme to help people on a low income to pay their Council Tax.
- 1.4 Business Rates (National Non-Domestic Rates) is a charge levied on commercial properties. There are certain discounts and exemptions available to businesses.

In 2013/14 there is c£34m of Business Rates to collect.

## **2.0 Collection and Recovery Policy**

- 2.1 The policy (Appendix A) is intended to set the framework within which, along with the statutory provisions, the Council will seek to collect the taxes and to recover any unpaid Council Tax and Business Rates.
- 2.2 In drafting the Policy account has been taken of the Citizens Advice Bureau's 'Collection of Council Tax Arrears Good Practice Protocol' and the Department

for Communities and Local Government's 'Guidance to local councils on good practice in the collection of Council Tax arrears'.

For example, the Revenues team are in the processes of signing up to the CAB protocol.

2.3 The aims of the policy are:

1. To bill customers accurately and in a timely manner
2. To help customers get the discounts and exemptions they are entitled to
3. To comply with relevant legislation
4. To take into account guidance and best practice
5. To collect taxes due in a fair and efficient manner
6. To provide payment methods that are convenient to the taxpayer
7. To discharge the Council's duty in relation to the recovery of Council Tax and Business Rates
8. To take recovery action taking into account individual's circumstances as far as practicable
9. To make use of distress or committal only as a last resort
10. To treat individuals consistently and fairly, regardless of age, sex, gender, disability, race and sexual orientation
11. To protect individuals rights under Data protection and Human Rights legislation

### **3.0 Legislative Requirements**

3.1 The Council Tax (Administration and Enforcement) Regulations 1992 (as amended) and the Non-Domestic Rating (Collection and Enforcement) (Local lists) Regulations 1989) (as amended) provide for the manner in which Council Tax and Business Rates are to be collected.

3.2 The process for collection of both tax and rates is set out in the Policy. The policy complies with the requirements of the relevant legislation

3.3 The Revenues team has in the last two months reviewed and revised the statutory documentation it sends to tax payers. The Citizens Advice Bureau was given the opportunity to review the notices in draft form. They did not make any recommendation on changes to the text.

### **4.0 Consultation**

4.1 Consultation has taken place with the following organisations:

- Citizens Advice Bureau

- Disability Involvement Group
- East Sussex Credit Union
- Salvation Army
- Eastbourne Cultural Communities Network
- Crime Reduction Partnership
- East Sussex County Council
- Activating Eastbourne

4.2 There was very little feedback apart from that of the CAB. Their comments surrounded issues that will be addressed by the Council agreeing to the protocol referred to at 2.2.

## **5.0 Resource Implications**

5.1 Financial

The efficient and effective collection of Council Tax will increase the Council's cash flow and allow Council Tax to be set at as low a rate as possible.

5.2 Staffing

A robust policy provides a framework within which staff can operate.

## **6.0 Anti-Poverty**

6.1 The Council are aware that, in the current economic climate, some people and businesses will face difficulties paying their Council Tax and/or Business Rates. Whilst the Council will be sympathetic, any unpaid taxes can only add to those who pay their taxes on-time.

6.2 The Council offer a variety of ways to pay and several instalment dates to accommodate individual's circumstances. We will also enter into special arrangements with people who are experiencing severe difficulties.

6.3 The Council Tax documentation gives details of where people can go for advice if they are struggling to meet their commitments.

## **7.0 Equalities**

7.1 An Equality & Fairness analysis has been carried out (Appendix B)

## **8.0 Conclusion**

8.1 That the policy provides a suitable framework for the collection of taxes and rates and should be adopted by the Council for the reasons given in the report.

**Lead officer name: Bill McCafferty**  
**job title: Revenues and Benefits Manager**

---

**Background Papers:**

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

'Guidance to local councils on good practice in the collection of Council Tax arrears' – DCLG May 2013

'Collection of Council Tax arrears – Good practice Protocol' – Citizens Advice Bureau 2009

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

**EASTBOURNE BOROUGH COUNCIL  
COUNCIL TAX AND BUSINESS RATES  
COLLECTION AND RECOVERY POLICY**

## Contents

1. Background
2. Aims of the policy
3. Billing procedures
4. Payment methods
5. Collection procedures
6. Enforcement procedures
7. Write-Off
8. Court costs

## **1 Background**

Council Tax is the contribution made by the residents and owners of domestic properties in the Borough for the many services Eastbourne Borough Council provides such as collecting rubbish, providing housing, funding for the police and fire services, schools and social services.

