

Cabinet Agenda

Monday, 7 July 2014 at 6.00 pm

Town Hall, Queen's Square, Priory Meadow, Hastings TN34 1QR

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1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Notification of any additional items	
4.	Minutes of the meeting held on 9 June 2014	1 - 14
5.	Empty Homes Compulsory Purchase Programme (Andrew Palmer, Head of Housing and Planning Services) <i>(Cabinet Decision)</i>	15 - 24
6.	Corporate Plan Part III (Jane Hartnell, Head of Corporate Services) <i>(Cabinet Decision)</i>	25 - 100
7.	Local Development Scheme (Monica Adams-Acton, Head of Regeneration and Planning Policy) <i>(Cabinet Decision)</i>	101 - 120
8.	Hastings Local Plan - Submission of the Development Management Plan (Monica Adams-Acton, Head of Regeneration and Planning Policy) <i>(Cabinet Decision)</i>	121 - 130
9.	Hastings Local Plan - Statement of Community Involvement Update (Monica Adams-Acton, Head of Regeneration and Planning Policy)	131 - 136

	<i>(Cabinet Decision)</i>	
10.	Overview & Scrutiny Review of Changes to the Welfare System : Management Response (Simon Hubbard, Director of Regeneration) <i>(Cabinet Decision)</i>	137 - 156
11.	Annual Treasury Management Report 2013-14 (Peter Grace, Head of Finance) <i>(Council Decision)</i>	157 - 170
12.	Minor Works Contracts (Virginia Gilbert, Head of Amenities, Resorts and Leisure) <i>(Cabinet Decision)</i>	171 - 176
13.	Office Accommodation (Richard Homewood, Director of Environmental Services) <i>(Cabinet Decision)</i>	177 - 182
14.	Minutes of the Charity Committee meeting held on 5 June 2014	183 - 184
15.	Minutes of the Museums Committee meeting held on 16 June 2014	185 - 192
16.	Additional Urgent Items (if any) Exclusion of the Public To resolve that the public be excluded from the meeting during the consideration of the items of business listed below because it is likely that if members of the public were present there would be disclosure to them of "exempt" information as defined in the paragraph 6 of Schedule 12A to the Local Government Act 1972 referred to in the relevant report.	
17.	Confidential Business Empty Homes Compulsory Purchase Programme (Andrew Palmer, Head of Housing and Planning Services) <i>(Cabinet Decision)</i>	193 - 250

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Present: Councillors Birch (in the chair), Cartwright, Chowney, Cooke, Forward, Hodges, Lock, Poole and Westley.

1. DECLARATIONS OF INTEREST

The following councillors declared an interest in the minutes as follows:

<u>Councillor</u>	<u>Minute</u>	<u>Interest</u>
Forward, Hodges and Westley	3 – White Rock Baths	Prejudicial - Members of Charity Committee

2. MINUTES

RESOLVED – that the minutes of the meeting held on 31 March 2014 be approved and signed by the chair as a correct record.

RESOLVED - the chair called over the items on the agenda, under rule 13.3 the recommendations set out in minute number 5 were agreed without being called for discussion.

MATTERS FOR CABINET DECISION

3. WHITE ROCK BATHS

Councillors Forward, Hodges and Westley, having declared a prejudicial interest in this item, left the chamber while the matter was discussed.

The Director of Regeneration presented a report to inform members of work to bring forward proposals for White Rock Baths and to seek support for this approach.

Hastings Borough Council (HBC) and the Foreshore Trust had been working to identify a suitable alternative use for the White Rock Baths, which had been vacant for a number of years. The Trust had been approached by the Source, a BMX and mail order company based in Braybrooke Road, with proposals to utilise the premises as an indoor arena for BMX and skateboard competitions and training, with supporting retail and refreshment provision.

The report acknowledged that Hastings had a long association with BMX and skateboarding, and a new competition venue would further increase the profile of the sport in the town. Moreover, the proposed use of the building was in keeping with council's objective to promote a healthy lifestyle.

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A further proposal had been received from the West End Sustainable Development Company; however, it was felt that insufficient information had been provided to recommend proceeding with this option

The funding package for the project included an investment of £150,000 from the Foreshore Trust, which had been approved by the Charity Committee at its meeting on 5 June 2014. Funding was also sought from East Sussex County Council (ESCC) and HBC, including a loan of £300,000 from HBC, which would be supported by rental income. The funding would support the refurbishment of the building prior to an internal fit out by the tenant. It was proposed that premises should then be leased for a 10 year period, at a rental of £36,000 per annum. Should the venture fail and the premises become vacant during the 10 year period, the council and Trust would share the risk of loan repayments on a 50:50 basis.

Councillor Lock moved an amendment to the recommendation contained in the report, seconded by Councillor Cooke, as follows:

“3) As the Foreshore Trust has ample reserves, Hastings Borough Council will not share the risk of repaying loans in the case of possible failure in the next ten years.”

The proposed amendment was lost by 2 votes to 4.

Councillor Chowney moved approval of the original recommendations to the report, as set out in the resolution below, which was seconded by Councillor Cartwright.

RESOLVED (by 4 votes for 0 against with 2 abstentions) that –

- 1) Subject to funding being obtained from east Sussex County Council and Hastings and St Leonards Foreshore Trust, the Cabinet approve the proposal to create a BMX / Skateboard facility at White Rock Baths on the basis contained in this report, and;**
- 2) Delegation is given to the Director of Regeneration acting in consultation with the Director of Corporate Resources and the Chair of the Foreshore Trust and Lead member for Regeneration to complete tendering, contracting, lease and other arrangements to deliver the proposed scheme at White Rock Baths.**

The reason for this decision was:

To enable the White Rock baths to be open for business by Christmas 2015.

4. HASTINGS WALKING AND CYCLING STRATEGY

The Strategic Planning Manager presented a report on the draft Hastings walking and cycling strategy, the comments received from a public consultation and to propose adopting the strategy.

HBC and ESCC had prepared the draft strategy which would form the basis for future provision of walking and cycling routes in Hastings and associated infrastructure and facilities. Members noted that improved facilities for cyclists and pedestrians had a number of potential benefits for the local economy, as well as helping to reduce road traffic congestion within the town.

The draft strategy had been subject to a public consultation between 6 January and 17 February 2014. 71% of the representations received either strongly agreed or agreed that they were happy with the strategy overall. Following adoption by HBC and ESCCC, detailed route designs will be subject to specific consultations, as sections of the proposed routes are brought forward. The strategy would provide a supporting document to the county's local transport plan 2011-2026, and was aligned with the Hastings planning strategy and revised proposed submission version of the development management plan.

Councillor Chowney moved approval of the recommendations of the report, which was seconded by Councillor Westley.

RESOLVED - (unanimously) that -

1) Cabinet adopts the version of the Hastings walking and cycling strategy, appended to the report.

The reason for this decision was:

To progress the adoption of the Hastings walking and cycling strategy.

5. BANKING SERVICES CONTRACT

The Head of Finance submitted a report to advise Cabinet of the procurement route for the provision of banking services and to agree delegated authority for the award of the contract.

The council's current banking contract was due to expire on 31 March 2015. The East Sussex Procurement Hub was undertaking a tendering exercise for banking services on behalf of six local authorities. This method would enable each authority to benefit from process improvements and to achieve best value for these services through aggregation of volumes and value.

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The banking services required by each council had been divided into two lots; lot 1, corporate banking services and lot 2, merchant services. Three bids had been received for lot 1, and four bids had been received for lot 2. Each bid would be evaluated on its own merit, and the contract would be awarded to the most economically advantageous tender.

It was anticipated that the new contract would start on 1 July 2014. Transfer to the new contract would be staggered, however, all councils require transfer to be completed and service to commence no later than midnight on 31 March 2015.

RESOLVED – that –

- 1) Hastings Borough Council joins with the Procurement Hub in the contract for banking services, and;**
- 2) delegated authority be given to the Director of Corporate Resources or his nominee in consultation with the Lead Member, to award a contract to the supplier that offers the most economically advantageous terms.**

The reason for this decision was:

The joint procurement route is seen as being the most cost effective way forward in the interests of the Council. It will save procurement time and allow scope for using the consolidated purchasing power of 5 other local authorities.

Delegated authority is sought in order to ensure the short timescales within the tendering procedure can be achieved.

6. CABINET APPOINTMENTS TO COMMITTEES, WORKING GROUPS AND PARTNERSHIPS ETC

The Chief Legal Officer presented a report to consider nominations received and to make appointments to committees, working groups and partnerships.

A copy of the schedule of Cabinet appointments had been circulated to the group leaders, and nominations had been sought to fill the places available. Cabinet committees were not required to be politically balanced, Members were appointed until the Borough elections in 2016.

At the meeting, it was agreed by 7 votes to 2 that Councillors Hodges, Forward and Westley be appointed to Charity Committee. 7 Members voted for Councillor Howard to be appointed to the Combe Valley Countryside Park Forum and 2 Members voted for Councillor Beaver, therefore Councillor Howard was appointed to the forum. 7 Members voted for Councillor Forward to be appointed to the Joint Governing Body for the Hastings Academy and the St Leonards Academy and 2 Members voted for Councillor Cooke, therefore Councillor Forward was appointed.

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Members also agreed that Councillor Forward be appointed to the AmicusHorizon Hastings Area Panel, as the relevant Lead Member. Councillor Lee was appointed as vice chair of Working Arrangements Group. Delegated authority was given to the Chief Legal Officer, in consultation with Councillor Cooke, to agree one further appointment to the Hastings Country Park Management Forum.

The remaining nominations were agreed, as detailed in Appendix A and B to the minutes.

RESOLVED – that –

- 1) Members be appointed to committees, working groups, partnerships and representative bodies as set out in appendix A and B, which will be circulated as soon as possible; and**
- 2) the chairs and vice-chair of Museums Committee, as listed in appendix A.**

The reason for this decision was:

Members are required to serve on the Committees, Working Groups, Partnerships and representative bodies to which Cabinet appoints. Chairs and Vice-Chairs are required for the Committees that report to Cabinet.

7. MINUTES OF THE MEETING OF CHARITY COMMITTEE HELD ON 24 MARCH 2014

The minutes of the meeting of Charity Committee held on 24 March 2014 were submitted;

RESOLVED – that the minutes of Charity Committee held on 24 March 2014 be received.

(The chair declared the meeting closed at 6.58pm)

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CABINET APPOINTMENTS TO COMMITTEES, WORKING GROUPS, PARTNERSHIPS ETC. JUNE 2014						
COMMITTEES, WORKING GROUP / PARTNERSHIPS						
COMMITTEES	SEATS TO BE FILLED	ALLOCATION TO POLITICAL GROUPS 2014/15		APPOINTMENTS for 2014/15		NOTES
		LAB	CON	LABOUR GROUP	CONSERVATIVE GROUP	
Museums Committee	Up to 10			Poole (Chair) Howard (Vice-Chair) Charman Hodges Sinden Street	Charlesworth Edwards Lock	
Charity Committee	3			Hodges (Chair) Forward Westley		Chair to be non-portfolio holder member of Cabinet for the majority group
Discretionary Rate Relief Appeal Panel	Up to 9			Cartwright Chowney Forward Hodges Poole Westley	Cooke Lock	All Members of Cabinet, excluding the Leader, to be appointed to the Panel.

APPENDIX A

Licensing Committee (Scrap Metal Dealers)	Up to 9			Cartwright Chowney Forward Hodges Poole Westley	Cooke Lock	All Members of Cabinet, excluding the Leader, to be appointed to the committee. Functions relating to the licensing of Scrap Metal Dealers as set out in the Scrap Metal Dealers Act 2013 or by virtue of any amending or consolidating legislation and any regulations made under the Act as such amending or consolidating legislation.
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APPENDIX A

WORKING GROUPS ETC	SEATS TO BE FILLED	ALLOCATION TO POLITICAL GROUPS 2014/15		APPOINTMENTS for 2014/15		NOTES
		LAB	CON	LABOUR GROUP	CONSERVATIVE GROUP	
Working Arrangements Group	7			Street (Chair) Cartwright Roberts Rogers Davies	Charlesworth Lee (Vice-Chair)	
Member Training and Development Group	4			Cartwright (Chair) Batsford (Vice-Chair) Rogers	Lock	
Hastings Country Park Management Forum	5			Hodges (Chair) Street (Vice-Chair) Poole Sinden	Beaver	
Order of 1066	4			Dowling Roberts Rogers	Charlesworth	To comprise Mayor, Deputy Mayor & 1 member from each Political Group
Joint Waste Committee	2			Birch Westley		Leader of the Council and Lead Member for Env & Highways
Personnel Consultative Group	4			Chowney (Chair) Cartwright (Vice-Chair) Birch	Cooke	

APPENDIX A

PARTNERSHIPS	SEATS TO BE FILLED	ALLOCATION TO POLITICAL GROUPS 2014/15		APPOINTMENTS for 2014/15		NOTES
		LAB	CON	LABOUR GROUP	CONSERVATIVE GROUP	
Stade Partnership	2			Birch Poole		
Hastings Overseas Student Advisory Council	3			Dowling Street	Charlesworth	Known as HOSAC
Hastings Local Strategic Partnership	2			Birch	Cooke	
Safer Hastings Partnership	1			Westley		Relevant Lead Member
Jt. Advisory Cttee. the High Weald AONB	1			Street		
Combe Valley (formerly Pebsham) Countryside Park Management Forum	2			Howard Poole		Appropriate Lead Member, plus one further Councillor.
Hastings and Rother Task Force Steering Group	1			Birch		Leader of the Council
Hastings Athletics Track Committee	2			Batsford	Lock	
AmicusHorizon Hastings Area Panel	1			Forward		Relevant Lead Member

APPENDIX A

Joint Governing Body for the Hastings Academy and the St Leonards Academy	1			Forward		
Police & Crime Panel	1			Westley		
Public Health Systems Partnership	1			Turner		
East Sx Health Overview & Scrutiny Committee	1			Beaney		Needs to be a non-executive Member.

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CABINET – JUNE 2014**APPOINTMENT OF MEMBERS TO REPRESENTATIVE BODIES**

ORGANISATION	SEATS TO BE FILLED	APPOINTMENTS FOR 2014/15
Dungeness Site Stakeholder Group	1	
East Sussex Energy Infrastructure and Development Ltd (Sea Change) (This is a directorship)	1	Chowney
Hastings & St Leonards Town Centre Management Group	1	Birch
Hastings Health Improvement Network	1	Webb
Health & Wellbeing Board	1 (not Health O & S Cttee member)	Turner
Local Gov. Assoc. – National Body	1	Birch
Local Gov. Assoc. – Urban Commission	1	
Local Gov. Assoc. – Coastal Issues Group	1	Beaver
South East England Councils	1 (The Leader of the Council)	Birch
Ten Sixty Six Enterprise	1	Atkins

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Agenda Item No: 5

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Empty Homes Compulsory Purchase Programme

Report By: Andrew Palmer
Head of Housing and Development

Purpose of Report

The purpose of this report to bring to the attention of the public that Cabinet is to consider at its meeting Compulsory Purchase action on twenty seven privately owned empty properties as part of the Empty Homes Strategy enforcement programme. A report included in Part 2 of the Cabinet Agenda, entitled 'Empty Homes Strategy: Compulsory Purchase Orders for twenty seven long term empty properties (Part 2 report)' sets out the statement of reasons for acquiring the properties and makes recommendations concerning compulsory purchase.

This report also gives an update on the successful progress on the existing twenty seven empty homes considered for compulsory purchase by Cabinet.

Recommendation(s)

That Cabinet approves the detailed recommendations set out in the report included in Part 2 of the agenda and approves the making of Compulsory Purchase Orders in respect of the twenty seven long term empty properties.

Reasons for Recommendations

The Council's Empty Homes Strategy sets out a number of enforcement powers available to the Council, including the compulsory purchase of suitable properties.

In addition to taking action to bring individual empty properties back into use, it is hoped that taking this action will demonstrate to the owners of empty homes that it is unacceptable to leave property empty for an unreasonable time. This action will demonstrate to owners of these empty homes that the Council will take the necessary action to bring these back into use again for the benefit of the community.

Introduction

1. The empty homes Compulsory Purchase Order (CPO) programme is a significant component of our enforcement model for bringing long term empty homes back into use. It is being used to help deliver the Councils revised Empty Homes Strategy and return homes to use, where other approaches have been exhausted. A resolution from Cabinet is necessary to allow the CPO process to progress to a formal stage.
2. Progress on the existing twenty seven empty homes approved for compulsory purchase by Cabinet is given later in this report.
3. The key benefits of the CPO programme are:
 - Support for the Council's Vision to make Hastings a place with a decent home for all.
 - An increase the availability of good quality accommodation for purchase or rent through refurbishment.
 - Assistance with area and town centre regeneration objectives.
 - Achievement of empty homes strategy targets for bringing empty homes back into use.
 - An improvement in look and feel of the built environment by reducing eyesores.
 - A reduction in anti social behaviour associated empty homes, including rubbish dumping, vandalism, arson, drug taking and other nuisances.
 - An increase the number of private sector homes brought up to the decent homes standard.
 - An improvement in community sustainability and cohesion.
 - Reduced pressure on a number of Council services, for example Public Realm & Community Safety.
 - Increased private investment in Hastings housing stock through the refurbishment of empty homes.
 - An enhancement of the Council's reputation within our community.
 - A demonstration to owners of empty homes that it is unacceptable to leave homes empty for unreasonable amounts of time.

Background information

4. The Department for Communities and Local Government (DCLG) is the department responsible for shaping housing policy in England and it is up to individual District and Borough Councils to formulate and implement their own policies to deal with empty homes.
5. DCLG Policy Statement: "It is important to maximise use of the existing housing stock so that we can minimise the number of new homes that need to be built each year, particularly in areas of the country where housing demand is high, such as the south east of England."

6. The Council employs a dedicated Empty Homes Officer with the objective of bringing empty homes back into use. Considerable success has been achieved through use of empty homes grants, informal negotiation, advice, persuasion and pressure. There is now greater emphasis on enforcement to achieve the Council's aims. CPO powers are a clear and demonstrable enforcement tool available to the Council to help ensure empty homes are returned to use.
7. The CPO procedure is only considered where it is clear that:
 - No (further) progress can be made by negotiation with the owner/controlling party;
 - There is no real imminent prospect of the situation being resolved other than by the intervention of the Council;
 - All other realistic options have been reviewed and CPO is judged to be the best way forward;
 - The course of action proposed will deliver changes that will benefit the owners and occupiers of homes in the surrounding area;
 - The course of action will support the strategies and policies of the Council by enabling the Council's specific objectives to be achieved specifically the reduction in number of long-term empty homes.
8. The Council's strategies and policy on enforcement and Empty Homes are set out in the following:
 - The Housing Strategy
 - The Housing Renewal Financial Assistance Policy
 - The Housing Renewal Enforcement Policy
 - The Empty Homes Strategy 2009 - 2013
9. In 2005 (updated in 2007) Cabinet agreed the Council's CPO policy, which provides an overview of the Compulsory Purchase process and lists some of the principal issues requiring consideration when assessing the appropriateness of pursuing a CPO. A flow chart showing the stages and time frames associated with a CPO is set out at Appendix 1.

The Implications of using CPO Powers

10. Twenty seven long term empty homes have been identified for Compulsory Purchase. A further report is listed under Part 2 of the Cabinet Agenda, titled 'Empty Homes Strategy: Compulsory Purchase Orders for twenty seven long term empty properties (Part 2 report)' as it contains exempt information and sets out the details of the properties and the Statement of Reasons for resolving to use Compulsory Purchase powers for each of the proposed twenty seven homes.
11. The Council's Empty Homes Officer has undertaken casework in an attempt to urge the owners of these long term empty homes to bring them back into use. These efforts have failed and it is therefore necessary to pursue the CPO action detailed in this report.

12. The employment of the Councils Compulsory Purchase powers for the twenty seven properties identified in the report listed under Part 2 of the Cabinet Agenda, titled 'Empty Homes Strategy: Compulsory Purchase Orders for twenty seven long term empty properties (Part 2 report)' is considered proportionate and in the public interest.

Financial and Legal Implications

13. The costs of a CPO can vary depending on the circumstances of the case. There will be recoverable and non-recoverable costs.

14. The Council would have to fund the cost of market value compensation to the owner. This would be based on a fixed independent valuation, which would be challengeable at the Lands Tribunal. This expenditure would be partly or fully recoverable on the sale of the property and the sale value would be subject to positive or negative market fluctuations.

15. There are a range of unrecoverable costs:

- Legal costs
- Advertising costs
- Land registry fees and Stamp Duty Land Tax (where applicable)
- Public inquiry costs (if needed)
- Objector's costs (if the CPO is not confirmed by the Secretary of State)
- Surveyor's costs of ex owner for negotiating the compensation
- Basic loss payment (7.5% of the value of the interest to a maximum £75,000, whichever is lower). This can be avoided if the person has not complied with certain statutory notices, e.g. grot buster action (section 215). If this is payable then the valuations of the properties we are considering would need to be carefully considered.

16. In the worst case scenario the unrecoverable costs detailed above could total between £20,000 to £30,000. This could be more with the Basic Loss Payment. For example an empty home valued at £200,000 could attract a further Basic Loss Payment of £15,000, which would be a further unrecoverable cost.

17. There is currently £239,000 of the £250,000 budget made available to deal with Compulsory Purchase action. This sum is included in the capital programme.

18. The remaining budget will be sufficient to cover the costs of taking a CPO action against each property sequentially. This includes the costs of maintaining our engagement of external legal representation from [nplaw](#). This is the shared Legal Service for the local authorities in Norfolk.

19. There are two main powers under which local authorities can compulsorily acquire empty homes; one is contained in section 17 of the Housing Act 1985 and the other is contained in section 226 of the Town and Country Planning Act 1990. In addition there is a further Compulsory Purchase power contained in section 93 of the Local Government and Housing Act 1989. This power would

only be available for homes in the declared Central St Leonards, Housing Renewal Area. Often there is a choice of which power to use. Section 226(1)(a) of the 1990 Act allows a local authority to acquire land and buildings to facilitate their improvement, development or redevelopment provided that this will bring social, environmental or economic benefits to the area. Each of the homes listed proposed for Compulsory Purchase is in need of improvement and bringing these homes back into use will secure the aforementioned benefits, i.e. by the provision of a unit of accommodation, by improving the appearance of the property, and by generally enhancing the locality.

Risk Management

20. The timescales involved with a CPO vary and are dependant on the complexity of the case and whether there is a requirement for public enquiry. CPOs for empty homes are not considered to be overly complex. They should therefore take between three (without an enquiry) and fifteen months (with a public enquiry) from Cabinet approval to a confirmed CPO. This has an effect on when the Council would be able to take possession of the property and dispose of it.
21. In the current financial climate it is unlikely that a suitable Registered Provider (previously a Registered Social Landlord) will be prepared to enter into a back to back purchase deal. Consideration will therefore be given to the disposal of the properties on the open market. If this is the case, covenants of sale relating to time scales on bringing the property back into use and undertaking renovation works will be applied.
22. Any restrictive covenant could have an adverse impact on its sale value. However, the experience of other Local Authorities is that the majority of properties will end up being purchased by a developer. In such circumstances the developer is usually intent on renovating and bringing the property back into use. The covenants would therefore be considered to have negligible impact upon property values.
23. It should be noted that should the Council not be able to dispose of the property in the short term, it would still be liable for the payment of compensation and other associated costs.
24. It will be essential to ensure that any property subject to a CPO is secured against unauthorised access. This may be an additional small cost that the Council would have to absorb. This would be particularly important if there are delays in the disposal of the property.
25. There is a possibility that the Secretary of State does not confirm the CPO. If this is the case then all costs, including the owner's costs, would have to be paid by the Council.

Progress on the original CPO resolutions

26. Reports have been previously brought before Cabinet, bringing forward in total forty two long term empty homes for compulsory purchase. The following provides a brief update on the progress with these empty homes:

Cabinet agreed CPO	Address of Property	Progress to date
December 2010	101 Cambridge Road	CPO confirmed by secretary of state. Property sold, works on site.
December 2010	85 The Ridge	Property Sold. Occupied
December 2010	79 Manor Road	CPO confirmed. Occupied
December 2010	68 Emmanuel Road	Occupied
December 2010	5 Trinity Villas	CPO confirmed by secretary of state. Occupancy from 16th June 2014
December 2010	7 Abbey Road	CPO confirmed by secretary of state. Occupied
December 2010	Lower Ground Floor Flat 106 Marina	CPO confirmed by secretary of state. Action as postponed while freeholder issue resolved but CPO now being progressed
August 2011	23 Eversfield Place (5 units)	Renovation nearing completion. To be leased to YMCA September 14
August 2011	100 St Georges Road	Occupied
August 2011	4 Southwater Road	Council took possession March 2012. Sold at auction, now occupied. (See table below)
August 2011	65 Vicarage Road (3 units)	Occupied. Leased to YMCA
August 2011	89 Victoria Avenue	Occupied. Second home
August 2011	11 Beaufort Road	CPO confirmed. Works in progress under cross-undertaking. Occupancy expected July 2014
August 2011	4 Broomgrove Road	Sold . Occupied
August 2011	210 Harold Road	Council possession from May 2014. Auctioned June 2014. (See table below)
August 2012	18 Harbour Way	Sold. Occupied
August 2012	5 Nelson Road (4 units)	Sold September 2013. In process of renovation
August 2012	34 Caves Road	CPO notice served, awaiting confirmation from Secretary of State to proceed
August 2012	56 St Mary Terrace	Occupied
August 2012	35 Emanuel Road	Occupied
August 2012	108 Hughenden Road	Occupied
August 2012	72 Manor Road	CPO notice served, awaiting

		confirmation from Secretary of State to proceed
August 2012	142 Marina, St Leonards on Sea (4 units)	Works in progress but CPO likely to be served in June 14
August 2012	24 Milward Crescent (3 units)	Occupied
August 2012	263 Mount Pleasant Road	Work should have commenced, likely to serve CPO June 14
August 2012	130 Bohemia Road	Owner compliant with officer requests to bring back into use. Planning consent for change of use to a one bedroom home and a shop granted in March 2014. work should commence in June 14
August 2012	214 Old London Road	Occupied
August 2012	55 Victoria Avenue	CPO notice served 2014. To go to public inquiry September 2014

Homes that the Council have taken possession of and re-sold at auction.

