

*Published 11 March 2014*

## **Agenda for meeting of the Cabinet to be held at 6.00 pm on Wednesday, 19 March 2014 in the Town Hall, Eastbourne**

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



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



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

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

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

**Councillor Margaret Bannister:** 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.

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

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

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

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

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

**1 Minutes of the meeting held on 5 February 2004 (previously circulated).**

**2 Apologies for absence.**

**3 Declarations of Interests by Members.**

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

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

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

**5 Urgent items of business.**

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

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

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

- 7 Housing Futures [KD]** (Pages 1 - 12)  
Report of Senior Head of Community.  
Cabinet lead member: Councillor Margaret Bannister.
- 8 Housing and Economic Development Project [KD]** (Pages 13 - 22)  
Report of Senior Head of Community.  
Cabinet lead member: Councillor Margaret Bannister.
- 9 Corporate Plan 2014/15 refresh [BPF]** (Pages 23 - 78)  
Report of Head of Corporate Development.  
Cabinet lead member: Councillor Troy Tester.
- 10 Priority Cycle Routes [KD]** (Pages 79 - 120)  
Report of Senior Head of Development.  
Cabinet lead member: Councillor Steve Wallis.
- 11 East Sussex Joint Waste Strategy 2014 - 2025 [KD]** (Pages 121 - 146)  
Report of Senior Head of Infrastructure.  
Cabinet lead member: Councillor Steve Wallis.
- 12 Regulation of Investigatory Powers Act (RIPA) [KD]** (Pages 147 - 158)  
Report of Deputy Chief Executive.  
Cabinet lead member: Councillor Troy Tester.
- 13 Pay Policy Statement - update [BPF]** (Pages 159 - 178)  
Report of Deputy Chief Executive.  
Cabinet lead member: Councillor Troy Tester.

**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/>

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<b>Body:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>March 19<sup>th</sup>, 2014</b>
<b>Subject:</b>	<b>Housing Futures</b>
<b>Report Of:</b>	<b>Senior Head of Community</b>
<b>Ward(s):</b>	All Wards
<b>Purpose:</b>	To secure authority to progress development and consult on a preferred option for the ongoing delivery of the Council's housing and landlord role.
<b>Decision Type:</b>	Key Decision
<b>Recommendation:</b>	Cabinet is recommended to: <ol style="list-style-type: none"><li>1. Note the development of a preferred option to retain Eastbourne Homes Ltd ("EHL") as housing management provider with closer integration with Council services</li><li>2. Delegate authority to the Senior Head of Community to discuss and agree with the Department of Communities and Local Government ("DCLG") the level and process of the consultation to be undertaken with tenants and leaseholders</li><li>3. Delegate authority to the Senior Head of Community to finalise the consultation document and consultation plan and to start the consultation process with tenants and leaseholders on the Council's preferred option</li></ol>
<b>Contact:</b>	Andy Thompson, Strategic Housing Manager. Telephone: 01323 415736 or internally on extension 5736. E-mail address: <a href="mailto:andrew.thompson@eastbourne.gov.uk">andrew.thompson@eastbourne.gov.uk</a>

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## **1.0 Introduction**

- 1.1 The Council is responsible for the homes of nearly one in ten of Eastbourne's households, made up of a mixed portfolio of 3,554 residential properties with a programme to add in 2014-2016 to that number a further 43 properties.

The Council's housing stock is currently managed under an agreement with an Arm's Length Management Organisation (ALMO), Eastbourne Homes Limited (EHL). The current management arrangement for Council-owned

homes with EHL has been in place since 2005 and is due to end in March 2015.

- 1.2 A review of the future of the Council's role as a social landlord was formally launched in May 2013 with a Housing Futures Board set up to oversee this important project. The Housing Futures Board is made up of Councillors, EHL Tenant Board Members, and the Tenant Chair of Scrutiny. The Council's Housing Services Team has supported the Housing Futures Board in this task.
- 1.3 This report updates Members on the progress to date in developing options for the landlord role, including a summary of the options considered. It sets out the detail of a preferred option and requests approval from Cabinet to take this option forward for consultation with tenants, leaseholders, relevant organisations and agencies and the wider community, with a view to making in July 2014 a formal recommendation for the future of the Council's housing and landlord role.

## **2.0 Housing Futures Background**

- 2.1 A key factor in the decision to establish EHL was that the creation of an ALMO provided access to additional government funding to improve the condition of the Council's stock and to make sure it met the national Decent Homes Standard (DHS)<sup>1</sup>. The government has since 2012, brought to an end all funding subsidy for council housing other than that which may be available for the provision of new homes. More than 98% of the Council's homes now meet the DHS and under current financing arrangements can be maintained to that standard between now and 2042.
- 2.2 As noted above, the Management Agreement that the Council has with EHL to manage Eastbourne's Council-owned housing stock is due to expire on March 31<sup>st</sup>, 2015. At present the Council pays EHL £6,714,000 per annum to manage and maintain the Council housing stock on behalf of the Council. In addition to this fee, capital funding is provided to EHL by the Council to carry out improvement works to housing stock.
- 2.3 The Council retains control over the strategic direction of its landlord role and determines such matters as tenancy and allocation policies and the provision of new homes. The overall management of the HRA is undertaken jointly by the Council's Housing and Financial Services Teams while general performance is monitored by the Housing Services Team.
- 2.4 As noted above, Cabinet previously approved the formation of a Housing Futures Board to examine options open to the Council as a landlord and consider how best the landlord role can:
- bring forward the Council's Corporate Strategy
  - help deliver the outcomes of the Council's housing and wider corporate strategies

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<sup>1</sup>The Decent Homes Standard was introduced in 2000. All social housing must at all times meet the current statutory minimum standard for housing, be in a reasonable state of repair, have reasonably modern facilities and services and provide a reasonable degree of thermal comfort.

- make the best of the opportunities created by the introduction of the Self Financing Housing Revenue Act
- contribute positively to the Sustainable Service Delivery Structure (Future Model) for the development and delivery of the Council's services
- encourage inward investment in Eastbourne's overall housing market.

2.5 To date, the Board has in taken account of:

- Value for Money (for tenants and the Council) which has included a financial viability assessment of the various options with supporting work provided by the Chartered Institute of Housing
- Service Risk – the need to ensure continuity of service and to maintain or improve the quality of the service provided
- Resident Engagement – the Board listened to residents' views on how to ensure that residents are able to have influence over the provision of future services. For example it took account of the opinions expressed at the EHL Resident's Conference in October 2013
- Strategic Influence/fit with the other services provided by the Council including the changing shape of Council services, the wider housing market and its role in supporting the wider economy

### **3.0 Options Appraisal for the future of council housing in Eastbourne**

3.1 On behalf of the Housing Futures Board, the Council's Housing Services Team with support from the Chartered Institute of Housing and EHL have looked at a number of options for the ongoing delivery of the Council's housing and landlord role.

A brief summary of the options is listed below. The options report is attached as Appendix 2.

3.2 ***Option 1 – Retain current arrangements with EHL***

***Option 2 – Expansion of EHL to deliver more services for the Council and other enterprises, both housing and non-housing***

***Option 3 – Return to Council and full Integration with Future Model***

***Option 4 - Large Scale Voluntary Transfer (LSVT)<sup>2</sup>***

***Option 5 –Transfer to Mutually Owned Co-operative<sup>3</sup>***

***Option 8 – Tenants exercise their Right to Transfer<sup>4</sup>***

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<sup>2</sup> A Large Scale Voluntary Transfer means that the ownership of the Council's homes will transfer to another landlord, most commonly a housing association. The transfer can be to an existing association or to a new one, set up especially to be the new landlord. This can usually only take place if a majority of tenants vote for such a transfer.

<sup>3</sup> A Mutually owned Co-operative would involve the transfer of the ownership of the housing stock from the Council to a new organisation, ownership of which would be vested in the tenants and in some models also employees. It is not dissimilar in concept to building societies which are owned by their members.

<sup>4</sup> In July 2013, the Government announced proposals to give Council tenants the right to request a transfer of their homes to another landlord.

**Option 6 – Shared Service Delivery with other Social Landlords**

**Option 7 - Out-source/externalise housing management**

**Option 9 – Tenants exercise their Right to Manage<sup>5</sup>**

**Option 10 - Retain EHL with responsibility for housing management but with greater integration with the Council's core services and support structures**

3.3 Having explored the above options, the Housing Futures Board concluded that Option 10 would offer the best mix of efficiencies, resilience, customer benefits and governance. Option 10 is a hybrid of Options 1, 2 and 3 and emerged during the assessment of all the options as a way of combining the benefits of those options taking into consideration such factors as financial impacts of stock disposal and the risks around externalisation of services. EHL support the development of this preferred option.

3.4.1 **Option Ten - Retain EHL with responsibility for housing management but with greater integration with the Council's core services and support structures**

- Co-location of team members from both EHL and the Council at the Council's offices at 1, Grove Road. This will reduce office costs.
- The introduction of shared new technology and working practices where appropriate. This will reduce costs and deliver more integrated customer-friendly services.
- Sharing some senior level professionals/managers to reduce costs.
- Integrating 'back office' services including IT, Human Resources, Legal Services and Financial Management and Administration across EHL and the Council. This would save costs and by reducing the links in the chain for managing such things as the HRA encourage quicker, more effective working and reduce the risk of errors occurring during information transfers.
- Having a single Customer Contact Centre at the Grove Road office. This would improve the accessibility to the Council by offering a single point of contact for all services and again reduce costs.
- Maximising opportunities through wider asset and property management. Working together is likely to reduce the cost of contract supervision and allow better buying of services like repairs and maintenance.

3.5 An assessment of Option Ten is shown below.

- 3.5.1
- Potential to generate savings (up to £1.5m) to the Council split between the GF and the HRA (subject to final decisions on level of integration/sharing).
  - Retains EHL and tenant focused governance.
  - Offers the potential for value for money for EHL and EBC by reducing

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<sup>5</sup> In July 2013, the Government announced proposals to streamline the ability of tenants to take over the management of their homes.

overheads.

- Creates opportunities to improve customer services.
- Retains a vehicle for securing investment and work from non-Council owned businesses.
- Bigger operational scale creates greater resilience and opportunities for more effective procurement of property related services by combining the purchasing power of the GF and the HRA.

3.6 The initial business case for the Council's Future Model change programme was considered at the July 2013 Cabinet. This work, carried out by Ignite, highlighted that the degree of cross over between EBC and EHL customer bases was very high around high-need, high vulnerability groups. The analysis showed that whilst it was possible to align the customer service offerings and retain separate organisations, there would be a greater cost and significant reduction in overall savings when compared to one service delivery organisation.

3.7 The analysis considered the costs/benefits arising from integration in to one service organisation as against having two separate organisations. As a result of discussions at the Housing Futures Board and with resident representatives, the current preferred option looks to maintain two separate organisations, however, seeks to realise the key customer and savings benefits identified in the initial business case.

3.8 Ignite have considered the impact of the development of Option 10 and consider that the business case remains valid as the proposal incorporates the adoption of the same technology, working practices, back office and asset/ procurement alignment. However, it should be noted that there will be some additional costs associated with maintaining the two organisations in the way suggested. The reduction in cost is subject to the outcome of current work to review processes/roles and to final decisions on the level of integration/sharing but is not expected to significantly reduce the overall savings estimate. Work to validate the business case and finalise arrangements is being conducted and will be reported to Cabinet in July 2014.

#### **4.0 Consultation**

4.1 There is no single set process for a local authority to undertake a review of its role as a social landlord.

4.2 A draft Consultation Plan has been drawn up by the Housing Services team and EHL officers with input from resident representatives. This plan will be further developed following discussion with the Department of Communities and Local Government and form the core consultation activity over the next three months.

#### **5.0 Legal implications**

5.1 A local authority is able to delegate the authority's housing management function to a third party but must obtain the consent of the Secretary of State by virtue of Section 27 of the Housing Act 1985. If the Council were to extend the existing Management Agreement with EHL without making any

changes at all for a period of up to five years, they are not required to seek consent as there is a general consent in place for such extensions. There is also no requirement to obtain consent if the Council chose to bring the management function back in-house to the Council.

5.2 The preferred option will require a replacement Management Agreement and will therefore require an application to be made to obtain the consent of the Secretary of State.

5.3 As part of the application the Council will be required to give a summary of the consultation that has taken place with tenants and to show evidence of the support for the Council's proposals (see further below). If DCLG are not satisfied with the level of consultation undertaken it is likely they would refuse consent. The Council are approaching DCLG to discuss and agree with them the level of consultation and process required in order to ensure that consent is secured as quickly as possible.

## **6.0 Consultation**

6.1 Section 105 of the Housing Act 1985 requires the Council to consult the tenants on any matters of housing management that substantially affect them under. The changes being proposed are sufficient that consultation under Section 105 is required.

6.2 The Council has discretion as to the form of consultation it undertakes. For the reasons set out above, the Council are discussing the consultation with DCLG to ascertain precisely the level and process of tenant consultation they expect. In particular we will be discussing the length of the consultation period and Cabinet should note that that the longest consultation period which may be required would be 12 weeks but less may be appropriate.

6.3 Subject to the outcome of discussions with DCLG, the Council aim to start the consultation as soon as possible.

## **7.0 Next Steps**

7.1 The Housing Services Team will work with colleagues from EHL and the Ignite team to deliver the consultation plan once it had been agreed with DCLG and further develop Option 10. This will include the both landlord and non landlord housing obligations, responsibilities and contributions towards the Council's wider corporate outcomes. The aim is to have completed this work, incorporating resident feedback, for Cabinet in July 2014. Cabinet will then be in a position to consider the future of the housing and landlord role in the context of the Council's wider FM change programme.

## **8.0 Resource Implications**

8.1 Progressing the Housing Futures Review will continue to require research, management and consultation. The technical capability for this work is available within the existing Housing Services Team. Financial resources of £20,000 were made available in 2013-2014 to support this work, of which £14,000 remains unspent.

## **9.0 Equality and Fairness**

9.1 An Equality and Fairness Analysis will be completed prior to any decision being taken on the ongoing delivery of the Council's housing and landlord role.

## **10.0 Other Implications – Environmental, Human Rights, Community Safety**

10.1 The completion of the Housing Futures Review will give the Council greater scope to deliver its wider role of community well being. Better homes and high quality housing management help to reduce crime, improve the environment and contribute towards human rights by helping people secure a safe and secure home.

## **11.0 Youth and Anti-Poverty**

11.1 Housing problems faced by young people, including those who want to rent accommodation or buy a home, are becoming increasingly clear to the Council. Maintaining a strong housing and landlord role will help the Council to improve the housing options and choices available to young people.

## **12.0 Recommendations**

12.1 Cabinet is recommended to:

- Approve further development of the preferred option to retain Eastbourne Homes Ltd as housing management provider with closer integration with Council services
- Delegate authority to the Senior Head of Community to consult on option 10 with tenants and leaseholders

**Lead officer name: Andy Thompson**

**Job title: Strategic Housing Manager**

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### **Background Papers:**





None

## **Appendix 1: Outcomes Extract from the Terms of Reference for the Housing Futures Review**





### **Material Considerations**

In undertaking and completing the Housing Futures Review, the Housing Futures Project Board and Housing Futures Project Group will take account of the following themes, which should be considered as material considerations:




#### *Community Interests*

-  Landlord service and performance past, present and potential, including quality of delivery and customer satisfaction
-  Safeguarding and enhancing the social and economic interests of both today's and tomorrow's tenants
-  Safeguarding the ability of tenants to be actively engaged in the management of their homes
-  Local accountability


#### *Corporate Priorities for the Council*

-  Take account of and support the outcomes and ethos set down in the Eastbourne Corporate Strategy, At Home in Eastbourne and the Core Strategy (Planning)
-  Consider all current and future governance and scrutiny arrangements
-  Consider how to mitigate and reduce risks to the Council
-  Take account of stakeholder perceptions and confidence




#### *Value for Money*

-  Delivery of efficiencies including relationship where appropriate with the Council's Future Model service delivery framework
-  The impact on the General Fund
-  The impact on the Housing Revenue Account

#### *Provision of affordable and secure homes*

-  Enhancing and securing capacity for future investment in existing stock and in new/additional affordable, secure homes

#### *Economic Development*

-  Capability, capacity and relevance for delivery of non-social housing projects, including contribution to wider economic development
-  Enhancing and securing capacity for additional future investment in the wider Eastbourne economy
-  Local income generation, service and goods sourcing and employment retention



## Appendix 2

### Eastbourne Housing Services

*Helping you to be at home in Eastbourne*

**Briefing Paper:** Housing Futures – Options for housing management.

**Date:** January 29<sup>th</sup>, 2014






#### **Purpose:**

To recap on the options available to deliver housing management and to update Board members on the development of a new EHL option with greater integrated working with the Council.







#### **Options:**

#### ***Newly developed Option – Retain EHL with responsibility for housing management with greater integration with Council***

##### *Brief Description*

-  Co-location of team members from both EHL and the Council at the Council's offices at 1, Grove Road – this will reduce office costs.
-  The introduction of new technology and working practices where appropriate – this too will reduce office costs and deliver better customer-friendly working.
-  Sharing some senior executive level managers.
-  Integrated 'back office' services including IT, Human Resources, Legal Services and Financial Management and Administration across EHL and the Council. This would save costs and by reducing the links in the chain for managing such things as the Housing Revenue Account (HRA) encourage quicker, more effective working and reduce the risk of errors occurring during information transfers.
-  A single Customer Contact Centre at the Grove Road office – this would improve the accessibility to the Council by offering a single point of contact for all services and again reduce costs

##### *Assessment of Option Ten*





-  Potential to generate savings (circa £1.5m) to the Council split between the General Fund (GF) and the Housing Revenue Account (HRA).
-  Retains EHL and tenant focused governance.
-  Represents value for money for EHL and EBC by reducing overheads.
-  Creates opportunities to improve customer services.
-  Retains a vehicle for securing investment and work from non-Council owned businesses.
-  Bigger operational scale creating opportunities for more effective procurement through combined purchasing power of an integrated GF/HRA spend.

## **Appraisal of Options One to Nine**



A range of options for the future of the Council's landlord role were set out in a paper to the Housing Futures Board in August 2013.

Since then, these options have been explored and appraised by the Council's Housing Services Team with support from the Chartered Institute of Housing and Eastbourne Homes Limited.



This work has taken into account:

-  The views of tenants, expressed via the Board and at the Eastbourne Homes Limited Resident's Conference in October 2013
-  The emerging shape of the Council's overall corporate service delivery strategy, being developed under Future Model
-  A financial viability assessment of the various options
-  The changing shape of the wider housing market and its role in supporting the wider economy





### ***Option 1 – Retain current arrangements with Eastbourne Homes Limited (EHL)***

-  EHL has a track record of providing good quality services and that the organisation has wide support from residents.
-  A stand alone EHL option could deliver efficiencies going forward, however, it is recognised that the organisation is relatively small scale and this may not be the optimum way to deliver value for money and safeguard tenants/leaseholders interests.

### ***Option 2 – Expansion of EHL to deliver more services for the Council and other enterprises, both housing and non-housing***

-  As noted above, EHL has a good track record of delivery. The company has, to a limited extent, expanded into some new areas of work.
-  Again, due to EHL's relatively small scale it would be challenging to grow, as a stand alone business, whilst ensuring a focus on core housing activity.

### ***Option 3 – Return to Council and full Integration with Future Model***


-  Integration of and easier access for residents to all Council provided services.
-  Potential to generate savings (circa £1.5m) to the Council for both the General Fund (GF) and the Housing Revenue Account (HRA).
-  Risk of reduced focus on housing management services.
-  Loss of tenant governance.

### ***Option 4 - Large Scale Voluntary Transfer (LSVT)<sup>1</sup>***

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<sup>1</sup> A Large Scale Voluntary Transfer means that the ownership of the Council's homes will transfer to another landlord, most commonly a housing association. The transfer can be to an existing association or to a new one, set up especially to be the new landlord. This can usually only take place if a majority of tenants vote for such a transfer.

**Option 5 – Transfer to Mutually Owned Co-operative<sup>2</sup>**  
**Option 8 – Tenants exercise their Right to Transfer<sup>3</sup>**


 These options are not financially viable. This is because the value of the Council's housing stock – the amount that could be paid by a purchasing landlord - would not be sufficient for the Council to clear all debts incurred in providing the homes. The higher borrowing costs of a non-public sector landlord would also reduce the amount of money available for maintenance and repair of homes. Opportunity to borrow more money than the Council can for investment.

**Option 6 – Shared Service Delivery with other Social Landlords**


 Possible service level compromises with partners to secure agreements.


 This option could deliver efficiencies through shared costs and more efficient procurement.


 Risk of contractual inflexibility to manage according to local circumstances.

 At this stage there are no local partners identified.

**Option 7 - Out-source/externalise housing management**


 Limited market and range of providers.


 Contractual arrangements may lead to reduced flexibility to respond to changing circumstances and needs.

 This option could deliver efficiencies through shared costs and more effective procurement.

 Potential loss of local accountability and control.

**Option 9 – Tenants exercise their Right to Manage<sup>4</sup>**

 Resilience and capacity to absorb reduction in resources, risk to income and increases in external costs may be compromised.

 May not be optimum way to deliver efficiencies due to relatively small scale of operation.

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<sup>2</sup> A Mutually owned Co-operative would involve the transfer of the ownership of the housing stock from the Council to a new organisation, ownership of which would be vested in the tenants and in some models also employees. It is not dissimilar in concept to building societies which are owned by their members.

<sup>3</sup> In July 2013, the Government announced formal proposal to give Council tenants the right to request a transfer of their homes to another landlord. The necessary regulations are expected to be in force by the end of 2013.





<sup>4</sup> In July 2013, the Government announced proposals to streamline the ability of tenants to take over the management of their homes. The necessary regulations are expected to be in force by the end of 2013.

## **Appendix A: Outcomes Extract from the Terms of Reference for the Housing Futures Review**





### **Material Considerations**

In undertaking and completing the Housing Futures Review, the Housing Futures Project Board and Housing Futures Project Group will take account of the following themes, which should be considered as material considerations:




#### *Community Interests*

-  Landlord service and performance past, present and potential, including quality of delivery and customer satisfaction
-  Safeguarding and enhancing the social and economic interests of both today's and tomorrow's tenants
-  Safeguarding the ability of tenants to be actively engaged in the management of their homes
-  Local accountability


#### *Corporate Priorities for the Council*

-  Take account of and support the outcomes and ethos set down in the Eastbourne Corporate Strategy, At Home in Eastbourne and the Core Strategy (Planning)
-  Consider all current and future governance and scrutiny arrangements
-  Consider how to mitigate and reduce risks to the Council
-  Take account of stakeholder perceptions and confidence




#### *Value for Money*

-  Delivery of efficiencies including relationship where appropriate with the Council's Future Model service delivery framework
-  The impact on the General Fund
-  The impact on the Housing Revenue Account

#### *Provision of affordable and secure homes*

-  Enhancing and securing capacity for future investment in existing stock and in new/additional affordable, secure homes

#### *Economic Development*

-  Capability, capacity and relevance for delivery of non-social housing projects, including contribution to wider economic development
-  Enhancing and securing capacity for additional future investment in the wider Eastbourne economy
-  Local income generation, service and goods sourcing and employment retention

# Agenda Item 8

<b>Body:</b>	<b>Cabinet.</b>
<b>Date:</b>	<b>March 19<sup>th</sup>, 2014</b>
<b>Subject:</b>	<b>Eastbourne Housing and Economic Development Project (HEDP).</b>
<b>Report Of:</b>	<b>Ian Fitzpatrick, Senior Head of Community.</b>
<b>Ward(s)</b>	All.
<b>Purpose</b>	This report provides an update on the Eastbourne 2013-2015 Local Authority New Build programme and the Supporting Housing and Economic Progress initiative.
<b>Decision Type:</b>	Key Decision.
<b>Recommendation:</b>	<p>Cabinet is recommended to:</p> <ul style="list-style-type: none"><li>• Approve a capital allocation totalling no more than £350,000 from the £18m Housing Regeneration capital allocation for the purchase and refurbishment of retail and commercial elements of properties being purchased for the SHEP initiative, subject to the application of the conditions and procedures previously agreed for SHEP funding delegations.</li><li>• Approve a revised budget for the Eastbourne 2013-2015 LANB, of £4,758,000 to include:<ul style="list-style-type: none"><li>○ Twenty three affordable rented homes made up of sixteen at Coventry Court, three at Tenterden Close and four at Belmore Road</li><li>○ An additional six houses for shared ownership as part of the Coventry Court scheme, made up of three (3) x three bedroom houses and three (3) x two bedroom houses</li><li>○ An additional four homes for market sale as part of the Belmore Road scheme made up of four (4) x two bedroom homes</li></ul></li><li>• Delegate authority to the Senior Head of Community in conjunction with the Portfolio Holder for Finance the purchase of a site adjacent to Belmore Road (Longstone Road) subject to final risk/financial appraisal</li><li>• Allocate up to £850,000 as a loan facility in the Council's capital programme to support economic development initiatives at Sovereign Harbour</li></ul>
<b>Contact:</b>	Andy Thompson – Strategic Housing Manager E-mail address : <a href="mailto:andrew.thompson@eastbourne.gov.uk">andrew.thompson@eastbourne.gov.uk</a> Telephone: 01323 415736

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## **1.0 Introduction**

- 1.1 This report considers a range of inter-linked housing and economic development projects and opportunities. All are related to the Housing and Economic Development Partnership (HEDP), a joint project set up in February 2013 by the Council and Eastbourne Homes Limited (EHL). The HEDP has a small team of officers working exclusively on projects for the initiative but also being used, as required, by the Housing Services team to help the wider strategic housing work of the Council as a whole.
- 1.2 The HEDP team has been tasked with delivering a number of strategic projects for the Council, including the programme to develop new Council-owned homes. There has now arisen an opportunity to further expand this programme. This report requests approval for the appropriate resources and policy decisions to be in place to be able to take advantage of these new development and funding opportunities.
- 1.4 In taking forward its work over the past year, the HEDP team has increasingly found itself needing to be able make use of both Housing Revenue Account (HRA) and General Fund (GF) resources. Current delegations of authority, agreed in September 2013 need to be revised to allow the project to operate more effectively as there is a risk that opportunities may be lost if this flexibility is not available for use when it is most needed. This report sets out and requests approval for those revisions.
- 1.5 The Council has been working with development partners in order to secure development of sites that have extant planning permission for business use on Sovereign Harbour.

## **2.0 Funding Mechanisms for HEDP**

- 2.1 At this early stage in the development of the HEDP's work, it has not yet had cause to ask for consent from Members to draw upon the General Fund £20m capital allocation agreed in February 2013. This is because the nature of the work envisaged for the HEDP includes complex investment projects which have long lead in times.
- 2.2 However, as part of the Supporting Housing Economic Progress (SHEP) initiative opportunities have arisen for the Council to acquire and bring into productive use freehold premises retail the area of Seaside which are seen as having potential to support the leisure and tourist economy. Some of the targeted long term empty properties are traditional shop unit with flats above. The upper floors can be converted to residential use, using the funds already approved for the SHEP but these resources cannot be used for the shop or commercial elements of the buildings because being part of the HRA they can only be used for Council-owned homes. Failure to address the problems at a street level will reduce the overall impact on the regeneration of the area. In addition, it is not always possible to secure ownership of the upper floor residential accommodation without also taking on the ground floor commercial elements of the properties. As such, for the scheme to have the maximum impact, the Council will on occasion have little choice but to buy mixed use properties which in turn will require mixed funding to be available.

2.3 The use of the £18m capital allocation is necessary to cover the cost and refurbishment of securing those commercial elements of the property to allow the Council to secure the acquisition of the whole property and so deliver not only its housing outcomes, as determined by SHEP, but also begin to deliver a street level programme of renaissance to currently under exploited retail and commercial areas of the town. These properties will be managed on behalf of the Council by EHL.

2.4 The three currently identified commercial and retail units have been appraised alongside the affordable homes above the premises and have been through the same detailed risk assessment and viability review process to meet the conditions and procedures previously agreed for SHEP funding delegations. This has incorporated advice from local agents on rental values and demand levels. The appraisals assume total scheme costs of £330k, a gross annual rental income of £30k (9% yield) and provide a year 1 operating surplus of £11k. The commercial units therefore contribute to the viability of the overall programme. There is some risk associated with the operation of commercial leases in projecting future demand. The Risk Review Group considered this and took into account planned mitigations (existing lessee for one unit, advised demand, plan to establish an enhanced offer compared to other nearby premises with competitive rents, contribution to wider regeneration) and concluded that there was a reasonable business case to proceed.



2.5 Members are recommended to:

- Approve a capital allocation totalling no more than £350,000 from the £18m Housing Regeneration capital allocation for the purchase and refurbishment of retail and commercial elements of properties being purchased for the SHEP initiative, subject to the following:
  - Acquisition and redevelopment of any individual property will only be progressed if the result is a financially viable development that has no net cost to the Council and contributes to the wider regeneration of the area.
  - Each acquisition will be approved by the Council's Housing and Finance specialists before contracts for purchase are exchanged.

2.6 The Council was successful in obtaining £750,000 in Section 106 contributions towards employment initiatives in the borough. This has been earmarked for Sovereign Harbour to begin development of employment space. The Council has been working with the County Council and Seaspaces Ltd to secure an innovation mall on site 7. Whilst the Section 106 contribution can be used to finance this opportunity, the structure of the development proposition requires this by way of a loan on commercial terms. To allow for the scheme to progress the loan needs to be up to a value of £850,000. The additional £100,000 will be financed by way of the investment return.

### **3.0 Development of new Council owned homes**

3.1. Members will recall in February 2013 approving the building of a total of 23 affordable rented homes across three sites – Coventry Court (16 homes), Belmore Road (four homes) and Tenterden Close (three homes) as part of the Eastbourne 2013-2015 Local Authority new Build (LANB) programme.

- 3.2 As part of the development of the Eastbourne 2013-2015 LANB programme, the opportunity has emerged to develop additional homes. This has arisen from:
-  An architectural competition to determine which practice should design the Council's new homes. This exercise showed that six more homes could be provided at the Coventry Court site.
  -  An opportunity to purchase a plot of land adjacent to the Belmore Road site that would allow an additional four homes to be provided.

### 3.3 Expansion of the Coventry Court Scheme


3.3.1 The ability to increase the number of homes available at Coventry Court from 16 to 22 provides an opportunity to develop homes for sale to low and middle income households as well as generate capital receipts for the Council. By offering a shared ownership option, homes for low and middle income households are provided in a way that helps those who are unable to secure a mortgage for outright purchases yet can afford the monthly cost of a shared ownership option<sup>1</sup>. The Council has in the past successfully developed shared ownership homes.

3.3.2 The cost of developing six family homes is £657,000, reflecting construction costs as the land is already in the ownership of the Council. The open market sale value of the six is estimated at £975,000. Purchasers would buy a minimum stake of 25%, generating an immediate capital receipt to the Council of a minimum of £243,750. Residents would then pay rent on the remaining equity calculated as being on 2.75% per annum of the retained equity. This income would cover the cost of to the Council of funding the retained equity stakes until such time as the occupiers chose to exercise their right to increase their own share in the property. Residents are at any time able to increase their equity stake in their home, by buying additional shares at the prevailing market value, which generates future capital receipts for the Council.

3.3.3 The financial model for this scheme has been designed to allow for the properties to be either retained at no net cost to the Council as affordable rented homes or sold on the open market for a net return. This helps mitigate the risk to the Council of developing shared ownership homes.

### 3.4 Expansion of the Belmore Road/Longstone Road Scheme

3.4.1 An opportunity has risen adjacent to the Belmore Road site, at Longstone Road, to improve the access to the site and add four additional homes to the four approved in February 2013. The Council has secured an option to purchase a site currently occupied by a warehouse and yard. Purchase of this site offers two advantages to the Council:

-  The viability and desirability of the Council's Belmore Road scheme will be improved

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<sup>1</sup> Shared ownership can put a roof over the head of Generation Rent – The Guardian, November 2013; One foot on the ladder: how shared ownership can bring owning a home into reach - Resolution Foundation, November 2013



 Four additional homes can be developed for sale, to provide a net receipt to the Council.

3.4.2 In terms of improving the site, the purchase would improve access to the new homes by making the main route into the scheme via Longstone Road rather than a narrow driveway running from Belmore Road. It will also allow the layout of the site to be improved by creating a simple rectangular foot print rather than one with an unusual angled border to one side. Appendix A shows the location and layout of the site.

3.4.3 As noted above, the site also provides the opportunity to build four homes for sale, at an estimated sale value of £680,000. Taking the initial investment of £155,000 for the site and subsequent development/site improvement costs of £460,000 the scheme generates a potential net return of £65k.

3.4.3 Properties available at the values suggested above will be particularly helpful to first time buyers, who are increasingly being priced out of the market by Buy-to-Let landlords. To prevent these properties falling into that category, a covenant can be imposed on them preventing sale requiring purchasers to themselves live in the homes at first sale.

3.4.4 Because the Council has to purchase land for the extension of the Belmore Road scheme, the development is only financially viable if the properties are sold. The combined cost of land purchase and construction mean that the properties could not be retained within the HRA and let at an affordable rent without capital subsidy from the Council. However, the demand for properties in this area is high and the risk of these properties not selling is low.

3.5 Financial impact of the opportunities

3.5.1 If Cabinet approve both the above initiatives the overall LANB capital programme will be £4,758,000 subject to the outcome later this year of the construction tenders.

3.5.2 This figure includes updated information on construction costs which have risen since the original report was presented Members in February 2013. This is because of a national rise in demand for new buildings. The cost of materials and specialist labour has increased over and beyond headline inflation rates<sup>2</sup>.

3.5.3 Members are asked to note that the revised programme will generate receipts, as a result of the outright sale of four homes and an initial 25% share of six others totalling £923,750. This means that the net investment by the Council is £3,835,000. Appendix B to this report provides further detail on the assumptions made to inform the revised programme.

3.5.4 Members are therefore recommended to approve:

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<sup>2</sup> Labour costs soar as house building rises on Help to Buy scheme – Financial Times September 2013; Materials prices rise but labour rates remain pressurised – Construction News October 2013; Increase In Costs Could Threaten The Building Industry – Federation of Master Builders – October 2013

- Approve a revised budget for the Eastbourne 2013-2015 LANB, of £4,758,000 to include:
  - Twenty three affordable rented homes made up of sixteen at Coventry Court, three at Tenterden Close and four at Belmore Road
  - An additional six houses for shared ownership as part of the Coventry Court scheme, made up of three (3) x three bedroom houses and three (3) x two bedroom houses
  - An additional four homes for market sale as part of the Belmore Road scheme made up of four (4) x two bedroom homes
- Delegate authority to the Senior Head of Community in conjunction with the Portfolio Holder for Finance the purchase of a site adjacent to Belmore Road (Longstone Road) subject to final risk/financial appraisal.

## 4.0 Risk Assessment

### 4.1 LANB Expansion Risk Summary

Risk	Likelihood	Mitigation
Properties fail to sell	Unlikely – the housing market is currently buoyant with unmet demand for properties priced below £200,000	Shared ownership properties can be taken into the HRA for use as rented homes
Construction costs increase	Possible	Competitive tender used to reduce costs
Borrowing costs increase substantially	Unlikely – the Bank of England has indicated that rates are likely to remain low	Funds are secured using long term interest rates in line with scheme viability assumptions

## 5.0 Consultation

- 5.1 The Council has undertaken and continues to undertake extensive consultation and market research in developing and delivering 'At Home in Eastbourne', which underpins and informs the Eastbourne 2013-2015 LANB.
- 5.2 The extensive consultation work for 'At Home in Eastbourne', the Council's housing strategy, showed that there is a considerable desire amongst local people to buy a home of their own. The proposals in this report will demonstrate a positive response by the Council to that consultation work.

## 6.0 Environmental, Human Rights, Community Safety, Youth, Anti-poverty Implications.

- 6.1 The delivery of an expansion of the Eastbourne 2013-2015 LANB will give the Council greater scope to deliver its wider role of community well being. Developing the wider economy and encouraging investment in homes in a sustainable and equitable way will help to reduce crime, improve the environment and contribute towards human rights.