The level of Council Tax payable by residents in the Eastbourne area is decided annually and consists of a contribution towards services provided by East Sussex County Council, Eastbourne Borough Council, The Police and Crime Commissioner for Sussex and East Sussex Fire and Rescue Service.

Business Rates is also known as National Non-Domestic Rates (NNDR) and is a tax that is charged on properties that are used for a wide range of purposes, which does not include domestic or residential use. Examples of properties, which are subject to a Business Rates charge include shops, factories, offices and beach huts. The Council does not keep the money that is for Business Rates. The Council gives the money directly to the Government. All Business Rates collected in England is put into a central pool. The money from the pool is distributed back to Councils by the Government, according to how much they feel is needed to contribute towards the services that we provide.

## **2 Aims of the policy**

1. To bill customers accurately and in a timely manner
2. To help customers get the discounts and exemptions they are entitled to
3. To comply with relevant legislation
4. To take into account guidance and best practice
5. To collect taxes due in a fair and efficient manner
6. To provide payment methods that are convenient to the taxpayer
7. To discharge the Council's duty in relation to the recovery of Council Tax and Business Rates
8. To take recovery action taking into account individual's circumstances as far as practicable
9. To make use of distress or committal only as a last resort
10. Treat individuals consistently and fairly, regardless of age, sex, gender, disability, race and sexual orientation, and;
11. Protect individual rights under Data Protection and Human Rights Legislation

### **3 Billing procedures**

The Council will send out annual demand notices (Bills) in advance of the 1<sup>st</sup> of April each year. The bill will tell the taxpayer how much they have to pay, what their instalments are and the date they are due.

Council Tax and Business Rates payers are entitled to pay their annual charges over 10 equal instalments. In Eastbourne we collect the 10 instalments on the 1st, 5th or 7th day of each month from April to January of the following year. Council Tax Direct Debit customers are offered a range of payment dates (1st, 7th, 15th or 25th).

The taxpayer can request, in writing, to pay over 12 months. The number of instalments reduces during the course of the year

The Council has discretion to offer alternatives to the statutory 10 monthly instalments. Acceptable alternatives schemes are:

- Twice-yearly payments (April and October)
- Annual payments (April)
- Weekly payments (April to January)
- Fortnightly payments (April to January)

The Council will produce clear and understandable documentation. Bills and Recovery Notices will show clearly how much to pay and when the payments are due.

### **4 Payment methods**

The Council offer a variety of payment methods to suit individual taxpayer's circumstances. The following methods of payment are available to Council Tax payers:

- Direct Debit
- On-Line with a debit or credit card  
([www.eastbourne.gov.uk/council/tax/payments](http://www.eastbourne.gov.uk/council/tax/payments))
- Via an automated telephone service  
(Tel: 01323 649358)
- Standing Order and Internet Banking
- Via a payment card at a Post Office or certain Retail outlets
- By cash, using our automated kiosk at 1 Grove Road
- By cheque or postal order – we will not send a receipt.



- By deduction from salary or allowance for Council employees and Council members

Business Rate payers can use any of the following:

- Direct Debit
- On-Line with a debit or credit card  
([www.eastbourne.gov.uk/business/rates/how-can-i-pay](http://www.eastbourne.gov.uk/business/rates/how-can-i-pay))
- Via an automated telephone service  
(Tel: 01323 649358)
- Standing Order and Internet Banking
- By cash using our automated kiosk at 1 Grove Road
- By cheque or postal order – a receipt will not be issued.

The Council promotes Direct Debit as its preferred method of payment. Paying by direct debit can be the most convenient method for many taxpayers. It is reliable, easy to set up and cancel, and is backed by a refund guarantee. The Council will offer additional payment dates to taxpayers who choose to pay by direct debit.

## **5 Collection Procedures**

The Council are under a statutory duty to collect Council Tax and Business Rates. The majority of taxpayers pay their instalments on-time. For those that don't, there is statutory recovery process the Council will adhere to.

Recovery practices must be efficient and economic. Delays in collection or non-recovery of debts leads to high administrative costs and results in lower resources available for other Council services with higher charges being passed on to other residents.