4 Southwater Road.	Possession from May 2013. This is a pre-1919 three storey, 3 bedroom terraced house. It sold at auction for £120,000 (24 July 2013) The owner has not yet submitted a claim for compensation, though he has 6 years from the possession date to do so. The auction valuation will form the basis of the compensation negotiation.	
210 Harold Road.	Possession date May 2014. This is a pre-1919, 3 storey, 2 bedroom terraced house that was sold at auction for £141,000. (13 July 2013). The executor has not yet submitted a claim for compensation, though he has 6 years from the possession date to do so. The auction valuation will form the basis of the compensation negotiation. The 7% basic loss payment will not apply to this case as the Council had served a Section 215 Notice (Town And Country Planning Act 1990)	

The New Homes Bonus

27. The “New Homes Bonus” is a Government scheme which is aimed at encouraging local authorities to create new housing in return for additional revenue. The funding is not ring fenced and the scheme has been in operation since April 2011. Every home added to the Council Tax register (after deducting recent demolitions) receives a payment. Qualifying new homes include new build, conversions and empty homes brought back into use. For each new home, the Government pays an amount equivalent to the national average for that home’s council tax band. This amount is paid every year for six years.
28. The National Audit Office shows that a local authority adding a band D home to its council tax base between October 2011 and October 2012 will receive £1,444 per year for the six years from 2013-14 to 2018-19, which is £8,664 in total.
29. Each home brought back into use as a result of the Council’s CPO action is removed from the Council Tax list of homes classed as ‘empty over six months’. The fall in numbers of such homes is recorded in October of each year and used for the calculation for the new homes bonus amount to be awarded for empty homes brought back into use.
30. Of the 42 homes that the council have given resolution to CPO, 19 of these have been removed from the empty homes list. It is anticipated that a further 13 are to be removed prior to October 2014. In addition, one of the empty homes is being converted to three flats thereby adding two additional new homes that will provide additional New Homes Bonus funding.
31. As well as the obvious financial benefit of the CPO programme when long term empty homes are brought back into use, residents and communities in the Borough are also recognising huge social and environmental improvements as the problems often associated with empty properties disappear as a direct result of CPO action.

Policy Implications and Conclusion

32. An equalities impact assessment has been carried out on the Empty Homes Strategy, which includes implications on the use of CPO powers. The main conclusion of the EIA was that the strategy does not have a differential impact on any particular group.
33. In terms of impact to the environment, the reuse of empty homes makes the most efficient use of existing building resources.
34. The CPO programme addresses Crime and fear of Crime in two clear ways. It reduces eyesores by tackling empty homes and land and reduces anti social behaviour associated empty homes, including illegal occupation, rubbish dumping, vandalism, arson, squatting; drug taking and other nuisances.
35. In deciding to take Compulsory Purchase action regard has to be had to the provisions of Article 1 of the First Protocol to the European Convention on Human Rights and, in the case of dwellings, Article 8 of the Convention. The Council has to weigh the human rights interest of public need as against private property rights and to consider that sufficient justification exists for the making of

these Compulsory Purchase orders. By authorising these orders the Council is therefore of the opinion that a compelling case exists in the public interest.

36. The Councils Estates, Marketing and Legal Services will be instrumental in ensuring the effective disposal of these homes once acquired compulsorily.

Wards Affected

37. Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Gensing, Maze Hill, Old Hastings, Old Hastings, Ore, St Helens, Silver Hill, Tressell, West St Leonards

38. Area(s) Affected

39. Central Hastings, East Hastings, North St. Leonards, South St. Leonards

40. Policy Implications

41. Please identify if this report contains any implications for the following:

- | | |
|---|-----|
| • Equalities and Community Cohesiveness | Yes |
| • Crime and Fear of Crime (Section 17) | Yes |
| • Risk Management | Yes |
| • Environmental Issues | Yes |
| • Economic/Financial Implications | Yes |
| • Human Rights Act | Yes |
| • Organisational Consequences | Yes |
| • Local People's Views | Yes |

Background Information

42. Background Papers

43. The Councils adopted CPO policy 2005 (updated in 2007)

Appendices

44. Appendix 1. A flow chart showing the stages and time frames associated with a CPO

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Agenda Item No: 6

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Corporate Plan Part III

Report By: Jane Hartnell
Head of Corporate Services

Purpose of Report

To advise Cabinet of the year-end performance for 2013/14 and proposed performance indicator targets for 2014/15, to be published as Part III of the Corporate Plan.

2. To receive comments from the Overview and Scrutiny committees and Staff and Management Forum on the draft of Part III.
3. To note the additional information to be included in Part III of the Corporate Plan.

Recommendation(s)

1. That the comments of the Overview and Scrutiny committees be considered for inclusion in the final version.
2. That the Corporate Plan 2014/15 - Part III be approved for publication (the 26th February Council delegated authority to the Cabinet to approve Part III)

Reasons for Recommendations

The council's Corporate Plan is one of the key documents by which the council is held to account for its performance, therefore honest and transparent reporting back of how well we performed against targets in the previous year is essential.

Local people and staff also need to be aware of the targets and standards we have set ourselves, and where any of these targets have changed from previous years we need to be clear about the reasons why.

Introduction

Corporate Plan Parts I and II

1. The Council meeting on 26th February 2014 agreed Parts I and II of the Corporate Plan 2014/15 – these documents set out the council's strategic direction and work-plans for 2014/15.
2. Part III of the Corporate Plan contains a report back against the milestones and targets set out in Part II of the Corporate Plan relating to 2013/14 and sets out the performance indicator targets for the next year for the Corporate Plan performance indicators.
3. The Cabinet has been given delegated authority by the Council to agree Part III of the Corporate Plan.

Retrospective Performance Report Back – Appendix A

4. Appendix A provides a report back on performance during 2013/14 against the Corporate Plan targets and performance indicators.
5. The status of each target as at 31st March 2014 is described as either:
 - G = Green target achieved
 - A = Amber – target changed, affected by external circumstances or narrowly missed
 - R = Red - did not hit target – also includes description of how we will address this in 2014/15
6. At the end of each service area in appendix A the associated performance indicators are listed along with their prospective targets for 2014/15, to be approved by Cabinet.
7. To show all changes to targets for performance indicators in one place, tables are also shown at the end of appendix A to present all the information together. Any targets that have changed from 2013/14 to 2014/15 are highlighted and underlined in the tables at the end.
8. Progress against performance indicator targets for the year is shown as either 'Met' or 'Not Met'.
9. 'Direction of travel' shows whether performance for the year is better, worse or same as the previous year. For different indicators better performance may be shown by higher or lower figures (e.g. recycling collection rates vs crime rates). All figures shown in the tables are for the full year from April 1st to March 31st.

Part III - Comments

10. The Overview and Scrutiny committees considered the drafts of Part III at their meetings on 11th (Services) and 12th June (Resources). Comments are set out below:

Overview and Scrutiny Services

11. Members from the Services committee asked a range of questions to help clarify and update understanding across a range of targets and performance indicators.
12. The Services committee did not request changes to the proposed forward looking performance indicators for this committee's area of responsibility.
13. Targets and performance indicators were considered on an exceptions basis and the following comments and responses reflect this order of discussion, firstly on Part II exceptions followed by performance indicator targets:
14. Comment: Environmental Services target 2 – The committee sought further clarification on the target status and inquired how the shortfalls would be met going forward.
15. Response: Senior managers continue to meet on a monthly basis with the council's street cleansing contractor, Kier, to discuss planned improvements. Kier had adapted their training and guidance programme for street cleansing staff, and had issued new equipment to tackle this issue. The council continue to perform well against national averages for street cleansing, the new waste management contract also made provision for an enhanced package of street cleansing and waste collection services.
16. Comment: Environmental Services target 4 – The committee asked for further explanation of the amber status of this target.
17. Response: The committee was informed that 93% of premises in the town were broadly compliant with the standards for food hygiene, 29% of premises also had an improving score. Although not all of the programmed food hygiene inspections had been carried out in 2013/14, all of the highest risk food businesses had been inspected.
18. Comment: Amenities, Resorts and Leisure Services target 6 – An update was sought on actions to meet the shortfall in this target.
19. Response: Whilst there was little capacity to expand the programme of exhibitions, it was intended to further develop the use of the museum as a wedding venue. Scrutiny members will be provided with attendance figures for the National Science and Engineering Week and The Big Draw, which the museum had also participated in. Recent improvements to facilities at the Old Town Hall museum had resulted in it exceeding its target attendance figures for 2013/14.
20. Comment: Amenities, Resorts and Leisure Services target 11 – The committee asked what could be done to meet White Rock Theatre attendance figures targets?
21. Response: Although the target for 2013/14 had not been met attendance figures had increased over recent years. A new sound system was due to be installed in July 2014, which it was hoped would improve the flexibility of the theatre in attracting a broad range of acts, particularly touring shows. A new theatre director was also due to be appointed in the coming months.

22. Comment: Regeneration and Planning Policy target 2 – The committee queried slippage on the Cultural Strategy (measure b).
23. Response: The planned refresh of the cultural strategy and action plan had been delayed in order to develop a more far reaching view, which would reflect learning from an earlier City of Culture bid. A senior cultural development specialist had been appointed to oversee the refresh, which would include an audit of current cultural provision in the area. Plans would also be put in place to maximise the impact of the celebrations for the 950th anniversary of the Battle of Hastings, which were intended to further enhance the cultural profile of the town.
24. Comment: Regeneration and Planning Policy target 3 – The committee queried slippage on the Development Management Plan.
25. Response: Since the Planning Strategy had been adopted, a revised proposed submission version of the Development Management Plan had been subject to a six week public consultation, which concluded on 22 April 2014.
26. Comment: Housing and Planning Services target 1 – Clarification for the slippage was sought by the committee on plans for the former Millennium Community site at Ore Valley.
27. Response: Members were advised that Hastings and Bexhill Renaissance Limited had given approval to market phase 4 of the Ore Valley Development. The committee welcomed this update, and would continue to monitor progress towards developing the sites.
28. Comment: Housing and Planning Services target 5 (Townscape Heritage Initiative) – The committee asked if there were any further actions that the council could take to address slippage in the completion of grant works.
29. Response: Both the severe weather and the financial circumstances of the Congregational Church owner were factors that the council could not influence. It was noted that the works are due for completion towards the end of the calendar year.
30. Comment: Cross cutting target Hastings Castle – Members asked for an update on the next steps to be taken with regards to the Castle.
31. Response: The Director of Regeneration updated members on plans to work up a stage 1 bid for Heritage Lottery Fund for improvements to Hastings Castle, following an unsuccessful bid in March 2014. The Heritage Lottery Fund had since made a number of encouraging comments regarding the content of the bid; work was now underway to demonstrate enhanced community involvement in the project.
32. Comment: Marketing and Communications Services target 1 – Comment was sought for the slippage.
33. Response: While year on year page views and visitors were up the service fell short of achieving the target. Members were updated on plans to refresh the layout of the council's website.

34. In response, Members highlighted the importance of ensuring that information on the website was kept up to date.
35. Comment: Environmental Services performance indicator 1.1 – The committee sought clarification on the new indicator proposed.
36. Response: The committee were informed that the new street cleanliness indicator measured street cleanliness across combined areas of litter, dog fouling, detritus, graffiti and fly posting.
37. In response, the committee suggested further efforts to identify and address problem areas around the town for dog fouling and litter.
38. Comment: Environmental Services performance indicators 1.5, 1.7, 1.8 – The committee queried the removal of these.
39. Response: Efforts by the council and its partners over recent years had resulted in achieving a better than expected reduction in crime over 2013/14. Additional indicators regarding crimes in council car parks, public place violence and criminal damage had been removed for 2014/15, as these targets had consistently been met. The Safer Hastings Partnership would also continue to closely monitor the crime rate in the area.
40. Comment: The Scrutiny committee highlighted the absence of a performance indicator to reflect efforts on the town's parks and open spaces.
41. Response: It was advised that the service would consider developing an appropriate indicator and following the suggestion of the committee, would consider the measures required to achieve Green Flag status to inform this thinking.
42. Comment: Regeneration and Planning Policy performance indicators– the committee questioned the value of indicators that the council cannot directly influence.
43. Response: Such indicators had been included to give an indication of the overall economic climate within the town.
44. Comment: Housing and Planning Services – performance indicator 4.05 – The committee welcomed the progress made in bringing long term empty homes back into use.
45. Response: The committee were advised that a report on a further programme of compulsory purchase of empty homes was due to be submitted to Cabinet in July.
46. Comment: Housing and Planning Services – performance indicator 4.09 – The committee were mindful of the recent changes to legislation regarding the provision of affordable housing and considered the possible impact this may have on the target to build affordable homes in the town. The committee requested a breakdown of planning permission which had been granted, but not then implemented.
47. Response: Request noted.

48. Comment: Housing and Planning Services – performance indicator 4.01 – The committee queried whether or not the 2015 target was sufficiently stretching.
49. Response: It was considered that the full impact of the changes to the welfare system may not yet be apparent. The Housing and Planning Services team continue to take a proactive approach to preventing homelessness.
50. The committee responded by requesting that housing migration to Hastings continue to be carefully monitored.
51. Comment: Marketing and Communications performance indicators – The committee suggested developing further performance indicators to monitor the effectiveness of the website, including a short customer satisfaction survey.
52. Response: Suggestion noted.

Overview and Scrutiny Resources

53. Members from the Resources committee asked a range of questions to help clarify and update understanding across a range of targets and performance indicators.
54. The Resources committee did not request changes to the proposed forward looking performance indicators for this committee's area of responsibility.
55. Comment: Financial Services target 6 - The committee noted slippage in the target to deliver the annual audit plan.
56. Response: Delays had been caused by difficulties completing the Housing Benefit Grant Subsidy Claim. The annual audit plan had now been completed and the outcomes would be reported to Audit Committee. It was not anticipated that the delays would re-occur in 2014/15.
57. Comment: Financial Services target 9 - The committee welcomed that the restoration works to 6, 7 and 8 Pelham Arcade was nearing completion, and hoped that the café area of St Mary in the Castle could be brought back into use shortly.
58. Response: Comment noted.
59. Comment: Financial Services performance indicators 6.1 & 6.2 - The committee acknowledged that the collection rate for council tax and non-domestic rates had exceeded the target for 2013/14.
60. Response: The council would continue to monitor changes in legislation, particularly regarding the rate relief granted to small business, which may impact on collection rates for council tax and business rates in future years.
61. Comment: Corporate Services target 1 - The committee congratulated the Electoral Services team on the arrangements for the recent Local Government and European Parliamentary election.
62. Response: Thanks noted.

63. Comment: Corporate Services target 4 - The committee thanked all those involved in the delivery of the Overview and Scrutiny work programme for 2013/14.
64. Response: Thanks noted.
65. Comment: Corporate Services target 6 - On the Collective Switch campaign, the committee highlighted the importance of engaging with households who may be at risk of fuel poverty, particularly those using pre-pay gas and electricity meters.
66. Response: The council would continue to work in partnership with other agencies to raise awareness of the scheme.
67. Comment: Corporate Services performance indicator 7.1 - Members noted that the proportion of work days / shifts lost due to sickness absence was 7.01, against a target of 6.25.
68. Response: The head of Corporate Services suggested that, in future, the statistics for long and short term sickness could be separated, which was supported by the committee.
69. Comment: Cross cutting target 5 (Accommodation and Smarter Working) - Update on Aquila House refurbishments requested.
70. Response: A report would be submitted to the Cabinet meeting in July regarding the planned refurbishment of Aquila House. The Head of Corporate Services advised that there would be significant disruption to staff while the works were ongoing. However, once complete, it was hoped the refurbishment of Aquila House would improve working conditions for staff and provide increased opportunities for flexible working.

Staff and Management Forum

71. The Staff and Management Forum (staff side) also considered the draft of Part III on the 28th of May. The SMF were pleased to note the good performance achieved during 2013/14.
72. The SMF made the general point that forward looking targets need to be agreed mindful of contracting council resources and the associated impact on the workloads of existing staff.
73. The staff side were reassured that given existing and projected staff workloads, targets have been drafted to be stretching yet achievable and realistic.

Other Information included in Part III

74. A statement regarding the transfer of staff undertaken during 2013/14 will also be included following consultation with the Director of Corporate Resources and Leader of the Council prior to publication.

Policy Implications

75. The Corporate Plan and the associated budget together form the council's overarching strategic policy and financial direction for the period up to 2016/17. The

Plan sets out the council's priorities and key areas of activity and the budget identifies the resources available to achieve these.

76. These are probably the council's most important documents. Future policy developments, financial commitments, activities and performance management will be geared towards achieving this plan.
77. The issues of equalities and community cohesiveness, crime and fear of crime and environmental issues are highlighted in the council's priorities and are reflected in the Corporate Plan.
78. Issues of risk management, economic implications and the associated organisational consequences are significant and these are spelt out clearly in both the Corporate Plan and the associated draft budget documents.
79. Both the Corporate Plan and budget have undergone an assessment of equalities impacts and have been informed by the views of local people, in line with the council's equalities commitments.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	Yes
Risk Management	Yes
Environmental Issues	Yes
Economic/Financial Implications	Yes
Human Rights Act	Yes
Organisational Consequences	Yes
Local People's Views	Yes

Background Information

Corporate Plan Part II 2014/15 – 2016/17

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RETROSPECTIVE REPORT-BACK ON 2013/14 TARGETS AND PERFORMANCE INDICATORS:

The following report reflects achievements against the annual targets and performance indicators set out in the Corporate Plan 2013/14 and sets out proposed performance indicators for 2014/15.

Status of annual targets at 31st of March 2014 is described as either:

G = Green Target achieved

A = Amber Target changed, affected by external circumstances or narrowly missed

R = Red Did not hit target, also includes (where relevant) description of how we will address this shortfall in 2014/15

Status of performance indicators at 31st March 2014 is shown as 'met' or 'not met.'

Environmental Services Directorate

Environmental Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Work with partners, licensees and residents to improve public safety and the atmosphere of the town centre and reduce alcohol and drug related anti-social behaviour.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Alcohol & drug related crime levels. b) Perceptions of residents (town centre) feeling safe outside after dark - measured by the Local Place Survey. c) Amendments to Licensing Act reviewed as they arise and implemented locally as appropriate. 	<p>G</p>	<p>a) Overall crime rates in Hastings have continued to reduce, including for anti-social behaviour, acquisitive crime often associated with offenders feeding a drug habit, drug possession and trafficking, and violent crime in a public place.</p> <p>b) The 2013 survey results were published last autumn and the perceptions of safety question results were little changed since 2011, suggesting that the significant improvement since 2009 has been sustained.</p> <p>c) No significant changes to the Licensing Act needed to be implemented in 2013/14. Although major national changes to the license fees regime are anticipated in October 2014.</p> <p>A lot of innovative work has been carried out to address antisocial behaviour associated with street drinkers. The Reduce the Strength campaign was launched on the 1st January 2014, and there are now over 30 premises with the new condition attached to their off sales licence, restricting the sale of strong beers, lagers and ciders with an alcohol by volume content of greater than 6.5%.</p> <p>The borough has also been designated as one of only 20 Local Alcohol Action Areas, a new Home Office initiative to identify and share best practice.</p>

<p>2. Launch a new merged Waste Services and Off Street Parking Team focussed on maintaining and improving ‘streetscene’ through robust enforcement of envirocrime and dog laws, working closely with the Council’s waste and cleansing contractor, and enforcement of parking rules in Council operated car parks.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Number of Fixed Penalty Notices and Penalty Charge Notices issued per quarter. b) Local Place Survey Results on improved street and environmental cleanliness. c) Independent local street cleanliness monitoring results. d) “Secured Car Park Award” for 12 car parks maintained. 	<p>A</p>	<p>a) The new merged warden team has performed well. They issued more fixed penalty notices for enviro-crime and irresponsible dog ownership offences (208), and more penalty charge notices for off street parking offences (2737) than in the previous year (168 and 2488).</p> <p>We also successfully prosecuted 14 enviro-crime/dog cases in the Magistrates Court. We were also granted 3 Dog Control Orders in relation to dogs that were dangerous and not being kept under proper control resulting in serious attacks on other dogs.</p> <p>b) The results of the August 2013 local place survey, which was based on public perceptions at the time, clearly showed that public satisfaction with street cleanliness had reduced in some areas, notably St Leonards town centre.</p> <p>c) Every year 3 independent ‘Street Cleanliness’ surveys are carried out in accordance with nationally approved methodology. They measure levels of litter, detritus, graffiti and flyposting throughout the borough. The average target for these 4 parameters was that no more than 4.5% of the areas surveyed would fail, whereas in fact 4.9% failed. This means that standards have slipped marginally by 0.4% since last year. However this is still far better than the national average of 11% fails.</p> <p>The Council is working closely with the street cleansing contractor to improve performance.</p> <p>d) The Council’s Secure Car Park Awards have been retained, with only 5 crimes reported to the Police, two of which were detected by our CCTV and resulted in arrests.</p>
<p>3. Improve the quality of life for residents by tackling statutory nuisances such as excessive noise, defective drainage, and common air quality issues such as inconsiderate use of bonfires and</p>	<p>G</p>	<p>a) We continued to work closely with local residents and businesses to help resolve complaints about noise, odours, accumulations and defective drainage.</p>

<p>businesses operating inappropriate ventilation/extraction systems. Provide an effective emergency environmental health service to deal with serious statutory nuisances occurring outside office hours.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Residents contacting the Council in relation to statutory noise nuisance will receive a good service & where their complaint is substantiated it will be resolved. b) Notices and prosecutions served. c) Appropriate Educational initiatives such as noise awareness week activities completed. 		<p>b) This included reviewing premises liquor licenses where noise had become a serious issue for local residents, and serving Noise Abatement Notices. Action in the local Magistrates Court, in relation to residents and businesses who repeatedly ignored warnings about causing noise nuisance to their neighbours.</p> <p>The emergency out of hours service ensured that action could be taken in relation to serious anti-social behaviour, such as very loud music disturbing people late at night.</p> <p>c) Links with the local Police and social landlords were improved through the new Community Safety Hub, resulting in a more effective response to some complex neighbourhood nuisance cases.</p>
<p>4. Ensure that all local businesses where the Council is the enforcement agency for food hygiene and health and safety enforcement, meet hygiene and health and safety requirements for staff and customers.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Achievement of our priority inspection programmes. b) Good performance in relation to local 'broadly compliant' data for catering premises. c) Food hygiene rating system scores for local catering premises improved. 	A	<p>a) Due to difficulties covering a vacant post, only 86% of the programmed food hygiene inspections were completed. However, all of the highest risk food businesses were inspected. All of the planned health and safety inspections were completed.</p> <p>b) The percentage of broadly compliant premises is 93%, a slight improvement on last year, and the backlog of inspections will be cleared.</p> <p>c) Of the 732 catering premises only 4 are zero rated, and they are being required to implement improvements. 29% of premises have improved their rating since their last inspection.</p>
<p>5. Work with partners in the Sussex Resilience Forum, such as the Police and Fire and Rescue Services, to ensure emergency planning management and response systems are able to respond effectively to issues such as severe</p>	G	<p>a) Since April 2013 the Council's Emergency Planning Officer resource has been provided through the new East Sussex Emergency Planning Partnership.</p> <p>The partnership has provided a good range of emergency</p>

<p>winter weather. Measures:</p> <ul style="list-style-type: none"> a) Adequate training/exercises by appropriate staff completed. b) Feedback from public and partners following incidents requiring an emergency response from the council. 		<p>planning training events. From the Council's tactical and strategic input to emergency incidents, to how to operate emergency rest centres, which are opened and managed by the Council in response to serious incidents requiring the temporary evacuation of residents to a safe place. We also participated in a review and test of the East Sussex Coastal Pollution Plan through an exercise based on a serious oil spill scenario.</p> <p>b) Last summer our emergency plans were tested when Hastings Borough Council on call officers successfully responded to the need to help temporarily accommodate over 30 very vulnerable tenants as a result of the serious fire at Marlborough House, Warrior Square. This was probably the most difficult evacuation and temporary accommodation exercise ever carried out in Hastings, and resulted in plaudits from victims as well as an award from the Police for 2 Council Officers.</p>
<p>6. Manage the smooth transition of the Council's CCTV monitoring and out of hours call handling service from the existing facilities at Carlisle Base to new facilities at the Town Hall. Introduce more appropriate and cost effective operating hours and alternative call handling arrangements for late night emergency calls</p> <p>Measure: A new cost effective service will be successfully established in the chosen location.</p>	<p>R</p>	<p>Since June 2013 more cost effective CCTV control room arrangements have been in place. Emergency calls received between midnight and 09.00 in the morning have been dealt with by an organisation called Wellbeing and their contact centre based in Eastbourne. This service is continuing to liaise well with our CCTV Control Room staff who handle such calls from 09.00 in the morning until midnight seven days a week.</p> <p>No difficulties are anticipated in transferring our CCTV Control Room staff to the new town hall based control room facilities, once they have been completed. However, this work is part of the wider CCTV replacement project, which has proved to be more complex than originally anticipated. This is due to changing technical requirements to enable the Police continued remote</p>

		access to control the cameras and store the recorded images.
<p>7. Work with the East Sussex Waste Partnership and our waste and cleansing contractors to ensure the smooth and successful transition of the waste and cleansing contract from Veolia Environmental Services to KIER in July 2013.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Low level of substantiated customer complaints throughout the transition period and during the introduction of the new service developments; b) Improved recycling rate following introduction and bedding in of the new recycling services. c) Improved standards of 'streetscene' following introduction and bedding in of the new cleansing service, such as less litter and dog fouling, and improved public perception of 'streetscene', as measured by the modified BV195 indicator and public perceptions surveys specified within the new waste and cleansing contract. 	G	<p>a) The change of waste and cleansing contractor last summer was generally very successful, as was the mobilisation of the new improved recycling service last October. There were fewer customer complaints associated with the changes than in Wealden and Eastbourne during their mobilisation 3 months earlier.</p> <p>b) Recycling data is not yet available for January to March, but it is anticipated that we will have met the 28% target for the year, and that we may go on to achieve about 30% during 2014/15, as a result of the wider range of dry recyclates that can now be recycled.</p> <p>c) Streetscene has already been reported under target 2.</p>
<p>8. Play a lead role in the Safer Hastings Partnership, and work with partners to reduce crime and improve neighbourhood safety, including commissioning and delivering a range of dedicated community safety initiatives.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Run monthly Multi-Agency Tasking Team meetings and coordinate resulting interventions. b) Commission targeted interventions to reduce anti-social behaviour and crime against business, to support the evening economy, and to provide additional support to victims of hate 	G	<p>a) The Multi Agency Tasking Team meetings have continued to thrive with strong multi agency involvement. This was helped by the formation of the Hastings Community Safety Hub last October. Antisocial behaviour forms the core work and reported incidents have reduced by 32.5% the highest reduction in East Sussex.</p> <p>b) The Council have worked with the Police to develop a town wide Business Watch. Over 200 businesses have already signed up to this scheme.</p> <p>There has been a focus on engaging with residents / businesses, and working with Police and other agencies in tackling a group of problematic alcohol and drug users in</p>