## **7.0 Resource Implications**

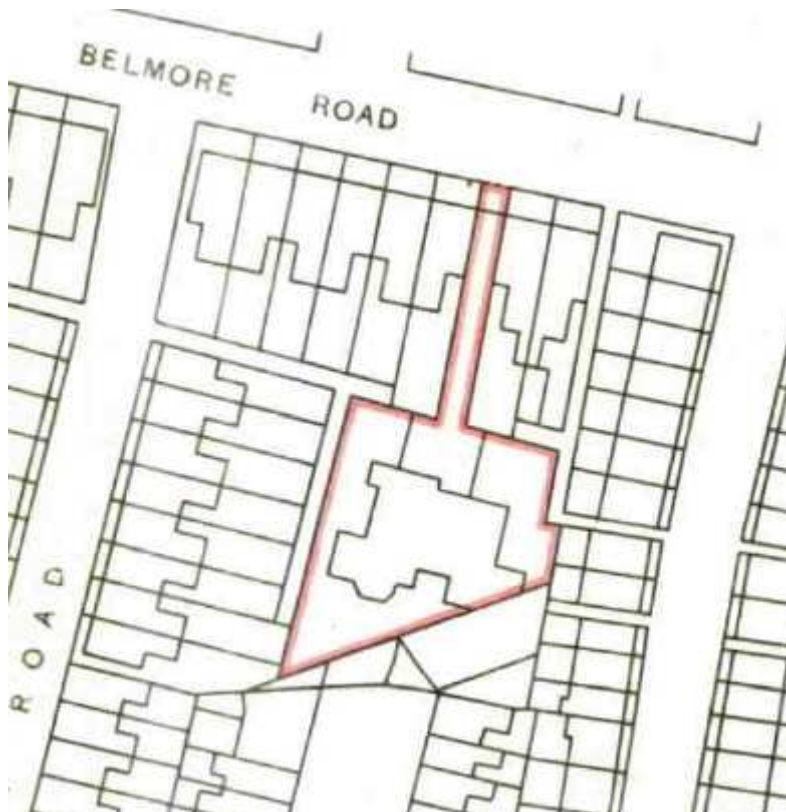
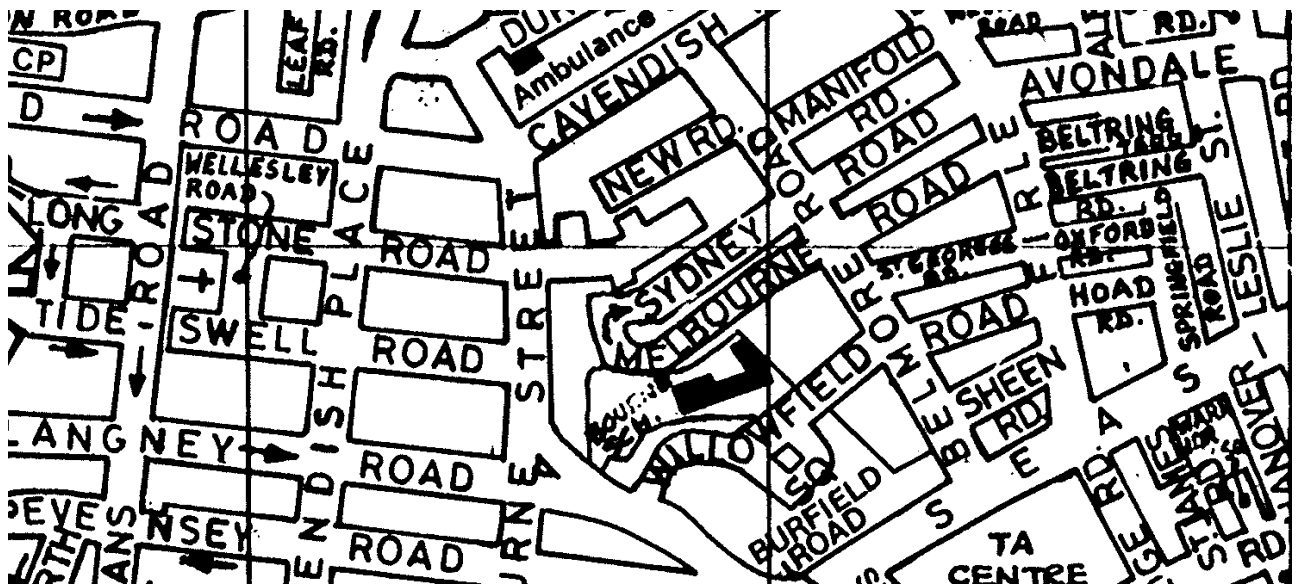
- 7.1 Acquisition of the site at Belmore Road/Longstone Road will require input from the Council's Legal and Estates specialists although much of the preparatory work will be undertaken by EHL. There is sufficient capacity within the current teams to be able to absorb those elements of acquisition that will require Council input.
- 7.2 The managing all construction works will be delivered by the HEDP and EHL, within their existing resources, subject to professional and financial oversight by the Council's Housing Services team. The team currently has the capacity and capability to do this work.

## **8.0 Legal Implications**

- 8.1 The acquisition of properties that have a long history means that careful research is needed to make sure that there no legal matters, such as rights of way or unexpired leases that may impact upon the ability of the Council to make the best use of its acquisitions. The HEDP team, employed by EHL and acting as the Council delivery agent for the Eastbourne 2013-2015 LANB and the SHEP undertakes thorough research into the background to all such purchases, taking legal advice from the Council's Legal Services team.
- 8.2 Purchases are not authorised by the Council's Strategic Housing and Financial Services managers unless all such legal matters have been resolved satisfactorily. This is to avoid the Council being put at risk of investing in properties over which it may not have full control.

**Lead officer name:           Andy Thompson BA MSc**  
**Job title:                       Strategic Housing Manager**

**Appendix A: Location of Belmore Road/Longstone Road Development Site**



The red outlined area shows the land currently within the Council's ownership. The area to recommended for purchase is the small irregular plot, adjacent to this site, below the area shown as being owned by the authority.

## **Appendix B:** Financial summary of the expenditure and income assumptions for the Expansion of Eastbourne 2013-2015 LANB

### 1. Scheme Assumptions

- Allowances for build costs and sales values are based upon the standard assumptions which have been arrived at after recent market research and a review of relevant recent data. These assumptions have been reviewed and agreed by senior officers at both Eastbourne Borough Council (EBC) and Eastbourne Homes Ltd (EHL)
- Build cost allowances have been made after an assessment of current construction prices for new build properties including projected Build Cost Information Service data, input from local cost consultancy practice FFT, discussions with contractors and data from other similar schemes known to the authors of this report
- On-costs, to include project management, planning, legal and employment/training (1%) design to planning have been allowed for at a range of 11% to 14% of the total works and acquisition costs after a review of relevant data as above.
- Rental and sales income figures have been derived from a review and assessment of the local market carried out over the last month. Rental income on the shared ownership properties has been assumed as being 2.75% of the retained equity.
- Allowances for bad debts, service charges, and management costs have been established via consultation with (EHL)
- Allowances for inflation and interest rates have been made following consultation with relevant officers of (EBC) and EHL
- A summary of assumptions and outcomes is available for review from the Council's Strategic Housing Manager

### 2. Scheme Summary

- Six Shared Ownership Homes: three x 3 bedroom, five person and 3 x 2 bedroom, three person
- Four Market Sale Homes: all 2 bedroom four person
- Fourteen Affordable Rented Homes: three bedroom , five person
- Nine Affordable Rented Homes: two bedroom, three/four person

### 3. Scheme Finances

- Total scheme cost: £4,758,000 (23 affordable rented homes, four homes for market sale, six homes for shared ownership)
- Sales receipt (four outright sale): £680,000
- Initial sales of 25% equity sale (six shared ownership): £243,750
- Initial annual rental income after costs and deductions (retained 75% equity in six shared ownership properties): £20,100.
- Initial annual rental income (23 affordable rented homes): £169,800
- Repayment (repayment mortgage) in year 40.

This is commensurate with the accepted financing time of forty years for new social housing.

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<b>Body:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>19<sup>th</sup> March 2014</b>
<b>Subject:</b>	<b>2014/15 Corporate Plan Refresh</b>
<b>Report Of:</b>	<b>Peter Finnis, Head of Corporate Development</b>
<b>Ward(s)</b>	All
<b>Purpose</b>	To submit for approval a refreshed Corporate Plan for 2010 – 2015 with key actions and revised performance indicators for 2014/15 to ensure the Council is well positioned to achieve its Corporate Priorities.
<b>Decision Type:</b>	Policy Framework
<b>Recommendation:</b>	<ol style="list-style-type: none"><li>1. Cabinet to approve the draft 2014/15 refresh of the Corporate Plan subject to detail on Performance Indicators, Actions and final formatting being agreed by Senior Heads of Service and Portfolio Holders.</li><li>2. Cabinet recommend final approval by full Council.</li></ol>
<b>Contact:</b>	William Tompsett, Strategic Performance Manager, Telephone 01323 415418 or internally on extension 5418. <a href="mailto:william.tompsett@eastbourne.gov.uk">william.tompsett@eastbourne.gov.uk</a>

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## **1.0 Background**

- 1.1 In December 2009, Cabinet agreed to a new form of Corporate Plan for the Council. This plan was to focus on four priority chapters and was designed to help deliver real outcomes that would benefit residents, businesses and visitors to Eastbourne.
- 1.2 In April 2010, the 2010-2015 Corporate Plan was approved by Cabinet and adopted by the authority. Progress against the projects in each chapter has been reported quarterly to Scrutiny and Cabinet as well as being discussed more regularly by the CMT and Cabinet leads at their regular meetings. This has been enhanced by use of the Covalent performance management system.
- 1.3 The projects within the Corporate Plan take into account new and emerging government policy and legislation. Particular attention was paid to the Localism Bill published on 13<sup>th</sup> December 2010 as well as emerging legislation on public health, welfare reform, education, economic development. The Localism Bill in particular places greater focus on engaging with and enabling the community and neighbourhoods in a range of areas and this will need to be reflected in emerging projects as appropriate.

## **2.0 Evidence Base**

- 2.1 The 2010-15 Corporate Plan included evidence based on data collected from Local Futures. This information has been sourced from all the national datasets available at that time and enabled us to develop baskets of data to represent Eastbourne's performance against themes in a variety of ways including report cards.
- 2.2 The refreshed Corporate Plan contains updates on the Local Futures data and includes references to data from other more timely sources (such as East Sussex in Figures) where available in order to give an overall picture of Eastbourne which is as up-to-date as possible. Although much of the data will be pre-2011/12 it will help us create a picture of the direction Eastbourne as a town is developing. As we continue to build up our collection of data over a longer period, we should be able to spot trends and use that information to help target and deliver services more effectively.
- 2.3 Extensive consultation on the Corporate Plan priorities has been conducted with the community and stakeholders each year since the new format and priorities were adopted. This being the final year of the current strategy, the results of the annual consultations have been brought together with recent community feedback such as the Youth Fair, the new ward walk initiative, and the 'Big Local' project in west Devonshire ward and presented to Cabinet in December 2013. The full consultation report will be made publicly available alongside to the Corporate Plan once published online.
- 2.4 Development of projects and targets has also been influenced by the recent Service and Financial Planning process, reference to the Local Development Framework and the Sustainable Community Strategy.
- 2.5 A year-end report summarising the 2013/14 Actions and related Performance Indicator outturns is being reported to Scrutiny and Cabinet and will be made available to the public alongside the refreshed Corporate Plan on our website.
- 2.6 Feedback we have received as part of our reviews from GOSE, iESE and the LGA Peer Challenge were very positive regarding the format and content of our Corporate Plan. The areas of focus, use of outcomes and the level of detail in the project planning were all commented on.

## **3.0 Chapters and Projects**

- 3.1 The Corporate Plan continues with the same four priority chapters – each owned by a senior member of CMT and Cabinet portfolio holder who are responsible for managing the overall delivery of projects in that theme. Below is an overview of the projects for each chapter.
- 3.2 Prosperous Economy

### **Tourism Marketing and Brand Development**

- New Tourism and Economic Development strategy
- New brand development and marketing campaign



- New walking festival
- Grow the Beer and Cider by the Sea event into a regional food and drink festival

#### **Employment - Town Centre**

- Process new planning application
- Assist with land assembly
- Assist developers to crystallise development on other sites
- Specify and tender plans for the environmental improvement to Terminus Road
- Review the existing ring road

#### **Business Support Scheme**

- Use of technology to promote local services including procurement
- Maximise Business Rate Relief giving £800k back to small businesses
- Revised Eastbourne Loyalty Scheme

#### **Employment - Sovereign Harbour**

- Process planning applications by Sovereign Harbour Ltd and SeaChange Sussex
- Progress the provision of the Community Centre
- Deliver the Harbour Innovation Mall

### 3.3 Quality Environment

#### **Managing Waste Responsibly**

- Improve Recycling rates

#### **Improving the Cleanliness of the Street and Public Areas**

- Prevention campaigns to reduce environmental crime
- Renovation of public conveniences

#### **Allotment Provision**

- Continue to build extra allotment in phases throughout the year

#### **Towards a Low Carbon Town**

- Continue to implement Environment Strategy Action Plan
- Implement actions to reduce the carbon use of the Council's own buildings

#### **Transport – Cycling Provision**

- Implement Cycle Strategy – revise proposed cycle routes following consultation
- Complete 3 new routes and next phase of Horsey Sewer cycle route

#### **Eastbourne Park**

- Form a land owners group and stakeholders group to implement action plan for the Park
- Carry out feasibility work for new flood mitigation measures

#### **Pride in Our Parks**

- Finalise design, apply for planning permission and build Hampden Park Skate Park
- Biodiversity Report on Hampden Park Lake
- Hampden Park Management Plan
- Old Town Recreation Ground Management Plan
- Publish the Princes Park Development Plan

### 3.4 Thriving Communities

#### **Develop Youth Services and Activities**

- Deliver new Youth Strategy to be implemented in 2015

- Deliver Youth Fair 2014 for young people to showcase their skills and achievement
- Deliver Youth Network meeting for service and activity providers
- Implement current Youth Strategy

#### **Improving Neighbourhood Delivery**

- Deliver improvements to health and wellbeing
- Develop Shinewater Park project
- Deliver grants to Community and Voluntary organisations

#### **Best Use of Housing Resources**

- Housing Futures – Agree how to best deliver housing management arrangements to start April 2015
- Work with Eastbourne Homes to identify options for housing repairs contract and begin procurement
- Deliver New Homes programme, Empty Homes programme and Driving Devonshire Forward
  - Coventry Court
  - Tenterton
  - Belmore/Longstone

#### **Support to Vulnerable Households**

- Deliver Welfare Reform Action Plan
- Develop community resources for tackling economic hardship
- Tackle rough sleeping
- Housing Benefit and Council Tax system migration

#### **Cultural Provision**

- Establish new Charitable Company
- Transfer Towner to Trust
- Progress work with English Heritage to secure funding for the development of the Redoubt as an accessible, living museum

#### **Tennis Development**

- Refurbish courts at Hampden Park and Old Town Rec with new free membership scheme launched

#### **Active Eastbourne**

- Complete and implement the first priorities of the Active Eastbourne strategy

#### **Devonshire Park**

- Complete the concept design stage for the whole complex
- Undertake next iteration of the Business Case
- Complete Phase 1 – new façade to Congress Theatre

### 3.5 Sustainable Performance

#### **Asset Management**

- Restructure service to create a Corporate Landlord Team
- Market test the Wish Tower site for a restaurant

#### **Sustainable Service Delivery Strategy (SSD)**

- Implementation of Future Model Phase 2
- Exploring a range of partnerships to achieve further efficiencies

## 4.0 **Performance Management and Indicators**

- 4.1 On 14 October 2010 the Secretary of State for Communities and Local Government announced that Government will be establishing a single transparent list of every piece of data that central government requires from

councils. The single data list will take effect from 1 April 2011.

- 4.2 Further to this the National Indicator set, previously used by all councils to report elements of their performance to central government and all LAA Agreements was scrapped from 31 March 2011.
- 4.3 With the removal of National Indicators and the limitations of the new Single Data List, it was vital that we developed robust local indicators to measure the success of delivering our priority projects. These are built into Covalent for monitoring and reporting through management teams, Scrutiny and Cabinet. We regularly review and assess our local indicators with managers and officers across the authority to provide a robust framework for measuring the success of our priority themes and projects.
- 4.4 The agreed priority projects and actions for 2014/15 are mapped on to Covalent. These will be updated throughout the year as planned milestone dates are reached and will be reported to CMT, Scrutiny and Cabinet on a regular basis. These quarterly reports will also be made available on the performance pages of the council's website and "live" information can be viewed by Members on Covalent.

## **5.0 Consultation**

- 5.1 The details of the actions and milestones for projects have been developed in consultation with the appropriate Cabinet portfolio holder and CMT lead. Input was also sought from managers and staff who will be delivering the projects.
- 5.2 Consultation with community groups, stakeholders and the general public has been conducted over the past 5 years in order to develop and test the priority actions. A separate report on the outcomes of this consultation was presented to Cabinet in December 2013 and is available [online](#).
- 5.3 It is worth noting that a significant majority of respondents over the years agreed that the priorities listed in the 2010/15 Corporate Plan were "important" or "very important." This, combined with the use of Local Futures' statistical evidence, reinforces the validity of the Council's priority planning.
- 5.4 **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

5.5 The proposed corporate plan priority projects for 2014/15 were the subject of a presentation by corporate management team at a scrutiny committee seminar on 11 February 2014. The presentation was well received and no issues or concerns were raised.

## **6.0 Resource Implications**

6.1 Financial – None other than as highlighted in Service and Financial Plans

6.2 Staffing – None other than as highlighted in Service and Financial Plans

## **7.0 Summary**

7.1 The refreshed Corporate Plan will continue to focus on the same four priority themes. Some changes have been made to the specific actions within each chapter to reflect the completion of short-term projects and the introduction of new initiatives. Covalent will be used to performance manage the delivery of projects for 2014/15 and provide "live" snapshots online as well as quarterly summary reports for each chapter and the plan as a whole.

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

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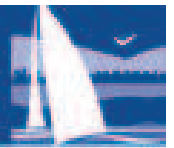
**Background Papers:**

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

*Corporate Plan 2010/15 (2014 refresh)*  
*Corporate Plan Priorities Consultation Report 2013*  
*2014/15 Service and Financial Plans*

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

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FUTURE **EASTBOURNE**

**CORPORATE  
PLAN 2010-2015  
2014 refresh**

Draft



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Draft

## **Introduction**

Eastbourne is changing. Your local council is going through a change process that will help it deliver better quality services focussed on the needs of residents and businesses in the town. This "Future Model" as it is known, is developing a new type of customer service approach with teams dedicated to dealing with all your needs both in our offices and out in the community. We're also making more and more of your most requested activities available online so you can interact with us via your computer or smart-phone at whatever time suits you.

As well as the significant internal changes we're delivering, we are also focused on driving Eastbourne forward economically. Our plans for the town centre redevelopment are on track and the development of Devonshire Park is also set to deliver an exciting new multipurpose site to enhance to town.

We've been working hard to deliver the improvements you've asked for and are focussing on delivering a streamlined and efficient service built around the customer to deliver the Eastbourne you want to see.



**Councillor David Tutt, Leader of the Council**

The last few years have seen Eastbourne Council grow to become a leader in transformation, efficiency and ambition. Our DRIVE programme, agile working and Future Model approach to delivering customer focussed services in the most efficient way continue to gain recognition from external organisations such as the Local Government Association (LGA) and Improvement and Efficiency South East (iESE).

However, we're not stopping there. We continue to look for ways we can improve the way we serve our customers – residents, businesses and visitors in the most efficient way we can. 2013 sees us go live with Phase 1 of the Future Model with our new Customer First and Neighbourhood First teams but plans are already underway to realign our remaining services to deliver savings and efficiencies whilst keeping the customer firmly at the centre of all our processes.

This Corporate Plan sets out how we aim to deliver key projects through the year to help make Eastbourne the best place to live, work and visit.



**Robert Cottrill, Chief Executive**

<b>Eastbourne Borough Council Priority Themes and Aims for 2015</b>	
<p><b>Prosperous Economy</b></p> <ul style="list-style-type: none"> <li>• An outstanding seaside resort and gateway to the South Downs National Park</li> <li>• An inspiring cultural provision combining opportunities for employment, learning, participation and shared experiences for residents and tourists</li> <li>• A Science Park that will be a regional centre of technology excellence</li> <li>• Increased investment in infrastructure capitalising on the Eastbourne/Hailsham Triangle</li> <li>• A new Town Centre that is vibrant, accessible and attractive to residents, businesses and visitors</li> <li>• A wide range of employment opportunities</li> </ul>	
<p><b>Quality Environment</b></p> <ul style="list-style-type: none"> <li>• Transformed sites that are currently under-used in our town centre</li> <li>• Increased quantity and improved quality of public space</li> <li>• Enhance and promote the unique natural and built environment for the maximum benefit of the town</li> <li>• Continue working closely with the Community Environment Partnership for Eastbourne</li> <li>• Moving towards becoming a low carbon town</li> <li>• Less waste supported by more recycling and reusing</li> <li>• Range of transport options, improved public transport and cycling facilities</li> </ul>	
<p><b>Thriving Communities</b></p> <ul style="list-style-type: none"> <li>• Lowest levels of crime in comparison to similar towns in the South East</li> <li>• Support for families and young people to reach their full potential</li> <li>• A wider range of activities and facilities for young people, enabling them to be the best they can be</li> <li>• A high level of community volunteering and involvement in our neighbourhoods</li> <li>• A wide range of quality homes including affordable housing for those in need</li> <li>• Increased opportunities to take part in recreational and sporting activities</li> </ul>	
<p><b>Sustainable Performance</b></p> <ul style="list-style-type: none"> <li>• Service excellence and innovation</li> <li>• Customer and outcome focussed</li> <li>• An excellent employer</li> <li>• A sustainable asset base</li> <li>• A valued partner across the public, private and voluntary sectors</li> <li>• A high performing local authority evidenced by sustained improvement</li> </ul>	
<p><b>Our 2026 Partnership vision for Eastbourne</b>            By 2026 Eastbourne will be a premier seaside destination within an enhanced green setting. To meet everyone’s needs Eastbourne will be a safe, thriving, healthy and vibrant community with excellent housing, education and employment choices, actively responding to the effects of climate change</p>	
<p><b>Sustainable Community Strategy            Eastbourne Priority Themes</b></p> <ul style="list-style-type: none"> <li>• <b>Regeneration and Economy</b></li> <li>• <b>Housing</b></li> <li>• <b>Culture and Sport</b></li> <li>• <b>Environment</b></li> <li>• <b>Community Safety</b></li> <li>• <b>Communities Working Together</b></li> <li>• <b>Health and Social Care</b></li> <li>• <b>Learning and Skills</b></li> <li>• <b>Children, Young People and Families</b></li> </ul>	<p><b>Principles</b></p> <p>We commit to:</p> <ul style="list-style-type: none"> <li>• <b>Valuing all people</b></li> <li>• <b>Being sustainable</b></li> <li>• <b>Being efficient</b></li> </ul>

Eastbourne Borough Council is committed to delivering the priorities of the East Sussex Integrated Sustainable Community Strategy. For minutes of meetings and more details visit [www.essp.org.uk](http://www.essp.org.uk)

## The Wider Economic Context

This Plan has been prepared during a period of significant economic uncertainty. The economic downturn over the last few years is affecting Councils across the country. We are already seeing an increased demand for some services whereas a range of paid services are experiencing a continued downturn in demand. This has led to a reduction in our income. In addition, the unprecedented low level of interest rates is presenting particular challenges for the Council, as historically we have relied upon interest from our capital and income from services to support a significant proportion of our expenditure.

While we believe that the excellent work done during the Budget Setting processes for the 2011-14 financial years has established a solid foundation for the Council, we will be keeping the position under review. We will need to respond flexibly if the economic downturn continues or worsens and the impact on the Council's finances is even more serious than anticipated. Conversely, if the economy improves faster than we have provided for in our financial projections, we may be able to bring forward other projects in to this Plan period. The Financial and Corporate Plans will therefore be monitored on a quarterly basis and will be reviewed formally on an annual basis.

## Eastbourne Borough Council's Financial Context

### **Financial resilience**

Councils face significant challenges in managing the implications of the current economic climate. Central government funding has continued reducing. The Council used to receive over £10m in general Government grant, and by the end of the period of this plan this amount will have halved. The table below includes indicators relating to the council's financial position and includes data on sources of income, reserves, assets and liabilities.

Comparison is with Eastbourne Borough Council's statistical nearest neighbours. Source: The Audit Commission.

Indicator	Period	Value	% change	DoT	Rank	Average
Council Tax requirement (£000s)	2011/12	£8,242	-2%	Decrease	Average	£8,677
Income from Sales, fees & charges as percentage of total spend	2011/12	28.27%	10%	Increase	In the highest third	22.11%
Total non school reserves as a percentage of net current expenditure	2011/12	14.4%	15%	Increase	In the lowest 25%	20.9%
Total net service spend (£000s)	2011/12	£17,145	-18%	Decrease	Average	£16,122

<b>Spend on management and support (back office) services as a proportion of total service spend</b>	<b>2011/12</b>	21.9%	-60%	Decrease	In the lowest 20%	56.2%
<b>Net spend on council tax collection per head</b>	<b>2011/12</b>	£9.44 per head	-5%	Decrease	In the highest 5%	£5.51 per head
<b>Total value of assets (£000s)</b>	<b>2011/12</b>	£249,828	-2%	Decrease	In the highest 20%	£199,149
<b>Total resident population size - mid year population estimates (000s)</b>	<b>2011</b>	99.3	2%	Increase	In the lowest third	110.1
<b>Percentage change in estimated revenue spending power compared to previous year</b>	<b>2013/14</b>	-1.97%	-57%	Decrease	Average	-2.09%
<b>Total spend (total income &amp; revenue expenditure, £000s)</b>	<b>2011/12</b>	£43,523	-16%	Decrease	In the highest third	£41,519

Page 38 While this document focuses on the things we want to change during the period 2010-15, it also identifies many of the services we already provide to assist the residents, visitors and business community of Eastbourne. This is important, as we need to have an appropriate balance between our ambitions for change, the resources available to deliver them and our desire to continue to provide good day to day services at an affordable cost.

Affordability is therefore a principal consideration and we must ensure that we can balance short and long-term pressures and ambitions. Our Medium Term Financial Strategy has been revisited in light of the economic downturn to ensure that the Council is focused on releasing the resources required to both deliver the Corporate Plan and to stabilise finances to meet the forecasted financial environment. However, three longer term objectives - delivering efficiency savings, generating income, and managing our use of capital and reserves - remain important.

Strong service and financial planning will allow us to identify the compromises that may be required. This will involve balancing key projects that benefit the residents of, and visitors to, Eastbourne against the level of day to day service delivery that those same residents and visitors expect of us. While we will continue to ensure the delivery of statutory services along with a range of discretionary services, the method of delivery may change. Some services may expand or contract in response to either the financial environment or the expectations of our residents and visitors. In doing this, we will seek to maximise the use of non-Council funds, such as grants and new income streams, to deliver specific projects or initiatives.

**Councillor Gill Mattock, Cabinet Spokesperson for Finance**



## Equality in Eastbourne

When people, whether they are our citizens or our employees, feel included and listened to they are more inclined to participate and work with others in solving problems and achieve a sense of belonging and identity. This is why equality and fairness lies at the heart of everything we do.

We know that by providing equality of opportunity in our service provision and our work in fostering good relations between different people will help us to build an inclusive community for Eastbourne. Over the past few years we have taken the time to build strong relationships with a number of our diverse communities, communities who previously felt that they did not have a voice, or were not confident that their voice would be listened to. These relationships have resulted in meaningful conversations taking place, helping us to change the way we deliver our services and prioritise our actions. We are committed to these relationships and to expanding our work in this area, creating new opportunities for involvement and establishing effective dialogues within neighbourhoods.

We welcome the Equality Act and the opportunities it creates for people who experience disadvantage. We know that Eastbourne has pockets of deprivation that create inequalities for some people and we know that as a Council we cannot address these issues in isolation. We need to continue our work with our communities, our partners and with voluntary organisations to create opportunities for all our residents to fully participate in community life, improve their life chances and reach their full potential.

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As an organisation we are fully committed to working with the Equality Framework for Local Government and in becoming an 'Excellent' authority. Our citizens and our employees are important to us and it is only through our continued commitment to equality and fairness, to listening and to fostering good relations that we will achieve our ambitions.



# About Eastbourne

## Our environment

Eastbourne is a large town in East Sussex and is a gateway to the eastern end of the South Downs National Park, with approximately 7km (over 4 miles) of outstanding coastline. For an urban borough it has significant natural environment, a high proportion of which is downland. This natural environment with its panoramic views, areas of outstanding natural beauty and sites of special scientific interest, has 485 hectares (1,200 acres) of open access land and is highly valued by our residents and visitors. Eastbourne is primarily a seaside resort with natural shelter provided by Beachy Head.

Within its built environment, Eastbourne has a wide range of parks and gardens and significant areas of historic interest, including 250 listed buildings and almost 10 per cent of the built up area protected with Conservation Area status. Eastbourne also has a range of sport and leisure facilities including: an international, high quality tennis centre developed in partnership with the Lawn Tennis Association; a number of community and borough sporting facilities; theatres; a modern art gallery; and a number of smaller venues act as centres of local memory and heritage. It has an outstanding seafront destination offering miles of unspoilt coast, with a preserved Victorian promenade, extending to a modern, high quality marina and berthing facility at Sovereign Harbour. The borough has a diverse range of restaurants, retail and hospitality accommodation adding to the visitor and community offer.

The Council recognises the importance of a quality environment for residents and visitors alike. **This is supported by our 2015 priority visions for Eastbourne, especially our aspirations to enhance and promote the unique natural and built environment for the maximum benefit of the town.**





## Our community<sup>1</sup>

Eastbourne has an estimated population of 99,412. Historically, it has attracted older people to come and live in the town. Compared to the county, region and nation as a whole, Eastbourne has a higher percentage of the population of pensionable age, 22.7 per cent aged over 65 years old against a national average of 16.4 per cent. However, this is changing and although Eastbourne still provides an attractive location for retirement, the town has also experienced considerable housing and economic development that has attracted a younger age group, leading to an increasingly more balanced community. We now have 34.2 per cent of our population below the age of 30.

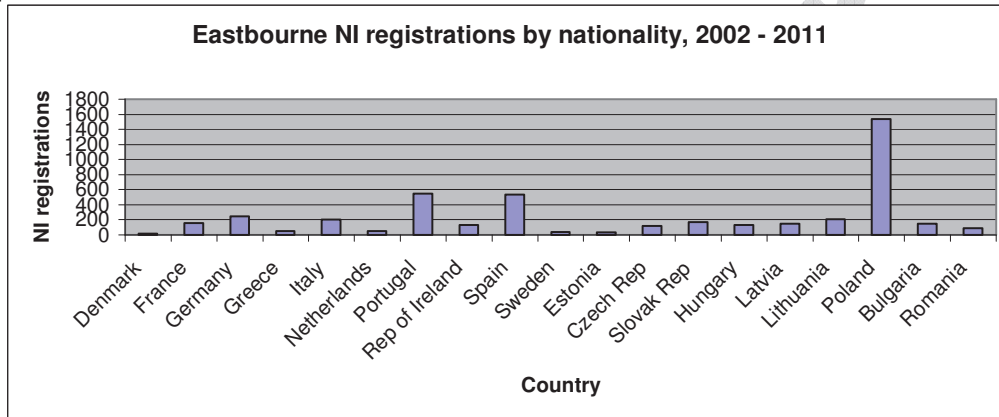
Eastbourne has a high proportion of people with a long-term health problem or disability, (21 per cent). The national average is 17.9 per cent. As more Census data is released we will be able to see how this breaks down into different age brackets.

Eastbourne has a 94.1 per cent white population (Census 2011); Black, Asian and minority ethnic communities (BAME) make up 4.1 per cent of our population.

Migration between 2002 – 2011 has seen 7,610 adult overseas nationals registered for national insurance numbers in Eastbourne:



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<sup>1</sup> Unless stated otherwise data is taken from [East Sussex in Figures](#)

We work with a range of community organisations to support development and new projects designed to improve services for local residents. This covers support for local community centres, funding through Community Grants and Rent Support Grant and general advice.

It also includes work through different partnerships such as the Community Safety Partnership, the Healthy Eastbourne Board, the Children's Services Planning Group and the Eastbourne Youth Partnership, and specific communities of interest groups such as the Disability Involvement Group, Faiths Forum, BourneOut Group representing the LGBT community and Eastbourne Cultural Communities Network.

We are also developing, coordinating and supporting Neighbourhood Management projects in several areas of the town in partnership with voluntary and community groups, social landlords, the Police and various other agencies. There are Neighbourhood Management projects now operating in Kingsmere, the Town Centre, Willingdon Trees, Shinewater & North Langney and Old Town. These projects link agencies with local communities to address their concerns and priorities and cover a range of issues such as community safety and environmental issues, youth activities, health improvement, learning and employment depending on the needs of each area. We are also working closely with Local Trust and other partners in Devonshire West to encourage residents and other stakeholders to get involved in the £1 million Big Local programme there..

It also includes work through different partnerships such as the Community Safety Partnership, the Healthy Eastbourne Board and the Eastbourne Youth Partnership, and specific communities of interest groups such as the Disability Involvement Group, Faiths Forum, BourneOut Group representing the LGB and T community and Eastbourne Cultural Communities Network.

We are also developing Neighbourhood Management projects in several areas of the town in partnership with social landlords, the Police, voluntary and community groups and various other agencies. There are Neighbourhood Management projects now operating in Kingsmere, the Town Centre, Willingdon Trees and Old Town, and we are beginning work to develop a new project in Shinewater. These projects link agencies with local communities to identify priorities and resources for improving facilities and opportunities in those areas. The projects may cover anything from safety, environmental issues, youth activities, health, learning and employment depending on the needs of each area.

It is vital that we continually monitor our changing population to ensure that we are able to deliver services that meet the requirements of our residents. ***This is supported by our 2015 priority visions for 'thriving communities' and 'sustainable performance', specifically our aspirations for: our communities to be more involved and active; for families and young people to be supported to reach their full potential; and in providing a wider range of activities and facilities for young people. We also wish to be recognised by our residents as an organisation that cares about their customers, listens to their views and provides services which have been influenced by them.***

### Devolved budgets

In 2008 the Council launched an initiative called Devolved Budgets. Through this scheme, each ward is given £10,000 per year to spend on quick fix one-off works or initiatives to improve the lives of residents within each of the nine council wards. The projects supported are requested by local residents and administered by the ward councillors.

Residents can make a suggestion on how this money should be spent in your ward by contacting your local councillor. In 2013/14 around 60 projects were supported through the devolved budget scheme including:

Devonshire	Mathew 25 Project – Parade Bowls Club – Whitley Road Green Space Improvements – Tree in Pevensey Road – Sports For All – Cotton Candy – Tree in Elms Avenue – Leaf Hall Roof – Parade Bowls Club – Venton Centre – HOME
Hampden Park	Summer Sports Event Old Town Recreation Ground – Epilepsy Group – Willingdon Trees Community Games – Sports For All – Lindfield School – Counselling Plus Community – Parkland Infant School – DoE – Brodrick Road Community Centre – St Peters Church – MSK Martial Arts
Langney	Sports For All – Shinewater Park – Pensford Drive – Shinewater Park Picnic Benches – Schools Project Bronze Age – Toddler Equipment Shinewater Park
Meads	Vision for Eastbourne – Christmas Lights – Helen Gardens – Heritage Centre – Wish Tower
Old Town	Summer Sports Event at Old Town Recreation Ground – Picnic Bench at Motcombe Gardens – St Michael and All Angels – Sports For All – Victoria Drive – Skate Hockey – Cobbold Avenue – Victoria Drive 2
Ratton	Trees within the Ward – Bulbs within the Ward – Trees at Selmeston Avenue – Trees at Rowan Avenue – Christmas Tree at Willingdon Roundabout – Trees at Chatfield Crescent
St Anthonys	Scout Group Archery Youth Centre – Tree in Bowood Avenue
Sovereign	Haven CofE and Methodist Primary School – Short Mat Bowls – Kings Park Community Hall – Replant Tree in Middleton Drive – Camera Club
Upperton	Epilepsy Group – Bushy Wood – Eastbourne Allotment and Garden Society – Little Acorns – Eastbourne Street Pastors – College Green

## Our economy

Despite the current negative economic climate, our local economy has shown signs of business growth and success with many positive plans to continue development.

### **Business Growth**

- Morrisons retail supermarket opened up a new store in 2012 creating 270 new jobs in the town. 83% of the starting workforce was local of which 45% were previously unemployed.