### **1<sup>st</sup> Reminder**

The Council will issue a reminder if an instalment is not paid within seven days of the date it is due. For Business Rates this is known as a Further Notice. If payment of the amount due is made within seven days, the taxpayer retains the right to pay by instalments. If not, the full amount payable for the year becomes due and the Council will issue a summons for the taxpayer to appear at the Magistrates Court.

### **2<sup>nd</sup> reminder**

For Council Tax if an instalment is not paid within seven days of the date it is due for a second time the Council will issue a reminder. If payment of the amount due is made within seven days the taxpayer retains the right to pay by instalments. If not, the full amount payable for the year becomes due and the Council will issue a summons for the taxpayer to appear at the

Magistrates court. For Business Rates this Notice is referred to as a reminder notice.

Final Notice a third instalment is missed the full amount becomes due and the right to pay by instalments is lost. The Council will send the taxpayer a final notice demanding the full amount due. For Business rates payers there is no requirement to issue a 3<sup>rd</sup> reminder notice/final notice.

#### Summons

If a taxpayer has lost the right to pay by instalments and the full debt is not paid a summons will be issued for the taxpayer to appear before the Magistrates Court.

If the debt plus costs is paid prior to the court date the summons will be withdrawn.

The Council will, at all times, try to help customers who are experiencing difficulties in paying. Wherever possible we will try to distinguish between those who cannot pay with those who will not pay, or are deliberately withholding, delaying or giving false information in respect of paying Council Tax.

The Council will provide details of where taxpayers can go for help and advice, for example the Citizens Advice Bureau.

The council will hold summons surgeries at 1 Grove Road prior to the Magistrates Hearing.

## **6 Enforcement Procedures**

If a taxpayer has lost the right to pay by instalments and the full debt is not paid within 7 days the Council will seek to gain a liability order from the Magistrates Court for the amount of Council Tax outstanding plus costs.

If the Magistrates grant a liability order this gives the Council the power to collect the debt by the following methods:

- Attachment of earnings
- Attachment of certain state benefits
- Attachment of councillor's allowances
- Distress
- Charging Order
- Bankruptcy
- Committal

The Council will only use Distress (ie instructing bailiffs) when other available options are exhausted.

The Council will only look to committal as a remedy as a last resort.

In the case of a Business Rates debt the options open to the Council are:

- Distress

- Insolvency
- Committal
- Charging Order

## **7 Write-Off**

There will be occasions when the only option open is to write-off the debt. This may occur when:

- The debtor is deceased and there are no assets in the estate to pay the debt
- The debt is so small it is uneconomical to pursue
- The debtor is deceased and there are insufficient funds in the estate
- The debtor has left the property and the Council is unable to trace them
- There are humanitarian grounds on which to make the decision not to pursue the debt
- The company (in the case of Business Rates) had gone into administration and there is no possibility of recovering the debt
- The debtor is subject to Committal proceedings and the Court have considered reasons for non-payment and ordered the Council to write off the debt

Powers to write-off debt are delegated to the Revenues & Benefits Manager, Revenues Manager and Senior Recovery Officer.

## **8 Court Costs**

The Council are allowed to charge costs reasonably incurred in obtaining a liability order. There is no level of cost set by legislation and it is up to the Council to decide what the cost should be.

The Senior Head of Community, in consultation with the Portfolio holder for Community Services, will, by delegated powers, set the level of the costs.

Agreement to the level of costs will be sought from the Magistrates Court.

Consideration to waiving Summons costs may be given in the following circumstances:

- If payment can be proven/shown to have crossed with the issue of the summons
- Where the Summons was issued incorrectly
- Where the customer has written to us with a relevant enquiry or complaint and we have not yet dealt with the matter
- In some limited instances where we will use our discretion to waive costs in full or in part. However, this would only be applicable in cases of extreme hardship or where the particular circumstances of the customer would make it inequitable or wrong not to do so.