<p>crime and domestic violence.</p> <ul style="list-style-type: none">c) Play a full part in the Sussex Police and Crime Panel scrutiny arrangements.d) Contribute to the achievement of the Hastings Community Safety Plan targets.		<p>Central St Leonards. The Council has also led on partnership work to deal with chaotic drug abusers in public toilet facilities in Cross Street, resulting in a significant reduction in the problems associated with this facility.</p> <p>Matched council funding has been provided for projects like the Albion in the Community football coaching scheme, which operates on weekday evenings in the multi-use games areas at the Hastings and St Leonards Academies. These sessions continue to develop and attract larger numbers of young people. This includes sessions for girls / young women. The project provides positive activities for some young people who might otherwise engage in crime or antisocial behaviour.</p> <p>Improved links have been established between the council commissioned Hate Crime service and Sussex Police hate crime lead officers.</p> <p>The Council plays an important role in encouraging victims to report domestic violence and in supporting victims, and continues to fund additional domestic violence casework in Hastings and St Leonards. Work to achieve white ribbon accreditation for Hastings has also started.</p> <ul style="list-style-type: none">c) The Council has been represented on the Sussex Police and Crime Scrutiny Panel, including membership of the Police and Crime Plan Development Working Group.d) The Council's services have worked closely with stakeholders to achieve the targets set out in the Hastings Community Safety Plan. For example there was a 2.2% reduction in recorded crime in Hastings and St Leonards in 2013/14.
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Corporate Plan Performance Indicators

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.1 Improved street and environmental cleanliness (levels of litter)	Smaller is better	5%	Worse	7%	Not Met	4%	No target set, replaced by indicator below
1.1 Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is Better	New indicator measuring street cleanliness across combined areas of litter, dog fouling, detritus, graffiti and fly posting.					5%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is better	25.9%	Better	28.2%* estimated figure	Met	28.0%	<u>30%</u>
1.3 % nuisance/general public health reports responded to within 4 working days	Bigger is better	92.9%	Worse	87.9%	Not Met	95.0%	95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is better	92.4%	Better	93.8%	Met	90.0%	<u>93%</u>

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.5 Crimes in Council Car Parks	Smaller is better	4	Worse	5	Met	5	No target set, removed from 2014/15
1.6 Overall crime rate / 1,000 population	Smaller is better	73.1	Better	71.4	Met	83.0	<u>70.7</u>
1.7 Public place violence / 1,000 population	Smaller is better	10.7	Better	10.6	Not Met	9.7	No target set, removed from 2014/15
1.08 Criminal damage / 1,000 population	Smaller is better	13.6	Better	13.9	Met	17.2	No target set, removed from 2014/15

Amenities, Resorts and Leisure Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Maintain and improve standards of quality and cleanliness in our parks, playgrounds and open spaces.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Green Flags retained at Alexandra Park, Hastings Country Park and St Leonards Gardens. b) New playground constructed at Celandine Drive following public consultation. c) Public satisfaction as evidenced by surveys d) Green Dog Walkers Scheme continued in Alexandra Park and Hastings Country Park and extended to St Leonards Gardens and Churchwood LNR. e) Pondswood declared a Local Nature Reserve. f) Old St Helens Church transfer to the Council completed and management implemented. 	<p>G</p>	<ul style="list-style-type: none"> a) Our Green Flags at Hastings Country Park, St Leonards Gardens and Alexandra Park were retained. b) The new Playground at Celandine was designed and constructed and brought in on budget and on time. It has been in contract since September 2013. c) The Our Work, Your Life Survey, published in August 2013 shows public satisfaction with our Parks and Open spaces at 87%. d) The Green Dog Walker Scheme has 500 members and the scheme will be promoted further at various events. e) Pondswood LNR was declared in October 2013. f) Old St Helens Church has been transferred to the council with management being implemented through Friary Gardens.
<p>2. Lead the implementation of the new grounds maintenance and arboriculture contracts signed with partners Rother District Council and Amicus Horizon.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Structures for managing and monitoring the partnership and contract agreed and implemented. 	<p>G</p>	<ul style="list-style-type: none"> a) The Governance structure is in place with Elected Members from Hastings and Rother now on the annual Executive Group. A single performance monitoring system for the contract has been agreed by all partners allowing consistent performance monitoring for the joint contract as a whole. An annual performance report will be presented to the Executive Group annually. We are constantly reviewing the structures to ensure they maximise our

<ul style="list-style-type: none"> b) An action plan to maximise benefits resulting from the new contract agreed and implemented with partners. c) Negotiations for joint RDC/HBC parks management completed. 		<p>working arrangements with partners and contractor.</p> <ul style="list-style-type: none"> b) The Action Plan to maximise benefits has been adopted, is being implemented and monitored by the partners. c) Rother were unable to enter a joint management arrangement due to their corporate restructure and the appointment of a new Head of Service and changes in their service delivery priorities. Negotiations have taken longer than anticipated.
<p>3. Support the continued management of Hastings Country Park Nature Reserve and Combe Valley Countryside Park.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Potential partnership projects to support the future management delivery of Hastings Country Park Nature Reserve explored and completed. b) Interpretive Centre proposals worked up and partnership funding explored with project completion timelines agreed. c) A feasibility study on the benefits and costs associated with providing solar panels on the Pebsham land raise completed. 	G	<ul style="list-style-type: none"> a) Our new stewardship agreement commenced on 1st November 2013. This provides a secure future for the management of the Council's largest natural open space until 2023. b) A new partnership approach to development of a new visitor and interpretive centre has been initiated with the Groundworks Trust. Groundworks Trust were selected as our preferred partner after analysis of proposals invited from countryside organisations with relevant experience. The Conservation Volunteers will also continue to provide input to conservation tasks at the park. HBC funding from a capital receipt has been secured along with a commitment from Groundworks to participate in the development project and to base their local operation at the centre once opened. c) The ability to install solar panels is provided for within the lease of aftercare of the tip. We have agreed terms with Biffa and ESCC. Biffa will undertake the feasibility study when agreed by all parties after essential Pebsham aftercare arrangements are completed.
<p>4. Maintain standards of safety and cleanliness on Hastings & St Leonards Seafront and Foreshore and the quality of our bathing water.</p>	G	<p>Quality Coast Awards were achieved for both Pelham and Marina Beaches and services and facilities continue to be actively developed to support this.</p>

<p>Measures:</p> <ul style="list-style-type: none"> a) Quality Coast Award. b) Improved signs and steps. c) Cycle route maintenance improvements and signage delivered d) Preventive measures implemented (smart sponge, etc) and preparations underway for the new bathing water quality standards. 		<p>Key access steps have been replaced with further planned for the forthcoming year. Replacement signage has been audited and will be delivered for summer 2014, subject to a review of seafront byelaws.</p> <p>Improvements and repairs have been carried out to enhance the existing cycle route.</p> <p>Actions towards improving bathing water quality are ongoing with missed connections actively being resolved, improvements to water management within Alexandra Park being undertaken, a community engagement programme of Clean Seas Please, bathing beach re-location and longer term options for water treatment being considered.</p>
<p>5. Work with partners to implement flood protection measures throughout the town.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) The Surface Water Management Plan actions implemented. b) Cross-agency and community arrangements maintained. c) Flood emergency plans implemented. 	<p>G</p>	<p>The residual actions for the Hastings SWMP have been incorporated into the wider ESCC Strategic Flood Risk Management Plan and will be delivered with support from County colleagues.</p> <p>Partial grant funding has been awarded for coastal protection improvement through the Regional Flood Coastal Committee levy. Further work is required with the EA for the technical design of future scheme proposals (Carlisle Parade & Harbour Arm)</p> <p>The Emergency Flood Plan for Bulverhythe is due to be reviewed and exercised in 2014/15.</p>
<p>6. Provide an exhibition and education programme for visitors to our Museums. Develop proposals for their long-term sustainability in light of financial constraints.</p> <p>Measures:</p>	<p>A</p>	<p>The visitor figures at Johns Place at 39,179 were just below the updated target of 40,000. At the Old Town Hall Museum the figures of 24,891 were well over the target of 18,000 set to reflect the changes in winter opening hours. Website visitor numbers of 133,683 far exceeded the</p>

<ul style="list-style-type: none"> a) Visitor targets achieved. b) Actions from the Cultural Regeneration Strategy implemented. c) Future museum management and funding options assessed, development plan agreed and implemented. 		<p>target of 95,000 – redesign of the site is currently underway.</p> <p>There was a full programme of exhibitions and events during 2013-14 at the main Museum, each with an associated programme of talks and family activities. The Museum also participated in National Science and Engineering Week and The Big Draw. At the Old Town Museum, archaeology from excavations at Old St. Helen's Church was a highlight of the year.</p> <p>Actions in the final year of the Museum's current Forward Plan were achieved. A new Plan will be prepared during 2014-15.</p>
<p>7. Continue to deliver the Active Hastings, Active Streetgames and Active Women programmes; deliver the objectives of our sports and physical activity strategy.</p> <p>Measure:</p> <ul style="list-style-type: none"> a) External funding sourced and secured. b) All programme targets met. c) Sports and Physical Activity Strategy second year actions implemented. d) Usage targets for Summerfields and Falaise met. 	<p>G</p>	<ul style="list-style-type: none"> a) A joint funding application with charity Grace Eyre which was submitted to Sport England in Q3 was successful. This funding will provide HBC with one Community Sports Worker for 3 years, whose role will be to work with the local disability network to build capacity and opportunities. The Active Women project will finish at the end of 2013/14; the workers will join the Active Hastings team, which will continue throughout 14/15. The Street Games project has secured funding for 14/15. b&c) During 2013/14 Active Hastings exceeded targets by engaging 3048 new participants (half of these are classified as low active), as well as continuing to provide services for participants previously engaged in the project. The national Active People Survey showed a significant increase in physical activity rates for Hastings (based on the previous N18 indicator), moving the town to the 198th ranked local authority compared to 339th in 2006. The Active Women and Street Games projects successfully exceeded most of their targets. Many of the Active

		<p>Women activities will continue as part of the on-going Active Hastings project. The Active Hastings Partnership continued to meet, with a wide range of new partners coming on board during 13/14.</p> <p>d) Target achieved. Actual visits 394,394, against a target of 390,000. Usage targets for Summerfields and Falaise in Q4 were reported at an all time high compared to previous Q4 visits.</p>
<p>8. Update the Play Hastings Strategy and action plan to ensure quality play opportunities and a regular programme of activities for children and young people town wide.</p> <p>Measures:</p> <p>a) Play development action plan targets met with appropriate input from play partners and service users.</p> <p>b) Identify need for new or improved play areas delivered in areas of deficiency or low quality and work in partnership with residents' groups and other public agencies to identify means for delivery.</p> <p>c) Adventure Playground management arrangements negotiated and funding secured for 2014/2015 onwards.</p>	G	<p>a) 13/14 targets met. New Play Development Strategy was agreed at March Cabinet. 14/15 action plan will be developed next quarter in partnership the Play Forum. A new group has been established to oversee progress against targets.</p> <p>b) During the year officers have undertaken playground consultations in Rock Lane, Mare Bay and High Water Close. Officer support continues regarding a potential play space at the Bexhill Road / Freshfields area involving West St Leonards Children Centre and local residents.</p> <p>c) In2play continues to operate the adventure playground under our agreement, with near capacity attendance (to staff ratio) during much of 13/14. In2play continue to source external funding, but are confident that the 'free' daily after school service will continue throughout 14/15. HBC Play Team will support in2play with broadening town wide appeal and usage.</p>
<p>9. Develop plans for sustaining and enhancing leisure facilities across the town in cooperation with other providers and users.</p>	G	<p>a) Skate Park extension opened on time and to budget. Proven to be well used and popular with users.</p> <p>b) Extended refurbishment of Summerfields achieved.</p>

<p>Measures:</p> <ul style="list-style-type: none"> a) Deliver Phase 2 of the Skate Park. b) Complete the extended refurbishment of Summerfields Leisure Centre. c) Funding bids submitted for playing field changing rooms, refurbishments implemented as funding is identified. d) Agreements reached with partners and funders to secure the future of the town's sports facilities – indoor bowls, 3G, track – and find new uses for surplus sites – tennis, bowls – as funding permits. 		<p>Usage rates for the centre have increased. Additional joint funding application of £80k with Freedom Leisure was awarded by Badminton England to cover all costs of a new sports hall floor at Summerfields Leisure Centre. The floor has been installed.</p> <p>c&d) Ongoing discussions with numerous partners throughout the year. Funding opportunities explored in depth with The Football Association and Lawn Tennis Association, but no viable funding identified. Refresh of changing rooms/pavilions condition survey completed, which will help inform future options. Ark William Parker Academy will honour the current community athletics track partnership agreement for the remainder of the agreement. Leisure facilities strategy to be refreshed next year. Regular discussions have continued with various local leisure and community facilities including Horntye Park, Falaise Indoor Bowls Club and Robsack Wood Primary School.</p>
<p>10. Deliver refurbishment of public realm assets, particularly where justified by energy efficiency and reductions in maintenance liabilities.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Delivery of our annual programme of public convenience maintenance and refurbishment. b) Continue to extend our revamped fingerpost signage scheme. c) Review and rationalise our portfolio of decorative lighting; extend the Sticks of Rock as funding permits. 	<p style="text-align: center;">G</p>	<ul style="list-style-type: none"> a) Public Convenience improvements at Pelham Place, Rock a Nore and Cross Street as well as restructured provision on Rock a Nore Road were completed in time for the summer season. An emergency Warrior Square toilets main drain was also replaced due to a collapse in the sewer line. <p>Loo of the Year results were our most successful ever with various accolades including Hastings being voted 3rd in the UK for best toilets,</p> <ul style="list-style-type: none"> b) Refurbishment of finger posts is a continuing programme. Extension of fingerposts has been absorbed into the pedestrian signage schemes for

		<p>Hastings and St Leonards to be introduced in 2014.</p> <p>c) Promenade “Sticks of Rock II” scheme incorporating low energy LED lamps and remote computer controls linked to HBC intranet completed. Extension III will be delivered before the 2014 summer season.</p> <p>Smaller decorative lighting schemes elsewhere within the Borough are maintained in line with available budget and technical staff resources and are reviewed on a case by case basis when renewal or major repair is required. Reviews include considering the scope for reducing the number of lamps and conversion of remaining light fittings to more energy efficient types.</p>
<p>11. Monitor the quality and popularity of programming at the White Rock Theatre and its role in the delivery of the Cultural Regeneration Strategy.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Attendance targets met. b) Actions from the Cultural Regeneration Strategy implemented. 	<p>A</p>	<p>Regular formal and informal meetings are held with HQ Theatre management to understand their objectives. Attendance has been encouraging but targets have not been met.</p> <p>A new Theatre Director (Michael Cross) took over in January 2014 and brings wide experience and new ideas.</p> <p>The sound system is due to be replaced in July 2014 to improve the reliability and quality of sound in the theatre.</p> <p>A range of performance indicators have now been agreed and introduced and community/participatory use of the theatre are also now included and reporting.</p>
<p>12. Deliver building works projects to maintain and enhance the Council’s assets</p> <p>Measures:</p> <ul style="list-style-type: none"> a) 13-14 Repairs & Renewals works schedule is delivered on time and within budget 	<p>G</p>	<p>Renewals and repairs programme delivered.</p> <p>Ongoing programme of schedules of condition and schedules of dilapidations carried out on industrial estates to record conditions of premises at commencement and completion of lease agreements.</p>

<p>b) Deliver scheduled inspections of HBC estate and conditions surveys/schedules of dilapidations as required on leased property</p> <p>c) Deliver refurbishment projects at Business Centre West and White Rock Baths</p>		<p>Refurbishment projects at Castleham Business Centre West and White Rock Baths completed and premises occupied.</p>
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Corporate Plan Performance Indicators

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
2.1 Number of people attending White Rock Theatre performances	Bigger is better	63,831	Better	65,925	Not Met	75,000	<u>70,000</u>
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is better	40,158	Worse	39,179	Not Met	40,000	<u>44,000</u>
2.3 Total attendances at Council Leisure Centres	Bigger is better	390,194	Better	394,394	Met	390,000	<u>400,000</u>

Regeneration Directorate

Regeneration and Planning Policy

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Continue to promote business growth that provides a range of career and employment opportunities for local people and enhances the local economy.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Support inward investment and indigenous business growth b) Provision of information, advice and other support for inward investors, business expansion and start-up. c) Establish and facilitate a Green Business Forum to identify energy efficiencies and carbon reduction measures in business operations. d) Complete the refurbishment of 30 – 36 Theaklen Drive commercial units in accordance with the ACE Programme. e) Facilitate the Evening Economy Steering Group and continued development of recreational and leisure opportunities for students. f) Maximise the commitment of FLAG funding subject to Marine Management Organisation approval. 	<p>G</p>	<ul style="list-style-type: none"> a) SUCCESS scheme of grants for growing creative businesses has approved 18 Expressions of Interest from Hastings businesses. The grant value if approved is £668k, with £1.6m private investment levered-in, creating 108 new jobs. Four have led to full applications to date (to be decided in April). b) Over 2013-14 the Regeneration Department recorded engagements with 342 businesses (target 250). This took the form of direct advice, information and support, strategic development of different sectors including creative, manufacturing, visitor, evening economy, and minority businesses. Events were also organised including in Q4 a seminar on Growth Accelerator for growing businesses, and one on South East Assist for social enterprises. c) Sussex Energy Saving Partnership (SESP) and Carillion (local Green Deal provider) is now working with the Council to examine the case for solar panels at Theaklen Drive. Over 65 businesses on our industrial estates were invited to two European events with a chance to network with others and access the European low carbon marketplace. Sustrans has organised a meeting at the White Rock Hotel 8th May to encourage and support cycling to work. d) Refurbishment of 30 – 36 Theaklen Drive completed Feb 2014 on time and within budget. Due to success, savings and additional funding from Europe additional

		<p>works have been commissioned for 12 – 14 Theaklen Drive while it is vacant.</p> <p>e) The Evening Economy Partnership now meets quarterly and during the last two meetings the following progress was noted: Fat Tuesday 2014 (February), Eat Global Festival (March), and Up Market Designers Fair (March) reflects extension of the events season to earlier in the year with supporting night time and early evening programmes. The Fat Tuesday event reported approximately 25% of visitors were from outside of Hastings and there was an increase in younger people attending the events including local students. The Students Union office is now staffed 2 days a week and has a medium term ambition to open a student bar and café.</p> <p>f) 22 projects have been approved by the MMO totaling £814k of FLAG funding. This supports projects with a total value of £1.14m contributing to the sustainability of the fishing industry and community in Hastings.</p>
<p>2. Support the further development of Hastings' cultural assets and creative activity, and deliver a cultural programme that engages with local residents and attracts visitors to the town.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Deliver second year of Stade Saturdays cultural programme. b) Cultural Strategy and action plan refreshed and implemented. c) Continued support for Black History month, Refugee week and Eat Global events. d) Investigate future funding opportunities to support delivery of a cultural programme 	<p>G</p>	<ul style="list-style-type: none"> a) A successful second season of Stade Saturdays was delivered b) Following the substantial and constructive partnership work undertaken earlier in the year to submit the City of Culture bid, it was agreed that a more far reaching approach to the Strategy and Action Plan refresh was needed to reflect the ambitions of the Council and cultural leaders in Hastings and Rother. This approach has involved budget negotiations to support the recruitment of a senior Cultural Strategic Development specialist (May 2014), funding for programming and the formation of a new Cultural Strategic Advisory Group to oversee this major refresh and expansion of the Cultural Regeneration Strategy. A particular focus

beyond 2013-14.		<p>of this work will be to maximize the potential of celebrations of the 950th anniversary of the Battle of Hastings. This action will therefore be completed in 2014/15.</p> <p>c) A busy and successful year with highlights including Refugee Week in June with 400 people attending; Black History Month; a high profile Youth Awards and You Got Culture combined event at Sussex Coast College; the second Eat Global Festival. Other events included Chinese New Year celebrations, International Women's Day, and a well supported Mother Tongue Language Day.</p> <p>d) New opportunities are being secured through work with the South East Local Enterprise Partnership and relationships with partners in the EuroTowns network are being strengthened with a view to future Interreg bids to support cultural regeneration. The SUCCESS grants scheme supports the cultural programme, enabling creative businesses to build their capacity and respond to cultural programming locally and at a wider level.</p>
<p>3. Progress the development and adoption of the Local Plan and complete necessary work to determine the feasibility of a Community Infrastructure Levy for Hastings.</p> <p>Measures:</p> <p>a) Progress Planning Strategy and accompanying documents through to adoption, responding to outcome of the Examination in Public as necessary.</p> <p>b) Complete consultation on the draft Development Management Plan, submit to Secretary of State and undertake necessary</p>	G	<p>a) The Planning Strategy was adopted at Council in February 2014, following examination hearings. The inspector appointed to examine the Strategy concluded that it provides an appropriate basis for the planning of the Borough during the next 15 years.</p> <p>b) The Local Plan: Development Management Plan (DMP) original timetable could not be met due to the additional requirement that the DMP cannot progress to Examination in Public until the Planning Strategy is adopted. Due to the slippage a further round of consultation was required on the advice of the</p>

<p>work prior to Examination in Public currently programmed for Q3 (subject to outcome of Planning Inspector's report on Planning Strategy and public consultation).</p> <p>c) Complete the Community Infrastructure Levy feasibility analysis.</p> <p>d) Develop the future planning policy work plan subsequent to the outcome of this year's Examinations in Public.</p>		<p>Planning Inspectorate to bring the document up to date and respond to representations made at the last consultation. A Revised Proposed Submission Version of the DMP was the subject of consultation for 6 weeks from 10th March to 22nd April.</p> <p>c) A viability study into the possible application of Community Infrastructure Levy (CIL) produced and a report was presented to the November meeting of Cabinet. It was resolved to not pursue CIL at this time because its application would adversely affect the delivery of affordable housing.</p> <p>d) A planning policy work plan was developed. The major work in the short term will be centred on the consultation, submission and examination of the DMP. Other work includes an Affordable Housing Supplementary Planning Document (SPD); potentially the requirement for a Town Centre area action plan; some site specific work to aid deliverability and continued update and monitoring of policies and housing and infrastructure delivery.</p>
<p>4. Support programmes that equip local people with workforce skills and projects that provide work experience and employment opportunities for unemployed residents.</p> <p>Measures:</p> <p>a) Subject to funding, deliver the Coastal Communities Fund project in partnership with the Hastings Pier and White Rock Trust and the College.</p> <p>b) Facilitate regular meetings of the Employability Forum and the coordination of partnership work to increase number of school-business links.</p> <p>c) Deliver JobCentre Plus funded work</p>	<p style="text-align: center;">G</p>	<p>a) Our successful bid for Coastal Communities Funding is supporting the development of the first building on the newly renovated Pier. It is also funding new skills training and business engagement by Sussex Coast College that is focused on cultural industries.</p> <p>b) Employability Forum met quarterly, providing information eg from JCP and college, and enabling joined-up working between partners. Increased school-business links brokered via Education Futures Trust, schools "business ambassador programme" and Cultural Shift employer-student "café" sessions.</p> <p>c) JCP Work Experience project completed, with a total</p>

<p>experience project targets.</p> <ul style="list-style-type: none"> d) Continue to promote apprenticeships and work placements. e) Subject to Interreg funding approval, deliver In2Work project targets. 		<p>of 236 work experience opportunities for unemployed 18-14 year olds identified (target 200). 126 of these have been taken up by claimants through JCP, with placements continuing beyond the life of the project. 51 Of these have gone on to employment or training. Hence this represents a significant uplift in the number of work experience opportunities available.</p> <ul style="list-style-type: none"> d) The Own Grown Partnership successfully achieved its prime goal of getting 1,066 pledges from businesses to support young people into employment. This has been supported by work and apprentice fairs, advice to employers on apprenticeship and work experience etc, and brokering links with schools. An evaluation survey indicates that over 50% of the pledges have been translated into practical activities. (The evaluation didn't get separate figures for school links and other actions) (e) An In2Work application was made for Interreg funding but was unsuccessful.
<p>5. Tackle social exclusion and improve community cohesion through dedicated support for marginalised and vulnerable communities.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Lead the Community Cohesion Steering Group and the development and adoption of a revised Community Cohesion plan. b) Facilitate the further development of the Youth Council through the active involvement of increased numbers of young people in the work of this organisation. c) Provide officer support to the Seniors Forum and Disability Forum. d) Manage the delivery of the Youth and Seniors 	<p style="text-align: center;">G</p>	<ul style="list-style-type: none"> a) The Community Cohesion Steering Group is leading work on the implementation of the Refreshed Community Cohesion Framework which was endorsed by Cabinet in December. The Group has approved its new Terms of Reference, identified some additional partners to be invited to attend and actions to be undertaken before the next meeting in June. b) The Hastings Youth Council has participated in a successful residential weekend to plan the work and campaigns for the year ahead, which will include a presentation to all Councillors about their work and achievements. They also planned and helped deliver an East Sussex Youth Conference on Inspiring Young

<p>small grants scheme.</p> <p>e) Continue to support the development and adoption of a Big Local business plan and governance structure for North East Hastings.</p>		<p>People.</p> <p>c) Work with the Disability Forum has helped increase their membership and their capacity to become an independent community group. The Seniors Forum is looking in depth at the health and social care needs of older people in the town. A successful community safety open day was held in the Town Hall. The Forum is planning celebrations and activities to mark its 10th anniversary in 2014.</p> <p>d) Evaluations and reviews of current projects are underway at the end of what has been a successful grants scheme.</p> <p>e) Resident Led Partnership Board has now been established with a small steering group formed to write the Big Local Plan. The Board is also working with the Sussex Community Foundation to jointly support and develop a partnership with the various community centres in the area.</p>
<p>6. Continue to work in partnership with key stakeholders and pursue funding opportunities to achieve regeneration priorities.</p> <p>Measures:</p> <p>a) Develop and submit an application to the Reaching Communities fund.</p> <p>b) Continued facilitation of the Hastings and Rother Task Force working with SeaChange Sussex and other key partners to implement the 6-Point Plan objectives.</p> <p>c) Continue to play an active role in SELEP thematic groups and identify further opportunities for joint initiatives with coastal partners.</p> <p>d) Provision of administrative support and</p>	<p>G</p>	<p>a) The Reaching Communities Fund Application for 'Community Based Business Advice Service' was rejected by the Big Lottery in January 2014.</p> <p>b) The Task Force has met quarterly and has revised the 6-point plan that now includes cultural regeneration as a driver for economic growth and an increased emphasis on economic inclusion.</p> <p>c) SELEP coastal thematic priorities relating to housing and worklessness have been included in the Strategic Economic Plan that has now been submitted to the government.</p> <p>d) The Charity Committee approved the Foreshore Trust Events Grants in March 2014. The Small Grants Programme is due to open at the beginning of May</p>

<p>management for the Foreshore Trust grants programme.</p> <p>e) Manage and deliver:</p> <ul style="list-style-type: none"> o Community Partnership Fund and Small Grants programme. o Answers in the Carbon Economy programme. 		<p>2014.</p> <p>e) The balance of the small grants programme was approved in early March 2014 (13/14 budget). The new programme will be open in June/ July 14. The CPF main grants programme for 14/15 was approved last year (13/14) as a two year programme.</p> <p>ACE contract modification approved by the EU, enabling extension of activity to 30/9/14 and the additional refurbishment of Theaklen Drive. ACE claim 5 submitted (426k€) on behalf of partners. Planning and publicity for final conference in Ostend in June underway.</p>
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Corporate Plan Performance Indicators

The following indicators were reported in the 2012/13 Corporate Plan, and are updated with the latest data available below. These indicators give useful information about the economic conditions in the town, but are not areas the council can directly influence enough to set targets for. They will therefore be reported to show change over time, but without targets set. Figures for the majority of these indicators are only available annually and give information for the previous year due to processing and publication timeframes.