### **Developments and Investments**

- Eastbourne Borough Council is working in partnership to redevelop the Devonshire Park complex and the Wish Tower Restaurant site on the seafront.
- The development of a Sovereign Harbour Business/Office Park is a long term Council corporate priority which is estimated to create up to 2,000 jobs.
- The planning application for a £70 million plan to extend the Arndale Centre was approved in 2012 and is expected to be completed by 2016.
- The planning application for a £14 million face lift plan for Sovereign Harbour Retail Park was approved in 2012. Construction is expected to commence in 2013/14.
- The planning application for a 65 bedroomed hotel with a ground floor retail unit in the town centre was approved in 2012. Construction is expected to commence in 2013.

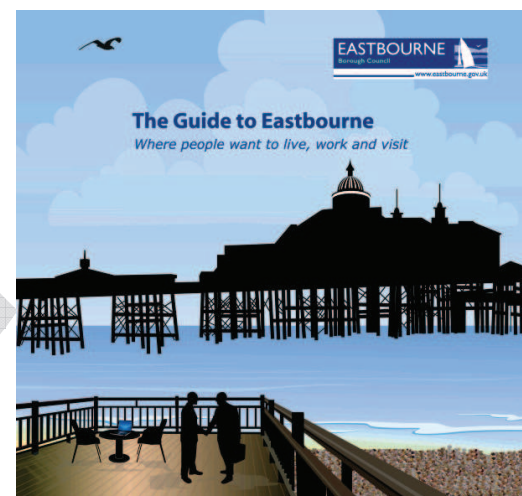
### **Retail**

Eastbourne's town centre retail void rate (the percentage of shops that are empty) remains below the national average of 8.8% compared to 14.6% as of December 2012 (Economic Development, Eastbourne Borough Council and Local Data Company).

### **Skills**

Eastbourne continues to improve its skills base across all qualification levels to a more comparative benchmark to East Sussex, South East and Great Britain. Furthermore, one third of residents are now qualified to at least NVQ3 (two or more A-Levels or NVQ Level 3) suggesting that the labour supply is becoming more qualified.

There are 3 Super Output Areas (SOAs) in Meads, Old Town, Ratton and Upperton Wards that are in the 10% least deprived in education, skills and training in England. Equally there are 3 SOAs in the Devonshire, Hampden Park and Langney Wards which are in the 10% most deprived areas of education, skill and training in England.



## **Income**

Between 2007-2012 resident and workplace earnings have increased in Eastbourne. They are uncompetitive compared to the South East and Great Britain but according to the latest figures are more competitive than East Sussex.

## **Unemployment**

The local unemployment rate in Eastbourne (6.8%) is above East Sussex (6.5%) and the South East (5.9%) averages but below the national figure (8.1%). The rate of JSA claimants in Eastbourne (3.5%) also lies above East Sussex (3.0%) and the South East (2.4%) but below the national figure (3.7%).

Data indicates high levels of worklessness (wider than unemployment and inclusive of other working benefits) in Eastbourne. The out-of-work benefit claimant rate in Eastbourne (13.2%) is higher than East Sussex (11.3%), the South East (8.7%) and Great Britain (12.3%) averages.

The employment deprivation indicator is defined as those who would like to work but are unable to do so through unemployment, sickness or disability. There are 32,482 SOAs in England and there are 5 SOAs in Eastbourne which are in the 10% most deprived areas in employment in England. These are in the Devonshire, Hampden Park and Langney Wards

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## **Employment Sectors and Occupations**

Public administration, education and health is the largest employment sector in Eastbourne at 39% followed by wholesale and retail trade; repair of motor vehicles and motorcycles at 21.8%. Both sectors have greater concentrations in Eastbourne than East Sussex, the South East and Great Britain.

Compared to East Sussex, the South East and Great Britain, Eastbourne has a lower proportion of individuals employed in managerial and senior official, associate professional and technical and elementary occupations but a high concentration of administrative and secretarial, skilled trades, personal services and sales and customer service occupations.

The proportion of high-level professionals in Eastbourne's workforce (39.9%) is lower than the East Sussex (39.9%), the South East (47.2%) and Great Britain (44.6%).

## **Deprivation**

There are 5 SOA's in Eastbourne in the most 10% deprived areas in England. These are found within the Devonshire, Hampden Park and Langney wards.

## Activating Eastbourne

- Activating Eastbourne is a partnership made up of organisations that share the same agenda: help unemployed people back into work and support employers in developing and growing their workforce. Members therefore understand the full provision to both job seekers and employers to promote themselves and are provided with a platform to explore opportunities for collaboration.

The future commercial challenge will be to broaden the economic base of the Eastbourne / Hailsham triangle area, to enable innovation and new businesses to develop and grow. ***This is supported by our 2015 priority vision for 'prosperous economy' which sets out our aspirations for Eastbourne: to increase the skills of its workforce and offer increased opportunities for employment; attract new businesses and investment in the town through such activity as the creation of a regional 'centre of excellence' for technology; a transformed town centre, cultural and leisure facilities; and making the best use of the 'Eastbourne / Hailsham Triangle', increasing investment in the towns infrastructure.***



## Our performance



Eastbourne Borough Council has set a balanced budget for 2014/5 along with a Medium Term Financial Strategy. This will be managed alongside our Corporate Plan. The Council also has healthy levels of financial reserves and places a high importance on providing value for money in all that it does. We also recognise the need to think long term with regard to our sustainable performance, given the reality of our changing environment and population, and the resulting pressures on public service spending.

The Audit Commission's organisational assessment of the Council on its 2008/09 performance indicated that, whilst delivery of many of our front line services was good, there was a need for significant improvement in the effectiveness of our strategic planning, performance management, and community engagement. Following the assessment, the authority undertook a review and overhaul of its performance management systems and with support from iESE (Improvement and Efficiency South East) managed to achieve a positive peer review from GOSE (Government Office South East) which endorsed the improvements made and the sustainability of the plans in place. These improvements were further recognised and celebrated when Eastbourne Borough Council went on to win the 2011 iESE "Council of the Year" award. In 2012, the Local Government Association (LGA) undertook a peer challenge of the authority which identified many strengths including the ambition and development of our Agile and Future Model programmes. The full report can be found at

[www.eastbourne.gov.uk/council/performance/](http://www.eastbourne.gov.uk/council/performance/)

Page 47 Eastbourne Borough Council recognises the need to continue to improve the effectiveness and efficiency of its services. The key issues with regard to strategic planning, performance management improvement and future sustainability are being progressed through a number of specialist projects which have arisen out of 'DRIVE' our major corporate project looking at the future structure and culture of the Council. ***The challenges we face are supported by our 2015 priority vision for 'sustainable performance' which sets out the Council's aspirations: to build a reputation in the South East Region for service excellence and innovation; to be recognised by our residents as being customer driven and outcome focussed; be a valued service delivery partner to a variety of organisations across the public, private and voluntary sectors; and be a high performing local authority evidenced by sustained improvement against all regulatory frameworks and inspection regime***

## **Consultation**

Consultation with community groups, stakeholders and the general public has been conducted over the past 5 years in order to develop and test the priority actions. A separate report on the outcomes of this consultation was presented to Cabinet in December 2013 and is available [online](#). It is worth noting that a significant majority of respondents over the years agreed that the priorities listed in the 2010/15 Corporate Plan were “important” or “very important.” This, combined with the use of Local Futures’ statistical evidence, reinforces the validity of the Council’s priority planning.

### **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.

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### **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

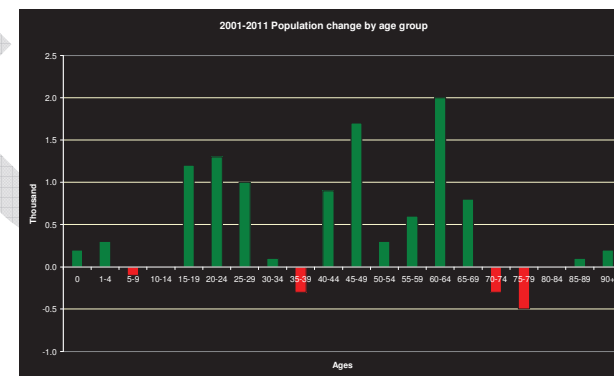


## Census 2011 key information

On 11 December 2012, the Office for National Statistics published the Key Statistics data for Local Authorities from the 2011 Census.

Previous releases had shown that the total population of Eastbourne has reached 99,412, representing an increase of 9,745 (10.87%) over the ten years since the 2001 census. It also showed that the number of households in Eastbourne is 45,012, which is a 10% increase since 2001.

Area Name	Population ()	Households ()
Devonshire	13167	6215
Hampden Park	10591	4309
Langney	10706	4361
Meads	10725	5638
Old Town	11053	4511
Ratton	9694	4439
Sovereign	11844	5461
St Anthony's	11168	4764
Upperton	10464	5314



In terms of population, Devonshire is the largest ward in the town, taking over from Langney. Sovereign now has the second largest population after seeing an increase of 4,830 compared to 2001 (an increase of 68.9%). Ratton has the lowest population of the nine

wards and is the only one with a population under 10,000. Langney experienced a decline in population of over 400 people, and Hampden Park saw only a very marginal increase in population of 15 people.

The results from the 2011 Census show how the make up of Eastbourne's households has changed over the 10 years since the last census. The proportion of households in Eastbourne that are single person has decreased, and there has been a particular decrease in the single person pensioner households. However Eastbourne still has the 10th highest percentage of single person pensioner households in England and Wales.

There has been an increase in co-habitation and decrease in married couples living together, reflecting national trends. There are also 290 people in a registered same-sex civil partnership, which although is only 0.4% of the total population, it is the 22nd highest percentage out of the 348 local authorities in England and Wales. In addition to this, Eastbourne has the 8th highest percentage of people in England and Wales who are divorced.

There has been no significant change in the ethnicity of Eastbourne since 2001, although the percentage of the population that is 'non-white' has increased from 3.4% in 2001 to 5.9% in 2011. 85.2% of Eastbourne's population were born in England and 11,918 were born outside of the United Kingdom. This compares to 7,198 in 2001. Of the total number of people born outside of the UK, 48% have arrived in the UK since 2001. There is a large Polish contingent, with 1,170 people living in Eastbourne having been born in Poland. Other countries that are well represented include Portugal, Germany and India. 3.8% of households in Eastbourne contain no-one with English as a main language.

There has been an increase in the number of household spaces with no usual residents (those that are vacant or second homes), which now makes up 5.9% of the 47,842 household spaces in Eastbourne. 27.7% of the household spaces are flats in a purpose-built block, up from 22.3% in 2001. Owner occupation has decreased and there has been a significant increase in households that live in private rented properties to 9,747, which is almost double the figure from 2001. This equates to 21.7% and is the 36th highest percentage in England and Wales. The number of households without central heating has decreased since 2001, but it still makes up 2.9% of the total number of households.

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The average household size has increased from 2.12 in 2001 to 2.2 in 2011, but the average number of rooms per household has stayed the same. The total number of cars and vans owned in Eastbourne has increased from 39,230 in 2001 to 46,658 in 2011, representing an increase of 18.9%, which is greater than the overall population increase of 10.9%.

The percentage of people aged between 16 and 74 who are economically active has increased from 63.3% in 2001 to 68% in 2011. Long term unemployment increased to 1,181 people from 573. The population of Eastbourne are actually working shorter hours now, with more people working part-time since 2001. 'Human health and social work activities' and 'Wholesale and retail trade; repair of motor vehicles and motor cycles' are still the two industries that employ the most people in Eastbourne, and in terms of occupation, there are less 'Managers, directors and senior officials', and more people in 'Professional occupations'. Eastbourne is also becoming more qualified as there is a decrease in the percentage of the population with no qualifications, and a significant increase in the percentage of people who are qualified to degree level (24.4% of the population aged 16 and over).

Census commentary written by Matt Hitchen, Planning Policy Officer.

## Guide to data interpretation

The following chapters deal with the context behind our four priority themes and display key data in a number of ways. The data used has been made available to us through Local Futures unless cited ([www.localfutures.com](http://www.localfutures.com)) which brings together a large selection of national datasets and group them in ways to provide meaningful analysis and comparison across the country. Not all of the data reflects the current year's performance so the age of the data must be considered when interpreting the figures.

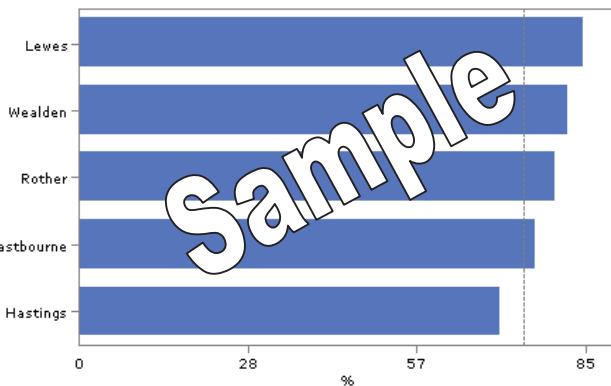
Page 51

District Report Card – Eastbourne			
	Sub Region	Region	National
Economy			
Economic scale			D
Productivity	D		D
Economic change	C	D	D
Industrial structure	E	E	D
Business & enterprise	C	D	C
Skills & qualifications	C	C	C
Labour market	D	E	C

### Report Cards

The theme report cards present headline performance against themes in the manner of a school report, grading the Borough from A to E. An A grade means the Borough is in the top 20% of District authorities nationally, regionally (South East) or sub-regionally (Sussex), B is the second 20% and so on. The themes are based on collections of available national indicators that have been chosen as the most appropriate to reflect the area's performance and not just the direct performance of the authority. Where a rating has changed since 2012, a figure in green represents improvement and a figure in red represents deterioration.

NI 151 Overall Employment Rate (AP5) (Q2 2008)



### Bar Charts

The bar charts used in this plan show Eastbourne's performance relative to its neighbour authorities and to the national average for all district authorities where appropriate and available.

## **Priority Theme 1 – Prosperous Economy**



### **Priority Theme Owners**

Member: Councillor Carolyn Heaps.

Officer: Tracey McNulty, Senior Head of Tourism and Leisure.



### **Priority Vision:**

By 2015:

- Eastbourne will be a nationally recognised outstanding seaside destination and the gateway to the South Downs National Park
- Our transformed and accessible Town Centre will expand its catchment area and be home to a wider range of shops and services for local residents, with high quality public spaces that reflect the cultural and economic aspirations of the Borough
- Eastbourne residents will have a wide range of skills and opportunities to help make the town attractive to employers and new businesses
- Eastbourne will have an exciting and wide range of cultural activities combining opportunities for learning, participation and shared experiences for residents and tourists
- A wide programme of events and activities will encourage opportunities for partnership and investment in the cultural economy and growth of Eastbourne as a marketable destination
- The Business Park will be a regional centre of technology excellence occupied by businesses with international markets
- The Borough will have capitalised on the Eastbourne and South Wealden area to increase investment in infrastructure such as transport and community facilities



## Eastbourne's Economic Profile

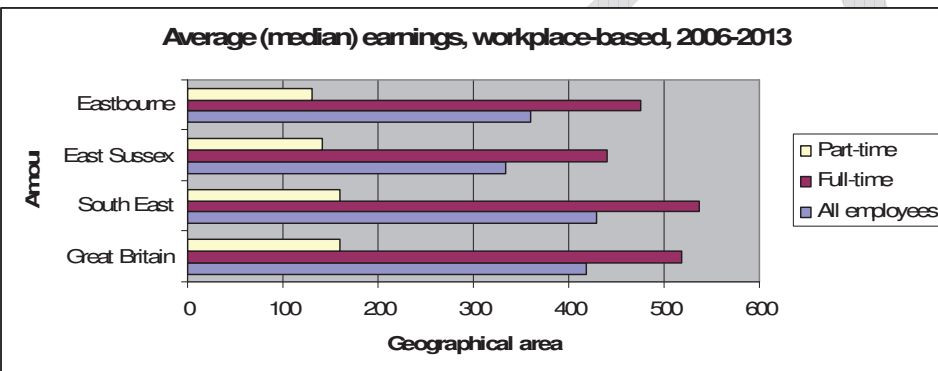
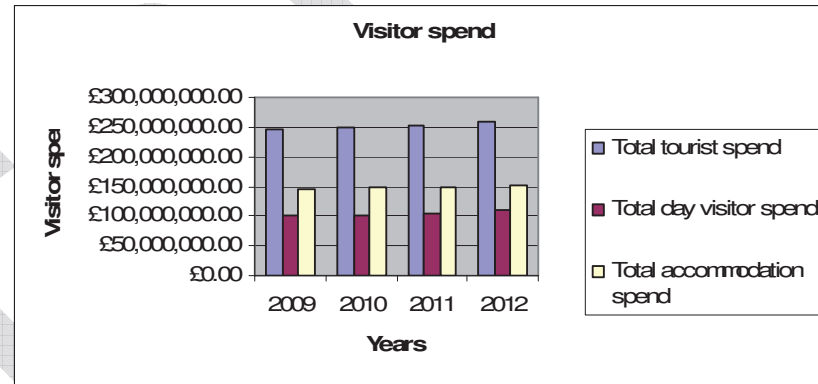
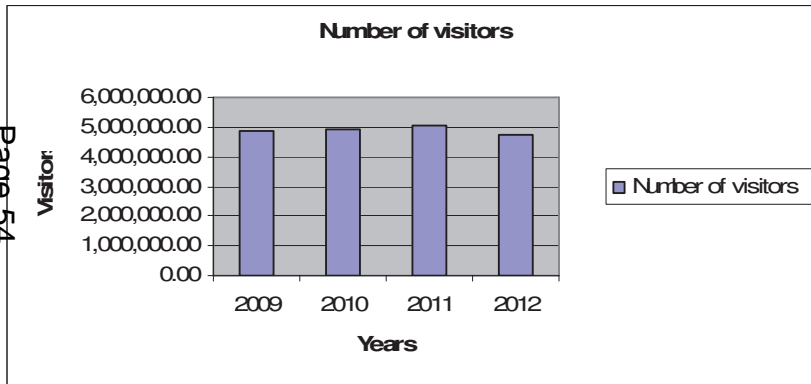
The report card ratings for Eastbourne's economy themes continue to show a below national average profile for the industrial sector. There has been a decline in business and enterprise. There has been a noticeable and encouraging improvement in productivity, economic change and the labour market areas. Skills and qualifications still rates as average. These themes are made up of collections of performance indicators that reflect current activity as well as rate of change and development. *Note that economic change and skills and qualifications' methodology was being questioned and was therefore not updated for 2014.*

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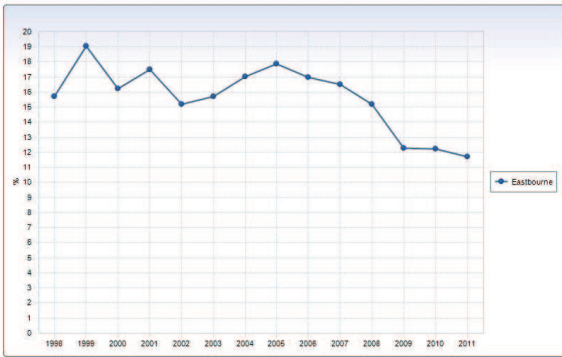
Economy	Sussex					South East					National				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Economic scale	D	D	D	C	C	D	D	D	D	D	D	D	D	D	D
Productivity	D	D	D	A	B	E	E	E	C	C	D	D	D	B	A
Economic change	C	A	E	A	-	D	B	E	A	-	D	B	D	A	-
Industrial structure	E	E	E	E	E	E	E	E	E	E	D	E	D	E	D
Business and enterprise	C	A	A	C	C	D	C	C	E	E	C	C	C	D	D
Floorspace change	D	D	D	D	C	D	D	D	D	D	D	D	D	D	C
Skills & qualifications	C	C	C	C	-	C	C	C	C	-	C	B	C	B	-
Labour market	D	C	C	B	B	E	D	C	C	B	C	C	B	B	A

## Tourism and information about Eastbourne's economy

Every year we receive *The Cambridge Model*, which analyses the economic impact of tourism on Eastbourne. From this report we are able to analyse tourism data that shows us how many visitors we have each year and the total tourism, day visitor and accommodation spend in Eastbourne. This allows us to monitor key tourism trends annually:



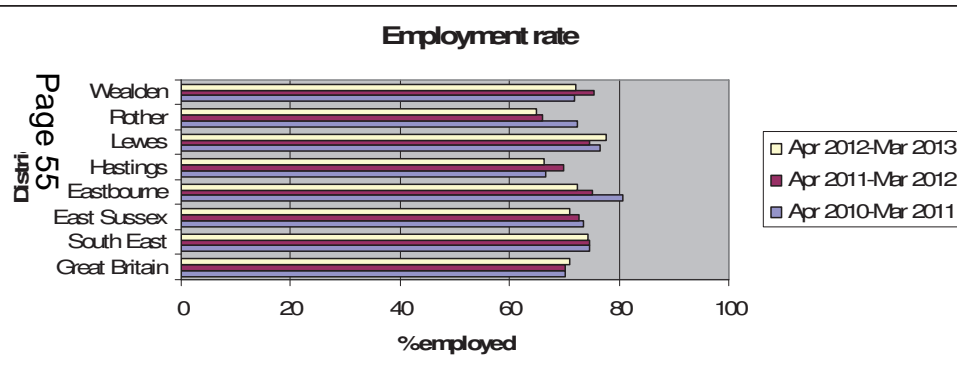
The (median) average gross weekly earnings of people working in Eastbourne are £476 (for full time) and £130 (for part time) workers. This compares to £537 and £160 for the South-East. The median is accepted as the best average to use when analysing earnings data, as the mean value is more likely to be influenced by extreme values (e.g. small numbers of very high or very low earners)



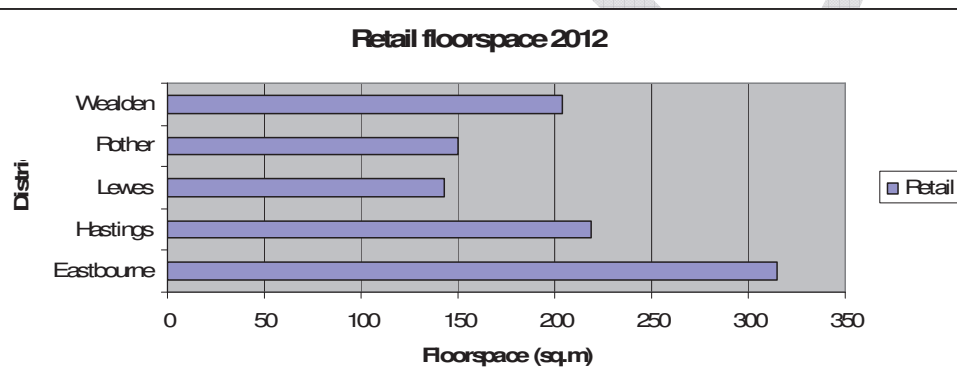
Employment in knowledge-driven sectors is below the national average, and declining, with Eastbourne ranking in the bottom 40% of districts (as of 2011). It has 11.71% of employment in these sectors, compared with 21.74% nationally, 22.77% in the South-East and 19.81% in Sussex. (emp k:sectors (wkpl)). *Note this data had not been updated by Local Futures prior to the Plan being published and we will source alternative data.*

Source: Business Register and Employment Survey

Notes: Source: National Statistics website (Nomis: www.nomisweb.co.uk). Crown copyright material is reproduced with the permission of the Controller Office of Public Sector Information (OPSI). Reproduced under the terms of the Click-Use License.



In Eastbourne (June 2013), 72.4% of the resident working age population were in employment, compared with 70.9% in Sussex and 70.0% nationally.



Eastbourne scores highly in East Sussex region for retail floorspace. This is because it is operating as a regional centre for a wide catchment area. However, there remains significant demand for new retail floorspace, particularly within the town centre.



## Prosperous Economy: Key Actions 2014/15

### Tourism Marketing and Brand Development

- New Tourism and Economic Development strategy
- New brand development and marketing campaign
- New walking festival
- Grow the Beer and Cider by the Sea event into a regional food and drink festival

### Employment - Town Centre

- Process new planning application
- Assist with land assembly
- Assist developers to crystallise development on other sites
- Specify and tender plans for the environmental improvement to Terminus Road
- Review the existing ring road

### Business Support Scheme

- Use of technology to promote local services including procurement
- Maximise Business Rate Relief giving £800k back to small businesses
- Revised Eastbourne Loyalty Scheme

### Employment - Sovereign Harbour

- Process planning applications by Sovereign Harbour Ltd and SeaChange Sussex
- Progress the provision of the Community Centre
- Deliver the Harbour Innovation Mall



## Prosperous Economy : Performance Indicators 2014/ 15

Code & Short Name	2013/14	2014/15
	Value	Target
DE_004 Town centre vacant business space	9.89%	<12%
DE_005 JSA Claimant Count	2,343	<2,500
DE_008 Number of buildings tackled with success	19	12
TL_003 Bandstand patrons	20,065	30,000
TL_005 Marketing campaign value for money	£0.88	£0.88
TL_008 Conference delegates	12,140	13,000
TL_060 Online accommodation referrals made	56,384	>56,384
TL_040 Beer Festival - Tickets sold	4397	4300
TL_041 Number of visitors (day visitors and staying trips)	5,022,000.00	5,022,000.00
TL_042 Total tourist spend	£252,097,000.00	£252,097,000.00
TL_043 Total day visitor spend	£103,643,000.00	£103,643,000.00
TL_044 Total accommodation spend	£148,454,000.00	£148,454,000.00

## Priority Theme 2 – Quality Environment

### Priority Theme Owners



Member: Councillor Steve Wallis

Officer: Henry Branson, Senior Head of Infrastructure



### Priority Vision:

By 2015:

- Eastbourne will have a high quality built and natural environment which highlights the cultural heritage and tourist offer of the Borough, surpassing other UK towns of a similar size
- We will have transformed the sites that are currently not used efficiently in our town centre
- Our public space will be distinctive, high quality, well preserved and create a sense of belonging
- Our open space will increase in quantity and quality, enabling the community to come together and enjoy its public spaces in a safe and secure way
- We will be moving towards becoming a low carbon town with a wide range of locally derived environmentally friendly initiatives, working with the Community Environment Partnership for Eastbourne
- The quantity of domestic waste will have significantly declined supported by a wide range of materials for recycling, and reducing waste
- Eastbourne will have a range of transport options including improved public transport and cycling facilities
- We will continue to develop the seafront and coastal links as a unique and outstanding natural resource for the community and tourists, in a way that ensures development enhances our cultural heritage and is beneficial to the environment

## Eastbourne's Environmental Profile

	Sussex					South East					National				
Environment	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Housing affordability	A	A	A	B	B	B	B	B	C	C	C	C	C	D	D
Connectivity	B	B	B	B	B	A	C	A	A	A	A	C	A	A	A
Services	C	C	C	C	C	C	C	C	C	A	B	B	B	B	B
Amenities	A	A	A	A	B	A	A	A	A	A	B	B	B	B	A
Natural environment	A	A	A	A	-	A	A	A	A	-	A	A	A	A	-

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Eastbourne's environmental report card shows a high profile for natural environment amenities and connectivity due to its location and accessibility. The report shows that housing affordability has dipped. This figure is based on a ratio of average earnings compared to average house prices and does not take into account the relatively low average household income due in some part to the relatively high proportion of retired residents.

#### Natural environment: score (2013)

Rank	District	Region	GB=100	Nat. Rank
1	Chichester	South East	170.36	40
2	Wealden	South East	156.67	49
3	Rother	South East	151.7	58
4	Lewes	South East	128.67	80
5	Horsham	South East	115.47	95
6	Mid Sussex	South East	114.41	97
7	Arun	South East	108.68	102
8	Eastbourne	South East	97.93	112
9	Adur	South East	91.9	121
10	Brighton and Hove	South East	73.27	155
11	Worthing	South East	60.11	185
12	Hastings	South East	55.42	199
13	Crawley	South East	48.7	225

England : 100

Source: Census 2011; Road Lengths Statistics in Great Britain; Index of Multiple Deprivation; Generalised Land Use Database

Eastbourne is ranked 112 out of 354 districts for its overall natural environment score (2013), putting it in the top 40% of districts nationally.

The proportion of residents who travelled to work within Eastbourne by public transport was 11.4 % in 2011, an increase from 10.45% in 2001. By comparison the south-east figure was 11.7%. (ESiF)

Eastbourne has always prided itself in its maintenance and management of its parks and open spaces as well the local downland and seafront. This has been reflected by high levels of satisfaction from local residents as evidenced through the last Place Survey (2008) and previous Best Value Satisfaction surveys.

We aim to enhance the use and appreciation of our local environment through our tourism provision and events such as the Beachy Head Marathon.

## Quality Environment: Key Actions 2014/15

### Managing Waste Responsibly

- Improve Recycling rates

### Improving the Cleanliness of the Street and Public Areas

- Prevention campaigns to reduce environmental crime
- Renovation of public conveniences

### Allotment Provision

- Continue to build extra allotment in phases throughout the year

### Towards a Low Carbon Town

- Continue to implement Environment Strategy Action Plan
- Implement actions to reduce the carbon use of the Council's own buildings

### Transport – Cycling Provision

- Implement Cycle Strategy – revise proposed cycle routes following consultation
- Complete 3 new routes and next phase of Horsey Sewer cycle route

### Eastbourne Park

- Form a land owners group and stakeholders group to implement action plan for the Park
- Carry out feasibility work for new flood mitigation measures

### Pride in Our Parks

- Finalise design, apply for planning permission and build Hampden Park Skate Park
- Biodiversity Report on Hampden Park Lake
- Hampden Park Management Plan
- Old Town Recreation Ground Management Plan
- Publish the Princes Park Development Plan

## Quality Environment : Performance Indicators 2014/15

Code & Short Name	2013/14	2014/15
	Value	Target
DE_001a Satisfaction with street cleanliness - refuse collection	94%	>=94%
DE_001b Satisfaction with street cleanliness - street sweeping	80%	>=80%
DE_001c Satisfaction with recycling	86%	>=86%
DE_006 EBC Carbon Footprint - Buildings	2408.37 tonnes	2450 tonnes
DE_007 EBC Carbon Footprint - Vehicles	34 tonnes	35 tonnes
DE_009 Increased allotment plot numbers	122	38
DE_192 Percentage of household waste sent for reuse, recycling and composting	32.86%	33.00%
DE_194 Missed waste collections (New PI to be monitored and refined through the year)	n/a	Data Only (to set baseline for future years)

DRAFT

## Priority Theme 3 – Thriving Communities

### Priority Theme Owners



**Member: Councillor Margaret Bannister**

**Officer: Ian Fitzpatrick, Senior Head of Community**



### Priority Vision:

By 2015:

- Eastbourne will have some of the lowest levels of crime in the South East and, as a result, our communities will feel safe
- Families and young people will be supported and have access to a wide range of activities and facilities to help them reach their full potential
- Our communities will have the resources they need to achieve high levels of volunteering and involvement in managing our neighbourhoods
- The housing market in Eastbourne will provide a wide range of quality homes including affordable housing for those in need
- Our communities will be active in developing priorities for: tourism, culture and sport including being involved in managing sports, leisure, creative and artistic activities; events and festivals; ensuring greater participation and opportunities to share and enjoy the widespread cultural provision in the Borough.

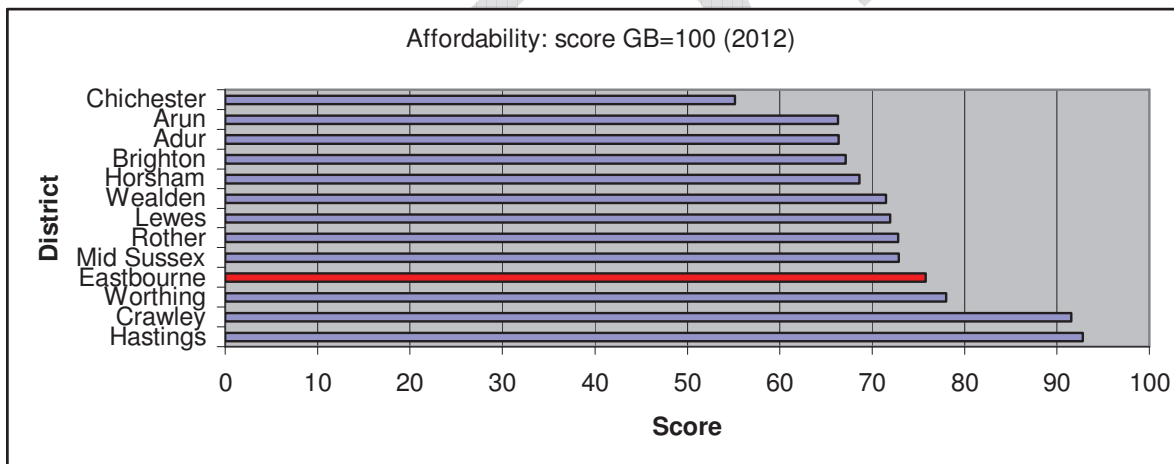


## Eastbourne's Community Profile

Society	Sussex					South East					National				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Knowledge workers	B	F	F	F	C	C	F	F	F	D	B	D	D	D	C
Prosperity	E	E	E	E	E	E	E	E	E	E	E	E	E	E	D
Deprivation	E	E	E	E	E	E	E	E	E	E	D	D	D	D	D
Inequality	C	D	D	D	D	D	D	D	D	D	C	C	C	C	C
Health	D	C	D	D	D	D	C	D	D	D	C	B	C	C	C

The Community report card shows a decline in the number of knowledge workers in the periods measured and that Eastbourne's prosperity and deprivation scores remain poor. This reflects a high level of variation across the borough and the effect that high levels of deprivation has in pockets of the town. This reinforces the economic priorities of the authority.

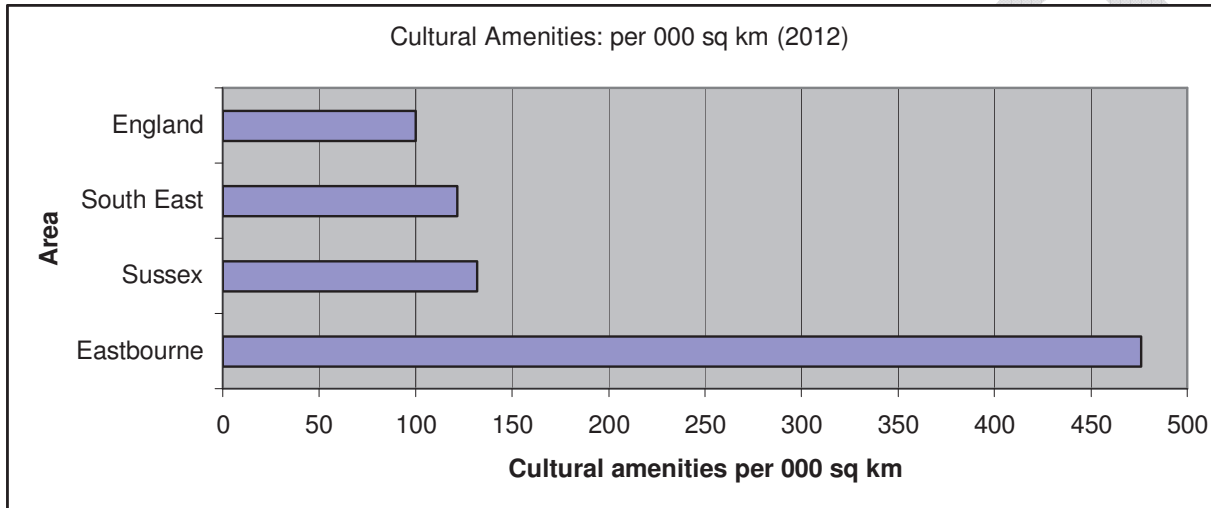
See Prosperous Economy for income information.



With a housing affordability score of 75.8, Eastbourne is rated the 4<sup>th</sup> most affordable district in Sussex.



**Crime:** Eastbourne is compared with a number of other peer boroughs and districts within a 'Most Similar Group' (MSG) by central government, based on geographic, demographic and socio-economic parameters. This iQuanta dataset highlights Eastbourne currently (March 2013) as having the second lowest overall crime rate per thousand population. In December 2012 Eastbourne had the lowest domestic burglary rate, serious acquisitive crime, vehicle theft and distraction burglary per thousand population in the MSG. See Eastbourne Borough Council's quarterly performance reports [www.eastbourne.gov.uk/performance](http://www.eastbourne.gov.uk/performance) for progress reports on crime.