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# Equality and Fairness Analysis

## Scoping and findings report – Counter Fraud Policy

|   |   |  |
|---|---|--|
| <b>Officer responsible for equality and fairness analysis</b>               | Bill McCafferty<br>Revenues and Benefits Manager  |  |
| <b>Officer responsible for policy development</b>                           | Bill McCafferty<br>Revenues and Benefits Manager  |  |
| <b>Policy area</b>  | Revenues and Benefits   |  |
| <b>Service area responsible for implementing the policy</b>                 | Benefits  |  |
| <b>Originator (if not the Council)</b>                                      |   |  |
| <b>Is the policy proposed (new) or existing?</b>                            | New   |  |
| <b>Is it an EBC policy or a partnership initiative?</b>                     | EBC   |  |
| <b>Key people involved in the policy development and its implementation</b> | Ian Fitzpatrick, Senior Head of Community<br>Bill McCafferty, Revenues & Benefits Manager<br>Nick Ducatel, Revenues Manager |  |
| <b>Decision making bodies the policy will be referred to</b>                | Cabinet – October 2013  |  |
| <b>Snr/Head of Service</b>  | Ian Fitzpatrick   |  |
| <b>Date of Equality and Fairness</b>  |   |  |

|                       |  |
|-----------------------|--|
| <b>Steering group</b> |  |
|-----------------------|--|

Policy = the full range of our policies, practices, activities, projects, procurement and decisions, whether it is formally written down or whether it is informal custom and practice. This includes all existing policies and any new policies under development.

|                        |  |
|------------------------|--|
| <b>Title of policy</b> | Council Tax collection and recovery policy |
|------------------------|--|

|  |
|--|
| <b>What is the purpose of the policy and why is it needed?</b> |
|--|

The policy is intended to set the framework within which, along with the statutory provisions, the Council will seek to collect the taxes and to recover any unpaid Council Tax and Business Rates.

|   |
|---|
| <b>In what context will it operate and who is it intended to benefit?</b> |
|---|

Council Tax and Business rates are the two local taxes that the Council is under a statutory duty to collect. Council Tax is a source of income which helps to meet the costs of running council, county council, police and fire services.

Business rates are paid to the government who then re-distribute them amongst councils.

In 2013/14 the total Council Tax due to be collected is c£52m from xxx tax payers. Of the Council Tax collected, the Council retain 14%, with approximately 72% going to the County Council, 5% to the Fire Service and 9% to the Police.

In 2013/14 there is c£34m of Business Rates to collect from xxx businesses.

The policy is intended to ensure that the Council collect taxes in a fair and equitable manner, in accordance with the legislation and with regard to those tax payers who pay their taxes on time.

|  |
|--|
| <b>What are the expected outcomes of the policy?</b> |
|--|

The aims of the policy are:

1. To bill customers accurately and in a timely manner
2. To help customers get the discounts and exemptions they are entitled to

3. To comply with relevant legislation
4. To take into account guidance and best practice
5. To collect taxes due in a fair and efficient manner
6. To provide payment methods that are convenient to the taxpayer
7. To discharge the Council's duty in relation to the recovery of Council Tax and Business Rates
8. To take recovery action taking into account individual's circumstances as far as practicable
9. Protect individual rights under Data Protection and Human Rights Legislation
10. To treat individuals consistently and fairly regardless of age, sex, gender, disability, race and sexual orientation,
11. To make use of distress or committal only as a last resort

|  |                                |          |   |
|--|--------------------------------|----------|---|
| <p><b>Which protected groups will it affect the most?</b></p> <p>Considering who the policy is intending to benefit and what the expected outcomes are, assess each characteristic and indicate whether the policy has 'M' more or 'L' less relevance and circle those that apply.</p> | Age                            | <b>M</b> | L |
|  | Disability                     | M        | L |
|  | Gender reassignment            | M        | L |
|  | Marriage and civil partnership | M        | L |
|  | Maternity and pregnancy        | M        | L |
|  | Race                           | M        | L |
|  | Religion or beliefs            | M        | L |
|  | Sex                            | M        | L |
|  | Sexual orientation             | M        | L |

|   |   |   |   |
|---|---|---|---|
| <b>Which parts of the PSED<sup>1</sup> is it relevant to?</b><br>Use the same assessment as for protected groups. | 1. Eliminate discrimination, harassment and victimisation | M | L |
|   | 2. Advance equality of opportunity                        | M | L |
|   | 3. Foster good relations                                  | M | L |

## Equality Information

List all the sources of information you have gathered and will use to evaluate the effectiveness, or potential effectiveness, of the policy. Include evidence gathered from engagement.