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
Earnings (resident analysis) as a percentage of UK median average gross weekly pay	Bigger is better	82.6	79.8	NOMIS – (from ASHE) 2012 and 2013
Earnings (workplace analysis) as a percentage of UK median average gross weekly pay	Bigger is better	89.0	79.7	NOMIS – (from ASHE) 2012 and 2013
3-year business survival rate	Bigger is better	64.2 (Dec 2011)	63.2	ESIF - Nov 13
Percentage of households in poverty	Smaller is better	37 (Jul 2012)	31.2	ESIF - July 2013 (from CACI Paycheck data)

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
Number of economically inactive people who want a job	Smaller is better	4,000	3,800	NOMIS – (from Annual Population Survey) 2012 and 2013 (Jan-Dec)
Ratio of jobs to the working age population	Bigger is better	0.63	0.63	ESIF - Apr 2013 (next update due May 2014)
Monthly average number of people claiming JSA benefit	Smaller is better	3,197 (Apr '12-Mar '13)	2687	ESIF - Mar'13-Feb'14 Avg
Number of live enterprises (NEW Indicator)	Bigger is better	2,350 in 2012	2310	NOMIS - 2013 (UK Business counts-enterprises from IDBR)

Housing and Planning Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Subject to the results of site feasibility studies, work with partners to bring forward viable plans for the future development and maintenance of the former Millennium Community sites at Ore Valley.</p> <p>Measure: Agree a revised implementation plan by September 2013.</p>	A	<p>Hastings & Bexhill Renaissance Limited Board approval has been granted to market Phase 4 of the Ore Valley site and suitable agents are being appointed.</p>
<p>2. Through our zero tolerance approach to neglected and derelict buildings and land, take tough measures, including Compulsory Purchase if necessary, to remove eyesores and bring back empty homes or buildings to use.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Return a minimum of 60 empty dwellings to use. b) Improve 50 neglected/derelict buildings through the Grot Busting initiative. 	G	<ul style="list-style-type: none"> a) The target has been achieved with a total of 257 Empty Homes returned to use at the end of the year. 115 of which having been empty for over two years. b) 54 Neglected /derelict buildings through the Grot Busting Initiative <p><u>CPO update</u> Since 2010 Cabinet has resolved to compulsory purchase 42 long term empty properties. To date the Council has only been required to actually take possession of 1X 4 bedroom house which was successfully sold at auction. This property is currently being renovated by the new owner. A further 3 properties are in the process of being compulsory acquired with possession anticipated in May 2014. Negotiations have failed on a further 2 properties and the Council will be pursuing CPOs. In the majority of cases the threat of CPO has been sufficient to get the owner to take action. A total of 26 homes have been brought back into use without the need to pursue the order to possession. The Council successfully compulsory acquired the former derelict nursing homes at Carisbrooke Road as part of the Coastal Space programme. Works to convert this building</p>

<p>3. Build on the success of the existing HMO licensing schemes and explore options for extending licensing to other rented properties, where there is evidence to support its introduction.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) License a minimum of 250 Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle. b) Complete a feasibility study into further licensing options for the town during 2013/14 and progress accordingly. 	G	<p>are on site and are programmed to complete in late 2014.</p> <ul style="list-style-type: none"> a) 252 licenses have been issued, exceeding the annual target at year end. Work continues on existing applications for licenses and Officers are pursuing landlords that have to now failed to license their properties. 3 possible prosecutions cases being prepared for landlords that are knowingly not licensing their properties. b) A feasibility study into the potential extension of licensing scheme has been completed, meeting this target. A report setting out the Councils options will be taken to Cabinet in early 14/15.
<p>4. Review the Council's Homelessness Strategy and produce a new Action Plan, taking into account the potential impact of Central Government welfare reforms to minimize growth in homelessness.</p> <p>Measure: Adopt and implement a new Action Plan by September 2013.</p>	G	<p>The Homelessness Strategy and Action Plan was adopted at Cabinet on 7th October 2013 following an extensive 12 week consultation period</p>
<p>5. Complete the Townscape Heritage Initiative for the conservation and repair of specific buildings in the Central St. Leonards Renewal Area.</p> <p>Measures: Completion of grant works by March 2014.</p>	A	<p>The severe weather did cause as delays to building works. In addition it has taken longer than anticipated for the owner to secure the necessary finance to complete the Congregational Church. Both factors that are outside the Councils control. It is anticipated that all outstanding grant works will complete towards the end of 2014</p>
<p>6. Finalise improvements to the Pelham Arcade Restoration through English Heritage supported grant scheme.</p> <p>Measures: Work with English Heritage and property owners to ensure that the programme is fully committed during 2013/14 and projects progress to work on site.</p>	G	<p>Two grant aided schemes are close to completion on site. Two further schemes are due to commence within the next few months.</p> <p>A meeting with English Heritage, our grant partners, is scheduled for May 2014, where we will discuss how to take the project forward to completion.</p>

<p>7. Convene the Council's Pre application Consultation Forum where appropriate bringing together developers, councillors and the community to consider significant planning developments in advance of planning applications being submitted.</p> <p>Measure: TBD.</p>	<p>G</p>	<p>Pre-application forums have been held for larger sites where applications are to be submitted. The Council has no power to compel developers to take part and occasionally they decline.</p> <p>5 pre - application forums have been convened in respect of 7 qualifying applications to include:</p> <p><u>Forum</u></p> <p>Gambier House</p> <p>Aldi</p> <p>Station Plaza</p> <p>Hastings Pier</p> <p>Holmhurst St Mary</p> <p><u>No Forum</u></p> <p>Cheviots</p> <p>Victoria Avenue.</p>
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Corporate Plan Performance Indicators

4.03 Number of dwellings brought in line with statutory standard varies considerably between years - the number of dwellings in 2013/14 line is lower than for 2012/13, and did not reach the target. Last year's figure was exceptionally high and included figures from one very large House in Multiple Occupation. Delivery for the previous year (2011/12) was only 96. It is proposed that a target of 175 is set for 2014/15 which is considered challenging but attainable.

4.04 Number of affordable homes delivered - a combination of factors helped to increase the number of affordable homes delivered in 2013/14. There were a number of cases where Housing Associations were able to acquire whole sites or completed units from

developers whilst we were in recession and there was little competition from the private sale market. With the market recovering and fewer likely to be delivered through the planning system at present, we will struggle to deliver the same number in future years, which is reflected in the revised target.

4.05 Long term empty properties returned to use - Target achieved and exceeded. The figure is exceptionally high due to the work with the YMCA project, which sees long term empties brought back into use and the work with council tax, which has seen a number of properties showing as empty brought back into use. The target for 2014/15 has been increased to 70, however, achieving this will be dependant upon receipt of funding from the Homes and Communities Agency, but a decision on this will not be known until July.

4.06 Major planning applications determined - This is a near miss. There are a small number of applications in this category and a few cases make a big percentage change. The figures for this year included some very old cases which were over a year old when the decisions were issued which impacted on the figures. We now seek to agree an extension of time with the applicant, who will improve performance in this category, but this has not yet fed through to the figures. The Government's minimum figure below which there would be a risk of being put into special measures is 40%

4.07 Minor planning applications determined - This is a challenging target that was raised from 65% in 2012/13. We have only exceeded 85% in this category twice in the last 10 years. It is therefore proposed that the target is amended to 85%.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
4.01 Number of homelessness acceptances	Smaller is better	98	Worse	104	Met	145	145
4.02 Number of homelessness cases prevented	Bigger is better	1,896	Better	2,095	Met	1,800	1,800
4.03 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is better	237	Worse	134	Not Met	200	<u>175</u>
4.04 Number of affordable homes delivered	Bigger is better	50	Better	88	Met	88	<u>75</u>
4.05 Long term (2+ years) empty properties returned to use	Bigger is better	70	Better	115	Met	60	<u>70</u>
4.06 % major residential & commercial planning applications determined within 13 weeks or as agreed with the applicant	Bigger is better	72.7%	Worse	67.6%	Not Met	70.0%	70.0%

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
4.07 % minor residential & commercial planning applications determined within 8 weeks or as agreed with the applicant	Bigger is better	76.6%	Better	80.3%	Not Met	85.0%	<u>85.0%</u>
4.08 % householder planning applications determined within 6 weeks	Bigger is better	67.6%	Worse	66.3%	Met	65.0%	65.0%
4.09 Net number of new homes built	Bigger is better	148	Worse	133	Not Met	200	200
4.10 Number of neglected and derelict buildings improved	Bigger is better	51	Better	54	Met	50	50

Marketing and Communications Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Provide a comprehensive communications service for the Council (internal and external).</p> <p>Measures: Web visits and page views increased by 10% year on year, increase number of twitter followers by 50%.</p>	A	<p>In this quarter 831 921 pages were served to 297 772 visitors to hastings.gov.uk, compared to figures of 995 002 and 300 568 for the same period last year.</p> <p>For the year 2013/14, 3 517 977 pages were served to 1 203 628 visitors, compared to 2012/13 figures of 3 382 453 pages served to 1 180 933 visitors. So year on year pages served were up 4%, visitors were up 1.9%</p>
<p>2. Produce a tourism marketing plan for Hastings & 1066 Country for implementation in the 2014 season, acknowledging the changed funding and delivery structures for tourism nationally and regionally.</p> <p>Measures: Plan completed by September 2013 and subsequently delivered.</p>	G	<p>Marketing plan produced and currently being implemented. We continue to work with tourism partners across East Sussex, and sit on the main board of 'British Destinations', the trade organisation for visitor destinations.</p> <p>We are also working closely with the Jerwood Gallery to promote the gallery, and the town, for the 2014 season.</p>
<p>3. Support Hastings' different festivals and events, and organise the Seafood & Wine Festival, to attract visitors and make the town a better and more inclusive place to live, recognising the reduced funding available.</p> <p>Measures: All HBC-supported events delivered successfully in partnership with their respective organisers, acknowledging that the support for and delivery of these events may be different, and the 2013 Seafood and Wine Festival delivered successfully.</p>	G	<p>As noted in the previous quarter, the 2013 Seafood & Wine Festival and Herring Fair were both successfully organised. HBC has now been asked to organise a 2014 MidSummer Fish Fest, and the 2014 Herring Fair, on behalf of the local FLAG (Fisheries Local Action Group), and have just recruited a part-time fixed term fish fair organiser to undertake this work.</p> <p>Plans for the 2014 'season' are now well underway, with the Jack in the Green event expected to attract c20,000 visitors to the town over the first weekend of May.</p>

<p>4. Continue to develop the new 'FamouslyHastings' brand and website</p> <p>Measures: More partners using 'Famously Hastings' branding in their marketing, and further content added to the 'FamouslyHastings' website, ensuring it is the 'go to' website for those living in, visiting, or wanting to study or invest in Hastings.</p>	<p>G</p>	<p>Famously Hastings features prominently in the new SCCH prospectus, and we are working with other organisations to get their 'buy-in' to the famously Hastings brand. We are now rolling out window stickers and pin badges, with window stickers starting to appear in shops and continue to add content to the website. Language schools have been very supportive, and we have worked with a language school to design and print 'Famously Hastings' tee shirts for their students. This initiative got good publicity locally and regionally, and other schools, and members of the public, have now enquired about these tee shirts.</p> <p>We are also working with all primary/junior schools in Hastings, through the Education Futures Trust, and every Y6 pupil in the town will be producing a 'Famously Hastings' piece of work covering numeracy, literacy, and art, as their 'transition' piece of work to take with them to senior school. Copies of these – around 1000 – will also be displayed along the seafront.</p> <p>We are also about to start a piece of work with the secondary academies to market the town as a great place to live/teach to prospective teachers.</p>
<p>5. Refresh a strategic plan for investing in IT, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.</p> <p>Measures: Strategic IT plan developed and implemented, 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.</p>	<p>G</p>	<p>The IT Strategy has been adopted, and a number of action items are being implemented; recruitment is underway for a business analyst.</p> <p>95.47% of the 5866 IT Helpdesk calls were dealt with within the target time, and network availability was 99.96%, against target figures of 95% and 99% respectively.</p> <p>As noted previously, following the Aquila House water ingress over the Christmas/New Year period, IT colleagues worked New Year's Eve and New Year's Day to move IT equipment from the fifth floor of Aquila House to the town hall and elsewhere in Aquila House to minimise the disruption to the council's operations.</p>

<p>6. Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by:</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Lobbying for improvements to road transport links in light of link road build. b) Campaigning to retain, improve and develop rail links to serve the town. 	<p>G</p>	<p>We continue to lobby to improve road and rail links, and attend the stakeholder meetings organised by the two train operating companies, Southern and Southeastern, serving the town.</p> <p>We attended the Rail Summit in Hastings in March, attended by the Secretary of State for Transport, the managing directors of Southern and Southeastern train operating companies, and the route managing director of Network Rail. We also attended a Network Rail 'Access to Hastings' presentation held at County Hall in April. We will work with other partners to develop a strong business case for electrification of the 'Marshlink', and the extension of HS1 'Javelin' services to Hastings.</p> <p>We learnt this period that our campaign to retain our busiest Cannon Street service as a result of the London Bridge rebuilding works had been successful.</p>
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Corporate Plan Performance Indicators

5.1 visits to the Borough website - visits to the Borough website increased by just under 2% from 2012/13 to 2013/14, but did not reach the target of 1.3 million visits, which was based on a 10% increase. The target for future years is based on showing an increase from the previous year's figure rounded up to the nearest 5,000. It is expected that the increase will be more than this, but it is not possible to accurately set a target of how much more.

5.2 Page views for the Borough website - this indicator measures the amount of pages viewed during the year, and it is proposed that this indicator is removed from 2014/15. The figure varies considerably as content on the website changes, and does not give a useful reflection of use of the website, so 5.1 will be retained as the key indicator of website use from 2014/15.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
5.1 Visits to the Borough website	Bigger is better	1,180,933	Better	1,203,628	Not Met	1,300,000	<u>1,205,000</u>
5.2 Page Views for the Borough website	Bigger is better	3,382,453	Better	3,517,977	Not Met	3,720,000	To be removed

Corporate Resources Directorate

Financial Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Achieve an unqualified audit opinion for the annual statement of accounts. Measure: Unqualified audit opinion gained by 30th Sept (Quarter 2).</p>	G	<p>Achieved - Unqualified audit opinions were received in September 2013 on the Council's accounts and also those of the Foreshore Trust</p>
<p>2. Maintain the occupancy of industrial units against a background of an uncertain economic environment. Measures: Percentage of void industrial units and actual income versus the budget.</p>	G	<p>Occupancy figures at the end of Q4 are shown below (the figure in brackets is the comparative position at end of Q4 12/13):</p> <p>Factory Units – 60 units let. 2 units vacant. 3.2% void (0% void) Both of the empty units have been or are being improved as part of the ACE project.</p> <p>Castleham Business Centre West – 15 units let. 5 units vacant. 25% void (85% void) The increase in the number of lettings is as a result of the building and units being refurbished.</p> <p>Castleham Business Centre East – 14 units let. 3 units vacant. 17.6% void (23.5% void)</p>
<p>3. Prepare for the phased introduction of the Government's new 'Universal Credit' commencing in 2013/14 and take appropriate action as necessary. Measure: Regular reports and updates to Cabinet and Overview and Scrutiny Committees where there are</p>	G	<p>Universal Credit implementation across the country delayed. No plans for national migration before June 2015.</p> <p>The Council is maintaining a watching brief and will report</p>

implications for the Council and the community and action taken as appropriate.		to committee and Council as and when appropriate.
4. Review existing Council Tax Support Scheme (introduced April 2013) and implement new scheme for 2014/15 as necessary. Measure: Scheme agreed by 31 st January 2014.	G	Adopted 2013/14 scheme for 2014/15 (year 2)
5. Give priority within the shared Fraud Investigation Service to more serious cases, working within the Single Fraud Investigation Service requirements (commencing April 2013) Measure: Number of serious cases investigated.	G	In July 2013/14, 41 serious cases totalling £594,156 have been completed that have resulted in sanctions being imposed. This compares with 46 cases worth £413,267 for the same period last year. This represents a good performance given that the number of staff employed in 2013/14 was reduced by 1 FTE (to 4 FTEs). Additionally, the Investigations team played a key role in Operation Grenville, a multi-agency investigation into organised crime. The team produced research and intelligence into 131 addresses. Other parts of the operation led by other agencies are leading to good referrals on benefit fraud for Hastings BC
6. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee. Measure: Comparison of audits completed against those on the published audit plan reported in the annual audit report.	A	There were difficulties completing the Housing Benefit Grant Subsidy Claim which led to delays and the change in cash collections provider resulted in significant additional work. All the work on International Auditing Standards was completed on time.
7. Continue to improve the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.	G	All tasks set out in the internally published Procurement Work programme 2013/14 achieved. Examples include:

<p>Measures: Value for money contracts secured, savings achieved and procurement arrangements completed.</p>		<p>i) Single Person Discount review leading to an additional £93,000 of income in 2014/15</p> <p>ii) Empty Property Review leading to 154 properties being identified in use generating £1,071,000 over six years</p> <p>iii) Joint procurement on insurance, banking, annual council tax billing and election canvass has taken place across all East Sussex authorities</p>
<p>8. Deliver a second phase of the Local Authority Mortgage Scheme within Hastings and St Leonards. The Council acting as guarantor on deposits for eligible first time buyers to help stimulate the local housing market. Measures: Numbers of eligible first times buyers supported onto the housing ladder. Percentage of the £1m indemnity committed.</p>	<p>G</p>	<p>Achieved - The second phase of the scheme was launched in late March 2013. The scheme was fully subscribed by October 2013. In addition to the 37 completions in phase One there have been 30 completions and 2 awaiting completion.</p> <p>The third phase of the scheme which was to be funded by East Sussex County Council is not proceeding following the temporary hold put on the scheme by Lloyds Bank and the government's introduction of the Help to Buy scheme.</p>
<p>9. Support the new operator to fulfil the potential of St Mary In the Castle (SMIC) Measure: SMIC fully reopened and restoration works undertaken.</p>	<p>A</p>	<p>St Mary in the Castle is being successfully operated as a venue and the number and variety of events has increased.</p> <p>On 6, 7 & 8 Pelham Arcade the part English Heritage grant funded restoration works are nearly completed. Further internal refurbishment works are being undertaken by HBC to enable the tenant to fit out the premises as a café. This is expected to be operational for the summer.</p>

Corporate Plan Performance Indicators

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
6.1 % Council Tax collected in year	Bigger is better	96.7%	Worse	96.3%	Met	96.0%	96.0%
6.2 % Non domestic rates collected in year	Bigger is better	97.2%	Better	97.8%	Met	97.0%	<u>97.5%</u>
6.3 Average number of days to process new housing benefit claims	Smaller is better	13.3	Better	12.8	Met	15.0	15.0
6.4 Average number of days to process changes to housing benefit claims	Smaller is better	3.0	Worse	3.8	Met	5.0	5.0
6.5 Average number of days to process new Council Tax Reduction claims	Smaller is better			12.6	Met	15.0	15.0
6.6 Average number of days to process changes to Council Tax Reduction claims	Smaller is better			3.4	Met	5.0	5.0

Corporate Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Support local democracy by the effective delivery of electoral services activities. Measures:</p> <ul style="list-style-type: none"> a) Successful management of the 2013 East Sussex County Council election. b) Preparation for the transition to Individual Elector Registration currently proposed for full introduction in 2014. c) Polling Places Review undertaken as a result of changes to Parliamentary terms (Parliamentary Voting System and Constituencies Act 2011). d) All statutory timetables met in line with Electoral Commission requirements. 	<p>G</p>	<ul style="list-style-type: none"> a) 2013 ESCC elections successfully completed in Q1. b) Final preparations underway for transition to IER; 'go live' date has been confirmed by the Minister for June 2014. Core staff attended all relevant training events through Cabinet Office, Association of Electoral Administrators and Election Management System suppliers c) Polling Places Review completed to timescale in Q3, with input from the cross party review team. Full Council agreed the review on 19 February d) All statutory timetables currently being met in line with Electoral Commission requirements
<p>2. Facilitate the Local Strategic Partnership (LSP), to act as the principal strategic forum for collaboration between service providers, community representatives, the voluntary and private sectors. Measures:</p> <ul style="list-style-type: none"> a) LSP Board is supported to work effectively; in partnership with key stakeholders to deliver services which respond to locally identified need and act as a collective voice with a shared vision for shaping the town. b) With partners, undertake the biennial local 'Place Survey' and feed findings into the Council and partners decision-making processes to inform priorities and service developments. 	<p>G</p>	<ul style="list-style-type: none"> a) During 2013/14 the LSP tackled subjects such as: the academisation of local schools, the issue of seawater bathing quality and the changing landscape in the health sector. It has been particularly useful for organisations (both public/private and community) to understand the impact of such changes on residents and partner agencies. More recently, LSP partners have been particularly supportive of regeneration initiatives, coordinated by HBC, which benefit the town such as Community Led Local Development and Assisted Area Status. b) The Place Survey was completed to time, cost and quality in September 2013. The results were in line with findings from the 2011 survey

		suggesting satisfaction levels generally remain consistent.
<p>3. Support the Council's transformation to a leaner, more resilient organisation which remains focussed on delivering outcomes for local people as well as supporting and valuing its staff.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Managers supported to implement actions in the refreshed Workforce Development Plan thereby ensuring the Council's workforce is equipped to meet new challenges and ways of working. b) Deliver an agreed 'organisational and cultural change' programme during 2013/14, building on commitments made at the end of 2012. c) Teams assisted to undertake service process re-design and to identify opportunities for efficiency, maintaining service quality and improving customer services. d) Engage and support staff throughout the change process by use of regular staff focus groups and a feedback survey. 	G	<ul style="list-style-type: none"> a) Work was undertaken with services to deliver the workforce development plan (WDP), and underpinning initiatives such as practical management skills, agile working and change management. Managerial skills sets to meet the challenges facing the organisation longer term have been identified, and by working in partnership with other councils via the Sussex Training Consortium we have delivered accredited training programmes to a wider pool of staff at reduced cost. This work has enabled the organisation to meet challenges and start to bridge the gaps in skills between current and future requirements b) In support of the Council's 'One Council, One Team' programme, work was undertaken to: improve communications between service teams and the Community Contact Centre; provide guidance and advice on implementing change; review processes and giving support to managers and staff to adapt to new structures/ways of working, thereby enabling them to maximize efficiency and effectiveness of available resources. c) Customer First and Efficiency reviews have been undertaken with customer first, improved efficiency and staff engagement as fundamental components. The review of the Revenues service has been completed and an action plan is being prepared for implementation in 2014/15. Operational level reviews have been completed for Waste and Environmental Health. A detailed

		<p>review of the Homelessness and Housing Options service has commenced and will complete in summer 2014.</p> <p>d) A Staff Commission was established and has met three times since November 2013. A number of the issues raised have been addressed and a draft action plan has been agreed and is currently being updated to include timelines and will be monitored by the Group. A SharePoint site has been set up and all documents are uploaded and available to all staff.</p>
<p>4. Support Members to effectively undertake their roles and responsibilities. Measures:</p> <p>a) Annual work programme of Scrutiny Reviews completed to time, cost and specification.</p> <p>b) Progress against Corporate Plan targets reviewed quarterly by Overview and Scrutiny Committees to aid transparency about Council performance.</p> <p>c) Comprehensive programme of Member training and briefings delivered according to priorities set by the Training and Development Group.</p>	<p style="text-align: center;">G</p>	<p>a) The scrutiny reviews on bathing water quality and the O&S Charter were reported to the February 2014 Committees. The scrutiny review of the impacts of welfare reform will be submitted to the June meeting.</p> <p>b) Both scrutiny committees successfully reviewed Council performance at their quarterly meetings. The Scrutiny Steering Group also met quarterly to plan and monitor progress against the scrutiny work programme.</p> <p>c) A comprehensive programme of training was delivered based on the priorities of the Members Training and Development Group. In addition, this group have overseen a successful iPad trial which will lead to the roll out of these devices to newly elected Members in May, the subsequent roll out to all other members will lead to significant savings. This group has also overseen the launch of online training for Members, facilitated through the Council's Learning Pool facility.</p>

<p>5. Review the Council's committee structures and Constitution with Elected Members, so these remain fit for purpose as the Council contracts</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Systematic review of committee structures undertaken and findings reported to Cabinet by December 2013. b) Working Arrangements Group (WAG) convened and recommendations made for appropriate changes to the Council's Constitution arising from the review, legislative requirements, and to make it more user friendly. 	G	<ul style="list-style-type: none"> a) The Working Arrangements Group decided that now is not the appropriate time to review the committee structure and that this activity would be more helpful at a later point when the future scale and shape of the council is clearer. b) The rolling programme of addressing constitutional issues is on-going with items being researched, reviewed and discussed at WAG prior to being brought forward for Council approval. Items included the Member-Officer protocol and protocol for a minutes silence.
<p>6. Project manage the European-funded 'Future Cities' project to support climate change adaptation activities (extended in time until December 2013)</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Submit the final funding claim by October 2013 (claiming for activity up until 30th September 2013) b) Accept delivery of the Map Table and develop a staff and member training programme to maximise the application of the map table 	G	<ul style="list-style-type: none"> a) Following a successful bid for an extension last autumn, the Future Cities project was extended until December 2014. Ongoing activity has/will focus on the implementation of the Adaptation Compass - a tool that allows the impacts of climate change on an area to be explored and taken into account in project and planning decisions, work is underway on this with other East Sussex authorities. The final paperwork for the Future Cities project will be submitted to the lead partner in October 2014, with final payment expected in spring 2015. b) The Map Table was delivered in April 2013, and staff and member training took place in May 2013. The table has been used for a number of workshops e.g. BIG Local and FLAG (Fisheries Local Action Group) during 2013/14, and plans are underway for its use in 2014/15 e.g. by housing services