The number of cultural amenities per 000 sq km in Eastbourne is 476.01. This places Eastbourne in the top 20% of districts nationally and compares well with the national and regional scores.

**Welfare Reform:** over the next year a number of changes to the benefits system will come into effect. The main changes include abolition of Council Tax Benefit, reform of Housing Benefit, reform of Discretionary Social Fund reform of Employment and Support Allowance, abolition of Disability Living Allowance, reform of Child Benefit and the introduction of Universal Credit.

In Eastbourne, we know that a large number of working age residents will see a reduction in the income. For instance, we know over 800 social housing tenants in Eastbourne will be affected by the spare room subsidy reduction. We will be working to support households adjust to these changes. See Welfare Reform pages on EBC Website.

## Thriving Communities: Key Actions 2014/15

### Develop Youth Services and Activities

- Deliver new Youth Strategy to be implemented in 2015
- Deliver Youth Fair 2014 for young people to showcase their skills and achievements
- Deliver Youth Network meeting for service and activity providers
- Implement current Youth Strategy

### Improving Neighbourhood Delivery

- Deliver improvements to health and wellbeing
- Develop Shinewater Park project
- Deliver grants to Community and Voluntary organisations

### Best Use of Housing Resources

- Housing Futures – Agree how to best deliver housing management arrangements to start April 2015
- Work with Eastbourne Homes to identify options for housing repairs contract and begin procurement
- Deliver New Homes programme, Empty Homes programme and Driving Devonshire Forward
  - Coventry Court
  - Tenterton
  - Belmore/Longstone

### Support to Vulnerable Households

- Deliver Welfare Reform Action Plan
- Develop community resources for tackling economic hardship
- Tackle rough sleeping
- Housing Benefit and Council Tax system migration

### Cultural Provision

- Establish new Charitable Company
- Transfer Towner to Trust
- Work with English Heritage to secure funding to develop the Redoubt as an accessible, living museum

### Tennis Development

- Refurbish courts at Hampden Park and Old Town Rec with new free membership scheme launched

### Active Eastbourne

- Complete and implement the first priorities of the Active Eastbourne strategy

### Devonshire Park

- Complete the concept design stage for the whole complex

- Undertake next iteration of the Business Case  
Complete Phase 1 – new façade to Congress Theatre

Draft

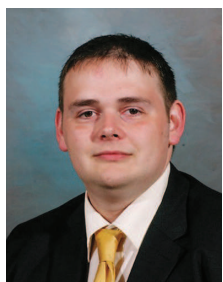
## Thriving Communities : Performance Indicators 2014 /15

Code & Short Name	2012/13	2013/14
	Value	Target
CD_004 Local percentage of Council Tax collected in year	97.05%	97.25%
CD_006 National non-domestic rates collected	98.76%	98.7%
CD_008 2013 / 14 Decent Homes Programme - reduce the number of homes that do not meet the Decent Homes target	1.54%	0%
CD_014 Number of incidents of homelessness prevented and relieved	451 households	Data only
CD_016 Number of homelessness applications	191	Data only
CD_017 Number of homelessness acceptances	22	Data only
CD_050 Empty privately owned homes returned to occupation as a result of action by EBC	142	120
CD_051 Number of difficult problem properties remedied / brought back into use by the Difficult Property Group	52	30
CD_052 Number of homes where Category 1 hazards (severe risk of harm) have been remedied to improve quality of life for households	247	200
CD_055 Number of completed adaptations (Disabled Facilities Grants)	101	108
CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants)	88 days	100
CD_057 Fewer families with children occupying unsuitable homes in the private sector	19	Data only
CD_060 Number of young people engaged in positive activities	166	Data only
CD_061 Number of people engaged in the Youth Forum	15	Data only
CD_155 Number of affordable homes delivered (gross)	18	18
CD_156 Number of households living in temporary accommodation	12	15
CD_181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.4 days	10.5 days
DE_154 Net additional homes provided	161	228
ECSP_002 Reduce shoplifting by 5% from 2011/12	-10.4%	-3%
ECSP_004 Reduce Violent Crime in a Public Place by 3% from 2011/12	-7%	-3%
ECSP_015 To remain in the 1st to 4th lowest of our most similar group (MSG) in relation to all crime from 01/04/13 to 31/03/14.	2	<=4
ECSP_016 Reduce serious acquisitive crime (robbery, car crime and burglary dwelling)		-3%
TL_014 Towner - visitors	121,010	95,200
TL_017a Redoubt visitors - paying visitors	5,566	5,600
TL_022 Junior (age <=16) participation in sport (number)	245,568	246,600
TL_026 Total number of theatre users	307,544	300,000



## **Priority Theme 4 – Sustainable Performance**

<b>Priority Theme Owners</b>	
Member	Councillors Troy Tester and Gill Mattock
Officer	Julian Osgathorpe, Deputy Chief Executive



Members: Councillors Troy Tester and Gill Mattock

Officer: Julian Osgathorpe, Deputy Chief Executive

### **Priority Vision:**

By 2015 Eastbourne Borough Council will:

- have developed a reputation in the South East Region for service excellence and innovation
- be recognised by its residents as being more customer driven and outcome focussed, delivering the services and standards that residents need most
- be acknowledged by its staff as an excellent employer providing real professional development opportunities
- benefit from a sustainable asset base contributing effectively to the delivery of public services
- be a valued service delivery partner to a variety of organisations across the public, private and voluntary sectors
- be a high performing local authority evidenced by sustained improvement against regulatory frameworks and inspection regimes

## Eastbourne's Performance Profile

Eastbourne Borough Council has set a balanced budget along with a Medium Term Financial Strategy to be managed in conjunction with this Corporate Plan, and has healthy levels of financial reserves. However, the Council recognises the importance of value for money and the need to think long term with regard to sustainable performance, given the reality of our changing environment and the current and future pressures on public service spending.

Eastbourne Borough Council recognises the need to continually improve the effectiveness and efficiency of its services. The external auditors of the Council, in their 2009/10 annual governance report to the Council, indicated significant improvement from previous years and recognised that there was strong financial leadership in place. The recommended course of action was to sustain the high levels of financial performance and continue towards longer term sustainability.

The key issues with regard to strategic planning, performance management improvement and future sustainability are being progressed through a number of specialist projects that have arisen out of 'DRIVE' a major corporate project looking at the future structure and culture of the Council. ***The challenges we face are supported by our 2015 priority vision for 'sustainable performance' which sets out the Council's aspirations: to build a reputation in the South East Region for service excellence and innovation; be recognised by its residents as being customer driven and outcome focussed; be a valued service delivery partner to a variety of organisations across the public, private and voluntary sectors; and be a high performing local authority evidenced by sustained improvement against all regulatory frameworks and inspection regimes.***

## **Future Model (needs refreshing)**

In April 2013, Phase 1 of the Council's Future Model programme went live. This represents a major change in the way the Council delivers its services and is designed to make it easier for residents to access the services that are important to them and making the authority more efficient.

### **Introducing Customer First**

In April 2013 we are launching Customer First - contacting the council will be easier than ever before:

- new Customer First contact team to answer all your queries - however you contact us
- great new app for your smartphone
- a new Neighbourhood First team based in your area to help you quickly resolve issues and improve standards

And from late May 2013:

- a more user-friendly website
- opportunities to complete transactions online
- track the progress of your requests and applications

What does this mean for you?

- One point of contact for a faster and more efficient service
- Quick and easy to report graffiti, litter or a missed bin
- See everything in your area plotted on a map online
- Online updates on your requests and applications
- And much more

For more information please visit

<http://www.eastbourne.gov.uk/council/online-services/customer-first/>

### **In Customer First, success is:**

"People are proud of..."



### **In Customer First, we value:**

**Proactivity & Courage:** *we anticipate and deliver against customer needs*

**Professionalism with Heart:** *we are efficient, communicative and considerate*

**Positive Change:** *we challenge the status quo and make the best of every situation*

**Participation:** *we work with people to improve their own neighbourhoods*



**Customer First**

## Asset management (needs refreshing)

Councils need land and buildings to deliver front-line services and back office functions. How we use, manage and invest in our property assets is central to our ability to achieve value for money, deliver savings and improved services. This section provides information about our assets, including their value, and compares us with other authorities.

Comparison is with Eastbourne Borough Council's statistical nearest neighbours. Source: The Audit Commission.

Indicator	Period	Value	% change	Direction of Travel	Rank	Average
Value of operational assets, by asset type - Community assets (£000s)	2011/12	£1,970	-2%	Decrease	Average	£3,551
Value of operational assets, by asset type - Infrastructure assets (£000s)	2011/12	£26,862	-2%	Decrease	In the highest 10%	£14,057
Value of operational assets, by asset type - Other land and buildings: Other (£000s)	2011/12	£64,103	-2%	Decrease	In the highest third	£52,629
Value of non operational assets, by asset type - investment properties (£000s)	2011/12	£4,809	-2%	Decrease	In the highest third	£10,283
Non operational assets as a proportion of net spend: (i) Investment Properties	2011/12	7.67%	-1%	Decrease	Average	18.10%
Spending on construction, conversion and renovation of existing assets as a percentage of total asset value	2011/12	5.09%	-16%	Decrease	In the highest 20%	3.36%
Spend on assets - £000s spent on new construction and conversion and renovation of existing assets	2011/12	£12,725	-17%	Decrease	In the highest 10%	£6,401
Spend on assets - £000s spent on acquisition of land and buildings	2011/12	£111	270%	Increase	In the highest third	£167
Income from the sale of assets (£000s)	2011/12	£1,624	231%	Increase	In the highest 20%	£1,088



## Sustainable Performance: Key Actions 2014/15

### Asset Management

- Restructure service to create a Corporate Landlord Team
- Market test the Wish Tower site for a restaurant

### Sustainable Service Delivery Strategy (SSDS)

- Implementation of Future Model Phase 2
- Exploring a range of partnerships to achieve further efficiencies

Draft

# Sustainable Performance: Performance Indicators 2014 /15

Code & Short Name	2012/13	2013/14
	Value	Target
CS_003 Sickness absence - average days lost per employee	5.27 days	5.8 days
CS_010 Calls to 410000 answered within 30 seconds	n/a	Data only
CS_011 Telephone calls abandonment rate	5.2%	7%
CS_012 Calls handled at first point of contact	n/a	Data Only (to set baseline for future years)

Draft

## **Monitoring and Management**

### **What happens next?**

In order to monitor and manage progress against our key projects and priority themes, we will produce regular reports based on the most up-to-date information available. These will be presented quarterly to Cabinet and Scrutiny Committee and made public through our website at [www.eastbourne.gov.uk/performance](http://www.eastbourne.gov.uk/performance). These reports identify and communicate successes and also highlight any potential obstacles and issues which may need to be overcome.

Other sources of information:

[Sustainable Community Strategy](#)  
[Crime Reduction Partnership Plan](#)  
[2008 Place Survey report](#)

For more information regarding the content of this plan or Eastbourne Borough Council's performance, please contact the Strategic Performance team on 01323 415418, email [strategicdevelopment@eastbourne.gov.uk](mailto:strategicdevelopment@eastbourne.gov.uk) or visit [www.eastbourne.gov.uk](http://www.eastbourne.gov.uk)

## Glossary

This is a list of some of the words and phrases used within this document that have been identified by the community representatives who helped us to check the readability of this Corporate Plan prior to publication. We'd like to offer our thanks to them for their input and suggestions which we have incorporated in the final version of this document.

<b>Agile Working</b>	Offering a variety of workplace options to Council staff including hot-desking, home working and mobile working to deliver services more efficiently.
<b>Asset Portfolio</b>	The collection of properties owned by the Council.
<b>Audit Commission</b>	An independent watchdog, driving economy, efficiency and effectiveness in local public services <a href="http://www.audit-commission.gov.uk">www.audit-commission.gov.uk</a> .
<b>Benefits Health Check</b>	An assessment carried out on our Benefits service by the Audit Commission.
<b>Business Process Re-engineering</b>	Looking for more efficient ways to deliver services.
<b>Comprehensive Area Assessment</b>	An assessment of how well the local area meets the needs of its residents The assessment includes an Area Assessment focussing on East Sussex and an Organisational Assessment which focuses on the Local Authority.
<b>Eastbourne/Hailsham Triangle</b>	A geographical area encompassing Eastbourne and Hailsham which has been identified as a focus for economic regeneration.
<b>Enhanced Housing Options Kickstart Programme</b>	Providing personalised housing options advice, working in partnership with supporting services - such as providers of employment and benefits advice - to tackle the root causes of housing need.
<b>Families Intervention Project</b>	Providing the most 'at risk' families with the high level, intensive support they need to make positive changes.
<b>Green Flag Awards</b>	A national award that recognises and rewards the best green spaces in the country It is the national standard for parks in England and Wales, and recognises well managed, high quality areas <a href="http://www.greenflagaward.org.uk">www.greenflagaward.org.uk</a> .
<b>Grot Spots</b>	These are areas in the town that are cause for concern and prompt complaints from members of the public and Neighbourhood Panels as havens for litter and overgrown vegetation. Many of these areas are alleyways at the rear of domestic or commercial buildings, known locally as "twittens" or "passageways". Often they are unregistered which means that no-one owns them, or they may come under the ownership of the historic estates in the town. <a href="http://www.eastbourne.gov.uk/transport/cleaning/grot-spots/?locale=en">http://www.eastbourne.gov.uk/transport/cleaning/grot-spots/?locale=en</a>

<b>Homes and Communities Agency (HCA)</b>	The national housing and regeneration agency <a href="http://www.homesandcommunities.co.uk">www.homesandcommunities.co.uk</a> .
<b>iQuanta dataset</b>	Crime and incident data supplied by the police.
<b>Knowledge Workers</b>	A knowledge worker is anyone who works for a living at the tasks of developing or using knowledge. For example someone who works at any of the tasks of planning, acquiring, searching, analyzing, organizing, storing, programming, distributing, marketing, or otherwise contributing to the transformation and commerce of information and those who work at using the knowledge so produced.
<b>Level 2 Qualifications</b>	<ul style="list-style-type: none"> <li>• 5 GCSEs at Grades A* -C</li> <li>• BTEC First Diploma or OCR National Certificate Level 2</li> <li>• Level 2 NVQ</li> <li>• Intermediate GNVQ</li> <li>• RSA Diploma</li> </ul>
<b>Level 3 Qualifications</b>	<ul style="list-style-type: none"> <li>• 2 or more advanced level passes</li> <li>• 4 or more AS levels</li> <li>• NVQ Level 3 and GNVQ advanced</li> <li>• City &amp; Guilds advanced</li> </ul>
<b>Level 4 Qualifications</b>	<ul style="list-style-type: none"> <li>• Level 4 Professional Diploma</li> <li>• Level 4 Professional Certificate</li> <li>• Level 4 Professional Award</li> <li>• City &amp; Guilds Licentiate</li> <li>• Certificate of Higher Education</li> </ul>
<b>Local Futures</b>	A web based tool that brings together publicly available statistics to provide comparable performance data for different areas and themes.
<b>Neighbourhood Delivery</b>	Bringing together action to tackle local priorities and actions planned by service providers to improve the quality of life for people in a neighbourhood.
<b>New Equality Framework</b>	A way of assessing how well an authority is understanding, communicating and delivering equality through its organisation and the local area.
<b>Quartiles</b>	A way of comparing an authority's performance to a national standard Top quartile performance means that we are in the top 25% of authorities, 2 <sup>nd</sup> Quartile would be the next 25% and so on.
<b>Super Output Area (SOA)</b>	A geographical area designed for the collection and publication of small area statistics – in Eastbourne's case, smaller than the electoral wards. SOAs divide areas into roughly equal population sizes for better data comparison.

<b>Supplementary Planning Document</b>	A local development document that may cover a range of issues, thematic or site-specific, and provides further detail of policies and proposals in a 'parent' development plan document.
<b>Sustainable Asset Base</b>	Generating income from authority owned properties at a high enough level to maintain them over the long-term.
<b>Worklessness</b>	Worklessness is a less familiar term than unemployment and extends beyond the unemployed. It includes those who are economically inactive, that is those who are of working age not in work; full time education or training; and those not actively seeking work – Definition from Job Centre Plus.

Draft

<b>COMMITTEE</b>	<b>CABINET</b>
<b>DATE</b>	<b>19 March 2014</b>
<b>SUBJECT</b>	<b>Priority Cycle Routes</b>
<b>REPORT OF</b>	<b>Senior Head of Development</b>

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<b>Ward(s)</b>	All
<b>Purpose</b>	<p>To inform Members of the results of the consultation undertaken by East Sussex County Council on six cycle routes identified in the adopted Cycling Strategy.</p> <p>To seek approval for the routes to be taken forward to detailed design and construction.</p> <p>To seek approval to amend the seafront byelaw to allow both unsegregated cycling as well as cycling in lanes on appropriate sections of the promenade .</p>
<b>Contact</b>	<p>Lisa Rawlinson, Senior Specialist Advisor, 1 Grove Road, Eastbourne Tel no: (01323) 415250 E-mail: lisa.rawlinson@eastbourne.gov.uk</p>
<b>Recommendations</b>	<ol style="list-style-type: none"><li>1. That Cabinet approve the following cycle routes to be taken forward to detailed design and construction as part of the County Council's 2014/15 capital programme for local transport improvement initiatives:<ol style="list-style-type: none"><li>a. University to Town Centre and Seafront</li><li>b. Town Centre to Seafront</li><li>c. Horsey Way Section 1</li></ol></li><li>2. That Cabinet agree in principle, and subject to agreement by the Secretary of State for Communities and Local Government that the byelaw can be amended, that the Seafront cycle route along the promenade between the Wish Tower and Fisherman's Green be taken forward by the County Council to detailed design with construction taking place as part of a future year's capital programme beyond 2014/15.</li><li>3. That Cabinet recommend Full Council to authorise the officers to take all necessary steps to seek and obtain approval from the Secretary of State for Communities and Local Government to an amendment to the current</li></ol>

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byelaw to enable the Council to allow, where appropriate, both unsegregated as well as segregated shared use of the seafront promenade by cyclists and pedestrians.

4. That Cabinet agree the Horsey Sewer Route Section 3 be taken forward by the County Council to detailed design with construction taking place as part of a future year's capital programme beyond 2014/15.
5. That in view of the comments received during the consultation on the Town Centre to Hospital route that delegated authority is given to the Senior Head of Development in consultation with the Cabinet Portfolio Holder to agree to an adjusted route.

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## **1.0 Introduction**

- 1.1 In February 2012, Cabinet approved the Cycling Strategy for Eastbourne. The principal objective of the Strategy is to identify a Borough-wide network of potential cycle routes which can then be provided as funding becomes available. This proposed network builds on both the existing cycle routes within the Borough as well as the new routes between the railway station and the eastern side of the town (the Horsey Cycle Route) and the western Seafront Cycle Route (along King Edwards Parade).
- 1.2 The network of proposed cycle routes will provide linkages between principal employment, housing, recreational and tourist locations. The routes are prioritised in order to ensure those with the greatest potential to be delivered and those that would benefit the greatest number of people are taken forward at the earliest opportunity.
- 1.3 The Strategy identified the following priority routes:
  - University to Town Centre and Seafront
  - Town Centre to Seafront
  - Seafront (between the Wish Tower and Fisherman's Green)
  - Langney to Sovereign Harbour and Sovereign Centre
  - Willingdon Drove
  - Town Centre to Hospital
- 1.4 Of these routes the following were taken forward to preliminary design and formed the major part of the public consultation:-
  - University to Town Centre and Seafront
  - Town Centre to Seafront
  - Seafront (along the promenade between the Wish Tower and Fisherman's Green)



- Town Centre to Hospital.

In addition further detailed work was undertaken on the Horsey Way Section 1 route (Railway Station to Ringwood Road) and the Horsey Way Section 3 route (Lottbridge Drove to Langney roundabout, including the Tollgate School link). These routes also formed part of the public consultation.

All these routes were also identified as a priority by Bespoke, the local cycle campaign group.

Feasibility work on providing additional cycle routes in the town, for example in Eastbourne Park will be looked as part of a future year's capital programme.

## **2.0 Details of the Routes**

### **2.1 University to Town Centre and Seafrost**

This route is mainly a signed road route and consists of the following two sections:

#### Section A – University to Town Centre

Carlisle Road, Meads Road, Saffrons Road, Old Orchard Road (northbound), Grove Road (southbound), Upperton Road, The Avenue and St Leonard's Road.

A cycle lane is proposed around Terminus Road/Upperton Road roundabout and an advanced stop line for cyclists at the Upperton Road/The Avenue junction.

#### Section B – University to Seafrost

Carlisle Road, Wilmington Square and Kings Edwards Parade.

In order to connect to the proposed Seafrost route, a shared footway for pedestrians and cyclists is proposed on the western side of King Edwards Parade leading to the existing zebra crossings. The footway would also be widened by the zebra crossing.

### **2.2 Town Centre to Seafrost**

This route would be from the Town Centre to the Seafrost along Terminus Road, Cornfield Road and Devonshire Place.

A cycle lane would be provided around the Memorial roundabout. The route would connect to the proposed Seafrost route via the existing zebra crossing. A limited number of parking bays would need to be removed.

### 2.3 **Seafront – Wish Tower to Fisherman’s Green**

This route would extend along the promenade from the Wish Tower to Fisherman’s Green. The key aspects of the route are:

- Cyclists would be allowed to cycle along sections of the promenade and will share the space with pedestrians (i.e. there would not be a dedicated cycle track reserved for cyclists).
- At the Wish Tower, cyclists and pedestrians will share the middle promenade which is over 6 metres wide.
- At the Pier, a widened footway area would be provided to increase the space available for both pedestrians and cyclists.

Before cyclists are allowed to use the promenade the provisions in the existing seafront byelaws concerning cycling on the promenade will need to be updated and amended. Further details relating to this matter are provided below in Section 4 of this report.

The timescale for this process means that although it is recommended that detailed design for this route is progressed, it could not be constructed before the March 2015 deadline for spending of the Local Sustainable Transport Funding (LSTF). Therefore construction of this route would take place as part of a future year’s capital programme beyond 2014/15, pending successful revision of the byelaw.

### 2.4 **Town Centre to Hospital**

The route from the Town Centre would be via Commercial Road, Upper Avenue, Bedfordwell Road, Mayfield Place, Gorringe Road, Tutts Barn Lane and Kings Drive. The key aspects of the route are:

- A mix of on-road and shared footway/cycleway.
- The introduction of parking restrictions and an advisory cycle lane along Kings Drive. Parking bays are proposed near Prideaux Road on the east and west side of Kings Drive.

In the event that the route via Mayfield Place cannot be delivered an alternative via Upper Avenue and Gorringe Road could be provided.

### 2.5 **Horseway Section 1**

This section of the cycle route extends from Eastbourne Railway Station to Ringwood Road (where it meets Section 2 and would run mostly along existing footways which would become shared cycleway/footway. The key aspects of the route are:

- Additional cycle racks will be provided outside the Railway Station.
- Raised platforms would be provided in the highway at a number

of junctions along the route to provide additional priority for cyclists.

- Existing footways will be widened at a number of points along the route to enable a shared surface for both pedestrians and cyclists to be created.
- The existing parking bays on the southern side of Ashford Road would need to be adjusted although no parking spaces will be lost.
- Toucan crossings will be installed at the junction of Ashford Road and Cavendish Place to enable cyclists and pedestrians to cross the road.
- Raised platforms would be provided at a number of junctions along the route.
- A new Toucan crossing will be constructed across Whitley Road.

It is recognised that the construction of the part of the cycleway near the Railway Station will need to be co-ordinated with the works associated with the proposed extension to the Arndale Centre and the proposed improvements to Terminus Road.

## 2.6 **Horseway Section 3**

This section of the cycle route extends from Lottbridge Drove to Langney roundabout and is entirely off-road except for the crossing over Lottbridge Drove and Birch Road. The key aspects of the route are as follows:

- A new staggered Toucan crossing will be constructed across Lottbridge Drove with local footway widening on the corner of Hammonds Drive.
- The cycleway will join the existing footways at Langney roundabout which will be widened to accommodate pedestrians and cyclists.
- The existing footway between the Crumbles Sewer and the local shops will be widened to enable cyclists (mainly school children) to reach the entrance to Tollgate School.
- A stock proof fence will be constructed between the cycleway and the open fields to prevent animals from escaping.
- At the Langney roundabout end of the route a gate system will be installed to allow the local farmer to move sheep between the two fields across the cycleway.

## 3.0 **Consultation**

- 3.1 In January 2014 consultation took place on the proposed cycle routes. A staffed exhibition was held in the Town Hall on Friday 10th January and Saturday 11th January 2014. The proposals were made available for viewing on both the County Council's and Borough Council's websites

between 2 and 31 January 2014. A consultation questionnaire was available at the exhibition and on the County Council website. Copies of the consultation questionnaire and an overview plan of the proposals are included in Appendix 1 and 2 respectively. In addition, a list of those stakeholders that were invited to participate in the consultation is attached at Appendix 5.

3.2 A total of 784 responses were received to the consultation. An analysis of the results of the consultation, a summary of the comments received and responses to them are set out in Appendix 3. The responses received from the following stakeholders are set out in Appendix 4:

- Bespoke
- Campaign for Better Transport – East Sussex
- Eastbourne’s Hackney Carriage Trade

Officers from both East Sussex County Council and Eastbourne Borough Council will be working closely with these stakeholders in developing the detailed design of the proposed cycle routes.

3.3 The results of the comments analysis in Appendix 3 show that the majority of respondents supported the introduction of each of the six schemes:

- University to Town Centre and Seafront - 75% supported or strongly supported the proposals
- Town Centre to Seafront - 77% supported or strongly supported the proposals
- Seafront - 73% supported or strongly supported the proposals
- Town Centre to Hospital – 77% supported or strongly supported the proposals
- Horsey Way Section 1 - 74% supported or strongly supported the proposals
- Horsey Way Section 3 - 79% supported or strongly supported the proposals.

3.4 Concerns were expressed in the consultation responses about key aspects of the Town Centre to Hospital route. These included the impact of the parking restrictions along Kings Drive, the nature of the route along Kings Drive (i.e. off-road or on-road) and the route between Upper Avenue and Lewes Road. In view of this it is recommended that more feasibility work should be undertaken to look at possible alternative options for this route. Officers will work with key stakeholders such as Bespoke to seek a consensus on the final route before implementation.

#### **4.0 Details of the Promenade Byelaws and the Process to Amend**

4.1 The promenade byelaws currently state, among other things:

“Vehicles

(1) No person shall, without reasonable excuse, ride or drive a cycle, motor cycle, motor vehicle or any other mechanically propelled vehicle on the promenade, or bring or cause to be brought onto the promenade a motor cycle, motor vehicle, trailer or any other mechanically propelled vehicle (other than a cycle), except on any part of the promenade where there is a right of way for that class of vehicle or in the pursuance of a statutory provision or lawful agreement with the Council.

(2) If the Council has set apart a space on the promenade for use by vehicles of any class, this byelaw shall not prevent the riding or driving of those vehicles in the space so set apart, or on a route, indicated by signs placed in conspicuous positions, between it and the entrance to the promenade.

(3) This byelaw shall not extend to:

- (a) invalid carriages; or
- (b) the Dotto Train.

(4) In this byelaw:

"cycle" means a bicycle, a tricycle, or a cycle having four or more wheels, not being in any case a motor cycle or motor vehicle;

"the Dotto Train" means a vehicle towing carriages carrying passengers on routes on the promenade specified by the Council;

"invalid carriage" means a vehicle, whether mechanically propelled or not, the unladen weight of which does not exceed 150 kilograms, the width of which does not exceed 0.85 metres and which has been constructed or adapted for use for the carriage of one person, being a person suffering from some physical defect or disability and is used solely by such a person;

"motor cycle" means a mechanically propelled vehicle, not being an invalid carriage, with less than four wheels and the weight of which unladen does not exceed 410 kilograms;

"motor vehicles" means a mechanically propelled vehicle, not being an invalid carriage, intended or adapted for use on roads;

"trailer" means a vehicle drawn by a motor vehicle and includes a caravan.

4.2 The Council will wish to amend and update the byelaw appropriately. This will enable it to permit and control cycling, where appropriate, along the whole length of the promenade within the borough, either in an exclusive cycle-lane or on an unsegregated, shared-use basis. As with other authorities, it would then be possible for the Council to decide to have, as circumstances from time to time dictate, some stretches of the promenade where cycling remains banned, some where it is

permitted in a lane and others where pedestrians and cyclists mingle together. The function of making and amending byelaws is reserved to Full Council. It is not delegable.

4.3 The Council, in either making a new byelaw or amending an existing one, is dealing with a piece of local legislation, a breach of which is prosecutable as a criminal offence. The process requires the involvement and approval of the Secretary of State for Communities and Local Government (CLG) and can be quite lengthy.

4.4 The CLG always starts by asking Councils that are considering amending their byelaws, even if only in a comparatively limited way, to consider whether it would be more appropriate to undertake a complete overhaul and updating exercise. They do however acknowledge that this can be an extremely lengthy process and they are in theory not wholly unsympathetic to the predicament of a Council wanting to amend something that is hopefully fairly straightforward on a reasonable timescale. If the process goes smoothly, it should be possible to have the CLG confirm and give an effective date for the amendment that is within 9 months of the date of this report.

4.5 In outline, summarised below, there is a multi-step prescribed process that the Council would need to follow, leading up to the amendment coming into effect.

The first stage, that the CLG will be at pains to assure themselves has taken place, is considering the amendment and consulting with all interested parties including disability groups.

4.6 The amendment is then drafted that would enable the Council to permit, from time to time, what it considers would be appropriate cycling on the promenade. Provisional approval for a draft amendment to the byelaw is then sought from the CLG by providing a draft along with a completed, detailed application form, the contents of which are designed by the CLG to demonstrate the reasoning behind and the thoroughness of the process the Council has gone through. If satisfied, the CLG grant provisional approval.

4.7 Approval of the making of the amended byelaw in the form provisionally approved by the CLG is then sought from Full Council and authority is sought for the application of the seal.

4.8 The Council advertises the making of the byelaw amendment and notifies the public of its intention to apply to the CLG for confirmation of the amendment, but also states that the byelaw amendment is held on deposit for inspection and that the public have a month to make representations to the Secretary of State, at the given address, prior to the CLG confirming it.

4.9 The CLG notifies the Council of any representations made to them and asks the Council for its comments on those representations. The Council may have decided to delegate the making of any comments on such

representations to a senior officer. After this, the Council can apply to the CLG for confirmation of the amendment. The CLG will consider any objections and the Council's responses to them. If satisfied, they will confirm the byelaw, attest their confirmation on it and give a commencement date, which is normally a calendar month after the date of confirmation. This period gives the Council time to publicise the coming into force date and to erect signs.

- 4.10 This fairly exhaustive process is designed to make sure that the need for a byelaw amendment has been carefully thought through, all relevant people have been consulted and their views have been taken into account.

## **5.0 Financial Implications**

- 5.1 The total estimated cost of the construction of the schemes that are being recommended to be taken forward to detailed design for 2014/15 would be £1,040,000. The two Horsey Way schemes would be funded from developer contributions associated with the Sovereign Harbour development. The remaining schemes (except the Seafront Promenade route) would be funded from the funding awarded to East Sussex County Council in July 2012, from the Government's Local Sustainable Transport Fund (LSTF). This funding has to be spent by March 2015.
- 5.2 The construction of the Seafront cycle route (along the promenade between the Wish Tower and Fisherman's Green) would take place as part of a future year's capital programme beyond 2014/15 and would be subject to a separate bid pending the outcome of the amendment to the byelaw.
- 5.3 Consequently all costs are funded externally with the exception of the work on the byelaw. The costs associated with amending the promenade byelaw will be met from within existing service budgets.

## **6.0 Conclusion**

- 6.1 The results of the recent consultation on the proposed cycle routes show that the majority of those who responded supported the introduction of the six schemes included in the consultation. It is therefore recommended that the University to Town Centre and Seafront, Town Centre to Seafront and Horsey Way Section 1 routes be taken forward to detailed design and construction as part of the County Council's 2014/15 capital programme for Local Transport Improvements. It is also recommended that the Seafront Route (along the promenade between Wish Tower and Fisherman's Green) and the Horsey Way Section 3 should be taken forward by the County Council to detailed design with construction as part of a future years capital programme beyond 2014/15, subject to the availability of funding. In view of the comments received about the Town Centre to Hospital route, it is recommended that further feasibility work is needed on this route to identify possible alternative options for the route.

6.2 The delivery of these schemes will help to develop a network of cycle routes across the town, which is key to increasing the number of cycle trips made. This will contribute towards the Council's objectives of becoming a low carbon town, reducing congestion and improving air quality and accessibility. It will also assist the wider health agenda.

6.3 Cabinet is asked to agree the recommendations above.

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Background Papers:

Cabinet Report dated 14 July 2010

Cabinet Report dated 15 December 2010

Cabinet Report dated 13 July 2011

A Healthy Cycling Plan for Eastbourne (Sustrans – 1994)

East Sussex County Council - Cycling Strategy (2009)

Cabinet Report dated 8 February 2012

Eastbourne Cycling Strategy (2012)

East Sussex County Council's Report to Lead Cabinet Member for Transport and Environment 18 March 2014

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

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**CONSULTATION QUESTIONNAIRE**



## **EASTBOURNE CYCLING IMPROVEMENTS**

### **Your views about our proposals**

We would like to hear your views on our proposals to introduce a number of new routes for cyclists in Eastbourne.

An online version of this survey is available on our website along with plans showing the proposals: [www.eastsussex.gov.uk/haveyoursay](http://www.eastsussex.gov.uk/haveyoursay)

Please return your completed survey by **31 January 2014** to:  
East Sussex County Council, Eastbourne Cycling, Communities, Economy and Transport Department, FREEPOST (LW43), Lewes, BN7 1BR.

If you would like a copy of this survey in a different format such as large print, Braille or in a different language, please contact us:

Email: [alan.cook@eastsussex.gov.uk](mailto:alan.cook@eastsussex.gov.uk), or telephone: 01273 482500.

All responses received will be treated in the strictest confidence. The Council will use the collective responses from this survey for research purposes only.

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### **Your Status**

We are asking these questions as we want to make sure that we have a representative view of the proposals from residents, businesses and stakeholder groups.

**Q1 Are you**     An individual     A business     Other

If you ticked 'A business' or 'other' please provide details

**Q2** Are you a  Resident of Eastbourne  Other

**Q3** If you are a resident of another town or village or a commuter where did you travel from?

**Q4** Please provide your postcode as this is required for analysis purposes. It will not be used to identify you.

### **Route 1 – University (Meads) to Seafront and Town Centre**

This would mainly be an on-road route with signing and carriageway markings along Denton Road, Carlisle Road, Meads Road, Saffrons Road, Old Orchard Road to the roundabout adjacent to the station. There would be a cycle lane marked in red around the Terminus Road roundabout to make drivers aware of cyclists. Cyclists could either use the roundabout to get to the railway station or travel west along Upperton Road onto The Avenue and Commercial Road where they would link up with the proposed route to the District General Hospital.

The route would also run the length of Carlisle Road and Wilmington Square (on-road) to the seafront where it links up with the proposed route along the promenade

**Q5** Do you support the proposed cycle route from the University to the Seafront and Town Centre?

Strongly Support

Support

No Opinion

Oppose

Strongly Oppose

Don't Know

**Q6** Are there any comments that you would like to make about your response to Q5 or about how the proposal may affect you?

## Route 2 – Town Centre to Seafront via Cornfield Road

This would be an on-road route and cyclists would be directed along Terminus Road and Cornfield Road to the Memorial roundabout and from there to the seafront via Devonshire Place. A cycle lane would be provided on the roundabout to make drivers aware of cyclists.

**Q7 Do you support the proposed cycle route from the Town Centre to the Seafront?**

Strongly Support

Support

No Opinion

Oppose

Strongly Oppose

Don't Know

**Q8 Are there any comments that you would like to make about your response to Q7 or about how the proposals may affect you?**

## Route 3 – Along the Promenade from Wish Tower to Fishermans Green

We are planning to allow cyclists to share parts of the promenade with pedestrians. Cyclists would be allowed on the Upper Promenade, from the Wish Tower to the Pier, and on the Promenade from the Pier to Fisherman's Green both on an unsegregated footway/cycleway.