### Age and gender

#### Population by gender and broad age groups in 2011

This dataset shows the resident population by gender and broad age groups from the 2011 Census.

| Age        |                   | All people | Percent aged 0-14 | Percent aged 15-29 | Percent aged 30-44 | Percent aged 45-64 | Percent aged 65+ |
|------------|-------------------|------------|-------------------|--------------------|--------------------|--------------------|------------------|
| Gender     | Geography         |            |                   |                    |                    |                    |                  |
| All people | England and Wales | 56,075,912 | 17.6              | 19.9               | 20.5               | 25.4               | 16.4             |
|            | South East        | 8,634,750  | 17.8              | 18.6               | 20.4               | 26.1               | 17.2             |
|            | East Sussex       | 526,671    | 16.1              | 15.9               | 17.2               | 28.0               | 22.7             |
|            | Eastbourne        | 99,412     | 15.7              | 18.5               | 18.3               | 25.1               | 22.4             |
| Males      | England and Wales | 27,573,376 | 18.4              | 20.5               | 20.8               | 25.6               | 14.9             |
|            | South East        | 4,239,298  | 18.6              | 19.2               | 20.5               | 26.3               | 15.5             |
|            | East Sussex       | 253,764    | 17.2              | 16.8               | 17.3               | 28.1               | 20.5             |
|            | Eastbourne        | 47,559     | 16.9              | 19.6               | 18.7               | 25.1               | 19.7             |
| Females    | England and Wales | 28,502,536 | 16.9              | 19.4               | 20.3               | 25.3               | 18.0             |
|            | South East        | 4,395,452  | 17.0              | 18.0               | 20.3               | 25.9               | 18.8             |
|            | East Sussex       | 272,907    | 15.1              | 15.0               | 17.2               | 27.9               | 24.8             |

<sup>1</sup> Public Sector Equality Duty – for further information refer to the guide on same



Source: 2011 Census, Office for National Statistics

## Ethnicity, nationality and language

### Population by ethnic group in 2011

This dataset shows the population by ethnic groups from the 2011 Census.

| Ethnicity         | All people | Percent All White | Percent All Mixed | Percent All Asian or Asian British | Percent All Black or Black British | Percent other ethnic group |
|-------------------|------------|-------------------|-------------------|------------------------------------|------------------------------------|----------------------------|
| Geography         |            |                   |                   |                                    |                                    |                            |
| England and Wales | 56,075,912 | 86.0              | 2.2               | 7.5                                | 3.3                                | 1.0                        |
| South East        | 8,634,750  | 90.7              | 1.9               | 5.2                                | 1.6                                | 0.6                        |
| East Sussex       | 526,671    | 96.0              | 1.4               | 1.7                                | 0.6                                | 0.3                        |
| Eastbourne        | 99,412     | 94.1              | 1.8               | 2.8                                | 0.8                                | 0.5                        |

## Religion

### Population by religion in 2011

This dataset shows the percentage of the population by religion from 2011 Census.

| Religions         | All people | Percent Christian | Percent Buddhist | Percent Hindu | Percent Jewish | Percent Muslim | Percent Sikh | Percent other religions | Percent no religion | Percent religion not stated |
|-------------------|------------|-------------------|------------------|---------------|----------------|----------------|--------------|-------------------------|---------------------|-----------------------------|
| Geography         |            |                   |                  |               |                |                |              |                         |                     |                             |
| England and Wales | 56,075,912 | 59.3              | 0.4              | 1.5           | 0.5            | 4.8            | 0.8          | 0.4                     | 25.1                | 7.2                         |
| South East        | 8,634,750  | 59.8              | 0.5              | 1.1           | 0.2            | 2.3            | 0.6          | 0.5                     | 27.7                | 7.4                         |
| East Sussex       | 526,671    | 59.9              | 0.4              | 0.3           | 0.2            | 0.8            | 0.0          | 0.7                     | 29.6                | 8.1                         |
| Eastbourne        | 99,412     | 59.6              | 0.5              | 0.4           | 0.2            | 1.5            | 0.1          | 0.6                     | 29.2                | 8.0                         |

Source: 2011 Census, Office for National Statistics

## Main household language in 2011

This dataset shows various combinations of adults and children within a household that have English as a main language.