		<p>c) Additionally, the Council ran a successful 'Switched on Hastings' campaign which promoted energy switching as part of the Big Community Switch. Locally, just over a 1000 local people registered their interest of which 15% switched (153) following receipt of their offer. Average savings locally for a dual fuel (gas & electricity) household were £209.</p>
<p>7. Provide an efficient, customer-focussed contact and information service through the Community Contact Centre. Measures:</p> <p>a) Build on the establishment of the contact centre and continue to improve the experience of personal and telephone callers using our services.</p> <p>b) Use intelligence gained from monitoring of customer enquiries and feedback to assist service improvements across HBC.</p>	G	<p>a) Significant work has been undertaken since the completion of the Community Contact Centre (CCC) review to implement the recommendations overseen by the Contact Centre Improvement Board. Focus has been on delivering a comprehensive training programme to give all staff the confidence and skills to respond to a wider range of queries efficiently and accurately. A key factor in the success of this training has been that it has been developed and delivered in consultation with service departments. Comprehensive planning and work with Revenues team enabled the teams to successfully cope with the huge increase in customer contact which occurs at the time of annual Council Tax billing. The CCC also worked closely with colleagues in Waste Services to successfully manage the customer contact for the switch-over to new waste and recycling arrangements in autumn 2013.</p> <p>b) Detailed feedback and data from front line experience is being used to inform the service reviews.</p>
<p>8. Promote a culture of transparency in everything the Council does. Measures:</p>	G	<p>a) The council is fully complying with transparency legislation and guidance, e.g. we publish annually our pay policy and senior management salaries,</p>

<ul style="list-style-type: none"> a) Details of Council assets, pay policy, senior management salaries, resources, decision making, contracts and spending published to aid transparency. b) Freedom of Information and other data requests responded to within legislative timescales. 		<p>our workforce profile and equality data as well as monthly details of financial transactions over £250.00.</p> <ul style="list-style-type: none"> b) The Council is continuing to meet its legislative timescales for FOI and other data requests except in a small minority of cases (34/605 in 2013). The number of FOI requests has almost doubled over the last 5 years from 375 per year in 2009 to 605 in 2013.
<p>9. Deliver an effective Legal Service that plays a key role in delivery of Council priorities. Measures:</p> <ul style="list-style-type: none"> a) Provision of strategic legal advice for key projects, policies and procedures (including standards, Freedom of Information, Data Protection etc). b) Activity to support enforcement and secure prosecutions; robustly defend the Council against actions brought against it. c) Activity to ensure the Council is appropriately protected in terms of contracts and property transactions, and is effective at collection of debts and charges against property. d) Ensure effective Corporate Governance – appropriate legal advice given to all to support decision making, including quasi-judicial committees and boards. 	<p>G</p>	<ul style="list-style-type: none"> a) Strategic legal advice has been given across a wide range of projects and activity, new Policies developed and approved by Cabinet have included the Enviro-Crime and Data Protection policy and the Corporate Complaints policy. The Chief Legal Officer continues to provide support in respect to FOI and Data Protection requests. b) 44 prosecutions have been conducted and 9 cautions have been formally administered for a variety of offences. We robustly defended all the appeals made against our decisions in Licensing and Housing Renewal matters and have been extremely successful. c) Over 60 contracts were drafted as well as 21 leases and 9 licences during this period. We achieved 67 final charging orders in respect of Council tax securing £210,000, we also issued 24 summonses and obtained 16 attachment of earnings orders in respect of overpayment of housing benefit. In regard to planning we have completed 9 Section106 agreements and various other planning matters which brought in over £19,000 in legal costs.

		d) To ensure effective Corporate Governance advise has been given at Cabinet, Charity and Council meetings, Planning, Licensing, Museum and Environment and Safety. Two up-dates of the Council's constitution have been agreed by Council. In regard to the Charity Committee, 3 new members of the Grants Advisory Panel have been appointed and the Protector has been re-appointed for a period of three years. Legal services staff have trained over 50 wardens and police on issuing Fixed Penalty Notices and continue to provide Members with training on induction and throughout the year.
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Corporate Plan Performance Indicators

Note

7.1 Sickness absence - the average number of days absence was 7.01, which was higher than last year's figure and did not reach the target of 6.25. Although levels are not as good as we had hoped for, compared with a few years ago they are still low, with over 12 days average for 2005/06, and levels did not fall to under 8 days until 2011/12.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is better	6.00	Worse	7.01	Not Met	6.25	6.25

Cross Cutting Targets

1. Delivering Services into the Future: Prepare for further significant reductions in Council spending in the future whilst prioritising the activities and projects the Council has capacity to deliver.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Deliver a programme of consultation to test local priorities with local people and staff.	G	A total of over 2,200 people participated in the Place Survey that the Council and partners organised in Summer 2013.
b) Undertake a programme of service and efficiency reviews, prioritising those with the potential for biggest gains in efficiency, cost savings, and/or resilience.	G	The Minister for Local Government at the DCLG was extremely impressed with the programme of efficiencies and savings presented as part of our Efficiency Support Grant bid. The bid was successful, as was the further submission for an additional 25% (i.e. £243,000) reward grant.
c) Seek out and explore opportunities for new service delivery models, including shared services where this will provide efficiencies or resilience.	G	Discussions with potential partners in respect of shared services took place and it is hoped to bring forward some firm proposals in the near future.
d) Complete a Priority Income Efficiency Review process to inform the 2014/15 budget.	G	Completed.
e) Produce and publish a Medium Term Financial Strategy.	G	Approved by Cabinet in November 2013
f) Agree a Corporate Plan and Budget for 2014/15 onwards in February 2014.	G	Approved by Council in February 2014.

2. Corporate Risk Assessment: To maintain an environment where risk management is an integral part of planning and performance management processes and the general culture of the Authority.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) To maintain an overview of Corporate and Operational risks to the Council.	G	The Corporate Risk Management Group meets quarterly and reviews the Corporate and Operational risk registers, monitors insurance claims and procedures for mitigating risk.
b) To formally review the Corporate Risk Register and report to Audit Committee during 2013/14.	G	The Corporate Risk Register is reviewed quarterly and was reported to Audit Committee on 27 June 2013.
c) To formally review the Operational Risk Register and report to Audit Committee during 2013/14.	G	The Operational Risk Register is reviewed quarterly and was reported to Audit Committee on 27 June 2013.
d) To maintain an overview of the Council's Health and Safety Risk Management Policy and procedures.	G	The Health and Safety and Risk Management Policy and procedures are routinely reviewed throughout the year. The Fire risk management and Alert Scheme were reviewed during the year.

3. Environment and Sustainability: To provide strategic coordination and advice to the Council's policy and forward planning processes, ensuring the Council is maximizing opportunities to tackle climate change and make Hastings more environmentally sustainable.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Oversee implementation of the 2013/14 actions in the HBC Environmental Policy Action Plan.	G	<p>During 2013/14 – the strategic environmental projects board has met regularly to oversee the implementation of the action plan. Key achievements in the year include:</p> <ul style="list-style-type: none"> • The launch of 'Switch on Hastings' campaign a collective energy scheme which saw over

		<p>1000 local residents sign up to a cheaper energy deal. Further switches are planned for 2014/15</p> <ul style="list-style-type: none">• CO2 emissions – Work has continued to reduce our CO2 emissions by using LED lighting and implementing office energy efficiency measures.• The Future Cities project successfully secured an additional years funding until December 2014. The Council took delivery of the Map Table and it has begun to be used in workshops and at events. Key areas of work for 2014 include the implementation of the Adaptation Compass and links have been made with other local authorities run summertime workshops.• The Council Corporate Risk Register has been reviewed and updated to take account of climate change especially extreme weather events.• Green Flags were retained for Alexandra Park, Hastings County Park and St Leonards Gardens and Ponswood was established as a Local Nature Reserve.• Successfully secured Environmental Stewardship for Hastings Country park and nature reserve• The Quality Coast Award was successfully achieved for Pelham and Marina beaches and
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		<p>applications for 2014 have been made.</p> <ul style="list-style-type: none"> • The Cleaner Seas Please campaign was launched in 2013 and will continue to run during 2014. • A new office recycling scheme was established during the year – desk bins have been removed and small wheelie bins have been installed in communal areas and kitchens for dry recyclate (cardboard, cans, plastic and glass) Paper is collected separately and shredded prior to being recycled. • As part of the EU funded Answers to the Carbon Economy Project (ACE) – the eco-retrofit of an industrial unit on Theaklen Drive has been completed and funding has been secured for an additional building.
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4. Corporate Equalities: Support the Corporate Equalities Steering Group to embed equality and diversity and take actions that contribute to the achievement of the Council’s Equality Objective i.e.

“To provide high quality services that meet the needs and improve the quality of life of all our citizens, promoting equality of opportunity through a culture of openness, fairness and transparency, enabling local people to hold us to account”

In working to achieve this objective we will:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people in our town.
- Foster good relations.
- Identify priority actions for each year.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Continue to work with partners in accordance with Hastings & St Leonards Equalities and Human Rights Charter and produce an Annual Equality Charter report to the LSP.	G	a) Annual Equality Charter Report 2013/14 was presented to the Local Strategic Partnership Board on 28th April 2014. The report lists key achievements from a range of partners (including HBC), grouped under the themes of the Community Strategy (2010 -2026). It provides a useful evidence base of case studies and good practice demonstrating how equalities underpins the work of all partners and their collective vision for shaping the town.
b) Ensure all key Council decisions are informed by consideration of equalities impacts and are 'Poverty Proofed'.	G	b) A programme of Equality Impact Assessments was completed during 2013/14 including the Hastings Play Strategy and Phase II of the Regeneration Plan for St. Leonards.
c) Collate and publish our equality data by the deadlines set by the Equality Act 2010 (i.e. by 31st January each year) ensuring the data we record is as accurate as possible, and is used appropriately to inform service improvements.	G	c) Information was collated as at 31st December 2013 and published on HBC website. Comparative data provided to identify any trends with previous years.
d) Ensure Hastings Borough Council is an attractive employer to all sections of the community.	G	d) Examples of our offer includes: <ul style="list-style-type: none"> • Family friendly working policies, equalities based policies and procedures accredited by liP, Stonewall, and two ticks disability rating. • An employee assistance programme – the new provider will also shortly be offering Cognitive Behavioural Therapy. • Work with local schools to offer work placements for pupils in year 10 and attendance at local employment fairs.

e) Work with Stonewall and our staff, residents and local support groups to continuously improve lesbian, gay, bisexual and trans equality.	G	e) We participated in the workplace equalities index 2014. This year there were more participants and despite our best endeavours we achieved the same scoring as the previous year. However, we did receive recognition of the good practices we have developed.
f) Continue to work with Disabled-Go to provide accurate information about accessibility in our town on the on-line accessibility guide. Enhance the guide with updates and include details of a further 100 premises following audit.	G	f) Work with 'Disabled Go' is ongoing to increase annually the number of premises included in the on-line guide, setting out clear access information for residents and visitors to make the most of our town.
g) Seek accreditation as a 'Living Wage Employer' and following an assessment of our contractor's performance develop an action plan to assist them to work towards achieving the status over appropriate time periods.	A	g) All permanent HBC employees are paid above the recommended level by the Living Wage campaign. Work is underway with contractors to understand the gap between their current pay levels and the living wage level and identify what steps we can take to bridge the gap over time.

5. Accommodation and Smarter Working: To deliver continuous improvement to the quality and value of our interaction and communications with customers and the community at large. To rationalise and consolidate Council services in fewer larger buildings, maximise the efficient use of floor space and develop fit for purpose, efficient, flexible and resilient administrative support processes. To maximise opportunities for flexible, mobile and home-working in support of these objectives.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Consolidate all operational staff into Aquila House.	A	Most operational staff were located in Aquila House but due to the flooding and imminent refurbishment the top floor has been vacated and other staff will need to move out temporarily.

b) Maximise the efficient use of floor space in Aquila House through the introduction of additional hot desking facilities, rationalisation of team locations and the promotion of flexible, home and mobile working.	G	Fourth floor accommodation reviewed and rearranged to accommodate partner agencies in Community Safety Hub
c) Release floor space in Aquila House for sub letting to partner organisations to further reduce accommodation costs and develop efficiencies through partnership working.	G	Part of the Upper Ground floor of Aquila House has been sublet to SEAP.
d) Complete improvement to accommodation in the Town Hall to provide additional meeting and democratic facilities.	G	Members room and new committee room completed. Alterations to Contact centre completed Further work planned for Front office.
e) Implement new building support services arrangements for Council buildings and introduce more efficient and cost effective administrative processes.	G	The new Business Support Model has bedded in and is proving effective. The existing resources were refocused and the new structure now provides flexibility and a more appropriate balance between Business Support and service areas. The new structure has realised efficiencies due to the streamlining of the Support Services Team through a reduction in administrative posts and Town Hall Attendants
f) Extend electronic document and records management systems to all services to provide cost effective	G	The existing document and records management software (Idox) has been upgraded and has gone live in Planning. Work has begun on introducing the system into Environmental Health Services.
g) Maximise the level of electronic transactions, payments and communications through the Contact Centre, website, text messaging etc.	G	Paye.net has now been rolled out through the council. An implementation team has been drawn together

		and the products finalised. Three new payment methods are being introduced. Paying bills from the Council by internet and paying for goods and services ordered from the Council over the internet and internet direct debits.
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6. Anti Poverty and Welfare Reform: To Coordinate HBC and partnership activity in response to the impact of welfare reform on our local residents.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Building on research undertaken in 2012, agree and implement 2013/14 actions in the Hastings and St Leonards Anti Poverty Strategy Action Plan.	G	Multi Agency Anti Poverty Group established and meeting quarterly. Anti Poverty Strategy Action Plan agreed by Cabinet in Jan 2014. Dedicated Officer now in place to take forward the Action Plan with partners.

7. Regeneration in St Leonards: To support the delivery of a broad based programme of regeneration activity in Central St Leonards in partnership with Amicus Horizon, community, local business, Police and other agencies.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
(a) Fund, acquire and improve a minimum of 50 units of privately let or vacant dwelling over the period 2011-14 through AmicusHorizon.	G	6 properties acquired Let: <ul style="list-style-type: none"> 24/25 Stockleigh Road (7 units: 3 x 1 bed; 3 x 2 bed; 1 x 3 bed) Acquired and improvements ongoing: <ul style="list-style-type: none"> 17 Carisbrooke Road (5 units: 5 x 1 bed): estimated ready to let date (RTL) date = 12 May 2014 41 Carisbrooke Road (11 units: 2 x 1 bed; 1 x 2 bed): estimated RTL date = 15 Dec 2014

		<ul style="list-style-type: none"> • 61 Western Road (3 units: 2 x 1 bed; 1 x 2 bed) • 14a Stockleigh Road (1 unit: 1 x 1 bed): estimated RTL date = 15 December 2014 • 14 Carisbrooke Road (2 units: 1 x 1 bed; 1 x 3 bed) estimated RTL date = 15 Dec 2014
(b) Work with the HCA and YMCA to acquire and improve empty properties in the area and wider Borough.	G	<p>During 2013/14 there have been a total of 33 units leased, 15 of which were let.</p> <p>Lease details:</p> <ul style="list-style-type: none"> • 65 Vicarage Road (4 units: 4x1 bedroom flats) – lease signed 25 Mar 13 – lease commencement date 1 May 13 • 30 Chapel Park Road (12 units: 3x1 bedroom flats / 9xStudio flats) – lease signed 28 Mar 13 – lease commencement 1 Apr 14 • 12 Grand Parade (10 units: 5x2 bedroom flats) – lease signed 02 Aug 13 – lease commencement 30 Jun 14 • 12 Palace Court (3 units-3 bedroom flat) – lease signed 28 Jan 14 – lease commencement 12 April 14 • 16a Palace Court (2 units-2 bedroom flat) lease signed 13 May 13 – lease commencement 28 Jan 14 • (Flat 1) 37 Warrior Square (1 unit-studio) lease signed 13 May 13 – lease commencement 28 Jan 14 • (Flat 1) 45 Warrior Square (1 unit-studio) lease signed 13 May 13 – lease commencement 28 Jan 14 <p>Let properties:</p> <ul style="list-style-type: none"> • 30 Chapel Park Road • 65 Vicarage Road • 12 Grand Parade
(c) Work with the partners and the local community to develop and implement a new regeneration action plan for St Leonards complemented by dedicated support to the St Leonards Town Team.	G	<p>AmicusHorizon, HBC and Hastings Works worked in partnership to establish the St Leonards Works service in Silchester Road. A profile of local services has also been produced for consideration by the Coastal Space Project Board.</p>

<p>(d) To support a wide range of community safety, marketing, business support and community development activities in the St. Leonards area.</p>	<p>G</p>	<p>Community Safety – the Police Commissioner has visited the area on two occasions over the last three months (March 14). She has focused on the issue of street drinkers and general anti-social behavior. She has agreed to a bi-monthly meeting with local residents and businesses.</p> <p>HBC worked with Town Team to deliver the ‘Up-market Designers Fair’. There was a fantastic response to the event with tickets being sold out and well over 1500 people attending. Many of the 21 designers took large orders/ commissions or were sold out. There is now a growing demand for another such event in November 2014.</p> <p>Preparations for the Festival are proceeding as planned, and The Town Team will launch its weekly market on 19th April 2014.</p>
<p>(e) To review the existing renewal area status and extend its life subject to consultation and Cabinet approval.</p>	<p>G</p>	<p>The Central St Leonards Housing Renewal Area was extended for a further 5 years.</p>
<p>(f) To work with other coastal authorities and partners to develop and lobby for action that will encourage improvement to the private rented sector.</p>	<p>G</p>	<p>The Council has played a leading role in further coastal towns investment through SELEP, this has culminated in a 75 Million pound proposal for tackling dysfunctional and poor quality privately rented housing in the coastal LEP areas in conjunction with Tendring Council in Essex and Thanet Council in Kent. These form part of the South East Strategic Economic Plan awaiting consideration by Ministers ahead of funding decisions in July 2014.</p> <p>The Council has also taken a lead in parallel and related work regarding potential migration issues resulting from welfare benefit changes, the conduit of which might be private rented sector housing, this work has included workshops and dialogue with senior civil servants, academics and representative from other coastal and</p>

		London Boroughs regarding the need to better understand the impact of changes on areas such as Hastings
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8. Hastings Pier: To support the Pier's renewal and the programme of activity which will give it long term sustainability.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
(a) To complete the CPO and transfer of Hastings Pier subject to the availability of funding and agreement of legal terms between the Council and Pier Company.	G	CPO process successfully completed. Renovation of Pier now well underway, with opening planned for late spring 2015.
(b) To support fundraising efforts, particularly further bids for external funding.	G	Successful funding package secured for Pier repairs/renovation, including very successful Community Share campaign.
(c) To support the Pier Company in bringing forward its longer term plans for the leisure, community and commercial activity which will support the economic life of the Pier and seafront.	G	Successful Coastal Communities Fund bid secured funding to support the establishment of the first building on the newly refurbished Pier.

9. Seafront Strategy: Our current Seafront Strategy and supporting action plan is overseen by a member/officer Seafront Regeneration Group. The supporting action plan seeks to deliver and maximise the economic, social, environmental and health benefits within the available resources. This action plan needs to be refreshed to consider the potential for the renovation of the Pier and associated regeneration opportunities.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) To review and revise the Seafront Strategy and action plan.	A	Review of existing strategy completed alongside analysis of future funding opportunities and emerging priorities in consultation with key stakeholders. New action plan will be developed following adoption of a refreshed strategy

	G	for 2015-2020 in 2014/15. The action plan has been updated and reviewed by the Seafront Regeneration group and all of the actions are now green, complete or it has been agreed to carry them forward into the revised Seafront Strategy due for review in June 2014 (Glynn)
b) To deliver the programme of the Foreshore Trust as contained within the Charity's business plan.	G A	New events grant scheme has supported new and existing events on Foreshore Trust land in 2014/15. 13-14 deliveries were new chalets (completed), RNLI signs (carried forward to 14-15), Classroom on the Coast (opens in May) and credit card payment machines in car parks (completed). The 14-15 programme is primarily financial contributions to White Rock Baths, Stade FLAG projects and intelligent traffic signs. All schemes are underway with completion dates either to be agreed (Baths), in 2015 (FLAG) or on target for June 14 (traffic signs).
c) Refurbishment of the Pelham Car Park and toilets.	G	Toilet refurbishment completed in time for Easter 2013. To include a Changing Places Facility.
d) To complete the business case for improved seafront transport.	G	We are continuing to explore funding options for the electric 'Minitram' project, including the possibility of European money.
e) To proactively market White Rock Baths and take forward any interest.	G	There have been several expressions of interest in White Rock Baths as a venue for a variety of uses. Long term use of the building for a leisure-based business is currently under investigation and subject to a funding package sufficient to cover the costs of necessary repairs/refurbishment.
f) Complete the CPO of the Pier and support its regeneration subject to funding.	G	Successfully achieved (see target 8).

CORPORATE PLAN PERFORMANCE INDICATORS

To show all changes to targets for performance indicators in one place, performance indicator tables from the pages above are also shown here to present all the information together, and any targets that have changed from 2013/14 to 2014/15 are shown in bold and underlined.

Environmental Services Directorate

Environmental Services

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.1 Improved street and environmental cleanliness (levels of litter)	Smaller is better	5%	Worse	7%	Not Met	4%	No target set, replaced by indicator below
1.1 Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is Better	New indicator measuring street cleanliness across combined areas of litter, dog fouling, detritus, graffiti and fly posting.					5%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is better	25.9%	Better	28.2%* estimated figure	Met	28.0%	<u>30%</u>

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.3 % nuisance/general public health reports responded to within 4 working days	Bigger is better	92.9%	Worse	87.9%	Not Met	95.0%	95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is better	92.4%	Better	93.8%	Met	90.0%	<u>93%</u>
1.5 Crimes in Council Car Parks	Smaller is better	4	Worse	5	Met	5	No target set, removed from 2014/15
1.6 Overall crime rate / 1,000 population	Smaller is better	73.1	Better	71.4	Met	83.0	<u>70.7</u>
1.7 Public place violence / 1,000 population	Smaller is better	10.7	Better	10.6	Not Met	9.7	No target set, removed from 2014/15

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.08 Criminal damage / 1,000 population	Smaller is better	13.6	Better	13.9	Met	17.2	No target set, removed from 2014/15

Amenities, Resorts and Leisure Services

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
2.1 Number of people attending White Rock Theatre performances	Bigger is better	63,831	Better	65,925	Not Met	75,000	<u>70,000</u>
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is better	40,158	Worse	39,179	Not Met	40,000	<u>44,000</u>
2.3 Total attendances at Council Leisure Centres	Bigger is better	390,194	Better	394,394	Met	390,000	<u>400,000</u>

Regeneration Directorate

Regeneration and Planning Policy

The following indicators were reported in the 2012/13 Corporate Plan, and are updated with the latest data available below. These indicators give useful information about the economic conditions in the town, but are not areas the council can directly influence enough to set targets for. They will therefore be reported to show change over time, but without targets set. Figures for the majority of these indicators are only available annually and give information for the previous year due to processing and publication timeframes.

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
Earnings (resident analysis) as a percentage of UK median average gross weekly pay	Bigger is better	82.6	79.8	NOMIS – (from ASHE) 2012 and 2013
Earnings (workplace analysis) as a percentage of UK median average gross weekly pay	Bigger is better	89.0	79.7	NOMIS – (from ASHE) 2012 and 2013
3-year business survival rate	Bigger is better	64.2 (Dec 2011)	63.2	ESIF - Nov 13
Percentage of households in poverty	Smaller is better	37 (Jul 2012)	31.2	ESIF - July 2013 (from CACI Paycheck data)
Number of economically inactive people who want a job	Smaller is better	4,000	3,800	NOMIS – (from Annual Population Survey) 2012 and 2013 (Jan-Dec)
Ratio of jobs to the working age population	Bigger is better	0.63	0.63	ESIF - Apr 2013 (next update due May 2014)
Monthly average number of people claiming JSA benefit	Smaller is better	3,197 (Apr '12-Mar '13)	2687	ESIF - Mar'13-Feb'14 Avg
Number of live enterprises (NEW Indicator)	Bigger is better	2,350 in 2012	2310	NOMIS - 2013 (UK Business counts-enterprises from IDBR)

Housing and Development Services

4.03 Number of dwellings brought in line with statutory standard various considerably between years - the number of dwellings in 2013/14 line is lower than for 2012/13, and did not reach the target. Last year's figure was exceptionally high and included figures from one very large House in Multiple Occupation. Delivery for the previous year (2011/12) was only 96. It is proposed that a target of 175 is set for 2014/15 which is considered challenging but attainable.

4.04 Number of affordable homes delivered - a combination of factors helped to increase the number of affordable homes delivered in 2013/14. There were a number of cases where Housing Associations were able to acquire whole sites or completed units from developers whilst we were in recession and there was little competition from the private sale market. With the market recovering and fewer likely to be delivered through the planning system at present, we will struggle to deliver the same number in future years, which is reflected in the revised target.

4.05 Long term empty properties returned to use - Target achieved and exceeded. The figure is exceptionally high due to the work with the YMCA project, which sees long term empties brought back into use and the work with council tax, which has seen a number of properties showing as empty brought back into use. The target for 2014/15 has been increased to 70, however, achieving this will be dependant upon receipt of funding from the Homes and Communities Agency, but a decision on this will not be known until July.