**Q9 Do you support the proposals for cyclists to share sections of the promenade with pedestrians?**

Strongly Support

Support

No Opinion

Oppose

Strongly Oppose

Don't Know

**Q10 Are there any comments that you would like to make about your response to Q9 or about how the proposal may affect you?**

## **Route 4 – Town Centre to Eastbourne DGH, via Commercial Road**

This would be mainly an on-road route which would direct cyclists from Eastbourne Railway Station to Eastbourne Hospital from the rear of the station car park onto Commercial Road and then northbound via Upper Avenue.

The route would then be either via Bedfordwell Road and Mayfield Place or Gorringe Road (subject to detailed design) leading to Tutts Barn Lane and Kings Drive.

### **Q11 Do you support the proposed cycle route ?**

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Support | <input type="checkbox"/> Support         | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Oppose           | <input type="checkbox"/> Strongly Oppose | <input type="checkbox"/> Don't Know |

### **Q12 Are there any comments that you would like to make about your response to Q11 or about how the proposals may affect you?**

## **Route 5 – Horsey Way Section 1**

A continuous route would be provided for cyclists from Eastbourne Railway Station to Ringwood Road (where the existing cycleway starts). The route would follow existing roads and would include some on-road sections and some sections of shared footway/cycleway that would be provided on the pavements where they are wide enough.

### **Q13 Do you support the proposals for Section 1 of the Horsey Way?**

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Support | <input type="checkbox"/> Support         | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Oppose           | <input type="checkbox"/> Strongly Oppose | <input type="checkbox"/> Don't Know |

### **Q14 Are there any comments that you would like to make about your response to Q13 or about how the proposals may affect you?**

## Route 6 – Horsey Way Section 3

This route would allow cyclists to travel from the end of the existing cycleway at Hammonds Drive, across Lottbridge Drove (via a Toucan crossing) and then alongside Horsey Sewer to Langney roundabout via Willingdon Levels.

**Q15 Do you support the proposals for Section 3 of the Horsey Way?**

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Support | <input type="checkbox"/> Support         | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Oppose           | <input type="checkbox"/> Strongly Oppose | <input type="checkbox"/> Don't Know |

**Q16 Are there any comments that you would like to make about your response to Q15 or about how the proposals may affect you?**

## Tollgate School link between Horsey Sewer and Winston Crescent

A link to Tollgate School is being proposed as part of Horsey Way Section 3

**Q17 Do you support the proposals for the Tollgate School link as part of Horsey Way Section 3?**

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Support | <input type="checkbox"/> Support         | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Oppose           | <input type="checkbox"/> Strongly Oppose | <input type="checkbox"/> Don't Know |

**Q18 Are there any comments that you would like to make about your response to Q17 or about how the proposals may affect you?**

## About you...

### Q19 Are you....?

Female

Male

Prefer not to say

### Q20 Which of these age groups do you belong to?

Under 18

18-24

25-34

35-44

45-54

55-59

60-64

65-74

75+

Prefer not to say

### Q21 To which of these ethnic groups do you feel you belong? (Source:2011 census) Please select one answer:

White British

Mixed White & Asian

Black or Black British Caribbean

White Gypsy/Roma

Asian or Asian British

Black or Black British African

White other\*

Asian or Asian  
British Pakistani

Black other\*

Mixed White &  
Black Caribbean

Asian Other\*

Arab

Mixed White &  
Black African

Chinese

Prefer not to say

Other ethnic group\*

\*If your ethnic group was not specified in the list please describe your ethnic group.

### Q22 Do you consider yourself to be disabled as set out in the Equality Act 2010?

Yes

No

Prefer not to say

The Equality Act 2010 describes a person disabled if they have a longstanding physical or mental condition that has lasted or is likely to last at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day to day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered to be disabled from the point that they are diagnosed.

**Q23 If you answered yes to Q22, please tell us the type of impairment that applies to you.**

You may have more than one type of impairment, so please select all that apply. If none of these apply to you please select other and write in the type of impairment you have.

- |   |  |
|---|--|
| <input type="checkbox"/> Physical Impairment  | <input type="checkbox"/> Mental Health Condition |
| <input type="checkbox"/> Sensory Impairment (hearing or sight   | <input type="checkbox"/> Learning disability     |
| <input type="checkbox"/> Long standing illness or health condition<br>Such as cancer, HIV, heart disease,<br>Diabetes or epilepsy | <input type="checkbox"/> Prefer not to say       |
|   | <input type="checkbox"/> Other*                  |

\*If you ticked other please specify

**Q24 How did you hear about this consultation? Please select all that apply.**

- |   |   |
|---|---|
| <input type="checkbox"/> In a newspaper               | <input type="checkbox"/> On the radio                     |
| <input type="checkbox"/> Via Social Media             | <input type="checkbox"/> A poster                         |
| <input type="checkbox"/> A leaflet through your door  | <input type="checkbox"/> An invitation or personal letter |
| <input type="checkbox"/> The County Council website   | <input type="checkbox"/> The Borough Council website      |
| <input type="checkbox"/> Other website                | <input type="checkbox"/> Back of bus advert               |
| <input type="checkbox"/> Bus stop advertising         | <input type="checkbox"/> Another person                   |
| <input type="checkbox"/> Other (please specify below) |   |

**Thank you for taking part, your views are important to us.**

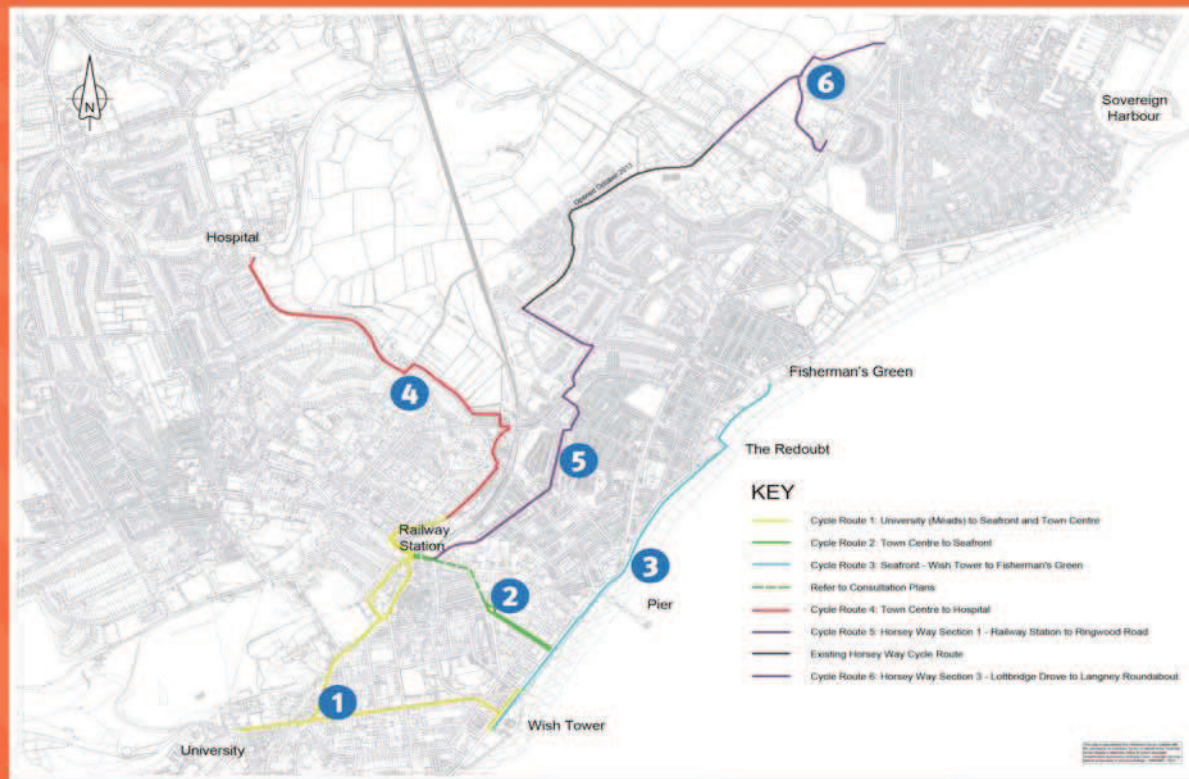
**OVERVIEW PLAN OF PROPOSALS**



**Overview of proposals**

Proposals for the following six schemes are included in this exhibition and are shown on the map opposite:

- 1** University (Meads) to Seafront and Town Centre
- 2** Town Centre to Seafront
- 3** Seafront – Wish Tower to Fisherman’s Green
- 4** Town Centre to Hospital
- 5** Horsey Way Section 1 – Railway Station to Ringwood Road
- 6** Horsey Way Section 3 – Lottbridge Drive to Langney roundabout





**Results of the public consultation exercise on Eastbourne Cycling Proposals**

**1. Details of the public consultation exercise**

In January 2014 a public consultation exercise was held to inform the public about proposals for six cycle routes in Eastbourne.

A public exhibition was held in the Court Room of Eastbourne Town Hall on Friday 10 and Saturday 11 January 2014 where plans were exhibited showing the proposals. Copies of the proposals were also made available on the County Council’s website. The consultation period ended on Friday 31 January 2014.

**2. Publicity**

In order to advertise the consultation, 5,000 flyers were delivered to addresses within the vicinity of each of the six proposed cycle routes, with posters advertising the consultation being placed in Eastbourne library and local cycle shops in Eastbourne.

A press release was issued on 20 December and a full page advertisement was placed in the Eastbourne Herald on Friday Dec 20 and Friday January 3 2014 and also in the Eastbourne Gazette on Wednesday January 8. These promoted the date and time of the exhibitions and the online consultation.

In addition, advertisements were placed at seven bus stops across Eastbourne, namely Terminus Road (4), District General Hospital (1), Langney Rise (1) and Seaside (1). Advertisements were also placed on the outside of selected buses.

Details of the consultation were sent to local Members of East Sussex County Council and Eastbourne Borough Council. A total of 44 key stakeholders were sent details about the consultation exercise these included Eastbourne Residents Associations, Community Interest Groups, Neighbourhood Management Groups, Eastbourne Can and other representative residents groups in Eastbourne.

Details of the consultation were available on the County and Borough Council websites from 2 January 2014.

**3. Public Feedback on Cycleway Proposals**

The public were asked to complete a questionnaire either at the exhibition event or on-line. There was a good response from the public with an estimated 296 people attending the exhibition with many more visiting the website. A total of 784 questionnaires have been completed.

The analysis of the feedback has been undertaken and the results are presented below.

**Question 1 – Are you an individual, a business or other?**

<b>Response</b>	<b>Number</b>	<b>Percentage of responses</b>
An individual	776	96%
A business	13	2%
Other	16	2%

As shown in the Table above, the majority of respondents were individuals.

**Question 5 – Do you support the proposed cycle route from the University to the Seafront and Town Centre?**

There were 784 responses to this question and as shown in the table below, 75 percent of respondents either strongly supported or supported the proposed route.

<b>Response</b>	<b>Number</b>	<b>Percentage of responses</b>
-----------------	---------------	--------------------------------

Strongly Support	416	53%
Support	169	22%
No opinion	105	13%
Oppose	38	5%
Strongly Oppose	49	6%
Don't know	7	1%
TOTAL	784	100%

**Question 6 – Are there any comments that you would like to make about your response to Q5 or about how the proposal may affect you?**

A total of 256 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

	Theme	Number of respondents making this comment	Comments
1	Good route/Excellent proposal/long overdue	26	-
2	The roundabout lanes could cause conflicting interpretation of right of way. Not in the highway code.	25	The proposal to provide a marked cycle lane around the roundabout is being reviewed.
3	Will make cycling safer as roads are too dangerous	16	-
4	Would encourage more cycling	15	-
5	How are you going to stop parking in the cycle lanes?	11	The proposals for this route do not include cycle lanes. Cyclists will use the road as they do now but the route will be signed.
6	Not enough room for a designated cycle path (Orchard Road?)	10	There is no cycle path because of the limited width of the existing carriageway and the impact on parking. Cyclists will use the road as they do now.
7	Would prefer an off-road cycle route	10	There are many reasons why an off-road route is not being considered: <ul style="list-style-type: none"> <li>- The creation of a an off road route along the footway would require widening which would be expensive.</li> <li>- There would be many road crossings which would greatly increase the cost of the scheme and make the route unattractive to cyclists.</li> </ul>

			- Parking restrictions may need to be considered which would displace on street parking.
8	Waste of money for a minority of cyclists/not needed	10	The funding that is being provided by the Department for Transport is specifically for cycling and walking improvements and cannot be used for any other purpose. This funding has been made available by the Government to local transport authorities sustainable transport initiatives, which support economic development and reduce carbon emissions.
9	Will promote a more active lifestyle	7	-
10	Need to have dedicated lanes on the road to reduce potential conflict with cars	6	There is insufficient carriageway width to consider dedicated cycle lanes. These lanes would also likely involve parking restrictions which may be unacceptable.
11	Welcome the proposals as they would improve health and the environment	5	-
12	Road is not wide enough for cycle lanes.	5	Cycle lanes are not being provided as there is not enough carriageway width.
13	Too much street signage would cause confusion	3	Signage is necessary in order to provide clear guidance for cyclists and other road users.
14	Too much traffic and dangerous for cyclists	3	The majority of roads that will form part of the cycle route are lightly trafficked.
15	Where cycle lanes are proposed the roads should be subject to a 20mph speed limit	3	Cycle lanes are not being provided on this route. All the roads covered by the route are covered by a 30mph limit and the introduction of a 20mph limit would only be appropriate if speeding was identified as a problem causing danger to cyclists, pedestrians and other road users.
16	Cyclists will not use the routes	3	The routes proposed are lightly trafficked and will provide those unfamiliar with Eastbourne and less confident cyclists with signed routes between a number of key destinations in the town.
17	Need to keep to national guidelines for	3	The County Council is fully aware

	cycling infrastructure		of the guidelines for designing cycling infrastructure. On occasions constraints on the space available mean we may not be able to meet the guidance in full.
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**Question 7 – Do you support the proposed cycle route from the Town Centre to the Seafront?**

A total of 784 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

Response	Number	Percentage of responses
Strongly Support	420	54%
Support	180	23%
No opinion	87	11%
Oppose	43	5%
Strongly Oppose	48	6%
Don't know	6	1%
TOTAL	784	100%

**Question 8 – Are there any comments that you would like to make about your response to Q7 or how the proposal may affect you?**

A total of 238 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

No.	Theme	Number of respondents raising this issue	Comments
1	The roundabout lanes could cause conflicting interpretation of right of way. Not in the highway code.	31	The proposal to provide a marked cycle lane around the roundabout is being reviewed.
2	Good route/excellent proposal	29	-
3	Would prefer an off-road cycle route	17	There are three main reasons why an off-road route has not been considered: <ul style="list-style-type: none"> <li>- There is insufficient space available to be able to create an off road route which would be sufficiently continuous to be attractive to cyclists.</li> <li>- There would be many road crossings which would greatly increase the cost of the scheme and present cyclists with a difficult route.</li> <li>- Parking restrictions may need to be considered</li> </ul>

			which would result in a loss of on street parking space.
4	Could cyclists use the whole of Terminus Road to the seafront?	12	The County Council did consider the route along the entire length of Terminus Road but have not pursued this because the pedestrianised section of the road is heavily used by pedestrians criss-crossing from the shops on one side of the street to the other which means there is a high risk of collisions between pedestrians and cyclists. In addition the lower end of Terminus Road towards the seafront is one-way and the introduction of contraflow cycling next to the parking areas would have been difficult to achieve. For this reason we opted for a route along Devonshire Place.
5	Waste of money/cycle lanes not required	9	The additional funding is being provided by the Department for Transport specifically for cycling improvements and cannot be used for any other purpose.
6	Would encourage more cycling	9	-
7	Would prefer cycle lanes to be provided	8	The width of the carriageway is insufficient for the introduction of cycle lanes.
8	Road is not wide enough	6	Dedicated cycle lanes have not been proposed and cyclists will use the road.
9	The cycle lane around the roundabout is a good idea	6	The use of cycle lanes around the roundabout will be reviewed.
10	Need more cycle parking	5	Could be introduced if suitable sites could be identified.
11	Issues with cycling along bus area of Terminus Road	5	The Terminus Road proposals provide a direct cycle route to the seafront. Cars are banned from this area and as such the mix of cyclists and buses is not deemed high risk in what will become a shared space environment.
12	Concern about cyclists in Terminus Road	4	Cyclists will share the space with buses and pedestrians in what will become a shared space environment. Other shared pedestrian/cycling facilities have

			worked well in other parts of the country.
13	Where cycle lanes/routes are proposed the roads should be subject to a 20mph speed limit	4	Cycle lanes are not being provided on this route. All the roads covered by the route are covered by a 30mph limit and the introduction of a 20mph limit would only be appropriate if speeding was identified as a problem causing danger to cyclists, pedestrians and other road users.
14	Cyclists should use the road	4	The aim of the proposals is to encourage more cycling as this is not only sustainable but leads to a more active, healthy lifestyle. To achieve this we need to provide a safe network of routes for cyclists avoiding busy/congested roads.
15	The cycle routes needs policing to ensure that cyclists follow the highway code	4	The opening of the routes will be accompanied by a publicity campaign with one of the messages being that cyclists must comply with the highway code.
16	Will encourage a more healthy lifestyle	4	-
17	Need to keep to national guidelines for cycling infrastructure	4	The County Council is fully conversant with the guidelines for designing cycling infrastructure. On occasions constraints on the space available mean we may not be able to meet the guidance in full.
18	Concern about causing congestion	3	Congestion should decrease if the new routes encourage more people to cycle rather than use their cars.
19	Cycle lanes are of no use, car drivers take no notice	3	-
20	Will make cycling safer as roads are too dangerous	3	-
21	Pedestrians and cyclists don't mix, someone will get injured	3	There is clear evidence both nationally and locally that shared cycling/pedestrian facilities work well.

**Question 9** – Do you support the proposals for cyclists to share sections of the promenade with pedestrians?

There were 784 responses to this question and as shown in the table below, 73 percent of respondents either strongly supported or supported the proposed route.

Response	Number	Percentage of responses
Strongly Support	505	64%
Support	74	9%
No opinion	27	3%
Oppose	18	2%
Strongly Oppose	160	20%
Don't know	0	0%
TOTAL	784	100%

**Question 10 – Are there any comments that you would like to make about your response to Q9 or how the proposal may affect you?**

A total of 460 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

No.	Theme	Number of respondents	Comments
1	Good route/excellent proposal/long overdue	141	-
2	The proposals will result in more accidents between pedestrians and cyclists (pedestrians and cyclists do not mix)	81	Shared cycling/pedestrian facilities work well locally and in other parts of the country. The opening of the route would be accompanied by a publicity campaign aimed at ensuring safe cycling along the promenade.
3	The prom is too narrow in places/not enough room in places	59	Further design work will be carried out on the “pinch points” to determine how best to accommodate a shared cycling and walking facility.
4	Should be a segregated cycleway	54	There is insufficient width to be able to provide a segregated cycle way along the promenade. A segregated cycleway may result in cyclists travelling at inappropriate speeds with the risk that pedestrians will stray into the area reserved for cyclists.
5	The promenade should be for pedestrians	49	The objective of the proposals is to encourage more people to cycle by creating a network of routes across the town. The introduction of a cycle facility along the seafront is a critical link in that network. An increase in cycle based tourism would provide a boost to the local

			economy.
6	Cycling on the road is dangerous	45	-
7	The existing By-law is not enforced, more cyclists will make matters worse	21	Evidence from elsewhere in the County (Hastings and Bexhill) clearly demonstrates that pedestrians and cyclists can successfully share seafront environments.
8	Cyclists should use the road	18	The aim of the proposals is to encourage more cycling as this is not only sustainable but leads to a more active, healthy lifestyle. To achieve this we need to provide a safe network of routes for cyclists avoiding busy/congested roads.
9	Good signing is essential (pedestrian priority?)	18	Suitable signage will be used to inform all users about their responsibilities.
10	Consider timed use of the prom (e.g. no cycling during major pedestrian activity)	14	A timed facility would be extremely difficult to operate. Obviously cycling will not be possible during times of heavy demand such as the Airbourne Festival. At other busy times cyclists may choose to use alternative routes.
11	Education for all on shared routes needed (and enforcement)	13	A publicity campaign would be mounted to coincide with the opening of the route to help ensure the safety of all those using it.
12	Who will police the cyclists?	13	The introduction of a shared surface will in the main be 'self policing' as cyclists will have to moderate their speeds to take account of the volume of pedestrians. A publicity campaign would be mounted to coincide with the opening of the route to reinforce the message about safe cycling.
13	Speed restriction for cyclists should be considered	12	Evidence from similar shared surface schemes demonstrates that in the main cyclists moderate their speed to take account of the volume of pedestrians.
14	Eastbourne should be inclusive by considering families not just the elderly/make the promenade accessible for all	12	-



15	There is a greater risk to toddlers and young children	10	There is no evidence to suggest that shared space schemes present a particular risk to pedestrians.
16	Will damage the tourist industry	10	An increase in cycle based tourism would provide a boost to the local economy.
17	Shared routes for cyclists and pedestrians works O/K	8	-
18	Will improve health and wellbeing	8	-
19	Would encourage more cycling	7	-
20	Create a route along the seafront with speed restrictions for cars (remove parking?)	6	An on road route along the seafront will require the removal of parking. This will be very controversial. Such a route would not be as attractive to less confident cyclists.
21	The route will attract tourism to the town	4	-
22	Will provide the "missing link" along the seafront	3	-

**Question 11 – Do you support the proposed cycle route from the Town Centre to Eastbourne DGH?**

There were 784 responses to this question and as shown in the table below, 77 percent of respondents either strongly supported or supported the proposed route.

Response	Number	Percentage of responses
Strongly Support	422	54%
Support	178	23%
No opinion	102	13%
Oppose	25	3%
Strongly Oppose	47	6%
Don't know	10	1%
TOTAL	784	100%

**Question 12 – Are there any comments that you would like to make about your response to Q11 or about how the proposals may affect you?**

A total of 235 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

No.	Theme	Number of respondents	Comments
1	Good route/excellent proposal/long	45	-

	overdue		
2	Cycle route should be off-road/parked cars are a problem	31	<p>There are many reasons why an off-road route is not being considered:</p> <ul style="list-style-type: none"> <li>- Some of the roads that the route would follow have low traffic volume/speed and are suitable for use by cyclists.</li> <li>- Parking restrictions may need to be considered as widening of the footway to accommodate cyclists would leave no space for parking.</li> <li>- It has not been possible to identify a suitable off road route that could be designed and constructed within the timescale and budget available.</li> </ul>
3	The loss of parking along Kings Drive will greatly affect the residents	19	The County Council is fully aware of this issue and will be carrying out further feasibility work to assess other route options.
4	Kings Drive is too narrow to accommodate the cyclists	12	See response to items (2) and (3) above.
5	The southern part of the route needs to be reconsidered, there are several points of concern along this route	10	The County Council will carry out further feasibility work to assess other route options.
6	Dangerous to cycle on the road	9	-
7	Cyclists may not use this route, it is not direct.	8	See response to item (5) above.
8	Use a different route to Kings Drive (e.g. via the allotments)	7	See response to item (5) above.
9	Introduce 20mph speed limits where on-road cycle routes	6	All the roads covered by the route are covered by a 30mph limit and the introduction of a 20mph limit would only be appropriate if speeding was identified as a problem causing danger to cyclists, pedestrians and other road users.
10	A waste of money/not needed	6	The additional funding that is being provided by the Department for Transport specifically for walking and cycling improvements and cannot be used for any other purposes.

11	Need a Toucan crossing on Kings Drive to get cyclists across to the underpass	5	See response to item (5) above.
12	Do not want narrow cycle lanes, they are useless (drivers ignore them)	4	See response to item (5) above.

**Question 13 – Do you support the proposals for Section 1 of the Horsey Way?**

There were 784 responses to this question and as shown in the table below, 74 percent of respondents either strongly supported or supported the proposed route.

Response	Number	Percentage of responses
Strongly Support	417	53%
Support	165	21%
No opinion	118	15%
Oppose	31	4%
Strongly Oppose	39	5%
Don't know	14	2%
TOTAL	784	100%

**Question 14 – Are there any comments that you would like to make about your response to Q13 or about how the proposals may affect you?**

A total of 186 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

No.	Theme	Number of respondents	Comments
1	Good route/excellent proposal/long overdue	41	-
2	Shared footways not a good idea	31	Shared cycling/pedestrian facilities have been shown to work well both in other parts of the county and nationally.
3	Better route via Junction Road, Dursley, Firlie Road and Courtlands Road	16	The County Council will review parts of the route in view of the feedback received.
4	On-road sections not good, parked cars, etc.	12	See response to Item (3).
5	Route is not direct/too many road	7	See response to Item (3).

	crossings		
6	Footways not wide enough/bins a problem	5	The existing footway will be widened to 3.8m which is wide enough for shared use by pedestrians and cyclists.
7	Would prefer an off-road route along St.Philip's Avenue and Ringwood Road	4	See response to Item (3).
8	Waste of money/not needed	4	The additional funding that is being provided by the Department for Transport specifically for cycling improvements and cannot be used for any other purpose.
9	Will encourage a healthy lifestyle	4	-
10	Introduce 20mph speed limits where on-road cycle routes	3	All the roads covered by the route are covered by a 30mph limit and the introduction of a 20mph limit would only be appropriate if speeding was identified as a problem causing danger to cyclists, pedestrians and other road users.

**Question 15 – Do you support the proposals for Section 3 of the Horsey Way?**

There were 784 responses to this question and as shown in the table below, 79 percent of respondents either strongly supported or supported the proposed route.

Response	Number	Percentage of responses
Strongly Support	456	58%
Support	166	21%
No opinion	125	16%
Oppose	14	2%
Strongly Oppose	23	3%
Don't know	0	0%
TOTAL	784	100%

**Question 16 – Are there any comments that you would like to make about your response to Q15 or how the proposals may affect you?**

A total of 146 comments were received. The comments have been reviewed and categorised into themes with the main themes are presented in the table below.

No.	Theme	Number of respondents	Comments
1	Good route/excellent proposal/long overdue	70	-

2	Why not extend to Pevensey Bay/Langney	4	Outside the scope of the project. Could be considered in the future should funding be available.
3	Will encourage more cycling	4	-
4	Waste of money/not needed	3	There is a strong demand for improving cycling facilities as this would not only improve sustainability but also enable a more healthy lifestyle. The additional funding that is being provided by the Department for Transport is specifically for walking and cycling improvements and cannot be used for any other purpose.
5	Shared routes are not safe	3	Shared cycling/pedestrian facilities work well in other parts of the county and across the country.
6	Safety risk of route beside ditches	3	The independent safety audit carried out on the proposals requires a minimum of 2m separation between the cycleway and any waterways. This has been achieved in the current design.

**Question 17 – Do you support the proposals for the Tollgate School link as part of Horsey Way?**

There were 784 responses to this question and as shown in the table below, 74 percent of respondents either strongly supported or supported the proposed route.

Response	Number	Percentage of responses
Strongly Support	434	55%
Support	152	19%
No opinion	154	20%
Oppose	8	1%
Strongly Oppose	22	3%
Don't know	14	2%
TOTAL	784	100%

**Question 18 – Are there any comments that you would like to make about your response to Q17 or how the proposals may affect you?**

There were 109 responses to this question. The comments submitted have been categorised into themes for simplicity. The table below lists those themes together with the number of people making similar comments shown.

No.	Theme	Number of respondents	Comments
-----	-------	-----------------------	----------

1	Good route/excellent proposal/long overdue	39	-
2	May encourage more parents/children to walk/cycle to school	19	-
3	Shared routes are not safe	6	Shared cycling/pedestrian facilities work well in other parts of the country.
4	Cycling proficiency needed for school children	3	Cycling proficiency will be arranged for school children before the cycle route is opened.
5	Inconsiderate parking outside schools is a major problem	3	-
6	Could a route into the rear of the school be provided	3	This has been considered but rejected for the following reasons. <ul style="list-style-type: none"> <li>- security at the school requires access be achieved from the southern entrance only.</li> <li>- land is a premium and a cycleway would reduce available land for the playground.</li> </ul>

RESPONSES FROM STAKEHOLDERS

## 1. Response from Bespoke

**Bespoke response to the consultation on cycle routes 22 Jan 2014**

Bespoke welcome the opportunity to comment on the proposed cycle routes within Eastbourne. We want to encourage cycling and we accept that improvements to cycle infrastructure are an endorsement, by the Council, of this aim.

Before we comment on each route we wanted to provide some helpful comments on the overall process for this and future reviews.

- For each route it would be useful where more than one option was examined that some details of these other options are provided along with the reasons for their rejection. This might be cost, practicality, access to land, pedestrian densities at peak times or safety. It became apparent at the Town Hall consultation that residents would be submitting alternative routes to you but they are unaware that you have already examined them.
- There are a number of organisations that provide standards for building cycle routes. These include Department for Transport, Transport for London and Sustrans. By adopting at least one of these, and stating it in the review, then certain minimum levels can be expected and also research guidance becomes available. So for example, cycle lanes on large roundabouts are generally not considered good design (Ref 1, 2). Where they are being proposed there should be a reason provided in the documentation.
- The Department of Transport classifies cyclists into 4 categories :
  - fast commuter
  - utility cyclist
  - inexperienced and/or leisure cyclist
  - children

This also suggests what type of solution is suitable for each (Ref 3). With this in mind we would like for each route to identify the type of cyclists it is intended to support. DfT state that children "require segregated, direct largely off-road routes from residential areas to schools" whereas utility cyclists would manage with "some segregation" such as the Advisory Cycle Lanes that are being proposed. We are pleased to see that in the new draft Hastings Walking and Cycling Strategy, ESCC and Hastings Borough agree to adopt the DfT guidance and standards. This is excellent. DfT standards include continuing cycle lanes across side streets, not having short sections of Advisory Cycle Lanes, etc.

- We were delighted to help ESCC with the original bid for LSTF funding, and we agreed which 4 links were the priority for new cycle routes. As part of Cycle East Sussex, we encourage as much collaboration as possible at all stages between ESCC and local cycling groups when new infrastructure is planned. We understand the pressure of time and that LSTF money has to be spent by March 2015, so there are limits on what can be achieved in this time. We are keen to be involved in future bids for funding and building development in Eastbourne around which cycle routes could be planned.



**Bespoke position on the routes consulted on:**

- We presented a petition in 2011 with over 3000 signatures requesting better facilities for cycling in Eastbourne and a seafront cycle route. The current lack of cycling on the seafront is the commonest thing that non-cyclists ask us about.
- The plans include some excellent features, such as Advanced Stop Lines at some signalised junctions. These improve safety for cyclists and pedestrians.
- All routes need good signage.
- The plans include two roundabouts with proposed integral cycle lanes, at the memorial roundabout and the Eastbourne station roundabout. Our view is that these may be more dangerous for cyclists with planned cycle lanes.

**Summary of Bespoke's response:**

No.	Route	Bespoke rating (5 stars = excellent)	Comments
1	University (Meads) to town and seafront	**	This route involves signage and is very cheap. The level of infrastructure proposed may not be sufficient to encourage further uptake of cycling. The junction between Carlisle Road and Meads Road is currently very dangerous, and this section may need more than just new markings. The novel cycle lane on the roundabout near the station may be dangerous.
2	Town centre to Seafront	*	It may be better to wait for a better route along Terminus Road. The plan for a cycle lane on memorial roundabout may be dangerous. Devonshire Place may contain too many parked cars to be a good cycle route.
3	Seafront	****	The seafront has always been the no. 1 priority for Bespoke. This route will work for the groups likely to use it: commuters and for fitness most of the time; children or recreational users on sunny days when the promenade is busy with other users. These groups will share nicely. It will not be suitable for high speed cycling but is not intended for this. Some extra consideration needs to occur around the 4 pinch points between the Pier and the Redoubt. The byelaw may not be an issue.
4	Town centre to Hospital	***	Removing parking will improve this as a commuter route on King's Drive, which is very busy. We suggest semi-segregation to make this safer. The link to the railway station could be tidier.
5	Horseway section 1 – Railway station to Ringwood Road	***	Half of this (dual flow on the pavement in Ashford Road) could work well. The further half is very awkward for cyclists, and we have made other suggestions to use a route with less traffic.
6	Horseway Section 3 – Lottbridge Drove to Langney roundabout	*****	Looks great! Genuine off-road route linking several schools.

Weblink for the consultation, including maps: <https://consultation.eastsussex.gov.uk/economy-transport-environment/eastbourne-cycling-improvements>



**Re: Provision for cyclists on roundabouts:**

We are concerned to see proposals for painted cycle lanes on the two busy roundabouts in the town centre. The DfT Cycle Infrastructure Design guidance states '*Cycle lanes on roundabouts must be very carefully considered. There is little evidence to suggest that they offer any safety benefit to cyclists, and they may introduce additional hazards. Some cycle lanes on roundabouts have been removed because they led to a deterioration in the accident rate*'. This is particularly known to be the case where roundabouts have 2-lane entries. Department for Transport has specific guidance summarising features that make roundabouts safer for cyclists, including single lane entry (Ref 2)

Having two major roundabouts in Eastbourne changed in a way that might make them less safe may spoil how the acceptable the whole cycle network design appears.

**Bespoke detailed response about each route:**

**Route 1: University (Meads) to town and seafront**

1. There are a number of students who might use this route
2. Please note that there are a number of schools on this route as well
3. We love the Advanced Stop Lane on Upperton Road (by the Avenue). This is really good. It allows the cyclists to be ahead of the traffic at junctions (where most injuries occur). Can we have more of these?
4. We are very concerned about cycle lanes on the roundabout by the railway station, which we understand have been removed from roundabouts in other towns.
5. Bespoke do not feel the level of infrastructure proposed would be sufficient to encourage further uptake of cycling. This is largely because it consists of little more than signage on routes that existing cyclists would already use
6. We worry about cyclists using Old Orchard Road, by the library -- with large numbers of taxis turning at the junction with Arlington Road. It may be useful to move the taxis elsewhere.
7. Our preferred option would be using Grove Road in both directions, with a contraflow cycle lane for returning cyclists.
8. The Carlisle Road – to Meads Road junction is already dangerous. Road markings may be insufficient to be safe. It may also need some traffic calming.
9. This is a fairly cheap route.
10. We should be supportive of a route here if it was properly done
11. More signs would be needed to reinforce this as a route

**Route 2: Town centre to Seafront**

12. We are very concerned about cycle lanes on the memorial roundabout, which we understand have been removed from roundabouts in other towns.
13. We also are concerned about using Devonshire Place which has parking down both sides and in the centre. This leaves cyclists vulnerable to doors being opened and cars moving, which can lead to collisions or late swerving manoeuvres to avoid the opening door. This might be better if the cycle lanes were inside the rows of parked cars, as is seen in Copenhagen and elsewhere (Ref 4, Ref 5)
14. We welcome cyclists being allowed on the first part of Terminus Road, but would request that cyclists can continue down Terminus road to the Seafront. If the station end of Terminus Road really is to be a "shared space", why not extend that concept through to the seafront? This is by far the superior route for locals and visitors.
15. We would prefer a route down Terminus Road. We realise that the funding for this is attached to the Arndale centre redevelopment. We want to state again that the current plan for Terminus Road includes the same number of buses using this road, so cyclists may be squeezed out.