| Household language | All households | All people aged 16 and over in household have English as a main language | At least one but not all people aged 16 and over in household have English as a main language | No people aged 16 and over in household but at least one person aged 3 to 15 has English as a main language | No people in household have English as a main language |
|--------------------|----------------|--|---|---|--|
| Geography          |                |  |   |   |  |
| England and Wales  | 23,366,044     | 21,313,812   | 868,431   | 181,729   | 1,002,072  |
| South East         | 3,555,463      | 3,312,400  | 114,631   | 19,423  | 109,009  |
| East Sussex        | 231,905        | 222,351  | 4,692   | 672   | 4,190  |
| Eastbourne         | 45,012         | 41,736   | 1,333   | 237   | 1,706  |

Source: 2011 Census. Office for National Statistics

## Marital and civil partnership status

### Population by marital and civil partnership status in 2011

This dataset shows the number of people aged 16 and over and the percentage by marital status from 2011 Census.

| Marital status    | All people aged 16 and over | Percent single | Percent married | Percent in a registered same-sex civil partnership | Percent separated | Percent divorced | Percent widowed |
|-------------------|-----------------------------|----------------|-----------------|--|-------------------|------------------|-----------------|
| Geography         |                             |                |                 |  |                   |                  |                 |
| England and Wales | 45,496,780                  | 34.6           | 46.6            | 0.2  | 2.6               | 9.0              | 7.0             |
| South East        | 6,992,666                   | 31.9           | 49.3            | 0.2  | 2.5               | 9.1              | 6.9             |
| East Sussex       | 435,515                     | 29.1           | 48.4            | 0.3  | 2.7               | 10.7             | 8.7             |
| Eastbourne        | 82,691                      | 33.3           | 42.8            | 0.4  | 3.0               | 11.5             | 9.1             |

Source: 2011 Census, Office for National Statistics

## Limiting long-term illness in 2011

This dataset shows the percentage of people that have a limiting long-term illness or disability from 2011 Census.

| Type              | All people | Percent people with long-term health problem or disability | Percent day-to-day activities limited a little | Percent day-to-day activities limited a lot | Percent people without long-term health problem or disability |
|-------------------|------------|--|--|---|---|
| Geography         |            |  |  |   |   |
| England and Wales | 56,075,912 | 17.9   | 9.4  | 8.5   | 82.1  |
| South East        | 8,634,750  | 15.7   | 8.8  | 6.9   | 84.3  |
| East Sussex       | 526,671    | 20.3   | 11.2   | 9.2   | 79.7  |
| Eastbourne        | 99,412     | 21.0   | 11.3   | 9.7   | 79.0  |

Source: 2011 Census, Office for National Statistics

## Poverty

### Households in poverty in 2013

This dataset shows the number and percentage of households living in poverty. A household in poverty is one whose income is below 60% of the GB median household income, which in 2013 was £16,814.

| Measure       | Total number of households | Number of households below 60% of GB median | Percentage of households below 60% of GB median |
|---------------|----------------------------|---|---|
| Geography     |                            |   |   |
| Great Britain | 26,323,250                 | 7,720,637                                   | 29.3  |
| South East    | 3,636,820                  | 897,564                                     | 24.7  |
| East Sussex   | 236,516                    | 65,181                                      | 27.6  |
| Eastbourne    | 45,981                     | 13,345                                      | 29.0  |

Source: CACI

**Are there gaps in this information and if so, what are these?**

For instance, do you have information that is sufficient for the purpose of evaluating the effectiveness of the policy against all protected characteristics?

As we do not record equalities data on taxpayers it is impossible to evaluate the effectiveness.

**What steps did you take, or are you intending to take, to fill these gaps?**

Depending on the purpose of the policy it may prove useful to engage with service users, employees, equality/involvement groups/organisations and other interested parties etc.

We will monitor any complaints received to identify trends that may suggest inequality in the way people are dealt with.

**What does all the information gathered tell you about the policy?**

I.e. does the policy miss opportunities to advance equality and foster good relations?

**Based on your evidence and engagement is there a need to balance conflicting views and how will you do this?**

You will need to find an appropriate balance for these groups and the policy in question.

No.

**Is there a need to counter resentment or address inaccurate perceptions, if so what will you do?**

This is more likely to arise in regard to policies that justifiably benefit certain groups over others and so give the impression of 'favourable treatment'.

The policy does not benefit any group over any other group.