4.06 Major planning applications determined - This is a near miss. There are a small number of applications in this category and a few cases make a big percentage change. The figures for this year included some very old cases which were over a year old when the decisions were issued which impacted on the figures. We now seek to agree an extension of time with the applicant, who will improve performance in this category, but this has not yet fed through to the figures. The Government's minimum figure below which there would be a risk of being put into special measures is 40%

4.07 Minor planning applications determined - This is a challenging target that was raised from 65% in 2012/13. We have only exceeded 85% in this category twice in the last 10 years. It is therefore proposed that the target is amended to 85%.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
4.01 Number of homelessness acceptances	Smaller is better	98	Worse	104	Met	145	145
4.02 Number of homelessness cases prevented	Bigger is better	1,896	Better	2,095	Met	1,800	1,800
4.03 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is better	237	Worse	134	Not Met	200	<u>175</u>

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
4.04 Number of affordable homes delivered	Bigger is better	50	Better	88	Met	88	<u>75</u>
4.05 Long term (2+ years) empty properties returned to use	Bigger is better	70	Better	115	Met	60	<u>70</u>
4.06 % major residential & commercial planning applications determined within 13 weeks or as agreed with the applicant	Bigger is better	72.7%	Worse	67.6%	Not Met	70.0%	70.0%
4.07 % minor residential & commercial planning applications determined within 8 weeks or as agreed with the applicant	Bigger is better	76.6%	Better	80.3%	Not Met	85.0%	<u>85.0%</u>
4.08 % householder planning applications determined within 6 weeks	Bigger is better	67.6%	Worse	66.3%	Met	65.0%	65.0%
4.09 Net number of new homes built	Bigger is better	148	Worse	133	Not Met	200	200
4.10 Number of neglected and derelict buildings improved	Bigger is better	51	Better	54	Met	50	50

Marketing and Communications Services

5.1 visits to the Borough website - visits to the Borough website increased by just under 2% from 2012/13 to 2013/14, but did not reach the target of 1.3 million visits, which was based on a 10% increase. The target for future years is based on showing an increase from the previous year's figure rounded up to the nearest 5,000. It is expected that the increase will be more than this, but it is not possible to accurately set a target of how much more.

5.2 Page views for the Borough website - this indicator measures the amount of pages viewed during the year, and it is proposed that this indicator is removed from 2014/15. The figure varies considerably as content on the website changes, and does not give a useful reflection of use of the website, so 5.1 will be retained as the key indicator of website use from 2014/15.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
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Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
5.1 Visits to the Borough website	Bigger is better	1,180,933	Better	1,203,628	Not Met	1,300,000	<u>1,205,000</u>
5.2 Page Views for the Borough website	Bigger is better	3,382,453	Better	3,517,977	Not Met	3,720,000	To be removed

Financial Services

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
6.1 % Council Tax collected in year	Bigger is better	96.7%	Worse	96.3%	Met	96.0%	96.0%
6.2 % Non domestic rates collected in year	Bigger is better	97.2%	Better	97.8%	Met	97.0%	<u>97.5%</u>
6.3 Average number of days to process new housing benefit claims	Smaller is better	13.3	Better	12.8	Met	15.0	15.0
6.4 Average number of days to process changes to housing benefit claims	Smaller is better	3.0	Worse	3.8	Met	5.0	5.0
6.5 Average number of days to process new Council Tax Reduction claims	Smaller is better			12.6	Met	15.0	15.0
6.6 Average number of days to process changes to Council Tax Reduction claims	Smaller is better			3.4	Met	5.0	5.0

Corporate Services

7.1 Sickness absence - the average number of days absence was 7.01, which was higher than last year's figure and did not reach the target of 6.25. Although levels are not as good as we had hoped for, compared with a few years ago they are still low, with over 12 days average for 2005/06, and levels did not fall to under 8 days until 2011/12.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is better	6.00	Worse	7.01	Not Met	6.25	6.25

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Agenda Item No: 7

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Local Development Scheme

Report By: Monica Adams-Acton
Head of Regeneration and Planning Policy

Purpose of Report

To inform Cabinet of the updated timescales for the production of the emerging Local Plan documents since the last Local Development Scheme was published in January 2013.

Recommendation(s)

- 1. That the contents of the revised Local development Scheme be agreed.**

Reasons for Recommendations

So that an up-to-date Local Development Scheme is in place at the time of publication of both the Hastings Planning Strategy and the Development Management Plan to ensure "Legal Compliance" at the time of consultation, in accordance with provisions in the the Planning and Compulsory Purchase Act 2004.

Introduction

1. This is the ninth review of the Local Development Scheme (LDS). The report sets out the documents we will be preparing over the next three years and the timetable for their preparation.
2. We are required to have an up-to-date LDS in place in order to meet the "tests of soundness" that the Plan will be assessed against at Examination in Public, provisionally planned for November 2014.

Background

3. The LDS is a public statement setting out details of which Local Plan documents will be produced over the next few years, in what order, and when.
4. The Localism Act contains provisions that remove the requirement to consult the Secretary of State on the contents of the LDS. However we are still required to obtain approval for its publication.

The Local Development Scheme 2014-15

5. There have been some minor timetabling changes to the LDS since it was last published in January 2013.
6. Progress on each of the key Local Plan documents is set out below:

The Hastings Planning Strategy

7. The document has now been prepared and adopted and hence taken off the programme. Milestones for publication of the Plan and Submission to the Secretary of State were broadly met and following the Examination in Public in February 2013 (and a further hearing session on 10 September) the document was declared sound by the Planning Inspector and was subsequently adopted by the Council on 19 February 2014.

The Development Management Plan

8. Formal consultation on the Proposed Submission version of the Development Management Plan commenced on 21 January 2013 in accordance with the then published position statement on the Council's website. Further progress to Examination was delayed until the Planning Strategy was adopted. Due to the delay a further round of consultation was considered necessary following advice from the Planning Inspectorate. The revised proposed submission version was published and consulted between 10 March and 22 April 2014. Whilst the majority of the Revised Proposed Submission Development Management Plan remains the same, some changes have been made to keep the document up to date in the light of further advice and some of the representations received. The most significant change being addition of specific policies to each allocated site for greater clarity. The deliverability of the sites was also reassessed. The additional work had some effect in terms of the publication date leading to a slippage of about 2 months.

9. We are in contact with Planning Inspectorate to set a date for Examination in Public, which is provisionally targeted for November 2014 and is dependent on the availability of the Planning Inspector. The final adoption of the document will depend on the outcome of the Examination in Public and particularly whether main modifications are needed. If no main modifications are needed it is possible to adopt the Development Management Plan in the 1st quarter of 2015/16 but if main modifications are required it is likely to be towards the end of the 3rd quarter of 2015/16.

Supplementary Planning Documents (SPDs)

10. Changes to legislation have removed the requirement for the Council to specify in the LDS which SPDs are intended to be produced. New SPDs will be prepared based on their apparent need, however, looking at the broader picture, upon adoption of Development Management Plan, all adopted SPDs and SPGs will need to be updated to realign them with the new Local Plan. The following SPDs are scheduled in our timetable to be prepared within the next 3 years:

- Affordable Housing SPD
- Visitor Accommodation SPD
- Employment Land Retention SPD
- Contribution for Play Space Provision SPD
- Householder Development SPD
- Roof Materials for Listed Buildings and Conservation Areas SPD
- Replacement Doors and Windows for Listed Buildings and Conservation Areas SPD
- Shopfronts and Advertisements SPD
- Developer Contributions SPD

11. Work will also continue on reviewing development costs and sales values to determine the viability of applying Community Infrastructure Levy (CIL) charge, make provisions for the new responsibilities in terms of Neighbourhood Planning, and continue to monitor the implementation and undertake reviews were necessary of the Local Plan documents once they are adopted. The Statement of Consultation Involvement is also being updated and is the subject of a separate report to the Cabinet.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No

Background Information

Appendix 1 - Local Development Scheme

Officer to Contact

Mr T Cookson
tcookson@hastings.gov.uk
01424 783201

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Appendix 1

Hastings Local Plan – Local Development Scheme 2014 – 2017

June 2014

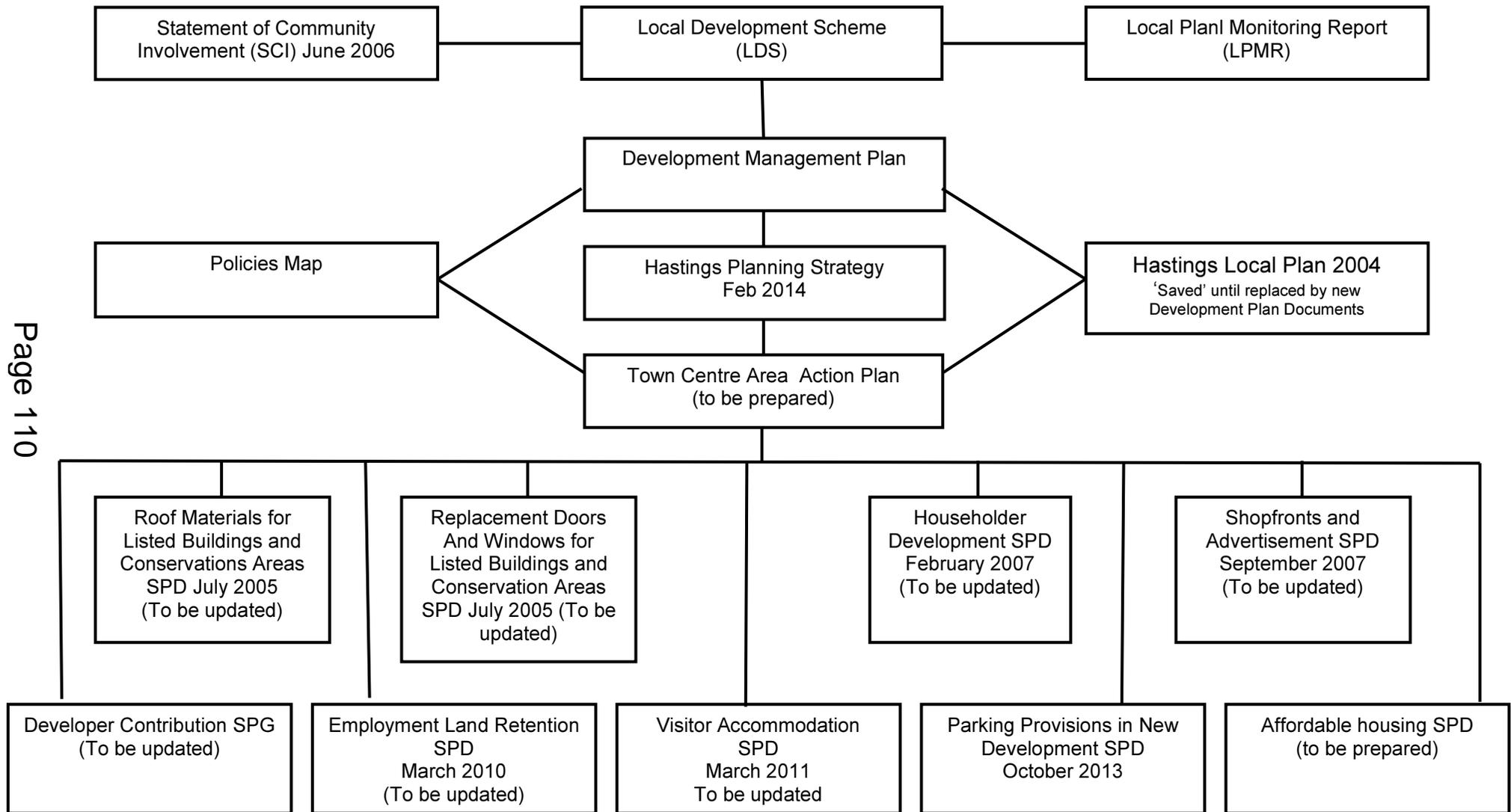
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Section 1 - Executive Summary

1. The Local Development Scheme (LDS) sets out the documents that will be prepared as part of the Hastings Local Plan 2011-2028. Following the adoption of Hastings Planning Strategy and the good progress made on the Development Management Plan, this latest version of the LDS will cover the period to the end of 2017 and set out details of remaining Local Development Documents (LDDs) to be produced. It also includes an assessment of identified risks and contingencies as part of programme management.
2. The emerging Hastings Local Plan currently comprises the following documents:
 - The Hastings Planning Strategy (adopted by the Council in February 2014)
 - Statement of Community Involvement (updated June 2014)
 - Roof Materials for Listed Buildings and Conservation Areas Supplementary Planning Document (SPD) (July 2005)
 - Replacement Doors and Windows for Listed Buildings and Conservation Areas SPD (July 2005)
 - Householder Development SPD (February 2007)
 - Shopfronts and Advertisements SPD (September 2007)
 - Employment Land Retention SPD (March 2010)
 - Visitor Accommodation SPD (March 2011)
 - Parking Provisions in New Development (October 2013)
 - Annual Monitoring Report 2012/13 (currently in preparation)
3. This revision of the LDS indicates preparation of 1 key Development Plan Document (DPD) – the Development Management Plan, and several other supporting documents over the next 3 years: The Development Management Plan is now in advanced stage of preparation and will be adopted during the LDS period.
4. Supporting documents include additional Supplementary Planning Documents relating to Affordable Housing, Developer Contributions and Children's play space provision, together with updated versions of the existing Employment Land Retention, Visitor Accommodation, Householder Development, Roof Materials, Doors and Windows and Shopfronts and Advertisements SPDs. In addition, we will work to develop a Local List of Heritage Assets, and work with communities on Neighbourhood Plans as and when appropriate.
5. The relationship between the existing and proposed documents that make up the emerging Local Plan is shown in the diagram below.
6. Please see the Glossary in Appendix A for clarification of the terms used in this document.

Hastings Local Plan – Summary diagram showing relationship of documents (up to 2017)



Section 2 - Introduction

What is a Local Development Scheme?

7. The Local Development Scheme (LDS) sets out the documents that will be prepared as part of the new Hastings Local Plan – the statutory development plan for the Borough.
8. This LDS has been produced to give local residents and any other interested parties information on:
 - The documents we are currently preparing, as well as those we intend to produce
 - The subject matter of the documents, and the geographical area they cover
 - The timetable for the stages of preparation and adoption of these documents
9. Taken as a whole, all the documents prepared as part of the Local Plan will form the planning policy framework for land use and development in Hastings up to 2028.
10. This is the 9th review of the Hastings LDS. The document can be viewed or downloaded from our website at http://www.hastings.gov.uk/environment_planning/planning/localplan/ldf_documents/#lds or alternatively, copies can be made available on request.

Format of the Local Development Scheme

11. This document is set out in 7 sections. Following the executive summary and the introduction, section 3 sets out the Council's position in terms of its planning policy framework and statutory development plan. It provides information on the different types of documents that have already been prepared as part of the Local Plan process, as well as those that will be prepared over the next 3 years.
12. Sections 4 and 5 provide detailed schedules for the preparation of the Development Management Plan and Town Centre Area Action Plan. When complete, these documents will, together with the adopted Hastings Planning Strategy, form the statutory development plan for the Borough. Section 6 shows this information illustratively.
13. Finally, section 7 provides information on recent changes to the planning system that have had an impact on the Local Plan production process.
14. For any questions or queries regarding this document, please contact the Planning Policy team at:

Aquila House
Breeds Place
Hastings
East Sussex
TN34 3UY

Email: fplanning@hastings.gov.uk

Tel: 014245 451098

Web: www.hastings.gov.uk/localplan

Or follow Shaping Hastings on Twitter/Facebook

Section 3 - Planning Policy Framework

Existing documents making up the Statutory Local Plan

The National Planning Policy Framework

15. The National Planning Policy Framework (NPPF) provides the Government's planning policies for England, and sets out how these are expected to be applied by Local Planning Authorities and their communities. The NPPF must be taken into account in the preparation of the statutory development plan (The emerging Hastings Local Plan and any subsequent Neighbourhood Plans), and is a material consideration in planning decisions.
16. Until the proposed emerging Local Plan documents (listed in para 34) are adopted, the following plans will remain in force and be used in the determination of planning applications. These include:

The adopted Hastings Planning Strategy

17. The Hastings Planning Strategy 2011 to 2028 was adopted in February 2014. It sets a broad strategy for new development in the Borough, and provides policies that form the basis on which planning decisions are made.

The adopted Hastings Local Plan 2004

18. The Hastings Local Plan was adopted in April 2004. Whilst the adopted Hastings Planning Strategy replaces strategic policies some policies still remain in force until they are replaced by the Development Management Plan DPD. Superseded and expired policies from the 2004 Plan that should no longer be taken into account are listed on our website at http://www.hastings.gov.uk/environment_planning/planning/hastings_local_plan/superseded_expired_policies/

Waste and Minerals Plans

19. In parallel, East Sussex and Brighton & Hove are the responsible authorities for preparing the adopted Minerals and Waste Local Plans. In 2013, the East Sussex, South Downs, and Brighton & Hove Waste and Minerals Plan was formally adopted. This plan replaced the majority of the policies that were contained in the Waste Local Plan (2006) and Minerals Local Plan (1999). A site allocation for the Minerals and Waste Local Plan is currently in preparation with initial consultation in 2014.
20. Further information on the progress of the WMDF can be found at <http://www.eastsussex.gov.uk/environment/planning/development/mineralsandwaste/default.htm>

The emerging Hastings Local Plan

21. The emerging Hastings Local Plan is made up of a series of documents that will be updated and replaced over time. Several of these documents have already been prepared, which includes Hastings Planning Strategy (adopted February 2014).

22. The relationship between the existing and proposed emerging Local Plan documents is also set out in fig 1 at the beginning of this document.

The Statement of Community Involvement (SCI)

23. First adopted in 2006, the SCI sets out the Councils' vision, strategy and principles for community and stakeholder involvement in the preparation of the emerging Hastings Local Plan, and in determining planning applications. The SCI was updated in 2011 and again in January 2013 and in June 2014 to reflect changes to the planning regulations also the principles set out in the Council's Participation and Communication Strategy 2011/12 – 2013/14. The document has been updated to align with plans and programmes in this document.
24. To download a copy of the updated SCI please visit the website at http://www.hastings.gov.uk/environment_planning/planning/localplan/ldf_documents/#sci

Supplementary Planning Documents (SPDs)

25. SPDs are non-statutory documents within the emerging Local Plan. They provide more detailed explanation and guidance in relation to policies and proposals in the statutory development plan.. The Council has prepared five SPDs so far:
- Roof Materials for Listed Buildings and Conservation Areas SPD (July 2005)
 - Replacement Doors and Windows for Listed Buildings and Conservation Areas SPD (July 2005)
 - Householder Development SPD (February 2007)
 - Shopfronts and Advertisements SPD (September 2007)
 - Employment Land Retention SPD (March 2010)
 - Visitor Accommodation SPD (March 2011)
 - Parking Provisions in New Development (October 2013)
26. Copies of these SPDs are available on our website at <http://www.hastings.gov.uk/ldf/resources.aspx#spd>

Community Infrastructure Levy

27. The CIL is a Charging Schedule will set out standard charge(s) that the Council will levy on specified types of development to contribute towards required infrastructure. Work to explore viability of CIL implementation in the Borough has been undertaken concurrent with the Local Plan. The Council's early work has determined the Community Infrastructure Levy (CIL) charging schedule unviable due to current market conditions. The CIL is not being pursued at this time, but that changes in house prices will be monitored during this LDS period in order to determine when it may be appropriate to reconsider pursuing CIL.

Neighbourhood Planning

28. New regulations¹ concerning neighbourhood planning came into force in April 2012. These make provision for several elements falling under the neighbourhood planning category:

¹ The Neighbourhood Planning (General) Regulations 2012

- Neighbourhood Development Plans
- Neighbourhood Development Orders
- Community Right to Build

29. Whilst no final applications have yet been submitted for Neighbourhood Development Plans, we have already had some enquiries and developed an online information source for local communities to help explain process for submissions. We expect a few Neighbourhood Plans being undertaken during the LDS period. Neighbourhood Plans, when adopted, will form part of the Development Plan

Local Plan Monitoring Report (LPMR)

30. In response to the Localism Act, Local Planning Authorities no longer have to submit Annual Monitoring Reports to the Secretary of State. However, the requirement to prepare and publish monitoring reports for the public remains. The Council monitors regularly how effective its policies and proposals are in delivering the emerging Local Plan. The Monitoring Report so far has been published annually. In future, we intend to make it a biannual publication to measure progress against key indicators more frequently. The most recent LPMR can be viewed at

http://www.hastings.gov.uk/environment_planning/planning/localplan/ldf_documents/#amr

31. The LPMR assesses whether or not targets and milestones related to the production of the Local Plan have been met. As a result of monitoring, the Council will decide what changes, if any, need to be made to the Local Plan and will bring forward any such changes through a review of the Local Development Scheme.

The Local Plan Evidence Base

32. We need to ensure a robust evidence base is available to support planning policies in the emerging Local Plan. Background work prepared by, or for the Council will normally be published in the form of background documents. Each of these will be made publicly available at the same time as, or before, any Local Plan document that relies on its contents for a justification.

33. Further information on the evidence base prepared so far is available at http://www.hastings.gov.uk/environment_planning/planning/localplan/evidence_base/

Proposed Local Plan documents

34. The adopted Hastings Local Plan 2004 and Proposals Map are in the process of being replaced by Hastings Planning Strategy and Development Management Plan documents. The Hastings Planning Strategy was adopted in February 2014.

35. The next key document currently in an advanced stage of preparation is the Development Management Plan, which includes site allocations. A new Policies Map accompanies the Development Management Plan, which when adopted will

replace the Policies Map associated with the Planning Strategy document and the Proposals Map for the Local Plan 2004.

36. A Sustainability Appraisal has already been prepared to support these documents in the plan making process. Sustainability Appraisal Reports will also be required to support future Supplementary Planning Documents and Neighbourhood Plans where necessary. The purpose of the Sustainability Appraisal Reports is to assess the impact of the documents in terms of the social, economic and environmental effects, incorporating the requirements of Strategic Environmental Assessment.
37. It is also proposed to undertake preparation of Hastings Town Centre Area Action Plan which provides a detailed planning framework to guide change across the town centre in Hastings.
38. It is proposed to produce a number of topic based supplementary planning documents that will together comprise the Local Plan for Hastings. Such an approach enables the Council to respond to issues of greater significance and adjust the timetable for the delivery of a document should significant changes occur (for example, legislation), without impacting on the timetables for other documents. It is also worth mentioning that some of the adopted SPDs and SPGs link back to the 2004 Local Plan, which will be obsolete as soon as the Development Management Plan is formally adopted. This will require those SPDs and SPGs to be updated to make them in line with the newly adopted Local Plan policies. There is no legal obligation to specify timescales for the preparation of further SPDs or other documents in this LDS. However, at this stage we are proposing to prepare the following documents in the next few years:
 - Affordable Housing SPD
 - Visitor Accommodation SPD
 - Employment Land Retention SPD
 - Contribution for Play Space Provision SPD
 - Householder Development SPD
 - Roof Materials for Listed Buildings and Conservation Areas SPD
 - Replacement Doors and Windows for Listed Buildings and Conservation Areas SPD
 - Shopfronts and Advertisements SPD
 - Developer Contributions SPD
39. We will also be working closely with communities to bring forward any neighbourhood plans, and continue work on monitoring and reviewing the Local Plan documents that are put in place.
40. Key dates for the preparation of these documents will be provided on our website when available.
41. A detailed schedule of each new Local Plan document is provided below, followed by an illustrative work programme on page 12.

Section 4 - Development Management Plan

Overview

Role and Subject - Identifies sites proposed for development and protection, to meet the vision identified in the Planning Strategy. Will also provide detailed management policies covering a range of issues consistent with the Planning Strategy, against which planning applications can be assessed.

Coverage - Borough-wide

Status - Local Plan document

Conformity - With National Planning Guidance

Key milestones

Consulting statutory bodies on the scope of the Sustainability Appraisal

July 2011

Public participation in the preparation of the Development Management Plan (Regulation 18)

Consulted on for a 12-week period between 3 February 2012 and 27 April 2012. An additional informal round of consultation was also undertaken between 6 July -17 August 2012 on additional sites and policy issues arising.

Publication of the Proposed Submission Development Management Plan (Regulation 19)

Consulted for a 12-week period between 21 January and 15 April 2013.

Publication of the Revised proposed Submission version of Development Management Plan (Regulation 19)

A revised proposed submission version of the Development Management Plan was published and consulted for a 6-week period between 10 March and 14 April 2014 due to changes in the legislation and policy issues significantly impacting the content of the document.

Adoption of the DPD

Between Q1 and Q3 2015/16

Arrangements for production

Organisational lead - Head of Regeneration and Planning Policy

Political management - Executive decision (Cabinet), Full Council resolution required for publication and adoption stages

Internal resources - Planning Policy team with wide ranging input across the Council

External resources - Key stakeholders and service providers, contractors for evidence base

Community and stakeholder involvement - In compliance with the Statement of Community Involvement.

Section 5 – Hastings Town Centre Action Plan

Overview

Role and Subject - Provides a detailed planning framework to guide change across the town centre in Hastings, and is consistent with the Hastings Planning Strategy,

Coverage – Hastings Town Centre Boundary

Status - Local Plan document

Conformity - With National Planning Guidance and Hastings Planning Strategy

Key milestones

Consulting statutory bodies on the scope of the Sustainability Appraisal

Jan/March 2015

Public participation in the preparation of the Town Centre Action Plan

(Regulation 18)

June/July 2015

Publication of the Proposed Submission Town Centre Action Plan (Regulation 19)

Nov/Dec 2015

Adoption of the DPD

Nov/Dec 2016

Arrangements for production

Organisational lead - Head of Regeneration and Planning Policy

Political management - Executive decision (Cabinet), Full Council resolution required for publication and adoption stages

Internal resources - Planning Policy team with wide ranging input across the Council

External resources - Key stakeholders and service providers, contractors for evidence base

Community and stakeholder involvement - In compliance with the Statement of Community Involvement.

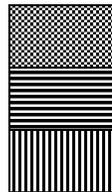
Section 6 - Illustrative Work Programme

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Policies saved beyond 2007												
Hastings Planning Strategy												
Development Management Plan												
Town Centre Action Plan DPD												
Neighbourhood Planning – working with communities												
Monitoring and Review												
Evidence base												
Infrastructure Delivery Plan												
Viability Study												

Publication of a Local Plan (consultation) (Regulation 19)

Informal consultation stage

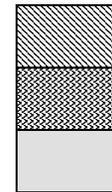
Submission to the Secretary of State



Adoption

Saved policies

Preparation



Appendix A – Glossary

Adopted Local Plan

Under the old planning system, a statutory document prepared by the Council which sets out land use policies and proposals for the whole of Hastings

Development Management Plan

A key plan prepared as part of the emerging Local Plan that will identify sites proposed for development and protection purposes, and will set out policies against which planning applications will be assessed.

Development Plan Documents (DPD)

Statutory planning documents, produced by the planning authority, that form part of the Local Plan, including the Hastings Planning Strategy, Development Management Plan and where necessary, Area Action Plans.

Hastings Planning Strategy

A key part of the Local Plan setting out a long-term spatial vision for the Borough and the main strategic policies and proposals to deliver that vision.