### Route 3: Seafront

16. A continuous cycle route along the seafront has always been a top priority for Bespoke. We have consulted and researched widely on this issue.
17. Our understanding of the byelaws is that they are not difficult to change (see below). All that is needed is the erection of signs allowing cycling.
18. There has been a long debate about the benefits and risks of segregation and cyclists sharing space (Ref 6). The activity on the promenade varies massively by time, season and sunniness. The cyclists using the seafront will be: workers travelling in the early morning, those wishing to exercise (eg cycling rather than jogging for people with hip or knee problems), children, older people and less confident people. It should work well. Those wanting to cycle fast will not use it.
19. Bespoke has pointed out that the 1km of cycle path installed last year from Bede's school to the wishtower is still confusing and needs more signs. This made us cautious about shared use unless there is adequate signage. We have recommended improved signage in this area.
20. We recommend sufficient signs making the routes clear, including cycles painted on the tarmac and different colour tarmac. Most of Eastbourne's promenade is very wide. The sections from Bede's school to the wishtower (already installed) and from the wishtower to the Pier (planned) have 2 or 3 promenades and a pavement, with cycling only permitted on one level as shared use. It may be that walkers use one of the other levels.
21. The signs may need to say "cyclists please use your bell to warn others of your presence" as they do in Brighton, on the Undercliff path.
22. There are some days when volumes of people are too high for comfortable cycling, especially in the section between the Pier and the Redoubt fortress. We expect this to be self-policing, in that children will still cycle and others will either push their bikes or cycle on the road.
23. We would request:
  - a. Some provision needs to be made for when the Bandstand section is closed (for example opening up the pavement to cycling on that section)
  - b. Urgent attention to signage and painting cycles on the tarmac for the section already completed (Bede's to wishtower). This needs bigger signs and far more of them as it is still confusing. The Traffic Signs Manual states that the blue shared pedestrian / cycle sign to indicate a shared use footway should be located where the shared route begins and must be used as a repeater at regular intervals to remind cyclists and pedestrians that pedal cycles can legally be ridden on the pavement. Existing signage is not adequate and should be improved, particularly around the areas where access points lead to and from the ramps to the seafront.
  - c. Attention to the 4 pinch points between the pier and the Pavilion tea rooms. A Boardwalk was considered in 2010. Could this be re-explored please? Please note that the current 'Netpave' surface between Glynde and Hastings is currently closed for repair. Any similar option for Eastbourne would need to be maintained.
  - d. The path by the Natural fitness centre and Redoubt should be opened up for cyclists. The Dotto train currently uses this as access from royal Parade.
  - e. A better corner at the Natural fitness centre/Redoubt, perhaps using the wasteland there.

#### Route 4: Town centre to Hospital

24. We are delighted that this is a priority route – thousands of people work at the hospital and this would allow many to make the modal shift to cycling. Cycling by hospital staff and by students and staff at South Downs' College will be a huge benefit to residents and car drivers in reducing congestion and parking in local streets.
25. Our preferred route for the future is off-road behind the houses. We realise there are constraints around a landownership and funding at this time.
26. Advisory cycle lanes are difficult on a busy road, especially for children or less confident cyclists. Advisory cycle lanes must be 2 metres wide wherever possible and no less than 1.5 metres even at pinch points. There is plenty of room to achieve this on Kings Drive and if the facility is built to a high standard then this could be a very valuable addition to the cycle network, despite Kings Drive being a relatively busy road.
27. We recommend some aspects of semi-segregation, such as "armadillos" or "circular semi-separators" at intervals (Ref 7, Ref 8, Ref 9). Because King's Drive is such a busy and dangerous road (large number of KSIs – Killed or Seriously Injured) which links several schools, we want to see semi segregation such as armadillos to deter people from driving or parking in the cycle lane.
28. From the hospital to Prideaux Road, removing parking, with double yellow lines and an advisory cycle lane will make section this far better by allowing visibility.
29. We realise that at Prideaux Road there is insufficient width for any separate provision on the area. Solutions include:
  - a. double yellow lines all along this section to prevent cars parking half on the road, half on the verge as at present.
  - b. the width of the pavement on at least one side of the road could be widened to 2.5m to accommodate a shared pedestrian / cycle path.
  - c. at this point cyclists (e.g. school children) should be permitted to use the pavement
30. Accessing the station via the car park is a good idea. Currently the car park signs and tarmac arrow painting suggest this is not possible. We would prefer a designated 2-way cycle route through the station car park.
31. Red surfacing is needed to continue the cycle lane across junctions to give cyclists priority.
32. At other parts of King's Drive (further North and not part of this consultation):
  - a. Some of the cycle lanes are too narrow
  - b. There are junctions where no provision has been made for cyclists, with their lane just stopping
  - c. A review of this section would be useful to see where improvements could be made. This would then link the route to key education facilities and further increase usage.
33. Upper Avenue might be a better route than having a dog-leg (down Mayfield Place)
34. It may be easier to use Bedfordwell Road, coming from Gorringe Road, and sticking to Upper Avenue, rather than cyclists having to keep crossing. A contraflow may be useful for cyclists here where it is one-way.

#### Route 5: Horsey way section 1: Railway station

35. This section is desperately needed. On these plans the section joining the recently opened Horsey Way route is far too convoluted and indirect to be used by cyclists. The constant changing of one side of the road to another is not conducive to cycling. Also, the suggestion to use St Phillips Avenue is worrying given the speed and volume of traffic on this route.
36. The first section is dual-carriageway on the widened pavement, as far as Cavendish Place. This section should work well. There are bins in this area and people with doorways straight onto the cycle path, but we hope this has been considered.

37. Consideration should be given to using the alternative quiet route from Ashford Road via Junction Road (rear of JCP car park), Ashford Road, Dursley Road, Winchcombe Road and then exiting on to Firle Road. The money saved from not building the proposed shared route along Ashford Road / Cavendish Road could then be used to redesign the Firle Road / Whitley Road traffic light junction and would enable the introduction of Advanced Stop Lines. This route could then continue via Stansted Road, Waterworks Road, Moy Avenue and then via Courtlands Road before linking in to Ringwood Road near the start of the off-road Horsey Way section that has already been built. There is sufficient width to widen the footway and provide shared ped / cycle facilities on Waterworks Road, Moy Ave and Courtlands Ave.
38. The ideal would be using the land by the railway, installing a high fence and just running along the east of the railway line, traffic-free. We hope that East Sussex County Council's negotiations with Southern railway are proceeding.
39. We dislike the crossing over at Cavendish Place. This is very bitty for cyclists, having to get up press a button, and then cross to the other side of the road. It would be better to keep the cycle path on the North of the road the whole way along. If we can't use the north side, ideally the shared space route on the south side should have the same priority of as the rest of Cavendish Avenue where it crosses Belmore Road and Bourne Street.
40. The plans have a cyclist crossing the road again to a path on the other carriageway on Crawbrook Road (by the fire station). This seems awkward, particularly since the bends on both sides of the road reduce their visibility to cars.
41. The blind corner off St Phillip's Avenue would be difficult for cyclists.
42. The section changing to Havelock Road is poor. The cycle route would be better either:
  - a. Staying on Firle Road
  - b. Using Dursley Road which is quieter. There are two roads: Winchcombe Road going East, Dursley Road going Westwards. This means a short section of one-way street (Dursley Road) would need to be 2-way for cyclists. This would need a "no entry except cyclists" and other signage. No parking would have to be removed. A specific cycle lane is not needed.
43. Advanced Stop Lines at the traffic lights Firle Road to Whitley Road would be very useful.
44. There is a development occurring at the old BT site, with 37 houses. It would be better to take the cycle route over there for the final part of this route. The pavement outside the diary on Waterworks Road could be shared space.
45. For the final part, St Philip's Avenue is sub-optimal for cyclists. Similarly Ringwood Road is very busy with cars, as is the junction between these 2 roads. Our preferred alternatives are:
  - a. Along Horsey sewer
  - b. Moy Avenue
46. Taking the Firle Road / Stanstead Road route brings the Horsey route very close to the hospital route, making it a more joined up solution

#### 6: Horsey way Section 3 – Lottbridge Drove to Langney roundabout

47. Looks great!
48. This is a genuine off-road route linking several schools
49. It ends at the Langney roundabout, so excellent for linking large numbers of people
50. We suggest traffic calming is needed on Birch Road as this is a fast junction.
51. The toucan crossing over the very busy Lottbridge Drove needs to be as close as possible to Hammonds Drive



#### Regarding the byelaw currently preventing cycling on Eastbourne promenade:

Bespoke have had advice that the current byelaw does not require changing, because it states that cycling is not permitted except where the council has placed signs allowing it. The planned route would clearly sign that cycling was permitted.

*Byelaws relating to promenades Eastbourne Borough Council 19 April 1995 (Extracts)*

- *No person shall, without reasonable excuse, ride or drive a cycle, motor cycle, motor vehicle or any other mechanically propelled vehicle on the promenade...except on any part of the promenade where there is a right of way for that class of vehicle or in pursuance of a statutory provision or lawful agreement with the council.*

- *If the council has set apart a space on the promenade for use by vehicles of any class, this byelaw shall not prevent the riding or driving of those vehicles in the space so set apart, or on a route, indicated by signs placed in conspicuous positions, between it and the entrance to the promenade.*

In May 2002 the byelaws were extended to also include the Eastern Parade and the access road at Fisherman's Green. These two routes have signage allowing cycling so the precedent is in place to carry this on for the seafront route being proposed.

Between the Pier and the Healy Shelter opposite Cambridge Road is pavement and not covered under the byelaws. ESCC would need to convert this to allow cycling, something that can be done without a change in the byelaws, in a matter of weeks.

Keeping the byelaw would give the Council flexibility at peak times, such as Airbourne, to reintroduce signs to limit cycling where required.

#### References:

1. Cycle Infrastructure Design, Department for Transport 2008 Local Transport Note 2/08 Section 9.10.1 <https://www.gov.uk/government/publications/local-transport-notes>
2. TAL 9/97 Cyclists at Roundabouts, Continental Design Geometry [http://webarchive.nationalarchives.gov.uk/20090505152230/http://www.dft.gov.uk/adobe/pdf/165240/244921/244924/TAL\\_9-97](http://webarchive.nationalarchives.gov.uk/20090505152230/http://www.dft.gov.uk/adobe/pdf/165240/244921/244924/TAL_9-97)
3. Cycle Infrastructure Design, Department for Transport 2008 Local Transport Note 2/08 Section 1.3.8 <https://www.gov.uk/government/publications/local-transport-notes>
4. Re cycle lanes inside the row of parked cars: [http://2.bp.blogspot.com/\\_gRGLXVFGHNO/UAhPyM5rdri/AAAAAAAAABE0/wlP5WEjtzZo/s1600/NYC+buffered+bike+lane+in+action.jpg](http://2.bp.blogspot.com/_gRGLXVFGHNO/UAhPyM5rdri/AAAAAAAAABE0/wlP5WEjtzZo/s1600/NYC+buffered+bike+lane+in+action.jpg)
5. CTC 18.6.2012. Brighton's Old Shoreham Road: the cycle-ways to the future. <http://www.ctc.org.uk/news/2012-06-18/brightons-old-shoreham-road-cycle-ways-to-future>
6. Shared Use Routes for Pedestrians and Cyclists, Department for Transport 2008 Local Transport note 2/08 <https://www.gov.uk/government/publications/shared-use>
7. Notes on "armadillos" and semi-segregation <http://www.camdencyclists.org.uk/newsitems/ccc/royal-college-street-cycle-track>
8. The Guardian 6.11.13. London expands protected cycle lane scheme <http://www.theguardian.com/uk-news/2013/nov/06/london-protected-cycle-lanes-scheme>
9. Separated cycle lane suggestions: <https://www.bicyclenetwork.com.au/general/bike-futures/11522/>

## 2. Response from Campaign for Better Transport



Derrick Coffee  
County Officer  
**Campaign for Better Transport – East Sussex**  
9 Mayfield Place  
Eastbourne, East Sussex BN22 8XJ  
01323 646866 [derrick.coffee@talk21.com](mailto:derrick.coffee@talk21.com)  
29 1 14  
**Eastbourne Cycling Strategy – Comments**

Dear Alan

Thanks for the opportunity to comment on the proposed cycle routes in Eastbourne.

To a great extent, we support the suggestions you have received from 'Bespoke'.

### **Suggestions/Comments - general:**

Branding of the range of measures in the whole LSTF strategy could help to create a positive perception of the range of integrated, sustainable and healthy alternatives to the car. Together these could reduce car traffic and improve background conditions for pedestrians, cyclists and public transport users.

In promoting the proposed work and garnering support for it, it would be useful to emphasise the proportion of short car trips making up the total of journeys to work. These are the easiest to transfer to sustainable modes of transport. Health benefits should also be emphasized.

20mph default speed limit on residential streets would encourage potential cyclists to seriously consider – for themselves and their children to set out by bike, town wide. Older people, especially those who have cycled at some time in their lives, may also be encouraged to persuaded to 'get back in the saddle and wheel back the years'!

Removal of on-street parking where this would make a route viable, and a robustly applied policy to discourage pavement parking would help to position cycling high up in the transport hierarchy. High value for money will largely be dependent upon parking policy and enforcement.

### **Route 2 Town Centre – Seafrost**

20mph limit should be applied to Southfields Road where currently town centre bound traffic often approaches at speeds which can alarm pedestrians and discourage cyclists.

### **Route 4 Town Centre – Hospital**

Suggest that all opportunities should be explored to link the route across Whitley Road railway bridge through provision of a combined footway/cycleway to the entrance to Stansted Road. Can S 106 arising from the Bedfordwell housing development be used to fund this?

\*(see our response to the planning application attached: there are suggestions regarding the two roundabouts between the development and the town centre and comments on the nature of the difficulties and also opportunities for better bus/pedestrian/cycle access.)

Sincerely,

Derrick Coffee  
(County Officer, Campaign for Better Transport – East Sussex)

[Type text]

[Type text]

[Type text]

### 3. Response from Eastbourne Hackney Carriage trade

**Alan Cook**

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**From:** Kevin Jeffries <ticjeffries@hotmail.com>  
**Sent:** 29 January 2014 23:01  
**To:** Alan Cook  
**Subject:** Eastbourne Cycle routes

Dear Alan,

Please be advised that on behalf of the Eastbourne Hackney Carriage trade I would like to object in the strongest terms about the moving of the taxi rank from pier head to further back behind the bus stops near the Queens Hotel. The very nature of our trade requires us to have ranks where there is most footfall and to be in sight of potential customers. We would ask you to reinstate them as originally laid out.

Regards

Kevin Jeffries, Secretary of the Hackney Carriage Branch of Unite the Union

Sent from Windows Mail

## STAKEHOLDER DISTRIBUTION LIST

Organisation
Bespoke
Bexhill Wheelers
Brighton & Hove Buses
British Cycling South East
Campaign for Better Transport
Cycle Seahaven
Cyclist Touring Club (CTC) Wealden & South Downs
Devonshire West Big Local
Eastbourne Area Panel Groups
Eastbourne Can
Eastbourne Chamber of Commerce
Eastbourne Community Environment Partnership (CEPE)
Eastbourne Community Interest Groups
Eastbourne Disability Involvement Group
Eastbourne Hospitality Association
Eastbourne Neighbourhood Management Operation Groups
Eastbourne Neighbourhood Panels
Eastbourne Society
Eastbourne Strategic Partnership
Eastbourne Town Centre Management Initiative
Eastbourne Youth Forum
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East Sussex Downs and Weald NHS PCT
East Sussex Fire & Rescue (ESFRS)
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Meads Community Association
Network Rail
Places for People
Queens Estate Residents Association
Rodmill Residents Association
South Downs National Park
South East Coast Ambulance Service (SECAMBS)
Southern Railways
Sovereign Harbour Residents Association
Stagecoach
Sunbury Farm Residents Association
Sussex Downs College
Sussex Police
Sustrans
University of Brighton
Wealden District Council



<b>Body:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>19 March 2014</b>
<b>Subject:</b>	<b>East Sussex Joint Waste Strategy 2014 - 2025</b>
<b>Report Of:</b>	<b>Henry Branson, Senior Head of Infrastructure</b>
<b>Ward(s)</b>	All
<b>Purpose</b>	To consider adopting the East Sussex Joint Waste Strategy 2014 – 2025.
<b>Decision Type:</b>	Key decision
<b>Recommendation:</b>	That Cabinet adopt the East Sussex Joint Waste Strategy 2014 – 2025.
<b>Contact:</b>	Sue Oliver, Manager, Specialist Advisory Team Telephone 01323 415360 or internally on extension 5360. E-mail address <a href="mailto:sue.oliver@eastbourne.gov.uk">sue.oliver@eastbourne.gov.uk</a>

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## 1.0 Introduction

1.1 In 2006 the East Sussex Waste Resource Partnership (the Borough, District and County Councils working together) published a Joint Waste Strategy for 2006 – 2020, to set out how the County’s waste would be managed in a sustainable way. The targets that were set in 2006 have already been exceeded, which has led to a review of the previous Waste Strategy, looking at the potential for managing waste more sustainably, reducing costs, and maximising the value of waste materials.

1.2 The revised Joint Waste Strategy for East Sussex summarises the waste management arrangements and sets out new aims, objectives and targets from 2014 to 2025. The Strategy reiterates the continued focus on the Government’s waste hierarchy and gives an overview of achievements since 2006. The waste hierarchy is as follows;

**Reduce** (produce less waste in the first place, the preferred option)

**Reuse** (without re-processing)

**Recycle** (re-processing into the same type of product or something new)

**Energy recovery** – (waste converted to energy, as at Newhaven)

**Disposal** (to landfill and incineration, being the least preferred option)

Travelling down the hierarchy, the options have a greater environmental impact and are generally more expensive.

1.3 The Strategy sets five main targets for 2020:

- Work to limit the total amount of household waste generated to 995kg per household per year;
- Reuse 15% of the household waste generated;
- Recycle and compost 50% of the household waste generated;
- Recover energy from at least 95% of the rubbish that isn't reused, recycled or composted;
- Divert at least 95% of waste from landfill.

There is one target for 2025:

- Recycle and compost 60% of the household waste generated.

1.4 As well as these targets, the Strategy aims include:

- Recovering more value from waste;
- Delivering waste services that offer value for money and are accessible to everyone;
- Reviewing and continuously improving waste services to ensure they remain environmentally sustainable and affordable;
- Managing waste as close as possible to its source, ideally within the County.

## 2.0 Consultation

2.1 Public consultation on the draft Joint Waste Strategy took place between 30 October and 11 December 2013. It was advertised by press release and on the County Council's website, as well as being sent to all County, District and Borough Councillors. The on-line consultation questionnaire asked set questions and people were also given the opportunity to make general comments in open questions. ESCC received 794 responses to the consultation questionnaire. The version of the Strategy published for consultation included information on the Household Waste Recycling Site (HWRS) service review and the proposed closures at Forest Row and Wadhurst (in Wealden DC) and Seaford (in Lewes DC) in order to make efficiency savings.

2.2 The online consultation questionnaire found 40% of respondents agreed with the broad aims of the Strategy, 31% agreed with the targets in the Strategy and only 13% thought the targets would be met. These are low percentages of agreement for a strategy review, however, the majority of the comments related to people's views on the proposed HWRS closures. Overall the consultation feedback suggests that, apart from the HWRS closure proposals, people were broadly in agreement with the Strategy's aims and objectives.

2.3 Subsequently the details of the changes to HWRS proposed were removed from the Strategy and were considered separately by the County Council's Cabinet at its meeting on 28 January 2014, and it was decided to:

- Keep the Seaford, Wadhurst and Forest Row HWRS open Friday to Sunday and to close them Monday to Thursday;
- Instruct Communities, Economy and Transport to develop additional

proposals for finding further savings in the HWRS network.

ESCC propose to start a process of engagement with boroughs, districts, and town and parish councils to explore a range of options on how further savings could be met from the HWRS budget, to make up the savings gap from the partial closures.

### **3.0 Local performance**

- 3.1 Eastbourne is a part of the Joint Waste Partnership and entered into a new waste contract with Kier Environmental Services Ltd on 1<sup>st</sup> April 2013, alongside Wealden District Council. Hastings Borough Council joined the contract in July 2013, and Rother District Council will join it in April 2014.
- 3.2 We have a local indicator in Eastbourne to measure performance as regards reuse, recycling and composting. The target for 2013/14 is 33%, and as at the end of Q2 (September 2013) performance is showing a year to date figure of 35.77%, with October's performance being 35.4%. There is always a time delay with the data as it is subject to verification by ESCC. The Q2 performance represents a slight increase on the previous quarter, as customers get used to the new collection system and become more familiar with the wide range of materials that can be recycled, and in addition the greater variety of materials that can now be recycled under the co-mingled service has led to an improved level of recycling in comparison with the level achieved using the previous kerbside sort system.
- 3.3 It is envisaged that performance will continue to improve and that the targets of 50% of household waste being recycled by 2020 and 60% by 2025 across the county are achievable. However this will require intervention and there is clearly an important piece of work to be done in terms of educating and influencing customers. Eastbourne Borough Council along with the other councils in the Joint Waste Partnership and Kier, rely upon the cooperation of customers to recycle their household materials. The financial mechanisms that support the contract provide an incentive for Kier to positively influence resident behaviour and seek to maximise the volumes of recycling collected each week

### **4.0 Resource Implications**

- 4.1 **Financial** – given the life of the Joint Waste Strategy and the targets contained within it, it may be necessary to support more customer education and promotional activities alongside Kier's interventions, to increase recycling. Financial resource implications will be kept under review.
- 4.2 **Staffing** – interventions will be carried out within existing staff resources and in partnership with Kier and the other members of the Joint Waste Partnership.

### **5.0 Other Implications, Environmental, Community Safety, Youth, Anti-poverty, Equality and Fairness analysis**

- 5.1 **Environmental:** Local authorities must follow Waste Regulations and the Government's waste hierarchy, taking all such measures as are reasonable

to prevent waste and to apply the waste hierarchy in handling household waste. The Joint Waste Strategy addresses this issue, and focuses attention to the need to reduce waste at the top of the waste hierarchy, to ensure a reduced environmental impact.

## **6.0 Summary**

- 6.1 The new Joint Waste Strategy 2014 – 2025 sets out new aims, objectives and targets for the East Sussex local authorities to deliver the Government’s waste hierarchy and to reduce the impact of waste on the environment.

**Sue Oliver**  
**Manager, Specialist Advisory Team**

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

Reports to ESCC Cabinet on Seaford, Wadhurst and Forest Row HWRS are at;  
[www.eastsussex.gov.uk/yourcouncil/about/committees/meetingpapers/cabinet/2014/28january](http://www.eastsussex.gov.uk/yourcouncil/about/committees/meetingpapers/cabinet/2014/28january)

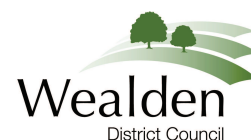
East Sussex Joint Waste Strategy 2014 - 2025

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



# East Sussex Joint Waste Strategy

2014 – 2025





# Some of our achievements since 2006



Attended 700 schools and events to promote waste awareness with the Rethink Rubbish bus roadshow

Spoke with over 15,000 people every year about being waste aware



Supporting Waste Prevention campaigns such as Love Food Hate Waste and the Real Nappy Information Service

Over 30,000 reduced-price home compost and food waste digesters distributed to residents



Compost Doctor advice service to support residents to compost at home



Scrap store in Lewes and supporting furniture reuse charities in East Sussex



Introduced new recycling services for flats in Eastbourne & Hastings



Weekly food collection for residents in Lewes District



Much increased range of materials collected for recycling from homes

## New facilities



Materials Recovery Facility in Brighton for sorting recyclables



New Waste Transfer Site in Maresfield for vehicles to deposit waste before it's loaded into larger vehicles



Recycling banks for small electrical items and banks for waxed (Tetra Pak) food and drink cartons



High-tech composting facility in Whitesmith, near Lewes



Energy Recovery Facility in Newhaven



New Recycling Sites in Maresfield, Newhaven and Hastings

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# Foreword

East Sussex residents together with the Borough and District Councils and the County Council have dramatically changed the way we handle household waste over the past ten years. In 2006 we published a 20 year strategy for managing the County's waste in a sustainable way. Since then, we've almost doubled the amount of waste we reuse, recycle and compost and we've reduced waste sent to landfill by over 90%. In 2012/13 we recycled, composted, reused or recovered energy from 94% of our household waste and only 6% went to landfill. Having met or exceeded the targets we set in 2006, this revised strategy sets new targets and explains how we'll meet the waste challenge until 2025.

The average East Sussex household still creates around 995kg (almost a tonne) of waste and recycling each year, that's some 239,000 tonnes of waste in total. The cost of dealing with this is around £155 per household per year (as of 2013/14). On top of that, the average UK household throws away £480 worth of food and drink annually that could have been consumed. Businesses also spend some 4% of their turnover on dealing with their waste.

In the past few years, less household waste has been produced than before, but the number of people living and working in the County will increase, meaning more waste for us to deal with - a real challenge at a time when we need to make huge savings.

We want to manage our waste in a more sustainable way while ensuring that changes we make to services are affordable or will save money. Our vision is to turn all of our waste from an expensive problem into a valuable resource in the form of items for reuse, materials for reprocessing, or fuel for energy. We want to get as much useful material as possible out of the dustbin and reused or recycled. We'll also work to reduce the amount of waste created and we'll support the Government's national Waste Prevention Programme to help us do this.

This Strategy sets out what the Councils will do to achieve the targets, but success relies on the continued commitment and good work of residents. The targets will be met by measures we've already put in place to improve recycling services, and new actions to manage our waste better. We'll monitor our progress against the strategy targets each year and publish an update.

We start this challenge from a good place. Hastings and Eastbourne Borough, and Wealden and Rother District Councils set up a Joint Waste Partnership in 2013. Together the Councils have entered into a 10 year contract with the Kier Group to provide a better waste and recycling collection service. This is saving council tax payers almost £3 million a year in waste collection costs. Lewes District Council has introduced new, improved recycling collection services. These new services mean it's now much easier for East Sussex residents to recycle and compost more. This will help us reach the recycling targets set out in this strategy of 50% by 2020 and 60% by 2025.

Under East Sussex County Council's 30 year contract with Veolia Environmental Services we've built new waste facilities to increase recycling and composting and to recover energy from our waste. Nearly all of the waste that we can't recycle or reuse will be used as fuel for renewable energy, meaning very little goes to landfill. This is saving tax payers a further £1.6 million every year in waste disposal costs.

We also need to think beyond East Sussex when dealing with waste. We will work with our 'South East 7' partners, a group of councils including Brighton and Hove, Hampshire, Kent, Medway, Surrey and West Sussex. We could really transform the way we deal with waste in the longer term by using our joint buying and selling power, sharing knowledge, and making best use of the waste facilities we have. This could help us to become even more efficient, cut costs and get more value out of waste.



## How we manage waste

We work together as the East Sussex Waste Resource Partnership to manage the collection and disposal of your waste.

In East Sussex the five District and Borough Councils, [Eastbourne](#), [Hastings](#), [Lewes](#), [Rother](#) and [Wealden](#) act as the collection authorities. They collect your waste and recycling from your kerbside and provide neighbourhood recycling points to help you recycle a wider range of materials near your home.

[East Sussex County Council](#) acts as the disposal authority, providing the Household Waste Recycling Sites, which accept bulky items and a wide range of materials for recycling. The County Council also turns separately-collected garden and food waste into compost, and the waste from your dustbin into electricity at the Newhaven Energy Recovery Facility. Only a small amount of waste goes to landfill. The County Council's waste disposal contract is under continual review, to ensure it is as efficient and cost-effective as possible.

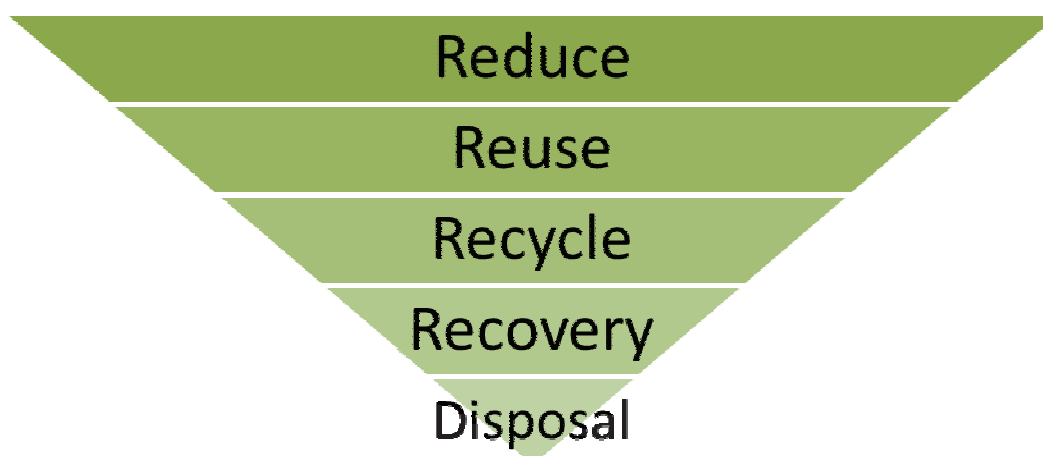
### Our Vision as the East Sussex Waste Resources Partnership is:

To manage the County's waste in the most sustainable and cost efficient way possible

The Waste Hierarchy sets out options for dealing with waste in order of environmental impact. At the top is **Reduce**, which is the preferred option as reducing waste is best for the environment. This is followed by **Reuse**, **Recycle**, and then **Recovery** (which includes waste converted to energy and anaerobic digestion). Finally, **Disposal** is the least desirable option, and includes landfill and incineration without energy recovery.

As you travel down the Hierarchy, the options have a greater environmental impact and are generally more expensive. We aim to manage the County's waste according to this hierarchy, doing more of the preferred options and disposing of as little as possible. The Waste Hierarchy forms part of UK Waste Regulations and we must take reasonable measures to apply the hierarchy when dealing with household waste.

### The Waste Hierarchy



### The Waste and Minerals Plan

The County Council has to plan for the long-term management of waste. [The Waste and Minerals Plan for East Sussex, South Downs and Brighton and Hove](#) covers local authority collected waste as well as waste from commercial and industrial premises and from construction, demolition and excavation works. Non-local authority collected waste makes up approximately 78% of waste created in the area. The plan's approach is to reduce the amount of waste created and to make sure that there is enough capacity in the future to deal with increases in recycling and recovery of waste. Over the next two years we'll consult with people to identify specific sites for waste and mineral related facilities and activities. We do not expect that we'll need any more landfill sites in the county.

## What we've achieved against targets since 2006



### Waste has reduced – down by 7%!

In 2005 we set a target to limit the increase in household waste levels to 2.4% per year by 2009.

**In fact, our total annual waste has actually reduced and in 2012/13 we produced 7% less waste than in 2006.**



### Recycling and composting – up by 12%!

In 2006 we said we'd increase recycling and composting of household waste from 27% to 33% by 2010.

**In 2012/13 we recycled and composted 39% of our waste.**



### Waste reused, recycled or converted to energy – up 67%!



In 2006 we said we'd boost recycling and energy recovery of household waste from 27% to at least 50% by 2011, and 65% by 2016.

**In 2012/13 94% of our waste was reused, recycled or converted to energy.**



### Waste to landfill – down by 93%!

In 2006 we landfilled 196,600 tonnes of waste. We set out to reduce the amount of biodegradable waste sent to landfill to 102,000 tonnes by 2010.

**In 2012/13 we landfilled 13,420 tonnes of household waste, that's just 6%.**



## Strategy Aims

Your East Sussex Councils will work together to manage the waste we collect in a sustainable and cost efficient way. **We aim to work in partnership to:**

- **Reduce the amount of waste produced.**
- **Increase the amount of waste reused, recycled and composted.**
- **Reduce the amount of waste landfilled.**
- **Recover more value from our waste.**
- **Provide waste services that offer value for money, i.e. that are good and affordable, and are accessible to everyone.**
- **Review and continuously improve our waste services to ensure they remain environmentally sustainable and affordable.**
- **Manage waste as close as possible to its source, ideally within the County.**

## Strategy Targets

Although East Sussex does not have statutory waste prevention, recycling and recovery targets, the European Commission requires Member States to recycle or reuse 50% of household waste by 2020, and to work to prevent waste. In setting our own targets for East Sussex, we have made sure that our waste management options make economic and environmental sense.

By **2020** we'll:

- **Work to limit the total amount of household waste produced to 995 kg per household per year.**
- **Recycle and compost 50% of the household waste produced.**
- **Reuse 15% of the household waste produced.**
- **Recover energy from at least 95% of the rubbish that isn't reused, recycled or composted.**
- **Divert at least 95% of waste from landfill.**

And by **2025** we'll:

- **Recycle and compost 60% of the household waste produced.**

## Reduce

Reducing waste is the most important waste principle. Producing less waste in the first place saves on the financial and environmental costs. Using less material in design, manufacture and packaging, and keeping products for longer is better for the environment. It uses fewer resources, there is less to transport, and it reduces carbon emissions and waste. From 2010 to 2013, the average East Sussex household created 995kg (almost a tonne) of waste and recycling per year.



We'll work with the Government's new Waste Prevention Programme to move towards a 'zero waste economy' where resources are fully valued and we only throw things away as a last resort. We'll work with partners to support national waste prevention campaigns. Locally, Lewes District Council successfully won a Government grant to create their own 'Zero Hero' campaign, to encourage residents of Lewes District to reduce waste, reuse and recycle. Rother District Council is trialling a Green Points scheme to reward households for recycling and reducing waste with local discounts and offers, and points to spend online.



Before the economic downturn, our total waste was increasing every year. Since then it has reduced, and we want to keep the average annual amount of waste produced per household at the current level of 995kg during economic recovery. In the longer term we aim to reduce waste levels. We can all cut down on waste by carefully choosing what we buy, only buying what we'll use and storing food carefully. We'll measure the total amount of waste we produce and monitor progress against our target.

As the reduction in waste in recent years might be as a result of the economic situation, it's hard to measure the success of our efforts to encourage people to prevent waste and to know whether we're getting value for money. So we're cautious about the resources we put into waste prevention campaigns. However the Councils will continue to support waste prevention as it's preferable to producing more waste to deal with. The Government is also looking at developing ways of measuring the impact of our waste prevention efforts.

We'll signpost businesses to trade waste and recycling services and guidance on waste prevention. We believe leadership in business waste prevention is the role of central Government. The Government's new [Waste Prevention Programme](#) for England aims to work with business to:

- reduce food waste,
- encourage waste reduction in design and resource efficiency,
- encourage voluntary action to reduce packaging waste and improve recyclability,
- incentivise businesses to minimise packaging.

## Facts

- Wasting food that could have been eaten costs the average UK household £480 a year, rising to £680 for a family with children, that's over **£55 a month**.
- Storing food in its original packaging keeps it fresher for longer - a cucumber lasts 11 days longer kept in its wrapping.
- A baby needs about 4,000 nappy changes, that's 4,000 disposable nappies or just 24 washable nappies. Using real nappies can save **£500 per child**.

## What we achieved

- Household waste was rising year on year but this trend has reversed. In 2012/13 we produced 7% less waste in total than in 2006. This saved East Sussex council tax payers around £1.8 million in disposal costs in 2012/13.

## What we did

- Developed and carried out a Waste Minimisation & Education Strategy and an annual Waste Prevention & Awareness action plan with Veolia and Brighton and Hove City Council.
- Promoted waste prevention and home composting, and spoke about being waste aware with over 15,000 people in schools and at events.
- Provided information on our websites on stopping junk mail, smart shopping, borrow not buy, and reducing the use of plastic bags.
- Promoted waste prevention campaigns such as the Real Nappy Information Service and Love Food Hate Waste.
- Provided reduced-price home compost bins and food waste digesters to residents.
- Provided the Compost Doctor advice service to support residents to compost at home.





## Our target for 2020

- We'll work to limit the total amount of household waste produced to 995 kg per household per year (just under a tonne)

We won't weigh the waste of individual households, but we'll encourage residents to reduce waste where they can, and provide information to help.

## What we'll do

- Develop a new Waste Prevention & Awareness Plan by 2014 in partnership with our contractors Veolia and Kier.
- Set targets for school visits and attend events to promote waste prevention and raise awareness about reuse and recycling - Veolia and the Councils will work together on this.
- Run the Zero Hero campaign in Lewes District.
- Pilot a Green Points pilot scheme in Sidley (Rother District), offering rewards for reducing, reusing and recycling.
- Support home composting and continue to offer reduced-price home compost bins for residents.
- Trial selling or advertising home compost bins and compostable caddy liners at Household Waste Recycling Sites.
- Train volunteer waste awareness champions.
- Signpost businesses to guidance on waste prevention.
- Continue to promote national campaigns like Love Food Hate Waste, Fresher for Longer and the Real Nappy Information Service.
- Work with other councils in the region to investigate best practice.
- Work to support the Government's new Waste Prevention Programme for England.

For more information on what you can do to reduce your waste, see the websites listed on page 20.

# Reuse

Reuse means using a product or material again without reprocessing it. This includes checking, cleaning, repairing, refurbishing and selling or donating second-hand goods like clothes, toys, books, CDs, DVDs, electricals, furniture and tyres.



Even ash produced by the Newhaven Energy Recovery Facility is used in construction. Studies have shown that recycling and reusing waste creates ten times more jobs per tonne than landfilling or incineration.

Waste prevention, reuse and recycling is considered when providing Council services. For example, the County Council's 'Discretionary East Sussex Support Scheme' works with local reuse charities to provide both reused items (such as furniture) and new goods to help people live independently or when they do not have enough money for essentials.