### Findings of your analysis

Having gathered in all the evidence and considered the potential or actual effect of the policy on equality, you should now be in a position to make an informed judgement about what should be done with the policy. There are four main steps to take:

1. No major change – the policy is robust and evidence shows no potential for discrimination and all opportunities to advice equality and foster good relations between groups has been taken;
2. Adjust the policy - some steps need to be taken to remove barriers in the policy or to better advance equality;
3. Continue the policy – you will adopt the policy despite any adverse effects or missed opportunities because you are satisfied that it does not unlawfully discriminate – you will need to document what the justification is for continuing the policy, and how you reached this decision;
4. Stop and remove the policy – there are adverse effects that are not justified and cannot be reduced.

***Irrespective of the step you recommend you are required to provide documentation in support of your decision and the reasons why you made it together with all supporting equality information used.***

Please type 'recommended course of action' against the desired step below.

|                                   |  |
|-----------------------------------|--|
| <b>No major change</b>            |  |
| <b>Adjust the policy</b>          |  |
| <b>Continue the policy</b>        |  |
| <b>Stop and remove the policy</b> |  |

### Proposed action plan in regard to policy implementation

|  |  |
|--|--|
| <b>Quality checking:<br/>What was the outcome of the Corporate Equality and Fairness Planning Group?</b> |  |
| <b>How will you implement any recommendations the</b>  |  |

|   |   |
|---|---|
| <b>group made?</b>  |   |
| <b>How will the policy be monitored once implemented, and who will do this?</b><br>Consider how you will determine whether or not the policy is having its desired effects i.e. what type of information is needed and how often will it be gathered? |   |
| <b>Who will analyse the monitoring at its review stages?</b>  | Revenues and Benefits Manager.                      |
| <b>What could trigger an early revision?</b>  | Changes in legislation.                             |
| <b>How will you involve key service users/other parties in the review process?</b>  | Through liaison meetings with the voluntary sector. |
| <b>How will you publish the results of any reviews?</b>   |   |

**For completion by the Equality and Fairness Steering Group:**

|  |  |
|--|--|
| <b>Results of group discussion and recommended course of action:</b> |  |
|--|--|

**BODY:** CABINET

**DATE:** 11 December 2013

**SUBJECT:** Equal Pay Audit – Progress Report

**FROM:** Head of Corporate Development

**Ward(s):** ALL

**Purpose:** To update Cabinet on the actions taken following the Equal Pay Audit conducted in 2011 and further actions scheduled for the next 12 – 18 months.

**Contact:** Becky Cooke, Strategic Organisational Development Manager. Telephone 01323 415106 or internally on extension 5106.

**Recommendations:** That Cabinet:

1. Note the actions taken to date and the work undertaken by the Equal Pay Working Party
2. Agree the action plan for the next 12 – 18 months
3. Commit to a further Equal Pay Audit in 2015/16 following the completion of Phase 2 of Future Model

## **1.0 Introduction**

1.1 Following the introduction of a revised pay and grading structure for Eastbourne Borough Council in 2008, a commitment was made to test the model via an equal pay audit once the full suite of pay and reward processes had embedded.

1.2 The audit took place during the period April to July 2011 and the findings were reported to Cabinet in December 2011. The Cabinet were told of the key findings and further work that was required to ensure that we continued to improve equality in pay. To recap these are summarised in the next section.

## **2.0 Main Findings of the Equal Pay Audit**

2.1 The Audit provided reassurance that the Council's job evaluation scheme and the processes within which it operates are robust and meet equality requirements.

2.2 The Audit also pointed out that the Council's equality profile remained adrift from that of the local community in relation to the disabled and non white British employed but since our percentages are so small, no meaningful conclusions could be drawn from them.

2.3 The main focus of the Audit was therefore on the Gender Pay gap and potential equal pay issues within grade bands.

### **3.0 Eastbourne's Gender Pay Gap**

3.1 The pay gap in Eastbourne was reported at that time as 12.3%. This was largely attributable to the small number of females in senior positions in the Council.

3.2 When we excluded Chief Officers and the Chief Executive from the overall figures, the gender pay gap narrowed considerably to 5.2%. Whilst this was considered to be a relatively small pay gap, no pay difference was desirable and therefore it was felt that work was required to close it.