Local Development Scheme (LDS)

A project management document setting out what the emerging Local Plan will contain, a timetable for its production, proposals for monitoring and review.

Local Plan Monitoring Report (LPMR)

Authorities are required to produce LPMRs to assess progress against the LDS and the extent to which policies in Local Plan documents are being achieved.

Policies Map (formerly Proposals Map)

A map showing site allocations and geographical areas where policies apply.

Statement of Community Involvement (SCI)

Important document within the Local Plan which sets out the Borough Council's approach to involving the community in the preparation, alteration and review of the Local Plan documents, and in the consideration of planning applications

Strategic Environmental Assessment (SEA)

Environmental assessment of policies, plans and programmes required under the European SEA Directive 2001/42/EC.

Supplementary Planning Document (SPD)

Non-statutory documents within the emerging Local Plan. Their purpose is to expand upon policies or proposals in other Local Plan documents such as the Planning Strategy and Development Management Plan

Sustainability Appraisal (SA)

Assessment of the social, economic, and environmental impacts of the policies and proposals contained within the emerging Local Plan

Town Centre Area Action Plan (AAP)

A key plan that provides framework for town centre development by allocating sites and providing overarching policies to guide new development

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Agenda Item No: 8

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Hastings Local Plan – Submission of the Development Management Plan

Report By: Monica Adams-Acton
Head of Regeneration and Planning Policy

Purpose of Report

To inform Cabinet of the outcome of the recent consultation under Regulation 19 of the Town & Country Planning (Local Planning) (England) Regulations 2012, and to gain approval for submission of the Revised Proposed Submission Version of the Development Management Plan to the Secretary of State.

Recommendation

1. That Cabinet acknowledge the key issues arising from consultation on the Revised Proposed Submission Version (RPSV) of the Development Management Plan (DMP).
 2. That Cabinet recommends to Council the submission of the RPSV of the DMP and the related revised Policies Map, along with the other associated submission documents to the Secretary of State under Regulation 20 and which include a sustainability appraisal, an updated statement of consultation, copies of duly made representations and other supporting evidence base documents.
 3. That delegated authority is given to the Director of Regeneration or his nominee in consultation with the Lead Member for Regeneration to make minor amendments to the RPSV of the DMP.
 4. That, in accordance with advice from the Planning Inspectorate, the representations from the previous Regulation 19 consultation (Jan-April 2013) will be submitted to the Inspector.
-

Reasons for Recommendation

To enable the Development Management Plan to be submitted to the Secretary of State in accordance with Regulation 22 of the Town & Country Planning (Local Planning) (England) Regulations 2012.

Introduction

1. This report provides a summary of the key issues arising from the final, formal stage of the consultation on the Revised Proposed Submission Version of the Development Management Plan, which took place between 10th March and 22nd April 2014.
2. This was a statutory period of consultation under Regulation 19 of the Town & Country Planning (Local Development) (England) Regulations 2012. Representations for this stage of consultation were invited in relation to 2 key questions, in accordance with the requirements of the Planning Inspectorate:
 - Does the Development Management Plan comply with the legal requirements in the Planning and Compulsory Purchase Act 2004; and
 - Is the Development Management Plan "Sound"? i.e:
 - has it been positively prepared?
 - is it Justified?
 - is it Effective?
 - is it consistent with national policy?
3. Prior to this formal stage of consultation, members of the public and other key stakeholders have had several other opportunities to get involved and shape the Plan in its development. This includes earlier stages of consultation on draft versions of the Plan.
4. We have previously responded to the comments made during these earlier stages of consultation, and outlined how the Plan would change as a result. This time however, we are required to submit all the representations received to the appointed Planning Inspector for consideration at Examination in Public. In accordance with advice from the Planning Inspectorate, the representations from the previous Regulation 19 consultation (Jan-April 2013) will continue to be submitted to the Inspector. 379 representations were made during the Jan-April 2013 formal consultation period. 62 representations have subsequently been withdrawn following changes made in the Revised Proposed Submission Version. A summary of those representations made is contained within the Council's Statement of Consultation Report (2014) or viewed in full either online or via paper copies on request.
5. If changes to the Plan are required as a result of these formal representations, then the Inspector will recommend these in his or her Final Report.
6. A schedule of amendments that set out minor alterations that should be made to the Plan prior to adoption as a result of this final consultation has been produced and this is available for inspection. Those minor focused modifications are attached at Appendix A. These show minor changes to the text to satisfy points of clarification from Rother District Council and Royal Mail.

Background

7. The Development Management Plan was published for a formal round of consultation between 10 March and 22nd April 2014. As this was the final stage of preparing the plan, residents, community groups and all other stakeholders were invited to submit representations on the "Legal Compliance" and "Soundness" of the Plan only, in accordance with the regulations.

8. 3,886 representations were received as part of the consultation. All were made in respect of the Development Management Plan, none in relation to the Sustainability Appraisal Report. These came from 1254 respondents.
9. Representations can be viewed online and paper copies are available from our office to view on request. Each respondent has been contacted either by email or letter with an acknowledgement of their submission and confirmation of what has been recorded on our system.

General and Development Management Guidance

10. In terms of the policies covering General and Development Guidance, Policy HN6 – Former Convent of Holy Child Jesus, Magdalen Road and associated supporting text, attracted 38 objections and two representations of support.
11. The main points raised are: that the Policy does not accord with national guidance on enabling development. That more of the site should be designated as Private Open Space. That no development at all should be allowed. That development will have a detrimental impact on Conservation Area. That the emphasis should be on revenue-raising uses of the site that do not involve creating new accommodation units. That HN6 does not treat the Convent as a single entity, it does the opposite.
12. This Policy is not a site allocation policy but rather it would allow for developments that are linked to and dependent on the restoration of this complex of historic buildings. The wording of the policy has had regard to English Heritage guidance on enabling development, but is tailored to this particular circumstance.

Development Sites and Designations

13. In terms of individual development site and designations, the following sites attracted most representations and/or gave rise to the most substantive issues.

Policy LRA2 – Harrow Lane Playing Fields

14. There were 11 objections to this proposed housing site allocation. The main concerns were that development will be detrimental to a local wildlife site and open space, will not benefit the green infrastructure network, or add any ecological or recreation value. The proposals will result in overdevelopment, and that the site should be retained and protected for playing field use.

Policy GH1 - Robsack A, Church Wood Drive

15. There were 30 objections to this proposed housing site allocation and the supporting policy text. The main points arising were that this site should be deleted as a housing site essentially due to the impact on ecology, loss of woodland and other habitats, and loss of amenity. The inclusion of the site for development contravenes ancient woodland, green space and biodiversity policies.

Policy FB12 – Land south of Upper Wilting Farm

16. There were 12 objections to this proposed policy and supporting text allocating land for the development of wind turbines. This includes a representation from Natural England as to whether the site has been assessed for impact on the birds associated with the adjoining Site of Special Scientific Interest and its impact on the Combe Valley Countryside Park. An objection from Rother District Council made during the 2013 DM

Plan submission consultation has been withdrawn, and the policy is now supported subject to minor modifications to supporting text.

Policy CLB1 – 1-3 Chapel Park Road

17. There were 9 objections to this proposed housing site involving demolition and redevelopment adjacent to Kings Road Conservation Area.

Policy CLB2 – Taxi Office/B.R Social Club, St Johns Road

18. There were 32 objections to this proposed mixed use allocation and the supporting policy text for development with commercial use on the ground floor and residential above. The site is within the Kings Road Conservation Area and the main points raised related to the potential negative impact on the Conservation Area in terms of height and scale and the appropriateness of more housing development in an already overcrowded area.

Policy HTC2 – Cornwallis Street Car Park

19. There were 4 objections to this proposed housing allocation, with the central criticism being that the policy fails to identify play space requirements.

Policies CVO1 – Victoria Avenue, CVO3 – Rear of Old London Road & CVO4 – Church Street

20. Three sites proposed for housing development - Victoria Avenue (CVO1), rear of Old London Road (CVO3) and Church Street (CVO4) - have attracted the most opposition, with some 1,150 individuals (3474 representations) opposing development. Opposition to housing development is largely on the basis that the entire area, that is the wooded area adjacent to all three of the proposed residential development sites (which is now afforded Local Green Space designation under proposed Policy HN10), provides a locally valued amenity area and an important area for wildlife. The 3 proposed development sites, together with the local green space area is known locally as Speckled Wood.
21. The 2004 Local Plan allocated a large portion of Speckled Wood, with the exception of a central corridor of green space along the watercourse, for housing development. In the case of the Victoria Avenue site (CVO1), developer interest in the site has resulted in a number of planning consents. Although there have been enquiries and consultation submissions on the central/southern sections of the site, there are no current planning consents. Following background work - the Strategic Housing Land Availability Assessment and consideration of the deliverability of the original 2004 allocation - the 2014 Submission DM Plan has now limited the area for residential development to 3 smaller sites on the periphery of the woodland: the Victoria Avenue site (CVO1) and two small sites (CVO3 & CVO4), with the largest part of the wood reserved as local green space under proposed Policy HN10.
22. In February 2014, the Planning Committee resolved to grant outline planning permission for 34 houses and flats, subject to a legal agreement. This permission is in accordance with both the adopted 2004 Local Plan and the proposed submission DM Plan.

Policies Map

23. There were 71 objections to the Policies Map. The majority of these objections are centred on two designations. The first of which relates to the Local Green Space

designation afforded Speckled Wood in the Upper Ore Valley. Nearly 50 people have opposed the designation. Those making representations state that the woodland area should be recognised not just as Local Green Space but as a Local Nature Reserve and that it should be reconsidered as a Site of Special Scientific Interest. By contrast, during the 2013 Submission consultation, the landowner whose land is partly covered by the HN10 designation has objected to the green space designation, instead calling for a much reduced protected local green space area and proposing a more extensive residential development allocation. This objection, as with all 2013 representations that haven't been withdrawn, will be submitted to the Inspector.

24. The second is that all of the Convent grounds (Convent of the Holy Child Jesus) should be designated as Private Open Space.
25. In view of substantial need for new housing in the Borough, coupled with the physical and environmental constraints to meeting housing need and new development in general, it is considered that the Plan remains sound in respect of the those sites proposed for housing development.
26. Following close analysis of all the representations received, no change to the Plan is therefore proposed. It is considered that this version of the Plan is sound and in need of no further significant modification. Any further significant modification, at this point, would require a further round of consultation. The appointed inspector will consider all duly made representations and make recommendations to ensure the Plan is sound and can be adopted.

Timetable to adoption

27. We have entered into a Service Level Agreement with the Planning Inspectorate which sets out the roles and responsibilities of both parties in undertaking the Examination in Public. Timetables are based on the Planning Inspectorate's guidance on the time taken from Submission to Adoption.
28. Following approval at Cabinet, we will submit the Development Management Plan to the Secretary of State on 31 July, with a view to the Hearing Sessions commencing in November. Further progress to adoption is dependent on the need for main modifications. Following the main hearings the Inspector publish his/her Report into the "Soundness and Legal Compliance" of the Development Management Plan during Q4 20 14/15 if no modifications are required with adoption in Q1 2015/16. However if main modifications are required adoption will be anticipated towards the end of 2015.

Implications

29. The DMP contains policies and text which have a bearing on Council policies in relation to: equalities and community cohesiveness; crime and fear of crime; environmental issues; economy; anti-poverty issues and local people's views. In all cases, the DMP is considered to be consistent with those corporate policies.

Conclusions

30. It is recommended that the Council agree to the submission to the Secretary of State of the RPSV of the DMP, and the related revised Policies Map, along with the other associated submission documents which include an updated statement of consultation, sustainability appraisal, other supporting documents and copies of duly made representations. In addition it is also recommended that delegated authority is given to

the Director of Regeneration or his nominee in consultation with the Lead Member for Regeneration to make minor amendments to the RPSV of the DMP.

Wards Affected :

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected :

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	YES
Crime and Fear of Crime (Section 17)	YES
Risk Management	NO
Environmental Issues	YES
Economic/Financial Implications	YES
Human Rights Act	NO
Organisational Consequences	NO
Local People's Views	YES

Background Information

Appendix A: Revised Proposed Submission Development Management Plan – Minor Focused Modifications

Sustainability Appraisal

Statement of Consultation

Schedule of proposed amendments to the Development Management Plan

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Appendix A

Revised Proposed Submission Development Management Plan – Minor Focused Modifications

Page	Policy/Paragraph	Change	Reasons for Change
		Section 3: Focus Area 1: Little Ridge & Ashdown	
70,71, 227	Sites LRA7 (Land at the junction of The Ridge West and Queensway) and LRA8 (Land in Whitworth Road, The Ridge West) and Figure 102 – Design Brief	<p>New text added to the end of Para 6.39:</p> <p>6.39 Site LRA8 – Land in Whitworth Road, The Ridge West is capable of being brought forward as an extension of the West Ridge employment area. Developed in this form, access may be possible by means of an extension of Whitworth Road (subject to some widening) or, alternatively, John MacAdam Way to the south was constructed in a form which would allow it to be extended into the site to provide access. To promote the usability of both of the sites, LRA7 and LRA8, access between them will also be required. Development proposals will need to show consideration of the transport impact along The Ridge. Further advise on transport matters is available from East Sussex County Council. [Inserted text] The Council will work with ESCC to deliver improvements to the local highway network (in particular the connection between The Ridge junction and the Bexhill – Hastings Link Road) in accordance with the Hastings Planning Strategy policy T2 on this site, if necessary.</p>	Change arising from Rother Council's concerns that HBC needs to continue (emphasis on continuity) to work with ESCC to deliver improvements to the local highway network and in ensuring appropriate connections are made between Queensway and the A21.
		Focus Area 3: Filsham Valley & Bulverhythe	
116	FB12 – Land South of Upper Wilting Farm, Para 6.124	<p>New text added to the end of the para 6.124:</p> <p>6.124 The Council commissioned further investigative work on the feasibility of this site for wind turbines, in ecological, landscape, heritage and viability terms. The conclusion of this work is that the construction of wind turbines in this location is feasible</p>	Change arising from Rother Council's concerns that supporting text requires being supplemented by new text to explain that the acceptability of any scheme will depend upon demonstrating its

		subject to further survey, conservation and mitigation work at the time of a planning application. It should also be noted that there is a small flood risk in the south of the site and any application should reflect this fact. [Inserted text] Any new scheme on the site must also demonstrate it satisfies the range of environmental factors reflected in the policy criteria.	sensitivity to the range of environmental factors reflected in the policy criteria.
		Section 3: Focus Area 11: Hillcrest & Ore Valley	
197, 199,	HOV11 - Ivyhouse Lane, Northern Extension, HOV12 - Land East of Burgess Road, Ivyhouse Para 6.278 Site HOV11 (Ivyhouse Lane, northern extension) & Figure 117 – Design Brief	<p>Paragraphs revised by adding new text to read as follows:</p> <p>6.277 The eastern boundary of the identified site is defined by the Borough’s administrative boundary rather than existing physical divisions on the ground and so, to be acceptable, a scheme should be designed such that it creates a new logical boundary. [Inserted text] While access at the southern end of the site would minimise industrialising the character of Ivyhouse Lane, the possibility of access directly off Burgess Road (or the planned extension of it) may also be possible and should be referred, subject to Highways views. The Highway Authority may [Inserted text] also require the creation of an emergency access point onto Ivyhouse Lane further to the north of the site.</p> <p>6.278 The site contains a well defined straight tree lined and sunken historic lane, which divides the site into two distinct areas. It is envisaged that the majority of development will take place in the southern part of the area [Inserted text] the extent of built development is the southern part of the site, as shown indicatively on the design brief, either side of the historic lane, subject to new woodland planting and the retention and protection of existing trees.</p>	Change arising from Rother Council’s concerns that in the light of the policy area from the previous plan remaining unchanged, it is important that more detailed guidance should be given to ensure the siting and access arrangements help to minimize the industrial character of the site and minimize any adverse impact on the AONB. This will also help to clarify on their concerns that both the supporting text and the design brief pre-judge the approach which is yet to be revealed from the ongoing joint work. Rother Council have however recognised that the related ‘design brief’ does largely reflect the outcome of the joint work between the two councils.

		Section Three: Focus Area 8: Hastings Town Centre	
175	Para 6.231	<p>New text added to the end of Para 6.231:</p> <p>The capacity potential of this site indicates that a Transport Assessment and Travel Plan will be required, further advice is available from East Sussex County Council. [Inserted text] Any redevelopment proposal on the Royal Mail site will have to take account of the relocation of its existing operation to a viable site. Any future development on adjacent sites should ensure Royal Mail operations are not negatively affected.</p>	<p>Changes arising from Royal Mail's concerns about any potential disruption to their current operation through any redevelopment proposals. They have sought that plan should provide for the relocation/ re-provision of the existing Delivery Office on Braybrooke Road and Vehicle Parks on Priory Street and Station Approach to an viable location prior to redevelopment in order to ensure continuity of service.</p>

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Agenda Item No: 9

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Hastings Local Plan - Statement of Community Involvement Update

Report By: Monica Adams-Acton
Head of Regeneration and Planning Policy

Purpose of Report

To inform Cabinet about minor updates to the Statement of Community Involvement, prior to publication on the Council's website.

Recommendation(s)

- 1. That the content of the revised Statement of Community Involvement is considered, and recommended for approval for publication on the Council's website**

Reasons for Recommendations

To ensure there is an up-to-date Statement of Community Involvement in place at the time of publication of the Development Management Plan. This will help to ensure the Development Management Plan meets the Legal Compliance test at Examination in Public.

Introduction

1. Local Planning Authorities are required through national planning policy to prepare and adopt a Statement of Community Involvement (SCI) as part of the wider suite of documents making up their Local Plan.
2. This is the third review of the Hastings SCI, which was originally adopted in 2006. This review has been necessary to ensure that the most up to date version is available to the public at the time of Examination in Public. It is at this stage that the Planning Inspector considers all outstanding representations and determines Development Management Plan to be "Legally Compliant" or to accord with each of the "Tests of Soundness". Having an up-to-date SCI in place, and ensuring that the Plan has been prepared in accordance with this, is one of the key factors that will be used to determine whether or not the Development Management Plan is legally compliant or not.
3. No significant changes have been made to the SCI as a result of this third review. It has merely been an update in terms of terminology, as a result of the most recent best practice and government guidance. Procedures for community involvement in Planning Policy and Development Management have not changed.

The Hastings SCI

4. The SCI sets out the Council's approach to community involvement, and provides details of how and when people can get involved in both the planning policy and development management processes. It sets out clear community engagement standards and shows links with the Sustainable Community Strategy and Participation and Communications Strategy.
5. The main update reflects the changes brought forward by the new legislation introduced by the Localism Act (2011). A section has been added to outline the legal duty on the Council to cooperate and to engage constructively and on an ongoing basis on all strategic matters with relevant partners.
6. A new section has been introduced that outlines the neighbourhood planning processes that were introduced by the Localism Act 2011.
7. Out of date references regarding the way the Council consults have been either updated (e.g. via the website) or deleted.
8. In addition, the SCI now also reflects the latest position in terms of Plan preparation - namely that the Planning Strategy has now been adopted and that the Development Management Plan is well on its way to completion.
9. Updated references to the preparation stages of Supplementary planning Documents and Local Plan Documents to bring the SCI in line with the most up to date iteration of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).
10. The proposed main changes to the revised SCI are attached in Appendix A.

Next Steps

11. Given that only minor amendments have been made, we do not consider it necessary to formally consult on the updated SCI at this stage. Following approval the document will be published on our website as a Local Plan document before Examination in Public of the Development Management Plan.
12. Members of the community will be made aware of the updated SCI through the local newsletter, which is sent to over 2000 people and organisations, as well as through updates to our website and the "Shaping Hastings" Facebook and Twitter pages.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No

Background Information

Appendix A - Extract showing the new text in the updated Statement of Community Involvement concerning the Duty to Cooperate and Neighbourhood Planning

Officer to Contact

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Appendix A - Extract showing the new text in the updated Statement of Community Involvement concerning the Duty to Cooperate and Neighbourhood Planning

Duty to Cooperate

The Localism Act (2011) places a 'duty to cooperate' on all local Authorities and a number of other public bodies which requires on-going, constructive and effective engagement to development strategic policies and consider joint approaches to plan making. The duty to cooperate is a legal obligation that lends itself to the concept of greater cooperation across different stakeholders. This process has started and recent results show continued work on joint evidence base documents for the emerging local plan with adjoining Local Authorities. The Duty to Cooperate applies to the following public bodies outlined below:

Neighbouring local authorities;

The Environment Agency;

English Heritage;

Natural England;

The Civil Aviation Authority;

The Homes and Community Agency;

Local clinical commissioning groups and the National Health Service Commissioning Board;

The Office of Rail Regulation;

Transport for London.

Each Integrated Transport Authority;

The Highways Authority;

The Marine Management Organisation.

The National Planning Policy Framework defines the issues that require cooperation as:

The homes and jobs needed in the area;

The provision of retail, leisure and other commercial development;

The provision of infrastructure for transport, telecommunications, waste management, water supply,

Wastewater, flood risk and the provision of minerals and energy (including heat);

The provision of health, security, community and cultural infrastructure and other local facilities; and

Climate change mitigation and adaptation, conservation and enhancement of the natural and historic environment, including landscape.

Neighbourhood Planning

Neighbourhood planning was introduced by the Localism Act 2011. There are two main mechanisms for neighbourhood planning – Neighbourhood Plans and Neighbourhood Development Orders. A Neighbourhood Plan is a new way of helping local communities to influence the planning of the area they live and work in. If a plan is prepared and agreed by the community in a referendum it will become part of the development plan for the area and be used in the determination of planning applications.

A Neighbourhood Development Order can grant planning permission for certain types of development without the need to submit a planning application to the Council. The Regulations for Neighbourhood Planning came into force on 6th April 2012. The Localism Act 2011, together with these Regulations, places various duties and responsibilities upon the Council.

Neighbourhood Planning has no immediate bearing on the community involvement techniques. It is the responsibility of the Parish Council or Neighbourhood Forum to prepare the Plan and to undertake an inclusive consultation although the Council has a duty to assist. Conducting a wide-reaching consultation procedure is in the Parish Council or Neighbourhood Forum's interest as the Plan or Order can only be adopted after a referendum in which over 50% of voters support the Plan or Order.

Neighbourhood Plans must also confirm to the Hastings Planning Strategy, which has been adopted by the Council as an overarching strategic document that provides framework for development in Hastings for the next 15 years. Where the Council has a duty to publicise a plan or referendum (including the original application to designated a Neighbourhood Area), the Council will do so in line with the adopted Statement of Community Involvement at that time.

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Agenda Item No: 9

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Overview & Scrutiny Review of Changes to the Welfare System:
Management Response

Report By: Simon Hubbard
Director of Regeneration

Purpose of Report

To propose a response to the report of the Overview & Scrutiny Review of the changes to the Welfare System.

Recommendation(s)

- 1. Cabinet welcome the report expresses its appreciation of the work of members in assessing the impact of reforms on local people and organisations.**
- 2. That Cabinet agree the responses set out in the table in paragraph 6 of the report.**

Reasons for Recommendations

To respond to the report of the Overview and Scrutiny review of the changes to the welfare system.

Background

1. Assessing the impact of benefit reform in a holistic and objective way is enormously challenging for a number of reasons
 - i) Introduction was incremental.
 - ii) The impact of decreased benefit income on households is likely to be cumulative rather than immediate.
 - iii) There are some “gainers” from the reforms.
 - iv) Other factors in the economy and housing market may also influence the economic and social position of people receiving benefits.
 - v) The mitigation efforts of a variety of agencies (of which there are many examples) seem to have a substantial impact. However, some streams of support like Discretionary Housing Payment [DHP] clearly have short term futures.
2. For these reasons the decision of the Scrutiny Committee to concentrate on community and individual impacts felt in the Borough was a good one and the Committee clearly got “under the Skin” of the work and contribution of number of partner agencies.
3. Very useful evidence was obtained and it is worth briefly touching on some of this.
 - i) The 2 principal Housing Associations have clearly applied themselves to dampening the impact of reforms, particularly in addressing issues of under occupation. AmicusHorizon appear to have been particularly successful in this respect with no evident build-up of debt or evictions that can be explicitly linked to welfare reforms to date.
 - ii) Tenants in the private sector appear to be less support until a crisis emerges and it is not surprising issues are emerging here. The increasing strength of the local property market may well pose challenges for those on low incomes.
 - iii) The increase in the use of FoodBanks is a local and national phenomenon. Their existence is now widely publicised and it is possible that both increased poverty and increased awareness here contributed to the demand. There is obvious concern these do not present a long term solution to the problem of poverty.
 - iv) That support for benefit recipients will reduce as once “transition” is over is certain.
 - v) That, ultimately, only long term programmes aimed at higher levels of education, skills and employment will have any sustainable impact on poverty.

4. The Committees work has contributed significantly in establishing broader understanding of these issues in Hastings and interesting links match to anti poverty work in London.