## Facts

- In 2012, UK supermarkets gave out over 8 billion single-use carrier bags, that's over 120 bags per person - reusing bags makes the best use of resources.
- The internet provides good opportunities for reuse through sites such as [www.ebay.co.uk](http://www.ebay.co.uk) and [www.freecycle.org](http://www.freecycle.org)

## What we achieved

- In 2012/13 we reused over 34,000 tonnes of waste (including ash produced from burning waste as fuel) that's 14% of household waste.

## How we did it

- Provided reuse shops at the Household Waste Recycling Sites where people can donate or buy reusable items.
- Supported furniture reuse charities, and Lewes District Council provided the Flotsam and Jetsam Scrap Store
- Provided information via our websites and call centres about reuse organisations where people can donate their unwanted reusable items.
- Provided 'Make do and Mend' information via our websites.
- We used ash produced from burning waste at the Energy Recovery Facility for building materials.

## Our target for 2020

- We'll reuse 15% of the household waste produced (including ash produced from burning waste as fuel)

## What we'll do

- Develop a new Waste Awareness & Prevention Plan in 2014 in partnership with our contractors Veolia and Kier.
- Veolia and the Councils will set targets for school visits and attending events.
- Work with Veolia to increase what's sold through the reuse shops at the Household Waste Recycling Sites.
- Increase reuse from bulky waste collections.
- Pilot a Green Points pilot scheme in Sidley (Rother District) offering rewards for reducing, reusing and recycling.
- Run the Zero Hero campaign in Lewes District.
- Explore recruiting volunteer recycling/reuse champions.
- Work with other councils in the region to investigate best practice.
- With the support of the Government's Waste Prevention Programme, help communities and reuse charities to take forward innovative waste prevention, reuse and repair actions and events in their local areas.



Hastings Furniture Service, Bexhill Store

For more information on what you can do to reuse more, see the websites listed on page 20.



## Recycle and compost

Recycling is when an item is re-processed into the same type of product or made into something new. Examples are turning tyres into flooring, plastic bottles into backpacks or garden waste to compost. This reduces the need for raw materials, prevents waste and reduces energy use and pollution. In 2012/13, the household recycling and composting rate in England was 43%, and 39% in East Sussex.



Recycling services have really improved and we now collect a wide range of materials for recycling and get more value from our waste than ever before. We've built new facilities for waste across the County (shown on page 2). Our recyclable materials are sorted at a Materials Recovery Facility to make them ready for transporting to re-processors. Woodlands Composting Facility near Lewes processes our green garden waste and separately-collected kitchen waste. The resulting compost is sold at the Household Waste Recycling Sites as Pro-Grow peat free soil conditioner.

The new recycling collections from homes in East Sussex make it much easier for everyone to recycle and compost more. We'd like to thank residents for their support during the service changes. In Eastbourne, Hastings, and Wealden, even more types of material are now collected for recycling including plastic tubs and trays and food and drink cartons. There's an extra box to recycle glass and the rest of the recycling can now go in one bin. Rother also joins the service in June 2014. The councils in these areas are working in partnership and the new services will save council tax payers £30 million over ten years.



Recycled glass products

Lewes District Council has introduced a food waste recycling collection helping us to recycle even more.

There's a cost to collecting and sorting recycling, however it's still more economical for us to recycle the materials we collect for recycling than to send them to landfill or as fuel for energy. We either sell our recyclable materials ourselves, or we get a share of the income from our contractors, or a reduction in the contract cost. We think this gives us a good balance of risk and reward, but we'll continue to review market conditions and how the contracts perform.

The County Council reviewed the Household Waste Recycling Sites service and proposed to close the sites at Forest Row, Wadhurst and Seaford as an efficiency measure.

However, having gained further evidence of local demand for the services, after a public consultation on the proposed closures, the County Council considered other options. It was decided to keep each site partially open, and to explore ways to manage the rest of the Household Waste Recycling Site service whilst still achieving savings.

## Facts

- Recycled paper produces 73% less air pollution than if it was made from raw materials.
- Glass is 100% recyclable and can be used again and again with no loss of quality.

## What we achieved

- In 2006 we set a target to increase recycling and composting from 27% to 33% of our household waste. In 2012/13 we recycled and composted 39%.

## How we did it

- Improved recycling collections from homes.
- New local facilities: a high-tech composting plant, a materials recovery facility to sort recycling, Household Waste Recycling Sites (Maresfield, Hastings & Newhaven), a waste transfer site.
- Introduced new recycling banks for small waste electrical items and banks for waxed (Tetra Pak) food & drink cartons.
- New recycling services for flats in Eastbourne and Hastings.

## Our targets for 2020 and 2025

- **By 2020 we'll recycle and compost 50% of the household waste produced**
- **By 2025 we'll recycle and compost 60% of the household waste produced**

## What we'll do

- New kerbside recycling scheme in Eastbourne, Hastings and Wealden (Rother joins June 2014) collects new materials: waxed food & drink cartons, plastic pots and tubs, glass bottles & jars, foil, textiles, batteries, books.
- Lewes District Council's new food waste scheme collects food waste from homes for composting.  
We'll also:
  - Work with Kier to encourage people to make full use of the new kerbside recycling services.
  - Collect food waste separately for composting from homes across East Sussex, provided it becomes affordable and makes economic sense.
  - Work with Veolia to increase the range of items people can recycle at the Household Waste Recycling Sites, by investigating recycling of mattresses, carpets, hard plastics and flat pane glass, for example.
  - Work with Veolia to increase the percentage of waste recycled at the Household Waste Recycling Sites.
  - Encourage people to separate their waste at the Household Waste Recycling Sites, so we can recycle and reuse more of it.
  - Signpost businesses to commercial recycling services, and regularly update the commercial waste & recycling information on our websites and at our call centres.
  - Lewes District Council will review the provision of a regular green garden waste kerbside collection service.
  - Look into whether working with other councils in the South East would get us better prices when we sell our recycling.
  - Look at sharing waste facilities with other councils in the region to reduce need for more waste sites and reduce costs.
  - Keep recycling market conditions and our contract performance under continual review.

For more information on what you can do to recycle more, see pages 18, 19 and 20.

## Energy Recovery

This is where we convert the rubbish (that isn't recycled or composted) into electricity at our Energy Recovery Facility in Newhaven. This is better than sending it to landfill as the waste doesn't need long term management. The electricity is used to power homes and businesses.



As our fossil fuels run out, different ways to generate energy become more important. In East Sussex we're turning waste into renewable energy. As a result, we save money on landfill tax (£80 a tonne in 2014/15) and we receive income from the sale of the electricity to the National Grid. This helps keep council tax bills down.

The ash produced by burning waste as fuel is put to good use as a building material. We also take any remaining metals from the ash to recycle them. The Newhaven Energy Recovery Facility monitors air emissions on a continuous basis. Information on this can be found on the [Veolia website](http://www.veoliaenvironmentalservices.co.uk/southdowns/Facilities/Newhaven-Energy-Recovery-Facility-/Emissions):

[www.veoliaenvironmentalservices.co.uk/southdowns/Facilities/Newhaven-Energy-Recovery-Facility-/Emissions](http://www.veoliaenvironmentalservices.co.uk/southdowns/Facilities/Newhaven-Energy-Recovery-Facility-/Emissions)

### Facts

- Our Energy Recovery Facility provides enough power to the National Grid to supply 25,000 homes.

### What we achieved

- In 2012/13 we recovered energy from 91% of our remaining household rubbish that wasn't reused, recycled or composted.
- Recovering energy from waste instead of landfilling saves council tax payers in East Sussex around £1.6 million a year.

### How we did it

- We built an Energy Recovery Facility so that waste could be used within the County as a resource and not sent to landfill.

### Our target for 2020

- We'll recover energy from at least 95% of the rubbish that isn't reused, recycled or composted

### What we'll do

- Make more of our bulky waste suitable for energy recovery instead of landfill, for example by shredding it beforehand.
- Send some of our waste to other energy recovery facilities in the region, instead of to landfill sites, when our facility closes for maintenance.
- Host educational visits to Veolia's waste facilities and hold open days at the Newhaven energy recovery facility, Woodlands composting facility, and Hollingdean recycling facility.

# Landfill

In limited cases landfill is still the only option for some waste. In 2012/13 we reused, recycled and recovered energy from 94% of our household waste. We only sent 6% to landfill.

Some large items of waste taken to the Household Waste Recycling Sites can only go to landfill at present. They are taken to specialist facilities outside East Sussex.



Pebsham landfill site

Our Energy Recovery Facility at Newhaven has to close for roughly two weeks every year for planned maintenance. At this time, some of our waste is sent to landfill outside the county as we have no open landfill sites left in East Sussex.

Although we already divert 94% of waste away from landfill, tackling the remaining 6% of waste is a real challenge. Technology is improving all the time, providing us with new solutions for dealing with the small quantity of waste that we currently need to send to landfill. Our target is to increase our landfill diversion rate from 94% to 95%.

## Facts

- In East Sussex it costs three times more money to send your rubbish to landfill than it does to recycle

## What we achieved

- In 2012/13 we sent just 13,420 tonnes of household waste to landfill in total, that's 93% less than in 2006.

## How we did it

- We increased recycling, composting, reuse and energy recovery of waste
- Developed new facilities (household waste recycling sites, energy recovery facility, and composting and recycling facilities)
- We spoke with people at events and on school visits, about being waste aware, and how we can all do our bit

## Our target for 2020

- We'll divert at least 95% of waste from landfill

## What we'll do

- Make sure we reuse, recycle, compost or recover energy from as much of our waste as possible.
- Find ways of reusing and recycling some of the larger items of waste that we currently send to landfill
- Make more of our bulky waste suitable for energy recovery instead of landfill, for example by shredding it beforehand.
- Send some of our waste to other energy recovery facilities in the region instead of to landfill sites, when our facility closes for maintenance.



## Non-household and Trade Waste

Although around 94% of all the waste we manage is household waste, the Councils collect and deal with some 16,000 tonnes a year (as of 2012/13) of waste that's not classed as household waste. This is fly-tipped rubbish, beach waste, trade waste, hardcore, soil, plasterboard and asbestos. We'll deal with this waste according to the Waste Hierarchy and our Strategy aims.



Soil and hardcore is re-used or put to good use, to cover landfill sites for example. Plasterboard is recycled and some of the trade waste is recycled or composted. Most of the fly-tipped and beach waste is used as fuel for energy. The only disposal option for asbestos is to send it to landfill out of the county.

### Business waste and recycling services:

**Lewes District Council** collects waste for disposal and paper and cardboard for recycling, see the Council's Commercial Waste Collection page: [www.lewes.gov.uk/waste](http://www.lewes.gov.uk/waste). You can contact Lewes District Council at:

District Services, Lewes District Council, Southover House, Southover Road, Lewes, BN7 1AB

Tel: 01273 484999 | Email: [customer.services@lewes.gov.uk](mailto:customer.services@lewes.gov.uk) | Minicom: 01273 484488

Website: [www.lewes.gov.uk](http://www.lewes.gov.uk)

**Kier Commercial Waste Services** has taken on the trade waste and recycling collections previously handled by Wealden District Council and also serves the Eastbourne and Hastings areas. Kier will also collect from Rother District from April 2014. This includes recycling collections for paper, cans, glass, cardboard, and a 'one-container' collection service for plastic bottles, food and drink cans, foil, aerosols and waxed food and drink (Tetra Pak) cartons.

Tel: 01323 814222 | Email: [commercialwasteservices@kier.co.uk](mailto:commercialwasteservices@kier.co.uk)

**Other commercial waste disposal options** are listed on the [County Council's website](http://www.eastsussex.gov.uk): [www.eastsussex.gov.uk/environment/rubbishandrecycling/businesswaste](http://www.eastsussex.gov.uk/environment/rubbishandrecycling/businesswaste)

### Trial Business 'Pay as you throw' Service

Some Councils have opened up their waste sites to accept trade waste and we want to investigate the demand for business waste disposal in East Sussex. The County Council is exploring whether businesses would use our Waste Transfer Stations in Eastbourne, Maresfield and Pebsham, on a 'pay as you throw' basis. The charges for business waste would need to cover the costs of dealing with it, but would be competitively priced. In consultation with local businesses, we'll look at trialling a 'pay as you throw' service for trade waste at one of the Waste Transfer Stations.

## What next?

### 2020 and beyond

Having met or exceeded the targets we set ourselves in 2006, we have increased our targets to take us to 2025. For recycling and composting, we're aiming to reach 60% by 2025. The current joint contract with Kier for collecting Eastbourne, Hastings, Rother and Wealden's rubbish and recycling comes to an end in 2023, so there will be an opportunity to look at our targets again.

We'll work to reduce our waste, to reuse and recycle more, and to send even less to landfill. We want to collect and deal with waste in an environmentally sustainable, efficient and affordable way. Together in East Sussex, and with other local authorities in the region we'll work to make savings on our waste and recycling services and make the most of the value in our waste. We'll review our waste services and continue to improve them as new technologies and opportunities arise.

# What you can recycle where you live

## What you can recycle in Eastbourne, Hastings and Wealden Rother joins the new service from 30 June 2014

The new waste collection containers and the range of materials now collected from homes by the Borough and District Councils are shown below.

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### Recycling

#### Recycling Box

We will provide you with a new black recycling box for glass bottles and jars. Below is a list of what you can and can't recycle in this box.

The types of glass you can't put in the black box need to be taken to the local Household Waste Recycling Site at **Freshfields, Bexhill Road**.

*It's not essential to remove labels, but a quick rinse keeps your recycling cleaner and prevents smells.*

#### YES PLEASE

- ✓ Glass bottles
- ✓ Glass jars

#### NO THANKS

- ✗ Lids
- ✗ Window panes
- ✗ Mirrors
- ✗ Light bulbs
- ✗ Pyrex/ovenproof glassware
- ✗ Drinking glasses

#### IMPORTANT

Please do not begin to use this box until the date shown on the calendar enclosed.



#### YES PLEASE

- ✓ Cardboard
- ✓ Cardboard egg boxes
- ✓ Paper (including shredded paper in bags)
- ✓ Envelopes
- ✓ Telephone directories
- ✓ Books
- ✓ Junk mail, leaflets and circulars
- ✓ Food & drinks cans
- ✓ Metal lids from glass bottles & jars
- ✓ Clean kitchen foil & foil food trays
- ✓ Aerosols
- ✓ Drinks cartons (e.g. Tetra Paks)
- ✓ Plastic bottles (remove lids & include for recycling)
- ✓ Plastic food pots, tubs & trays
- ✓ Plastic film & bags
- ✓ Blister packs (moulded plastic packaging used for tablets, batteries, small toys etc)

#### NO THANKS

- ✗ Garden waste
- ✗ Foil-lined plastic pouches & bags e.g. crisp packets, baby & pet food pouches
- ✗ Dog waste/cat litter
- ✗ Building Materials
- ✗ Hard plastics (e.g. toys & plant pots)
- ✗ Black plastic bags
- ✗ Glass
- ✗ Light bulbs
- ✗ Polystyrene
- ✗ Food waste
- ✗ Nappies
- ✗ Wood
- ✗ Rubber
- ✗ Ceramics
- ✗ Sand
- ✗ Pyrex

- ✓ Textiles (in bags)
- ✓ Batteries (in bags)



Put textiles and batteries in clearly marked separate bags and place by the green wheeled bin **but not in it**.

**The bags used for batteries and textiles should be clear or clearly marked and not black sacks.**



You can find out more about recycling in Eastbourne, Hastings, Rother and Wealden by visiting the Council websites listed on page 20.



## What you can recycle in Lewes District

Lewes District Council takes a wide range of items for recycling. The table below shows the range collected from homes.

<b>Small recycling box – paper</b> 	<b>Large recycling box – cans and plastics</b> 	<b>Recycling bag – glass</b> 	<b>Recycling bag – cardboard</b> 	<b>Recycling bag – textiles</b> 	<b>Food caddies</b> 
Newspapers Junk mail Magazines Catalogues Letters Brochures Cards	Food & drink cans Clean aluminium foil (in a bag) Small items of scrap metal (e.g. cutlery, baking trays) Plastic bottles Batteries in the small plastic bag provided	All food & drink glass bottles Glass jars	All cardboard packaging, e.g.: Cereal boxes Junk mail Cards Cardboard boxes	Clothes & shoes Handbags & leather goods, Textile off-cuts & rags Books Pre-recorded DVDs & CDs Videos Bric-a-brac	Meat and Fish (raw & cooked) Fruit and veg (raw & cooked) All dairy & eggs Bread, cakes, pastries Rice, pasta, beans Uneaten food Tea bags, coffee grounds

Additional items such as waxed Tetra Pak food and drink cartons, spectacles, stamps and mobile phones can be recycled at the banks at recycling sites or the Community Recycling Centre in Lewes, see the [Bank Locator web pages](http://www.recyclenow.com/applications/recyclenow_08/banklocator): [www.recyclenow.com/applications/recyclenow\\_08/banklocator](http://www.recyclenow.com/applications/recyclenow_08/banklocator). The food waste collection scheme is now operating across the District and will really help us recycle more. You can find out more about Lewes District's waste services by visiting the Council's [website](http://www.lewes.gov.uk/waste/index.asp): [www.lewes.gov.uk/waste/index.asp](http://www.lewes.gov.uk/waste/index.asp)

## Where to take your recycling and waste

The Councils also provide [local recycling banks](#) (often in supermarket car parks) and [Household Waste Recycling Sites](#) across East Sussex. With your help separating out recyclable materials at the Household Waste Recycling Sites (or 'tips'), we can recycle even more. You can find details of each site and what they can accept on the Council web pages listed on page 20.



## Other useful documents and information

### Council waste and recycling web pages:

- [East Sussex County Council](http://www.eastsussex.gov.uk/environment/rubbishandrecycling): www.eastsussex.gov.uk/environment/rubbishandrecycling
- [Eastbourne Borough Council](http://www.eastbourne.gov.uk/residents/bins-and-recycling): http://www.eastbourne.gov.uk/residents/bins-and-recycling
- [Hastings Borough Council](http://www.hastings.gov.uk/environment_planning/cleaner_hastings/waste_recycle):  
www.hastings.gov.uk/environment\_planning/cleaner\_hastings/waste\_recycle
- [Lewes District Council](http://www.lewes.gov.uk/waste): www.lewes.gov.uk/waste
- [Wealden District Council](http://www.wealden.gov.uk/Wealden/Recycling_and_Waste/Recycling_and_Waste.aspx): www.wealden.gov.uk/Wealden/Recycling\_and\_Waste/Recycling\_and\_Waste.aspx
- [Rother District Council](http://www.rother.gov.uk/recycling): www.rother.gov.uk/recycling

### Local rewards for reducing, reusing and recycling:

- [Rother Green Points](http://www.greenrewards.co.uk/lgp/rother): www.greenrewards.co.uk/lgp/rother
- [Zero Hero Campaign in Lewes](http://www.zeroheroes.me): www.zeroheroes.me

### Reducing waste:

[Love Food Hate Waste](http://www.lovefoodhatewaste.com): www.lovefoodhatewaste.com

### Reuse organisations:

- [Hastings Furniture Service](http://www.hfs.org.uk): www.hfs.org.uk
- [Furniture Now!](http://www.furniturenow.org.uk) www.furniturenow.org.uk
- Emmaus [Hastings & Rother](http://www.emmaus.org.uk/hastings-and-rother): www.emmaus.org.uk/hastings-and-rother
- [Flotsam and Jetsam Scrap Store, Lewes](http://www.lewes.gov.uk/waste/13624.asp): www.lewes.gov.uk/waste/13624.asp
- [East Sussex County Council](http://www.eastsussex.gov.uk/environment/rubbishandrecycling/whatyoucando/furniture) Furniture reuse and recycling web page:  
www.eastsussex.gov.uk/environment/rubbishandrecycling/whatyoucando/furniture

### Neighbourhood recycling points and Household Waste Recycling Sites:

- [Hastings Borough recycling points](http://www.hastings.gov.uk/environment_planning/cleaner_hastings/rubbish_recycle/how_to_recycle_in_hastings/recycling_sites):  
www.hastings.gov.uk/environment\_planning/cleaner\_hastings/rubbish\_recycle/how\_to\_recycle\_in\_hastings/recycling\_sites
- [Eastbourne Borough recycling points](http://www.eastbourne.gov.uk/residents/bins-and-recycling/recycling): www.eastbourne.gov.uk/residents/bins-and-recycling/recycling
- [Lewes District recycling points](http://www.lewes.gov.uk/waste/4719.asp): www.lewes.gov.uk/waste/4719.asp
- [Rother District recycling points](http://www.rother.gov.uk/RecyclePoint): www.rother.gov.uk/RecyclePoint
- [Wealden District recycling points](http://www.wealden.gov.uk/Wealden/Recycling_and_Waste/Household_Waste/Waste_Neighbourhood_Recycling_Points.aspx):  
www.wealden.gov.uk/Wealden/Recycling\_and\_Waste/Household\_Waste/Waste\_Neighbourhood\_Recycling\_Points.aspx
- [East Sussex Household Waste Recycling Sites](http://www.eastsussex.gov.uk/environment/rubbishandrecycling/recyclingsites/wastesites):  
www.eastsussex.gov.uk/environment/rubbishandrecycling/recyclingsites/wastesites

### Council strategies and plans

Previous East Sussex Waste Management Strategy (as written in 2006): [2006 Waste Strategy](http://www.eastsussex.gov.uk/environment/rubbishandrecycling/managingwaste/wastestrategy/strategy):  
www.eastsussex.gov.uk/environment/rubbishandrecycling/managingwaste/wastestrategy/strategy

Environment Strategy agreed across the County with many different organisations: [2012 Environment Strategy](http://www.eastsussex.gov.uk/environment/priorities/environmentstrategy):  
www.eastsussex.gov.uk/environment/priorities/environmentstrategy

The Waste and Mineral Plan for East Sussex, South Downs and Brighton & Hove: [Waste and Minerals Plan](http://www.eastsussex.gov.uk/environment/planning/development/mineralsandwaste):  
www.eastsussex.gov.uk/environment/planning/development/mineralsandwaste

## References

We have quoted waste and recycling facts and figures throughout this Strategy. Waste tonnages in East Sussex have been taken from the monitoring data held by the Waste Team at East Sussex. More general facts have been taken from these sites:

[Waste and Resources Action Programme](http://www.wrap.org.uk): [www.wrap.org.uk](http://www.wrap.org.uk)

[Love Food Hate Waste](http://www.lovefoodhatewaste.com): [www.lovefoodhatewaste.com](http://www.lovefoodhatewaste.com)

[Facts at your fingertips - Wastewatch](http://www.wastewatch.org.uk/data/files/resources/19/7-Facts-at-your-fingertips-Recycling-and-Reducing.pdf): [www.wastewatch.org.uk/data/files/resources/19/7-Facts-at-your-fingertips-Recycling-and-Reducing.pdf](http://www.wastewatch.org.uk/data/files/resources/19/7-Facts-at-your-fingertips-Recycling-and-Reducing.pdf)

[The Real Nappy Information Service](http://www.goreal.org.uk): [www.goreal.org.uk](http://www.goreal.org.uk)

[Statistics on waste managed by local authorities in England in 2012/13](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/255610/Statistics_Notice1.pdf):  
[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/255610/Statistics\\_Notice1.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/255610/Statistics_Notice1.pdf)

[Government's Waste Prevention Programme for England](http://www.gov.uk/government/publications/waste-prevention-programme-for-england): [www.gov.uk/government/publications/waste-prevention-programme-for-england](http://www.gov.uk/government/publications/waste-prevention-programme-for-england)

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<b>Body:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>19 March 2014</b>
<b>Subject:</b>	<b>Eastbourne Borough Council's use of its powers under the Regulation of Investigatory Powers Act 2000 ('RIPA') as amended by the Protection of Freedoms Act 2012 ('POFA') and associated legislation</b>
<b>Report of:</b>	<b>Julian Osgathorpe, Deputy Chief Executive</b>
<b>Ward(s)</b>	All
<b>Purpose</b>	<ol style="list-style-type: none"><li>(1) To report on the authority's recourse to the its powers available under RIPA and associated legislation during the 2013 calendar year</li><li>(2) To ask Cabinet to approve the adoption of a policy on the acquisition and use of communications data which brings the authority's approach into line with that on covert surveillance.</li></ol>
<b>Recommendation:</b>	<ol style="list-style-type: none"><li>(1) That Members note the results of the yearly RIPA review, and of the authority's recourse to RIPA regulated surveillance during the 2013 calendar year.</li><li>(2) That Members adopt a policy on communications data which brings this authority's approach to those powers in line with the 'last resort' approach to all types of covert surveillance</li><li>(3) That Members give authority to the Lawyer to the Council to<ol style="list-style-type: none"><li>a) incorporate such amendments to the policies of this authority on both surveillance and communications data which are necessary to ensure that it is up to date and accords with the law and</li><li>b) to continue to review the authority's procedures, policies and training on RIPA related matters on an annual basis in consultation with the SRO for RIPA and the Cabinet portfolio holder.</li></ol></li></ol>
<b>Contact:</b>	Victoria Simpson, Lawyer to the Council, Telephone 01323 415018 or internally on extension 5018. E-mail address: <a href="mailto:victoria.simpson@eastbourne.gov.uk">victoria.simpson@eastbourne.gov.uk</a>

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## 1.0 **Background**

- 1.1 Members are aware that RIPA supplies a statutory framework within which certain types of covert investigative tools may be lawfully used by public authorities for the purposes of enforcement as long as rigorous criteria are met and a set process followed. The latter includes amongst other things obtaining both internal approval at a senior level and also judicial approval before the measures are used.

- 1.2 The types of covert investigative tools covered by the RIPA regime include directed surveillance (essentially covert surveillance in places other than residential premises or private vehicles) as well as the use of a covert human intelligence source, or informant.
- 1.3 In addition, however, RIPA also regulates the interception of some types of communications data (the 'who', 'when' and 'where' of a communication, as opposed to the 'what' i.e. the content of what was said or written). While the interception of communications data is also covered by RIPA, it is subject to a separate overview and inspection regime by an entirely separate office: that of the Interception of Communications Commissioner.
- 1.4 Notably, local authorities may only authorise the acquisition of the two less intrusive types of communications data: service use (the type of the communication, time sent and its duration) and subscriber information (including billing information). Under no circumstances are local authorities empowered to obtain traffic data under RIPA, ie information about where the communications were made or received. Similarly, local authorities may not intercept the content of any person's communications and it is an offence to do so without lawful authority.
- 1.5 The last report to this Cabinet, in March 2013, noted the safeguarding measures incorporated into the Protection of Freedoms Act 2013 which aimed to constrain local authorities' recourse to RIPA-regulated surveillance. Some of those measures apply equally to communications data powers.

## **2.0 The Protection of Freedoms Act: safeguards applied to Communications Data powers**

- 2.1 Since the Protection of Freedoms Act came into force, local authorities' powers relating to communications data must – like those relating to covert surveillance - be subjected both to an internal application process and also to the justices at the Magistrates' Court. The requirements for judicial approval are that the judicial authority is satisfied that at the time of the grant or renewal there were reasonable grounds for believing that the actions proposed were reasonable and proportionate and that these grounds still remain. Further conditions must be satisfied in relation to the authorisation or notice in that amongst other things the application is to be made by the correct person using the process laid out by the statutory framework.
- 2.2 Although the requirement of judicial approval of a local authority authorisation or notice applies to applications to obtain communications data, there is no requirement that the "serious crime test" is met. This requirement that the offence being investigated is either punishable by a custodial sentence of six months or more or be concerned with the sale of alcohol or tobacco to a minor is to be applied only to directed surveillance and the use of a CHIS.

2.3 Members may have noted the introduction of a Communications Data Bill to Parliament in 2013. While this has yet to be enacted, it largely relates to the arrangements which communications providers may (or may not, depending on the outcome of the Bill) be required to put in place to enable enforcement authorities to access communications data more readily. It is not therefore dealt with in any detail here.

### **3.0 Eastbourne Borough Council's recourse to RIPA: the annual returns**

3.1 In accordance with the relevant Codes of Practice, the Lawyer to the Council retains a central record of all RIPA applications and authorisations made by either this authority or by its investigative partners. Those records are held securely (although the redacted data thereon is freely available to people making FOI requests) and is reported quarterly to the Audit and Governance Committee in line with best practice.

3.2 The annual returns compiled for the period 1/1/2013 to 31/12/2013 include the following data:

#### **RIPA applications for the use or conduct of a CHIS:**

**Nil applications** made by EBC

**Nil applications** by partner organisations with which the authority is working on relevant matters

#### **RIPA applications for authorised surveillance:**

**Nil applications** made by EBC

**Nil applications** made by partner organisations with which the authority is working on relevant matters.

#### **RIPA applications for the acquisition of communications data:**

**Nil applications** made by EBC

**Nil applications** by partner organisations with which the authority is working on relevant matters

3.3 The 2013 returns show that Eastbourne Borough Council's historically low usage of RIPA continues across the full range of enforcement activities governed by this legislation.

3.3 This authority's arrangements in respect of covert surveillance remains subject to inspection by the Office of the Surveillance Commissioner, who inspected this authority and gave it a favourable report in June 2013. Notably, the Interception of Communications Commissioner (the ICCO) is an entirely separate inspectorate with responsibility for communications data. While the ICCO has not inspected this authority's arrangements at time of writing, it has responsibility for doing so across the range of enforcing authorities in much the same way as the OSC.

3.4 Both Commissioners report annually to Parliament and take a critical stance where they find inadequate policies and/or arrangements. In his most recent annual report, the ICCO noted various in those enforcement agencies which had recourse to their communications data powers. Where issues were noted

those appeared statistically more likely to come from authorities which did not rely on expertise from a third party to assist them in making communications data applications – hence the recommendation below.

#### **4.0 This authority's arrangements in relation to communications data: a new policy alongside recourse to the National Anti-Fraud Network, or 'NAFN'**

- 4.1 This authority's requirement of an annual audit of its RIPA policies, procedures and training was discharged by the Lawyer to the Council at the end of 2013 at the direction of the Senior Responsible Officer. In the context of a recent favourable write-up by the OSC of the authority's arrangements in relation to covert surveillance and the use of CHIS, and given the ongoing nil returns with regard recourse to surveillance powers, no substantive changes were considered necessary other than an updating of the resources available to enforcement officers and to information on the website.
- 4.2 It was however noted that – although this authority had not had recent recourse to its communications data powers – a formal policy on the acquisition and use of communications data would clarify matters. It was considered that a policy of 'last resort', which made provision for use of said powers only exceptionally and where stringent criteria were met, would be consistent with this authority's approach to the other powers available to it under RIPA. That policy is appended hereto and in the interest of clarity makes basic provision for relevant roles and accountabilities should this sort of activity be deemed necessary on exceptional grounds.
- 4.3 Four individual roles are required where local authorities seek to acquire communications data: the Applicant or investigator, who submits the application for communications data; the Designated Person, who objectively and independently considers the application; the Single Point of Contact, who is an accredited individual responsible for acquiring the data from the Communication Service provider and ensuring that the local authority acts in an informed and lawful manner, and the Senior Responsible Officer, who is responsible for the overall integrity of the process.
- 4.4 It was considered that the Deputy Chief Executive was best placed to act as the SRA, while the Monitoring Officer and Deputy Monitoring Officer would be best placed to act in the role of Designated Person: a role which has a parallel with that of Authorising Officer. That left the role of the Single Point of Contact, or SPoC, and as a result it is proposed that this authority use the services of the National Anti Fraud Network, or 'NAFN' if or when needed.
- 4.5 Like the majority of local authorities, this authority subscribes to NAFN: a not for profit organisation which provides advice and support across a range of enforcement areas. NAFN are in a position to provide assistance with applications to acquire communications data by acting as designated 'Single Point of Contact' for authorities at a nominal cost, thereby ensuring that consistency is achieved by those authorities who do not apply to the justices on a regular basis.
- 4.6 Reportedly 87% of local authorities used NAFN to perform the SPoC function in relation to communications data and as a result appear to have more



consistently achieved good practice. Recourse to NAFN has therefore been built into the 'last resort' policy - NAFN charge on a case by case basis and the likelihood is that there will be little recourse to this investigative tool.

## **5.0 Consultation**

5.1 Consultation has taken place with the Senior Responsible Officer for RIPA and with the Cabinet portfolio officer.

## **6.0 Resource Implications**

None

### **6.1 Financial**

None

### **6.2 Staffing**

None

## **7.0 Other Implications: Environmental, Human Rights, Community Safety, Youth, Anti-poverty.**

7.1 None.

## **8.0 Conclusion**

8.1 Since RIPA was first introduced in 2000, local authorities have had to put in place robust arrangements which ensure that they are seen to deploy the protection it offers only proportionally and in situations where doing so is adjudged to be strictly necessary according to rigorous criteria.

8.2 This authority's covert surveillance policy includes rigorous safeguards to ensure that this authority engages in RIPA-regulated activity only as a measure of last resort. Those arrangements were noted with approval by the Surveillance Commissioner when his inspector attended in June 2013. It is proposed to roll out that same approach to this authority's use of its communication data powers, and to ensure that – notwithstanding this authority's consistently low recourse to its powers under RIPA – the authority's arrangements continue to be reviewed and updated regularly. way.

**JULIAN OSGATHORPE**  
**DEPUTY CHIEF EXECUTIVE**

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## **Background Papers:**

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

- The Regulatory and Investigatory Powers Act 2000
- The Protection of Freedoms Act 2012
- Reports to Cabinet on RIPA from 2008 to 2013
- Guidance issued by the Home Office and the Office of the Surveillance Commissioner, as well as the Interception of Communications Commissioner
- Annual Reports of the Office of the Surveillance Commissioner and the Interception of Communications Commissioner
- Other resources and guidance protected by copyright

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

**Policy on the Acquisition and Disclosure of  
Communications Data**

**Version Control**

<b>Version Number</b>	<b>Date</b>	<b>Review Date</b>	<b>Author</b>	<b>Reason for new version</b>
01	Jan. 2014		Victoria Simpson	3 year review

Last Updated : February 2014

Victoria Simpson, Lawyer to the Council and Monitoring Officer

[victoria.simpson@eastbourne.gov.uk](mailto:victoria.simpson@eastbourne.gov.uk)

## **Introduction**

1. Local authorities are empowered to acquire and use communications data in certain circumstances by the Regulation of Investigatory Powers Act ('RIPA') and related legislation. This provides a regulatory framework for certain types of surveillance and data acquisition carried out by local authorities to gather evidence of illegal activity. The Council is aware of the human rights concerns which require it to exercise its powers only in accordance with the law, in situations where doing so is a necessary and proportionate response of last resort.
2. This authority has adopted a policy in relation to covert surveillance (both conducted pursuant to RIPA and outside it) which is available here: <http://www.eastbourne.gov.uk/about-the-council/surveillance-and-ripa/>.
3. The Council has adopted a policy of not normally conducting covert surveillance but of doing so only as a last resort, where all other investigative options have been deemed insufficient. While each situation will be considered on its own merits and all relevant factors will be taken into account, covert surveillance will be considered only where deemed to be a proportionate response of last resort. A similarly rigorous approach is applied to communications data acquisition under RIPA.

### **4. What is Communications Data, and what powers do local authorities have in relation to it?**

5. Communication data is information about a communication. It can show when a communication happened, where it came from and where it was going. It does not however include the content of a communication, and has therefore been described as the 'who, what and where' but not the 'what', or substance, of the communication.
6. Chapter 2 of Part 1 of RIPA allows local authorities to access communications data about an individual from any Communications Service Provider (CSP), such as a telephone or mobile phone service provider.

7. A new section 23A was added to RIPA by the Protection of Freedoms Act 2012. Just as with directed surveillance or use of an informant, or CHIS, an authorisation or notice to obtain communications data from a CSP shall not take effect until a Magistrate has made an order approving it. The magistrate must be satisfied that:
- a) There were reasonable grounds for the Designated Person (the person authorising the obtaining of the data) within the local authority to believe that obtaining communications data was necessary and proportionate and that there remain reasonable grounds for believing so.
  - b) The Designated Person was of the correct seniority within the local authority in accordance the Regulation of Investigatory Powers (Communications Data) Order 2010 (SI 2010/480) i.e. Director, Head of Service, Service Manager or equivalent.
  - c) The granting or renewal of the application was only for the prescribed type of communications data to be acquired for the prescribed purpose as set out in the above Order (i.e. subscriber and service use data (e.g. mobile phone subscriber information and itemized call records) to be acquired only for the purpose of preventing or detecting crime or preventing disorder).