3.3 Most importantly, the Audit found no evidence in EBC that the gender pay gap is attributable to direct or indirect unfair discrimination in our processes or decision making. Other reasons for the pay gap were identified to be as a result of:

- The labour market experience of women: length and breaks in employment
- Female self selection for part-time work
- Elements of occupational segregation

3.4 Interestingly, but not surprisingly, a report on Women in the labour market published as recently as September 2013 identified that men tend to work in the professional occupations associated with higher levels of pay than women, they also tend to work in higher skilled jobs and make up the majority of workers in the top 10% of earners for all employees.

### **4.0 Equal Pay Working Party**

4.1 In the Autumn of 2011, the HR team was restructured and we entered the consultation period for Future Model phase one. Work on implementing the recommendations of the Audit was therefore deferred until the outcome of these changes had had an opportunity to bed in.

4.2 In Spring 2013, a Working Party made up of officers from across a range of services and a representative of the Unison Branch was established. The Working Party has met several times to consider the recommendations and actions arising from the Audit.

4.3 The Working Party has agreed an action plan which has been circulated separately in the confidential part of the agenda as it comprises exempt information. This identifies those actions that have already been taken, as well as areas for further development and action.

4.4 One of the challenges the Working Party faced in considering the outcomes of the Audit was the significant change that has occurred in our staffing structures following the implementation of Phase 1 of Future Model, and the impact this has had on the data available.

4.5 Before the Working Party could progress matters therefore, the original results of the Equal Pay Audit had to be tested against current data.



- 4.6 It would not be appropriate time for the Working Party to undertake a revised full scale equal pay audit given where we are in the Future Model transition, so the figures were updated using basic salary information only. Although the new data is not directly comparable, it does give some indication of whether the issues identified in the original audit remain in our new structures.
- 4.7 The Group determined that the gender pay gap remained similar to the original audit at about 15% and when the CO roles were excluded this reduced to 5.28%. Although these figures can only be regarded as indicative, they demonstrate that the same issues remain in relation to the pay gap.
- 4.8 It is important that equality aspects continue to be taken into account in further structural change and consideration of fairness and equality issues is being integrated into many of the work streams in Future Model via the Equality and Fairness Project Board.
- 4.8 There have been significant positive changes where the issues identified in the audit have been resolved by changes to roles and grading as a result of the implementation of Future Model. It should be noted also that the Future Model means that some actions identified in the Audit will be better deferred until completion of Phase 2.
- 4.9 Previously, it had been identified that a further full Equal Pay Audit be undertaken in 2014. Given where we are with Future Model, the Working Party felt that this should be deferred until Phase 2 has been completed in 2015.

## **5.0 Financial and other implications**

- 5.1 It is not anticipated that there are any significant financial implications from this Equal Pay Audit. A small sum of monies had been earmarked to fund any actions identified by the Working Party. To date, these funds have not been drawn upon.
- 5.2 Equality Groups:  
We note that the proportion of disabled and ethnic minority staff is too small to draw any meaningful conclusions in relation to pay. Action planning will continue to consider ways in which those minority groups might be augmented within the Council's workforce.

## **6.0 Next steps**

- 6.1 The Working Party will continue to meet to further develop the Council's approach to ensuring equality of pay and address the key issue of how the Council reduces or eliminates the gender pay gap.
- 6.2 Key work streams will continue to be:
- Raising awareness of gender pay gap/imbalance at the top in future recruitment
  - Ensuring challenge for corporate change proposals which may

- compound pay gap, especially with part-timers
- Reviewing support and development for females over age 40 who are part timers and/or post-maternity leave
- Identifying options for making the workforce more representative of the local community in terms of ethnic make up and disability.

## **7.0 Summary and Recommendations**

7.1 This Equal Pay Audit enabled the Council to understand better the nature of the pay gap locally. It also provided reassurance that our Pay and Grading structures protect and promote equality in pay.

7.2 Actions have been taken to address some of the specific issues raised by the audit. Other work continues to develop our approach further.

7.3 Cabinet is therefore asked to:

1. Note the actions taken to date by the Equal Pay Working Party
2. Agree the action plan for the next 12 – 18 months
3. Commit to deferring a further Equal Pay Audit until 2015/16 following the completion of Phase 2 of Future Model

**Peter Finnis**  
**Head of Corporate Development**

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