## **8. Policy and Procedure**

9. All activity invoking the powers conferred on this authority under RIPA are undertaken in accordance with this document and with regard to up to date and relevant law, including the following:
- Human Rights Act 1998
  - Regulation of Investigatory Powers Act 2000
  - Protection of Freedoms Act 2012
  - Data Protection Act 1998
10. The Council in addition has regard to relevant official guidance and Codes of Practice, particularly those issued by the Home Office, the Interception of Communication Commissioner (ICCO), the Office of the Surveillance Commissioners (OSC), the Security Camera Commissioner and the Information Commissioner. Officers of the Council use the most up to date forms issued by the Home Office, which are available on their website.

11. Council officers also have recourse to other guidance and resources which have been approved by the Senior Responsible Officer in consultation with the Lawyer to the Council. Enforcement officers are required to contact the Lawyer to the Council or the Senior Responsible Officer for RIPA with any questions or requests for guidance on this topic.
12. This authority subscribes to the National Anti Fraud Network and therefore benefits from recourse to appropriately trained experts who function as this authority's Single Point of Contact insofar as Communications Data is concerned. Subscription to NAFN does not however obviate the need for expertise on this area within this organisation. The Designated Person role is carried out by the Monitoring Officer and Deputy Monitoring Officer at this authority, while the Senior Responsible Officer is the Deputy Chief Executive.
13. The following guiding principles shall form the basis of any covert surveillance activity undertaken by the Council:
  - Interception of Communications Data occurs only where it is deemed absolutely necessary to achieve the desired aims. It is undertaken only where it is proportionate to do so and in a manner that it is proportionate.
  - Adequate regard is had to individuals' rights and freedoms, and attention is given to the possibility of collateral intrusion.
  - All authorisations are granted by appropriately trained and designated Designated Persons ('DPs'), after obtaining judicial approval in accordance with the requirements of the law.

### **Training and Review**

14. All Council officers involved in enforcement are appropriately trained to ensure that they understand their legal obligations and the framework in which their decisions are made.
15. This policy shall be reviewed annually by the Senior Responsible Officer, in consultation with the Lawyer to the Council, in the light of the latest legal developments and changes to official guidance and codes of practice.

16. The operation of this policy shall be overseen by the Council's Audit and Governance Committee, which shall receive regular Reports on this policy and its implementation.

### **Conclusion**

17. While the effective enforcement of criminal and regulatory legislation is vital, the Council only invokes its powers under RIPA as a last resort, where stringent criteria have been met.
18. Adherence to this policy will ensure that where situations arise wherein the Council does elect to invoke the protection afforded by RIPA, it will do so proportionately and in such a way as to involve minimal intrusion into others' lives. This will ensure that any legal challenge to the Council is avoided.
19. Any questions relating to this policy, and any queries regarding the procedure, forms, guidance materials and/or law to be deployed in following it, should be addressed to the officers named below:

Julian Osgathorpe, Deputy Chief Executive

Victoria Simpson, Lawyer to the Council and Monitoring Officer



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**Body:** CABINET

**Date:** 19 March 2014

**Subject:** PAY POLICY STATEMENT UPDATE

**Report of:** Deputy Chief Executive

**Ward(s):** ALL

**Purpose:** To ask members to approve updates to the Pay Policy Statement produced in accordance with the requirement in the Localism Act 2011

**Contact:** Becky Cooke, Strategic Organisational Development Manager, 01323 415106

**Recommendations:** That Cabinet :

1. notes and approves the rationale for changes to the content of the Pay Policy Statement and recommends it to be adopted by the Council
2. notes and recommends that the amended Policy Statement is published on the Council's website once it has been approved by Full Council.

## **1.0 Introduction**

- 1.1 The Localism Act 2011 places an obligation on local authorities to be more accountable to the communities they serve. Chapter 8 of the Act requires the Council to adopt and publish a Pay Policy Statement.
- 1.2 In accordance with the legislation, a Pay Policy Statement was adopted and published in 2012/13, and updated last year for 2013/14. We are required to keep the statement up to date and it has now been reviewed to take account of the latest statistical data. The revised version is presented to Cabinet as Appendix One of this report for consideration and recommendation to full Council for its approval. It will then replace the current version on the Council's website to meet the requirements of the Localism Act.

## **2.0 Key changes to the Pay Policy Statement**

- 2.1 There have been a number of minor changes to reflect the current position. The other key changes are:
- 2.2 The significant reduction in the length and breadth of the Pay Policy Statement. The elements that have been removed from the statements previously published since the inception of the Localism Act 2011, are those that offer context to the statistical data that we

are required to publish in accordance with legislation.

- 2.3 These non statutory sections are lengthy and whilst they offer context they do become out of date and subject to close scrutiny in terms of accuracy and relevance. This has the potential to impact on the credibility of the Council's commitment to offer as much transparency as it can in relation to matters of pay.
- 2.4 Scrutiny of the website 'hits' on the Pay Policy Statement indicate very low numbers for the two years since the statement has been published. The inference being that the reduction in the statement will do nothing to dent any confidence in the Council's commitment to be transparent in relation to pay.
- 2.5 The Government has consulted on an updated Transparency Code with a greater breadth of information that we will be required to publish. It will be prudent to focus resources on the provision of our statutory obligations, rather than non obligatory contextual information.
- 2.6 The shortened statement (from 35 pages to 12) does itself offer greater transparency in that the key information is more available, ensuring that any member of the public searching for the information has a concise and factual document to reference.
- 2.7 Research of other local authority Pay Policy Statements reveals that the majority provide the statutory elements without the non statutory context.

### **3.0 Financial and other implications**

- 3.1 There are positive financial implications in this report, in that less resource will be required to ensure the statement remains current and relevant, enabling a focus on the Council's statutory obligations.

### **4.0 Consultation**

- 4.1 CMT has discussed and agreed the content of the amended Policy Statement in a context of the Council wishing to provide as much transparency as it reasonably can in pay matters.
- 4.2 UNISON has also been consulted on the revised Pay Policy Statement.
- 4.3 All those occupying posts where information relating to their roles is published have been given the opportunity to raise any concerns.

### **5.0 Conclusion**

Cabinet is asked to:

Approve the revised Pay Policy Statement and recommend it for approval by Council.

Approve its publication on the Council's website following approval by Full Council.

**Julian Osgathorpe**  
**Deputy Chief Executive**

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**Background Papers:**

None

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## PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2014/2015

### Version Control

Version number	Date	Review date	Owner	Reason for new version
01	March 2014	December 2014	Becky Cooke Strategic Organisational Development Manager	Statement required by the Localism Act 2011

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## **1 OPENING STATEMENT**

### **1.1 Transparency and autonomy**

The Council recognises and welcomes the aim behind this pay policy statement to ensure that its approach to pay is open and accessible for residents and to enable local taxpayers to take an informed view of whether local decisions on all aspects of remuneration are fair and make the best use of public funds.

It also welcomes the government's recognition that each local authority remains an individual employer in its own right, and, as such, has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers.

This policy statement has been produced in accordance with Sections 38 to 43 of the Localism Act 2011 (the Act).

The Secretary of State has produced guidance on the Act's provisions relating to openness and accountability in local pay, which local authorities must have regard to in preparing and approving their annual pay policy statements, and the Council's statement takes account of this guidance as well as the provisions of the Act.

### **1.2 Status of policy statement**

The pay policy statement will be reviewed on an annual basis and revisions adopted for implementation by the Council at the start of each subsequent financial year.

The pay policy statement can also be amended during the course of any financial year by a resolution of the full Council. If it is amended during the year to which it relates, the revised version of the statement will be published as soon as reasonably possible after the amendment is approved by the Council.



## **2. REMUNERATION OF STATUTORY AND NON-STATUTORY CHIEF OFFICERS, MONITORING OFFICER AND DEPUTY CHIEF OFFICERS**

### **2.1 Remuneration of Chief Officers (Statutory and Non Statutory) and Deputy Chief Officers**

This section covers the Council's policies in relation to the remuneration of its senior employees, including:

- Its Chief Executive and Head of Paid Service;
- Its first tier managers (i.e. the Chief Officers who report to and are directly accountable to the Chief Executive) – this includes both statutory Chief Officers and non-statutory Chief Officers;
- Its Monitoring Officer (i.e. the officer responsible for ensuring the Council's compliance with the law in all its activities);
- Its second tier managers (i.e. the Deputy Chief Officers and senior staff who report to a first tier manager).

### **2.2 Overall Policy on Remuneration for Senior Roles**

The Council's overall approach to remuneration for its senior employees is based on:

- a) Compliance with equal pay, discrimination and other relevant employment legislation and
- b) ensuring that its overall remuneration packages align broadly with market norms for relevant local government and public sectors, taking account of:
  - pay levels in the local area, including neighbouring public sector employers;
  - the relative cost of living in the local area, including housing costs;
  - the responsibilities and accountabilities of specific posts which may be very demanding

The Council seeks to maintain this overall approach by monitoring pay data provided by the Joint National Councils (JNCs) for Chief Officers and Chief Executives, the Local Government Association/Employers, Local Economy database resources and other pay surveys.

In terms of pay differentials, the Council recognises that:

- the role of Chief Executive/Head of Paid Service (HoPS) leads the organisation's workforce and has the greatest level of accountability, and so warrants the highest pay level in the organisation;

- the Deputy Chief Executive, furnished with a level of accountability and leadership obligation second only to the Chief Executive/HoPS, warrants the second highest pay level in the organisation.

At Chief Officer level:

- The Council recognises that all its Chief Officers have a collective and corporate responsibility for contributing to and delivering the overall strategy of the organisation. Therefore, it offers the same level of remuneration to all Chief Officers.
- This, unless market forces as described at 2.2 b) above demand a supplement to the remuneration package to ensure that the Council can source sufficient calibre of individual to meet its strategic needs (see also 2.8 below)

At deputy chief officer level, the Council recognises that the demands on and accountabilities of different management roles vary considerably, and seeks to align pay levels with the relative importance and responsibilities of roles using a process of job evaluation. Remuneration package details are published on the Council's website at: <http://www.eastbourne.gov.uk/about-the-council/information-requests/open-data/>

### **2.3 The Remuneration Offered to Senior Employees**

At Chief Executive/Chief Officer/ Deputy Chief Officer level, the Council offers an annual salary and access to the Local Government Pension Scheme (LGPS). Any other benefits are set out below.

The Council does not offer performance related payments or bonuses to its Chief Officers. Remuneration package details are published on the Council's website at: <http://www.eastbourne.gov.uk/about-the-council/information-requests/open-data/>

### **2.4 Annual salaries**

Annual salary levels for senior employees are set in accordance with the overall principles set out in section 2.2 above. At Chief Executive/Chief Officer/Deputy Chief Officer/Monitoring Officer/other senior manager level, they consist of a grade range which is determined locally by the Council. This grade range consists of a number of incremental salary points, through which employees may progress until the top of the grade is reached.

### **2.5 Remuneration upon appointment**

The Council's policy is to appoint new employees at the lowest point on the scale for the post unless, exceptionally, a higher pay point is needed to secure the recruitment. In the case of Chief Officers, a decision to pay initially above the lowest point on the scale remains subject to the endorsement of a panel/committee nominated by the Council to act on its behalf.

## **2.6 Pay progression**

Pay progression is normally by annual increment, payable from 1 April annually.

Pay progression is based on the period of time the employee has served in that grade, subject to satisfactory performance as evidenced through the Council's performance appraisal scheme.

The Council's performance appraisal scheme sets out the standards/criteria which must be met in order for an employee to receive any pay progression, the roles and responsibilities of managers and employees in this process and the monitoring and review arrangements to ensure this is applied fairly and equitably across the Council.

## **2.7 Pay awards**

The level of any increase will be determined by the Council, and will take into account a number of factors including that agreed by Joint National Councils (JNCs) for Chief Executives/Chief Officers or National Joint Council (NJC) for Local Government Services (as appropriate for the category of senior manager), the prevailing economic conditions, Government public sector pay policy and the Council's financial position and consultation with the Trade Union.

## **2.8 Market Supplements**

The Council recognises that pressures in the national or regional labour market can mean that pay levels for a particular category of manager in a particular function (e.g. Chief Finance Officer) can be such that the Council's normal pay level would not be sufficiently competitive to enable it to recruit or retain a manager in that function. In that case, the Council is prepared to review the remuneration package and to pay salary points at a level commensurate with the market in order to secure the skills' set required to meet the Council's needs.

## **2.9 Local Government Pension Scheme (LGPS)**

The Council offers its most senior employees access to the Local Government Pension Scheme, in accordance with the statutory provisions of the scheme, on the same basis as all of its employees. Any pension payments made to its senior employees on termination of employment either on grounds of redundancy, in the interests of the efficiency of the service or on grounds of ill health will be made within the statutory terms of the LGPS.

The employer's contribution rate for senior employees who join the scheme is the same as for all other employees.

The discretions which the Council is able to apply under the scheme upon termination of employment are the same for senior employees as for all other employees who are LGPS members.

## **2.10 Payments on Termination of Employment**

The Council's payments to managers whose employment is terminated on grounds of redundancy or in the interests of the efficiency of the service will be in accordance with the policy the Council has adopted for all its employees in relation to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

Other than payments pursuant to the LGPS (including the exercise of the Council's discretions) or payments in accordance with the Council's policies under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, the Council's policy is not to make any other termination payments to its senior employees, other than where it has received specific legal advice to the effect that a payment may be necessary to eliminate risk of claims against the Council.

## **2.11 "Earn back" pay**

The Council has considered the suggestions in the Hutton Review of Fair Pay in the Public Sector, published in March 2011, about the introduction of "earn back" pay. The introduction of "earn back" pay within the Council's current systems as a way of relating pay levels to performance and contribution will not be progressed at the present time but may be given further consideration in the future.

## **2.12 Re-engagement of Chief Officers**

### **Re-engagement of Chief Officers who have left Eastbourne Borough Council with a severance or termination payment:**

#### **2.12.1 Re-engagement as employees**

- (1) Subject to any relevant provisions in employment and equalities legislation, the Council's policy is not to re-employ [as a Chief Executive or Chief Officer/ in any capacity] any former Chief Executive or Chief Officer who left the Council for any reason other than compulsory redundancy, and was in receipt of a severance or termination payment, for a period of three years from the date of termination of employment. This policy may be varied in exceptional circumstances which are approved by a delegated panel/committee of Council Members acting on behalf of Full Council and advised by appropriate persons including the Monitoring Officer, except where the Council's Monitoring Officer is a Chief Officer.
- (2) Where a Chief Executive/ Chief Officer's employment has been terminated compulsorily on grounds of redundancy, they will not be re-employed in the same or a similar post for a period of one year following the date of termination of employment. If they are re-employed in another post within four weeks after the effective date of redundancy, they will lose their right to a redundancy payment, including any enhancements under the provisions of the LGPS or the Local Government (Early Termination of Employment)

(Discretionary Compensation) (England and Wales) Regulations 2006. Any re-employment will be subject to the Council following the strict application of the normal process of competitive selection for employment.

- (3) Any former Chief Executive or Chief Officer who is employed by Eastbourne Borough Council and who has previously received a severance, termination or redundancy payment from this or any other Council or related body will not have previous service counted when determining any further entitlements to notice periods, sickness payments, annual leave or other benefits/entitlements based on continuous service.

### **2.12.2 Re-engagement under a contract for services**

The Council's policy is not to re-engage under a contract for services any former Chief Executive or Chief Officer who left the Council for any reason and was in receipt of a redundancy, severance or termination payment, for a period of three years from the cessation of employment. This policy may be varied in exceptional circumstances which are approved by a panel/committee convened by the Council to act in this matter and advised by persons including the Council's Monitoring Officer, except where the Monitoring Officer is a Chief Officer.

### **2.12.3 Employment of those in receipt of an LGPS pension**

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

In the unlikely event that the Council employs as a Chief Executive or Chief Officer a person who is in receipt of a pension under the LGPS, the rules on abatement of pensions adopted by the Council's Administering Authority for the LGPS, pursuant to Regulations 70 and 71 of the the Local Government Pension Scheme (Administration) Regulations 2008 must be applied. Such persons would only be employed following strict application of the normal process of competitive selection for employment.

#### ***Flexible retirement:***

The LGPS regulations permit the Council to offer flexible retirement to employees (including Chief Officers) aged 55 or over, so that they can reduce their hours of work, and receive a pension in respect of accrued years in the scheme.

## **2.13 Publication of Details of Employee Remuneration**

In accordance with 39 (5) of the Localism Act, this policy will be published on the Council's website. It will also be published on the Council's intranet, known as InSite. The Council is also required to publish information about the remuneration of senior officers under The Accounts and Audit (Amendment No. 2) (England) Regulations 2009, and the Code of Recommended Practice for Local Authorities on Data Transparency, issued under Section 2 of the Local Government Planning and Land Act 1980. This information can be obtained from the Council's Statement of Accounts.

### **3. REMUNERATION OF LOWEST PAID AND OTHER EMPLOYEES**

This section sets out the Council's policies in relation to:

- The remuneration of its lowest-paid employees, as defined in this pay policy statement;

#### **3.1 Definition of Lowest Paid Employees**

The definition of the "lowest-paid employees" adopted by the Council for the purposes of this statement is as follows:

The lowest paid employees within the Council are those permanent workers who are paid on the Council's lowest hourly pay rate.

The Council considers this to be the most appropriate definition as this is the lowest pay point/pay level on its substantive pay structure and which normally applies to new entrants to the lowest graded jobs within the organisation.

The current annual full-time equivalent value of this pay level, based on a 37 hours' standard working week as at 31 March 2014, is £12366.73.

The Council has had regard to guidance issued by the Local Government Association and JNC for Local Authority Chief Executives in agreeing this definition.

The Council has consulted with the recognised trade unions on this definition and has had regard to any comments made by them.

#### **3.2 Remuneration of Lowest Paid Employees**

For the purposes of this policy statement, remuneration includes the employee's basic annual salary and any allowances or other similar payments, benefits in kind, any increases or enhancements to any pension entitlement and any termination or other severance payments.

##### **3.2.1 Pay structure**

The basic pay of the Council's lowest paid employees comprises a core grade extrapolated from the national pay spine as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service. This grade range consists of a number of salary points through which employees may progress until the top of the grade is reached.

##### **3.2.2 Pay Progression**

Pay progression is normally by annual increment, payable from 1 April annually.

Pay progression is based on the period of time the employee has served in that grade, subject to satisfactory performance and as evidenced through the Council's performance appraisal scheme

The Council's performance appraisal scheme sets out the standards/criteria which must be met in order for an employee to receive any pay progression, the roles and responsibilities of managers and employees in this process and the monitoring and review arrangements to ensure this is applied fairly and equitably across the Council.

### **3.2.3 Annual Pay Review**

The basic pay of the Council's lowest paid employees is reviewed annually, with any adjustment, cost-of-living, or other, increase normally applied on 1 April in each year. The level of any increase will be determined by the Council, and will take into account a number of factors including that agreed by the National Joint Council for Local Government Services, the prevailing economic conditions, Government public sector pay policy and the Council's financial position and consultation with the Trade Union.

### **3.2.4 Market Supplements**

Where the Council considers that pay rates for specific posts are insufficient to enable it to recruit and/or retain staff with the required knowledge, skills and expertise, it may authorise the use of market supplements (Recruitment and Retention uplifts to pay within the extended grade band for the relevant post), in accordance with the terms of the relevant Council policy

### **3.2.5 Pension provision**

In common with all other employees, the Council's lowest paid employees may participate in the Local Government Pension Scheme in accordance with the statutory terms of that scheme.

Any increases in or enhancements to the pension entitlement of the Council's lowest paid employees will be made in accordance with the discretions available to it under the statutory provisions of the Local Government Pension Scheme, as exercised by the Council and set out in the relevant policy statement

### **3.2.6 Termination or Severance Payments**

Any termination or severance payments made by the Council to its lowest paid employees, either on grounds of redundancy, in the interests of the efficiency of the service or on grounds of permanent ill-health, will be made in accordance with the statutory terms of the Local Government Pension Scheme, as applicable, and/or in accordance with the discretions available to it under that Scheme or under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, as set out in the relevant policy statement.

Other than payments pursuant to the LGPS (including the exercise of the Council's discretions) or payments in accordance with the Council's policies under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, the Council's policy is not to make any other termination or severance payments to its lowest paid employees, other than where it has received specific legal advice to the effect that a payment may be necessary to eliminate risk of claims against the Council.



Any proposal to offer a severance payment of £100,000 or more to a member of staff leaving the organisation will be referred to full Council for approval. The information presented to full Council will clearly set out the components of the particular severance package. This may include salary paid in lieu of notice, statutory redundancy compensation, enhanced compensation paid in accordance with the Council's policies under Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, pension entitlements (including those resulting from the exercise of the Council's policies on Local Government Pension Scheme discretions), payments in lieu of untaken holiday and any bonuses, fees or allowances paid.

#### 4 PAY RELATIONSHIPS

This section sets out the Council's overall approach to ensuring pay levels are fairly and appropriately dispersed across the organisation, including the current pay multiple which applies within the Authority, and its policy toward maintaining or reaching a specific pay multiple in the future.

Under the provisions of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government under Section 2 of the Local Government Planning and Land Act 1980, the Council is required to publish its "pay multiple", i.e. the ratio between the highest paid salary and median average salary of the whole of the local authority's workforce. The pay multiple, based on base salary for the financial year ending 31 March 2014, using the median is: **4.78. (No change from last year)**

The median salary is defined in the following paragraph:

The median average salary is the salary value at which 50% of the salaries which apply to the whole of the local authority's workforce are below that salary value and 50% of the salaries are above it. The lowest pay point in the overall salary range which has been used by the Council in calculating the median average salary is that which applies to its lowest paid employees, as defined in section 2 of this pay policy statement.

The Council also calculates a pay multiple using a mean salary. For the financial year ending 31 March 14, this is **4.22** compared to **4.28** in the previous year.

The Council considers that the pay multiples, as identified above, represent an appropriate, fair and equitable internal pay relationship between the highest salary and that which applies to the rest of the workforce and will monitor and have regard to these multiples in future reviews of salary, both post specific and corporate, to ensure these are maintained.

The reasons for this are:



- It reflects the aspirations of Eastbourne Borough Council to promote and maintain a more egalitarian organisational structure than that of many public and private sector peer organisations
- It continues to enable this Council to recruit and retain high calibre employees to meet the changing needs of the local community.

## **5 DECISION MAKING ON PAY**

The provisions of this pay policy statement will apply to any determination made by the Council in the relevant financial year in relation to the remuneration, or other terms and conditions, of a chief officer of the Authority and of its lowest paid employees, as defined in this statement, and other employees who are paid more than the lowest paid employees but who are not chief officers.

The Council will ensure that the provisions of this pay policy statement are properly applied and fully complied with in making any such determination.

This pay policy statement has been approved by the full Council of the Authority.

Any proposal to offer a new chief officer appointment on terms and conditions which include a total remuneration package of £100,000 or more, including salary, bonuses, fees or allowances which would routinely be payable to the appointee and any benefits in kind to which the officer would be entitled as a result of their employment (but excluding employer's pension contributions), will be referred to the full Council for approval before any such appointment is advertised or before any such offer is made to a particular candidate.

## **6 AMENDMENTS TO THIS PAY POLICY STATEMENT**

This pay policy statement relates to the financial year 2014-15.

The Council may agree any amendments to this policy statement during the financial year to which it relates in accordance with the decision-making arrangements set out within Section 7 of this policy statement.

## **7 PUBLICATION OF AND ACCESS TO PAY POLICY INFORMATION**

The Council will publish this pay policy statement on its website at [www.eastbourne.gov.uk](http://www.eastbourne.gov.uk) and on its intranet, known as InSite, as soon as is reasonably practicable after it has been approved by the Council. Any subsequent amendments to this pay policy statement made during the financial year to which it relates will be similarly published.

The information required to be published by the Council in accordance with the requirements of the Code of Recommended Practice for Local Authorities on Data Transparency, issued under Section 2 of the Local Government Planning and Land Act 1980, and in accordance with the requirements of the Accounts and Audit (Amendment No. 2) (England) Regulations 2009, is available on its website at [www.eastbourne.gov.uk](http://www.eastbourne.gov.uk) and via InSite.

The Council's policies in relation to the exercise of discretions under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and under the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, as referred to in this policy statement, are available on request from the Strategic Organisational Development Manager.

For further information about this pay policy statement, please contact the Council as follows:

Strategic Organisational Development Manager  
Eastbourne Borough Council  
1 Grove Road  
Eastbourne  
BN21 4TW

01323 410000.

## APPENDIX TWO Deputy Chief Officer remuneration in EBC

Job Title	Department	FTE Salary (£)	Recruitment & Retention provisions	Any Car Allowance (£)	(£) Any other allowance	Description of Role
Head of Corporate Development	Corporate Services	£50 - 55K		2832.00		To develop and deliver comprehensive and high quality services to the Council and community in accordance with Strategic Change programme, Community Strategy themes and strategic priorities, on time and within budget. Specifically, to lead on corporate performance management, aligning people strategy, constitutional and democratic processes to meet the needs of the Council.
Head of Customer First	Corporate Services	£50 - 55k		2832.00		To develop and deliver comprehensive and high quality services to the Council and community in accordance with the the Strategic Change programme, Community Strategy themes and strategic priorities, on time and within budget. Specifically, to lead on the ongoing development of the Customer First structure and ways of working, delivering high quality customer services and setting clear and effective parameters for service delivery to meet changing organisational needs.
Financial Services Manager	Corporate Services	£50 - 55K	Yes	Casual mileage		To manage the Financial Management Division in providing a fit for purpose range of accounting, budgeting and related accountancy services to budget holders, cost centre managers, service unit heads, corporate management team and Members of the Council. To act as deputy Section 151 Officer to the Council.
Revenues & Benefits Manager	Community	£50 - 55K	Yes	Casual mileage		To plan for, develop and lead in delivering an improved, customer focused Revenues and Benefits service, deriving organisational efficiencies and working through partnership to improve outcomes for those we serve.
<i>Lawyer to the Council and Monitoring Officer (Jobshare)</i>	Corporate Services	£50 - 55K		2562.00		<i>To act as Monitoring Officer to the Council in accordance with the 1989 Local Government and Housing Act and other relevant statute. To manage and deliver solutions in matters legal to meet the changing needs of the Council, to agreed standards and within resources.</i>
Strategic Housing Manager	Community	£45 - 50K		2562.00		To develop and deliver the Council's housing responsibilities and functions, commissioning or providing comprehensive and high quality housing services to the Council, Eastbourne's residents and tenants on time, within budget, and in line with national policy and local Community priorities as set out in the Community Strategy and the Corporate Plan.
Executive Director - Towner Art Gallery (FTC)	Tourism & Leisure	£60 - 65K		Casual mileage		To lead Towner, delivering its vision and the overall strategy, policy development and operational management of the Centre itself and the move to Trust status project.
Artistic Director - Theatres	Tourism & Leisure	£50 - 55K	Yes	Lease Car		To lead on development and management of a balanced entertainment programme to meet changing strategic, customer and financial needs of the Theatres and wider Council.
General Manager -Theatres	Tourism & Leisure	£45 - 50K		Essential	102*	To manage all operational Theatre matters, including overall staffing, budgetary and facilities' elements to ensure maximum value for money for residents.
Sports & Leisure Manager	Tourism & Leisure	£40 - 45K		Essential		To manage the community sports and leisure provision within the borough and manage relationships with contractors delivering agreed services in Leisure and Catering, as appropriate.
Tourism Development Manager	Tourism & Leisure	£45 - 50K		Essential		To manage and develop Tourism Marketing and related business strategy, including Heritage and Museum Services and Devonshire Park Catering. Developing external funding and inward investment, to maximise the economic impact of tourism across the Borough in partnership with the other Council Services and the local community.
Community Services Manager	Community	£35 - 40K		Casual mileage		To oversee, coordinate and act as broker in the Council's work with local communities and neighbourhoods, taking forward the Big Society agenda through a programme of neighbourhood management and capacity building, leading on the development of effective partnerships and delivery mechanisms.
Community Strategy & Involvement Manager	Community	£35 - 40K		Casual mileage		To lead on work with local communities of interest, the Big Society agenda and the development of effective partnerships to create inclusive communities. To ensure mechanisms are in place to empower local people to influence service design and delivery. To advise senior management on organisational structures and processes so that they are responsive to communities needs and to provide evidence of how community empowerment helps to deliver efficient and effective services and stronger, more dynamic communities.
ICT Manager (FTC)	Corporate Services	£40 - 45K		Casual mileage		To provide operational ICT management capacity during a period of transformation for the council, managing the day to day ICT service delivered in partnership with Steria, the council's ICT service delivery partner, and working with Steria and/or others to ensure successful implementation of key ICT infrastructure projects.

Corporate Property Manager	Chief Executive	£45 - 50K	Yes	Casual mileage		To lead and manage on Estates and Property matters, developing and implementing the Council's asset management strategy and working towards building a sustainable, self financing model for asset management.
Internal Audit Manager	Corporate Services	£35 - 40K		Casual mileage		To deliver an effective and high quality Internal Audit Service to Eastbourne BC and its stakeholders in accordance with the Council's Community Strategy Themes, corporate priorities and Council values. To consult on, manage and ensure regular review and update of a Strategic Risk Register for the Council to reflect changing organisational needs.
Strategic Projects Co-ordinator	Corporate Services	£30 - 35K		Essential		To provide professional strategic advice and financial guidance on strategic or corporate projects and procurement exercises to the Council, its members and officers.
Events Development Manager	Tourism & Leisure	£30 - 35K		Lease Car	375.92**	To manage a three year rolling programme of Events for Eastbourne, including planning, partner engagement, design and development of innovative Events within agreed resources and to agreed standards.
*First Aider Payment						
**Working Time Regulations Opt Out						Monitoring Officer is deemed a Chief Officer role for the purposes of the Localism Act and is referenced accordingly under Section 2 of the Pay Policy Statement.

APPENDIX THREE

Body	Body Name	Name	Job Title	Service Area	FTE	FTE	FTE	Main purpose of job
					(Minimum contracted hours)	Payband	Payband	
						Min	Max	
Local Government 21UC	Eastbourne Borough Council	Mr Robert Cottrill	Chief Executive	Chief Executives	1	100000	104999	To exercise the duties and responsibilities of the Head of Paid Service in delivering fit for purpose services to appropriate standards within legislative and regulatory frameworks. To ensure that all the elected members of the Council have access to and receive appropriate and professional advice. To provide leadership and direction to Officers of the Council, promoting a customer focused and performance driven culture which supports our sustainable community strategy, meets changing strategic objectives and responds to the priority needs of the community it serves. To lead, manage and develop the Corporate Management Team and workforce to secure a corporate supportive of Council's members and consistent with the Council's Principles, strategic priorities and the Code of Conduct. To represent the Council and its Cabinet in dealing with partner organisations and to promote community and regional well-being and cohesion. To seek and promote cost effective and efficient delivery of services within available procurement models. <b>Headcount 410 Employees at 1 April 2013.</b>
Local Government 21UC	Eastbourne Borough Council	Mr Julian Osgathorpe	Deputy Chief Executive	Corporate Services	1	95000 (*see footnote below)	99999 (*see footnote below)	To support the Chief Executive, Cabinet and Executive in delivering our sustainable community strategy, meeting changing strategic objectives and responding to the priority needs of the wider community. To promote positive engagement with and robust delivery of the objectives of our corporate change and improvement programme, DRIVE. As a member of the Corporate Management Team, to ensure robust corporate performance management and to support Members of the Council in developing a clear strategy and vision for the authority. To deputise for the Chief Executive in managing the Council's services. To achieve the Council's corporate priority objectives and strategic goals, providing leadership and customer focus in the development and delivery of: a. medium term financial strategy and co-ordination of financial planning, management and audit systems within the Council; b. efficient and effective use of resources; c. effective departmental management of designated corporate and support services. To build positive working relationships with Members of the Council in translating their vision into deliverable strategy, policy and process. To act as lead officer on major "cross-cutting" corporate or strategic initiatives as directed by Chief Executive. Specifically to take responsibility for the Council's Principles and its corporate strategic priority for finance. <b>Headcount 163 Employees in Corporate Services at 1 April 2013.</b>
Local Government 21UC	Eastbourne Borough Council	Mr Alan Osborne	Chief Finance Officer	Corporate Services	1	85000 (*see footnote below)	89999 (*see footnote below)	To develop and deliver comprehensive and high quality strategic and operational financial services to the Council and community in accordance with Sustainable Community Strategy themes, the Council's constitution and the Council Plan. To carry responsibility, as the Statutory Officer (S151) to the Council, for the proper administration of the Council's financial affairs including the provision of financial advice to Members, the Chief Executive and Directors and the 'proper stewardship' of Council Funds. Accordingly, to secure good financial management across the organisation in accordance with Council's Financial Regulations and standards. To manage delegated corporate projects, strategies or initiatives, as required. To lead and manage relevant financial services within the Council including Internal Audit services with specific responsibility for Anti-Money Laundering activities. To sit on and contribute to decision making and recommendations made by the Corporate Management Team alongside the Chief Executive, Deputy Chief Executive and other senior officers who may, from time to time, sit on that body. <b>Headcount 27 Employees in Financial Services at 1 April 2013 (included in the Corporate Services numbers).</b>
Local Government 21UC	Eastbourne Borough Council	Mr Jefferson Collard	Senior Head of Development	Development	1	65000	69999	To develop, plan and deliver comprehensive, customer focused and high quality development services to the Council and to the community in accordance with Community Strategy and Corporate strategic priorities. To act as advocate on behalf of the Council in relevant national and regional negotiations, marketing contacts, funding bids and in interactions with external partners, businesses, Government and other agencies as applicable. To set clear and effective parameters for service delivery to meet changing organisational needs. To lead by example and take active responsibility for delegated corporate projects, strategies or initiatives. To act as the Council's lead officer for town and district development fora and relevant strategies and initiatives. To manage the Council's property portfolio and the asset management team. <b>Headcount 15 Employees in Development at 1 April 2013.</b>
Local Government 21UC	Eastbourne Borough Council	Mr Ian Fitzpatrick	Senior Head of Community	Community	1	65000	69999	To develop, plan and deliver comprehensive, customer focused and high quality community services for the Council and to residents in accordance with Community Strategy and Corporate strategic priorities. To act as advocate on behalf of the Council in relevant national and regional negotiations, funding bids and in interactions with external partners, businesses, Government and other agencies as applicable. To act as the Council's lead officer for key partnerships, including Crime Reduction, Health and Homelessness. To drive the Council's objectives for the housing Arms Length Management Organisation and derive best value from Wealden and Eastbourne LifeLine Limited. To deliver relevant strategies, such as that for Culture, and initiatives including Housing Benefits Improvement Plan and outreach activities for young people in the borough. <b>Headcount 86 Employees in Community at 1 April 2013.</b>
Local Government 21UC	Eastbourne Borough Council	Ms Tracey McNulty	Senior Head of Tourism & Leisure	Tourism & Leisure	1	65000	69999	To develop, plan and deliver comprehensive, customer focused and high quality Tourism and Leisure services for the Council and to residents in accordance with Community Strategy and Corporate strategic priorities. To act as advocate and promote Eastbourne Borough Council actively in national and regional marketing, via funding bids, exploiting networking fora and other interactions with external partners, businesses, Government and other agencies as applicable. To set clear and effective parameters for service delivery to meet changing organisational needs. To lead by example and take active responsibility for delegated corporate projects, strategies or initiatives. To drive the Council's objectives for growth, affordability and diversity in tourism activity, Theatres and Townner services and Events. To lead on relevant strategies and initiatives, including those for Tourism and Culture in the borough. <b>Headcount 158 Employees in Tourism &amp; Leisure at 1 April 2013.</b>
Local Government 21UC	Eastbourne Borough Council	Mr Henry Branson	Senior Head of Infrastructure	Corporate Services	1	60000	64999	To develop, plan and deliver comprehensive, customer focused and high quality services for the Council and to residents in accordance with Community Strategy and Corporate strategic priorities. To set clear and effective parameters for service delivery to meet changing organisation needs. To lead by example and take active responsibility for delegated corporate IT and change projects, strategies or initiatives, leading on Transformation and Agile change programmes. To have overall responsibility for the development, planning and delivery of the Customer First structure and ways of working. <b>Headcount 82 Employees in Infrastructure at 1 April 2013 (included in Corporate Services numbers).</b>

\* the Deputy Chief Executive and Chief Finance Officer are shared roles with other organisations (Eastbourne Homes Ltd and Lewes District Council respectively) and therefore jointly funded. EBC pays contribution to this salary.

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