Response to Recommendations

Paragraph	Response
<p><u>Paragraph 54</u> To endorse the Borough Anti Poverty Strategy and to ensure that the recommendations of the review assist with the further development of the Anti Poverty Strategy Action Plan. Particularly within the context of improving educational and lifestyle choices for young people and financial capability and planning for vulnerable groups</p>	<p>Agreed.</p>
<p><u>Paragraph 55</u> To support efforts to secure a continuation of the Discretionary East Sussex Support Scheme (DESSS), and to consider options if DESSS funding can not be extended beyond the current financial year. Members were advised that East Sussex County Council (ESCC) were currently collating data on the impact of DESSS grants.</p>	<p>Supported, HBC should lobby for a continuation of the scheme or an alternative if this is not feasible.</p>
<p><u>Paragraph 56</u> To ensure that arrangements are made for the longer term monitoring of the impact of the welfare reforms locally on vulnerable households. Possibly working with the University of Brighton (UBH) to facilitate this</p>	<p>The principle of this is supported, but this will required additional resources. It is agreed that Brighton University should be contacted to see if they are interested.</p>
<p><u>Paragraph 57</u> That a review of Discretionary Housing Payments (DHP) be undertaken. The review group noted that this had been raised by a number of key stakeholders including the local advice agencies. The review to take into account :</p> <ul style="list-style-type: none"> i) The fact that funding for DHP's may be reduced in future years. ii) The need to ensure that future guidance on eligibility and the appeals process for DHP's is made clear and transparent to applicants and advocates iii) That DHP guidance it made readily accessible on the Council's website iv) The need to establish quarterly meeting with advice agencies and other stakeholders regarding the application of DHP policy locally. v) The need to increase communication with potential recipients and to ensure that there is fair access to DHP between tenants in both the social and private rented sectors. 	<p>This is supported. There have been concerns expressed about the operation of DHP nationally and locally. It is proposed the anti poverty working group are consulted as part of this process.</p>

<p><u>Paragraph 58</u> To facilitate increased dialogue between the Council and its partners in the voluntary and advice sectors. To include the promotion and signposting of relevant agencies to potential service users through flyers, letterheads etc. in standard council communications</p>	<p>The principal partners attend the anti-poverty working group and this issue will be explored there.</p>
<p><u>Paragraph 59</u> That given the limited resources available to the council, future policy decisions with welfare and poverty implications are clearly framed within a context of 'fairness' to vulnerable groups. Mindful of the increasing problem of debt, particularly where this might relate to council tax and rent arrears, Cabinet should specifically commit to undertaking fairness impact assessments when considering future policy formulation in this area. In this respect the group wished to recommend the use of the Fairness Square approach utilised within the review.</p>	<p>A target exists for a draft framework to be brought forward this year to enable the impact of HBC decisions on poverty to be considered. The "Fairness Square" will be considered as part of drawing up proposals for this.</p>
<p><u>Paragraph 60</u> That the Council actively works with other agencies, such as the credit union, to reduce and in time eradicate the need for residents to have to go to loan sharks and payday lenders charging exorbitant interest rates</p>	<p>Supported, the Council will continue to work with RSLs and others to promote access to Credit Unions and other reputable sources of credit.</p>
<p><u>Paragraph 61</u> To continue to monitor and resist any unplanned inward migration into Hastings and St Leonards resulting from the welfare reforms. To work with others to ensure that where local authorities are forced to make place households out of area they take greater responsibility for the longer term welfare and housing needs of vulnerable households</p>	<p>The Council will continue to work with London and other Local Authorities to try and ensure any migration is orderly and supported. However, this depends on the agreement of the other authorities. The Council is only notified of placements under homelessness legislation and individual moves or placements by other means will not be notified. It is important to ensure there is no xenophobic reaction to new arrivals and to appreciate that the evidence is not all of them easily settle away from established communities elsewhere. There is no evidence this is yet a significant issue in Hastings in numerical terms.</p>
<p><u>Paragraph 62</u> To support the early introduction of further licensing proposals for rented accommodation in the town and the development of a social lettings agency</p>	<p>Supported, these proposals are being developed.</p>

<p>aimed at improving access to and the quality of local housing stock</p>	
<p><u>Paragraph 63</u> To work to relieve the effects of poverty by supporting sustainable approaches by partner that tackle the route causes of poverty.</p>	<p>In the short term a number of initiatives – for instance Housing Associations potentially releasing land for food growing – might help people address the symptoms of poverty. However the root causes of poverty are deep and solutions must lie in having a coherent package of measures which encourage both economic growth and economic inclusion. There are being achieved through the Hastings and Rother Task Force Partnership and the developing Anti Poverty Strategy. National economic conditions will impact this most substantially. In the long term it is likely that improvements in educational aspiration and attainment will be the single most important factor in reducing the population of families in poverty.</p>
<p><u>Paragraph 64</u> To recommend that the Council supports the National Landlord’s Association in their efforts to secure a change in legislation which would enable housing benefit payments to be made direct to landlords, where tenants would prefer this option.</p>	<p>This is fully supported – this change would be of great help to both tenants and landlords.</p>

Policy Implications

5. The Committee report identified the wide spread of impacts in aspects of the Council’s policy. However, the impact of the recommendations in the table above is more limited.
6. There are financial implications arising from the following recommendations:-
 - i) If the DESSS is reduced or ended it is likely this Council would be asked to contribute to a successor scheme working in the Borough.
 - ii) Long term monitoring of the impact of welfare reform would require additional resources. However, statistics around unemployment benefit dependency, health etc., are available and are already used.
 - iii) Work with London (and other) Boroughs and inward migration is particularly time consuming for senior officers. The consequence of an unplanned

substantial immigration on service costs of a range of partners would be far higher.

- iv) It is likely the Council will face a challenge in adopting policies which address poverty whilst delivering the substantial budget reductions it will be obliged to achieve. A good proportion of services that are focused on people with lower incomes or at risk of slipping significantly below the poverty line as result of welfare changes are dependent on funding streams generated through chargeable services. In practice the option of redistribution through local taxation is made difficult by government policy. There remains a risk that overall income levels to the Council could reduce if too higher charges are sought.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No

Background Information

12th June 2014 – Overview & Scrutiny Report on the changes to the welfare system

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Agenda Item No:

Report to: Resources Overview and Scrutiny Committee

Date of Meeting: 12th June 2014

Report Title: Review of Changes to the Welfare System

Report By: Andrew Palmer
Head of Housing and Development

Purpose of Report

The purpose of the Review was to evaluate the effects of changes to the Government Welfare System on vulnerable local residents so as to help inform the Councils Anti-Poverty Strategy Action Plan for the Borough.

Recommendation(s)

The key recommendations from the review are set out under a separate heading at the end of the report. The Overview and Scrutiny committee are asked to consider the report and the recommendations in paragraphs 54 to 64 with a view to it being submitted to Cabinet for an executive management response.

Reasons for Recommendations

The review group fully support efforts to minimise the financial impact of the welfare benefit changes on vulnerable residents as set out in the Hastings Anti Poverty Strategy. The key recommendations in the report are intended to further strengthen this work and draw attention to particular issues identified by Councillors and key stakeholders locally.

Terms of Reference & Methodology

1. The Review group consisted of Cllr Andrew Batsford, Cllr Simon Corello, Cllr Warren Davies (Chair), Cllr Nigel Sinden and Cllr Trevor Webb.
2. The review group were supported by Andrew Palmer, Head of Housing & Planning Services, Jean Saxby Revenue and Benefits Manager, Jennie Perkins Housing Needs and Enabling Manager, Mark Horan Senior Corporate and Democratic Services Officer and Michael Courts Corporate and Democratic Services Officer.
3. Members of the Committee, under the chairmanship of Cllr Warren Davies, established at the outset that the review should not duplicate work already being undertaken by the Council but that it should add value by focusing in some detail upon the experiences of those groups and individuals directly effected by the changes
4. In agreeing Terms of Reference for the review, 3 main work strands were identified
 - i) Consideration of the main impact of the changes locally
 - ii) The role of the Council in helping to mitigate the impact of the changes
 - iii) The impact of the reforms on partners agencies.
5. A total of 8 meetings took place between 14th October 2013 and completion of the review in May 2014.
6. Early in the review the group received presentations of the key baseline data and the policy approach of the Council towards mitigation measures from Jennie Perkins and Jean Saxby. Each was followed by an extensive question and answer session.
7. The Head of Housing and Planning Services presented the draft Anti-Poverty Strategy Action Plan to the group prior to its adoption by Cabinet in January 2014.
8. Fact finding visits were planned and members of the group visited the food bank in February 2014
9. Key stakeholders were invited to give evidence to special meeting held at the Town Hall on 19th March 2014. These included representatives from the major social housing landlords AmicusHorizon (Angela Prickett and Suzanne Foreman) and Orbit Housing (Carl Lewis and Craig Atkins). Oakfield Properties one of the larger letting agencies in the town (Neil Newstead), Hastings Advice and Representation Centre (Jacky Everard) and Brighton Housing Trust (Joanna Wilson) were also represented. Kim Goodhall attended from the Department of Works and Pensions. Invitations were also extended to The National Landlords Association who were unable to attend.

10. In the latter stages of the review an invitation to contribute to the review was extended to Marylynn Fyvie-Gauld from Brighton University who could offer academic expertise in social policy and welfare reform.
11. The group agreed that it was necessary to agree a working definition of fairness in order to evaluate the impact of welfare benefit changes on different service users. A 'fairness square' (appendix A) was adopted which sought to measure the impact of the changes in terms of fair outcomes (fair share), fair process (fair play), fair opportunity (fair go) and fair participation (fair say). A Members of the group felt that such an approach was helpful in framing the review and might be more widely adopted within the Council as a means of prioritising the use of limited resources

Scope of the Review

12. At a preliminary meeting held on the 14th Oct 2013 it was noted that the Council was preparing an Anti-Poverty Strategy Action Plan with a view to its adoption by Cabinet in 2014. It was agreed that the work of the review group should not duplicate any work already undertaken in preparing the action plan, but that it should suggest ways in which this might be strengthened and improved.
13. Members of the group were advised that a dedicated member of staff was being recruited to co-ordinate delivery of the action plan amongst partners. The action plan would also be further reviewed in 2014/15 to take account of any emerging issues thrown up by incremental implementation and 'impact lag' associated with the welfare reforms. It was proposed that learning from the scrutiny review could be incorporated into a revised action plan.
14. There was acknowledgement at the outset that the welfare reforms originated from central government and that the ability of the Council and its partners to influence their application was limited. The review group would therefore, necessarily, concentrate on those areas where the Council might influence their application and help mitigate any negative impact more locally.
15. In particular the group were keen to monitor how the changes in welfare benefits were impacting upon individuals and group in particular localities and what additional pressures were being placed upon the Council and its partners in terms of service delivery.
16. The review team were keen to consider the role of the Council in monitoring the impact of the welfare reform, facilitating communication between agencies and the administration of discretionary housing benefit
17. A particular concern was how welfare reforms might impact upon inwards migration to the town and the additional burden this might place upon existing services such as housing, education and healthcare.
18. The review was to build upon the findings and recommendations of the 'Hopkins Review' undertaken in late 2012, many of which had been incorporated within the Council's Anti-Poverty Strategy Action Plan.

19. The review started from the premise that the Council was committed to 'narrowing the gap' and to tackling issues of poverty within the borough. This was made explicit within the Council's corporate plan and targets where monitored by both the Council and the Local Strategic Partnership.

Impact of the changes and current mitigation measures

20. At the 26th November meeting, The Revenue and Benefits Manager and the Housing Needs and Enabling Manager presented the position on the impact of welfare benefit reforms as it was understood at the end of October 2013.
21. Key statistics at the time included an unemployment rate of 10.3% (Nat. Av. 7.8%), a Child poverty rate of 28% (Nat. Av.20%), A JSA claimant rate per job vacancy of 12.1 (Nat Av. 3.1) . It was noted that Hastings had the highest unemployment rates in the South East and that the number of HJSA claimants per vacancy was 4 times the national average. The group were keen to understand better how Job Centre Plus were supporting those looking for work and undertook to consider this matter further at a future meeting.
22. The group were advised that responsibility for council tax support was devolved to local authorities and that the Council had adopted a scheme for 2013/14 and 2014/15 in line with other East Sussex Councils. This was largely based upon the previous council tax benefit scheme. It was noted that any radical changes to the provision of council tax support would likely have significant impact upon council tax collection rates. The group were advised that post 2014/15 it was likely that the scheme would need to be reviewed in line with any reductions to the Councils overall budget.
23. In terms of mitigating the initial effects of the housing benefit reforms, in particular the impact of overall cap on benefit, and the so called 'bedroom tax', £340,000 had been awarded to the Council by government in 2013/14 for use as discretionary housing payments (DHP). The group were later notified that a similar level was being made available to the Council in 2014/15. The group were advised that regular reports were submitted to Councils Directorate and Corporate Management Team meeting and the budget position was being monitored closely.
24. The Revenue and Benefit Manager explained that when allocating funding, account was taken of an individual household's income and expenditure, together with any exceptional circumstances. Roughly half those applying were rejected on the grounds that they had sufficient income. A particular problem identified was the disproportionate impact of the benefit reforms on young people and those in low paid employment who relied on benefit to support their households.
25. In the first half of the year take up had been slower than was anticipated. Concern was expressed that this money was not getting to those who needed it and there was a risk that an under spend might be reclaimed by Central Government. The group were advised that all those directly affected by the benefit reductions had been contacted and visited by the Councils staff. The Council had also been working closely with the main social housing landlords to

identify those in arrears and maximise take up amongst those who might potentially qualify for assistance. Additional funding was being made available in terms of rent deposits for those at risk of losing their current accommodation. The group were subsequently advised that take up significantly increased in the second half of the year and the budget spent in full by year end. Over the full year 1083 DHP applications were received and in 697 cases assistance was granted (64%).

26. The group did express concern about how well the DHP policy was understood by individuals and advocates. This also came up subsequently in discussion with stakeholders, including private sector landlords and advice agencies in the town. Brighton Housing Trust submitted case studies to highlight the issue. There was concern expressed that the existing policy was too vague and therefore lacked transparency. As such there was a risk that potential applicants might be deterred and that interpretation by officers risked being far too subjective when applied. The group recommended that greater effort was made to publicise the policy, particularly in relation to its access through Councils web site which was identified as an issue by several consultees and members of the group. Also, that whilst acknowledging that it was necessary in the first year of the scheme to ensure that there was sufficient flexibility to allow for the budget to be managed effectively, the Council now had a much clearer understanding of the numbers of people directly affected by the changes. It was possible therefore for the Council to adjust its policy and be more explicit in how money was allocated for 2014/15.
27. The group also acknowledged the important role that discretionary payments administered by ESCC played in emergency situations. An element of crisis loan funding previously allocated to the Department of Work & Pensions [DWP] was now administered by the County Council through the DESS scheme. This was used to provide access to a range of goods and services and included money for rent deposits administered by HBC. A problem raised in the stakeholder review was the issue on eligibility. Where peoples benefit had been temporarily suspended for any reason (often in the case of job seekers allowance) access to Discretionary East Sussex Support Scheme [DESSS] was also withdrawn. The DWP advised that they were aware that ESCC were planning to review eligibility but that DHP funding might be considered as an alternative means of support. The review team were advised that financial support for DESSS would no longer be made available by Central Government beyond 2014/15. This was considered extremely regrettable by the group and discussion took place as to how this might be mitigated by the County Council.
28. In terms of the impact of the reforms on other Council services, the primary concern was the risk of people losing their accommodation and applying to HBC for assistance with housing as homeless. The Housing Needs and Enabling Manager advised that homelessness presentations were considerably up on the previous year, but that none were directly attributable to the impact of the benefit changes implemented to date. Homelessness presentations appear to have increased in line with the economic downturn after a long and sustained period of reduction in recent years. Historically acceptances were still quite low and were being held at bay by proactive preventative work, the number of preventions having increased significantly in the last few years. Extensive use of rent

deposits was playing an increasingly important role in preventing homelessness by securing households access to accommodation in the private rented sector.

29. The group were informed that whilst loss of privately rented accommodation, and parents or friends unwilling to accommodate, were still major factors in the number of homeless presentations, the biggest single reason now for homelessness was relationship breakdown. The group felt strongly that money worries and debt could be major factors contributing to this trend.
30. The group noted that many reforms had yet to be implemented and the full social impact of the changes was still to be felt. In particular it was noted that there had been significant delays to the planned implementation of Universal Credit. It was also acknowledged that it was extremely difficult to attribute social outcomes in terms of poverty in Hastings directly to the changes being introduced by the welfare reforms.
31. The group were advised that the Council had been liaising with Sheffield Hallam University who had been commissioned by the Government to undertake a review of the impact of the welfare reform national, including benefit driven migration between areas. The study was informed by data collected by the DWP which was not in the public or academic domain. The group were advised that the leader of HBC along with a number of other coastal local authorities had written to the Minister requesting that the data be retained and updated so that the situation could be monitored over time.
32. The review group also suggested developing further links with the University of Brighton in order to continue to monitor the social impact of the welfare reforms more locally
33. The issue of inward migration of households in poverty into the town came up in a number of discussions, partly stimulated by sporadic press interest in the subject both locally and nationally. The Head of Housing and Planning Services advised that in October 2013, 28 households were known to have been assisted directly by London Councils into accommodation in Hastings. Very limited information was being provided by London Councils and initial assessments of numbers had only been attained through freedom of information requests.
34. Whilst the numbers were relatively modest it only included those households moved under a statutory homelessness duty. Those who found their way to Hastings through other forms of homeless prevention or assistance provided by London boroughs would not be identified. Nor would those who elected to move from one area to another of their own volition in order to avoid the impact of benefit caps or reductions.
35. However, meetings had subsequently been held between a number of coastal authorities experiencing similar issues, Senior Government Officials for the Department of Communities & Local Government [CLG] and DWP, academics, and representatives from London Councils to discuss the impact of reforms on coastal towns. As a result the London Councils had agreed a set of guiding principles for authorities placing households outside their areas. Whilst not preventing Councils from placing outside London they did establish ground rules

for doing so and ensured that as minimum, receiving councils were notified of placements. The group noted over the period of the review that there was no significant escalation in the number of placements being made by London Boroughs, with the numbers remaining constant at around the 30 household mark. The group also noted that further meetings were planned with London Councils to develop a shared understanding of the impact of benefit migration and extend cooperation between authorities in mitigating the impact of such moves. A local joint protocol regarding placements has been agreed across East Sussex through the Chief Executives and Leaders Group and discussions were also taking place with other public sector agencies making placements such as health, adult social care and probation.

36. The group were keen to seek input into the review from other agencies in order to more accurately measure the wider social impact of the welfare reforms. Members of the group undertook to visit the Food Bank and Atos Healthcare in January 2014. Regrettably Atos, who are undertaking Personal Independence Payment assessments (replacement for Disability Living Allowance) on behalf of the Department of Work and Pensions, declined the visit.
37. Cllrs Davies, Howard and Webb visited the Food Bank at the Hastings Centre accompanied by Natalie Williams the Food Bank Coordinator. The group were advised that 5000 people had used the Food Bank. Surprisingly over 50% of those that had done so were in paid employment. the highest number of service users came from Central St Leonards (18%) followed by Castle (12%) and Baird (10%), The group noted that many of the wards with the highest number of Food Bank users were characterised by higher levels of privately rented accommodation. Two potential explanations were offered. Firstly that access to the Food Bank was partly determined by its location, this necessarily made it less easy for social housing tenants to obtain, particularly in areas of concentration such as Ore. Secondly that because social housing tenants had their housing benefit paid directly to their landlords, money management was simplified and there was less risk that they would accrue rent arrears that would result in them forgoing expenditure on basic items such as food.
38. The group were advised that the Food Bank operated via a referral system, which allowed for up to 3 visits. On the fourth visit the Food Bank would liaise with the referring agency in terms of a way forward. The group was assured that mechanisms were in place to limit food assistance and prevent abuse. The group concluded that the Food Bank provided an important service for local residents who were facing hardship. The review team recommended that the Council should consider further how it could facilitate further donations or otherwise help ensure the sustained supply of items to the Food Bank. It should also encourage further partnership working between the Food Bank and other agencies in the town so as to ensure that the service was reaching all those who required assistance wherever they were located.
39. A stakeholder meeting took place on 19th March 2012.
40. Invitees were asked collectively to address 6 set questions and were given the freedom to elaborate and highlight areas of particular concern to their organisations. The following questions were asked by the review group:

- i) What effect have the changes to Housing Benefit had on your organisation?
 - ii) How far have rent arrears and debt increased since the changes were introduced? How has your organisation responded to these changes? What strategies are people using to cope?
 - iii) Is there a likelihood that landlords in the private rented sector will refuse to accept tenants on benefits, due to increased uncertainty regarding payments? If so, what effect would the potential impact be on demand for social housing?
 - iv) How extreme is the impact upon your service users to date? What form is it taking? How is your organisation responding?
 - v) Is there any additional or informal evidence that the welfare reforms are impacting seriously upon your service users? Are you able to give any anonymous case studies which illustrate the effects of the changes?
 - vi) In terms of different forms of benefit, the Council provides a number of services. How aware are you of the services the Council offers?
41. Both AmicusHorizon and Orbit Housing Associations gave an overview of the impact of the reforms on their organisations. Both Associations had or were in the process of restructuring their services so as to respond more flexibly to the challenges posed by the reforms. A significant number of home visits had taken place and considerable efforts had been made by both Orbit and AmicusHorizon to address under occupancy by encouraging tenants to consider downsizing. However, it was noted that the limited availability of smaller units of accommodation prevented some residents from moving. In addition policies that required tenants to clear any rent arrears before moving was an acknowledged barrier. Orbit confirmed that they had set aside a fund to assist but that this had now been spent in full. In terms of the overall impact upon the Associations tenants, the picture was mixed. Orbit confirmed that rent arrears had increased significantly amongst the 12.5% of their tenants under occupying property. Whilst AmicusHorizon confirmed that rent arrears had reduced overall in the previous 12 months, although this was not broken down in terms of those who have been directly affected by the benefit reductions. They also reported that overall the number of evictions was down on the previous year. Orbit supported their comments with written submission detailing the impact of the benefit reforms on their tenants.
42. Both HARC and BHT drew attention to the fact that many residents in work were finding it more difficult to assimilate the benefit reductions than those in receipt of full assistance.
43. Oakfield stated that arrears had increased in the private rented sector, particularly amongst the under 35s. As a result the number of court proceedings had increased. Staff at Oakfield were proactive in dealing with rent arrears and did refer tenants to advice agencies such as BHT for assistance. However, there was acknowledgement that many tenants required education and advice regarding budgeting, and that tenants were not always clear where to seek advice within the town.

44. Considerable discussion took place regarding a perceived increase in reliance on unaffordable borrowing from door step or pay day loan providers as means of dealing with arrears and other financial pressures. The advice agencies confirmed that loan shark activity was also a concern. The group noted that potentially this could have implications for personal and community safety. AmicusHorizon had undertaken an initiative with the illegal money lending team to help address the issue.
45. Digital exclusion was identified as a possible barrier to accessing benefits and advice as well as finding employment. The DWP confirmed that they were undertaking a mapping exercise to examine how easy it was to access IT facilities in the area. AmicusHorizon had appointed digital exclusion champions to help address the problem amongst their tenants and Wi-Fi internet connections were being made available at their offices and within their 'Older Persons Schemes'.
46. In terms of access to private rented accommodation for those affected by benefit changes, Oakfield confirmed that there had been an increase in the number of landlords refusing to accept tenants on housing benefit. 9 out of 10 lettings agencies now refused to let to tenants on benefits.
47. Demand for privately rented accommodation had increased significantly with many employed households being priced out of higher rental value areas of the country. Landlords could afford to be choosy and now insisted on guarantors before letting to those on benefits. It was noted by the group that as a result of changes to the council tax support scheme, landlords were under increased pressure to fill their accommodation quickly.
48. Increasing demand for private rented accommodation was also likely to impact upon demand for social housing, particularly as many risked being priced out of the private market. This in turn might also increase pressure upon the Council's Homelessness and Housing Options Services. The group acknowledged that smaller accommodation in both the private and social sectors was at a premium.
49. Oakfield stated that a significant barrier to accepting more tenants into privately let accommodation was the issue of direct payments of HB to landlords. It was also the case that many tenants preferred their HB to be paid direct to the landlord. This view was acknowledged and supported by some members of the group. There was recognition that the Council's hands were tied by Central Government regulation in this matter but that the Council's Revenue and Benefits team should exercise discretion where possible. The debate centred on definitions of vulnerability. The DWP advised that a Universal Credit pilot in Oxford was showing surprising results. It appeared to show that social housing tenants in receipt of direct payments were less likely to get into arrears than those receiving in-work benefit top ups.
50. The condition of priority was raised as an issue given the significant levels of public money being spent on housing benefit in support of private renting tenants. Members noted that the introduction of a flat rate Local Housing Allowance in 2008 had removed the need for an independent valuation. The review team supported the possible introduction of a Hastings Borough Council

social lettings agency, proposals which were due to be considered by Cabinet later in the year. Members believed this, together with property licensing and action to tackle rogue landlords would enable the council to regulate conditions more effectively.

51. Both Orbit and AmicusHorizon confirmed that as a result of the uncertainty around welfare reforms they had to look to diversify their portfolios in order to support their long term business plans. Both were looking to do so in order to support their core business activity. Both Associations also acknowledged that it was now necessary to charge tenants extra for many services that were once included within their rent. This was an additional financial pressure upon household finances.
52. The group noted that local charities had fewer options and resources to respond to the increase in the demand for their services. BHT had been hit hard by a reduction in funding from the Ministry of Justice and they had exceeded the number of legal aid cases they were being paid for this year. The preventative work BHT had previously undertaken to avoid court action against tenants had also been stopped as they were no longer contracted to carry out this work.
53. The Councils budget position and its potential impact upon service delivery was also raised. The review team highlighted the pressure the Council was under and its very limited capacity to compensate for the loss of support from other funders. 2015/16 was going to be extremely challenging for the Council and would result in difficult funding decisions having to be made.

Recommendations

- 54 To endorse the Borough Anti Poverty Strategy and to ensure that the recommendations of the review assist with the further development of the Anti Poverty Strategy Action Plan. Particularly within the context of improving educational and lifestyle choices for young people and financial capability and planning for vulnerable groups
- 55 To support efforts to secure a continuation of the Discretionary East Sussex Support Scheme (DESSS), and to consider options if DESSS funding can not be extended beyond the current financial year. Members were advised that East Sussex County Council (ESCC) were currently collating data on the impact of DESSS grants.
- 56 To ensure that arrangements are made for the longer term monitoring of the impact of the welfare reforms locally on vulnerable households. Possibly working with the University of Brighton (UBH) to facilitate this.
- 57 That a review of Discretionary Housing Payments (DHP) be undertaken. The review group noted that this had been raised by a number of key stakeholders including the local advice agencies. The review to take into account :
 - i) The fact that funding for DHP's may be reduced in future years.
 - ii) The need to ensure that future guidance on eligibility and the appeals process for DHP's is made clear and transparent to applicants and advocates
 - iii) That DHP guidance it made readily accessible on the Council's website

- iv) The need to establish quarterly meeting with advice agencies and other stakeholders regarding the application of DHP policy locally.
 - v) The need to increase communication with potential recipients and to ensure that there is fair access to DHP between tenants in both the social and private rented sectors.
58. To facilitate increased dialogue between the Council and its partners in the voluntary and advice sectors. To include the promotion and signposting of relevant agencies to potential service users through flyers, letterheads etc. in standard council communications.
 59. That given the limited resources available to the council, future policy decisions with welfare and poverty implications are clearly framed within a context of 'fairness' to vulnerable groups. Mindful of the increasing problem of debt, particularly where this might relate to council tax and rent arrears, Cabinet should specifically commit to undertaking fairness impact assessments when considering future policy formulation in this area. In this respect the group wished to recommend the use of the Fairness Square approach utilised within the review.
 60. That the Council actively works with other agencies, such as the credit union, to reduce and in time eradicate the need for residents to have to go to loan sharks and payday lenders charging exorbitant interest rates.
 61. To continue to monitor and resist any unplanned inward migration into Hastings and St Leonards resulting from the welfare reforms. To work with others to ensure that where local authorities are forced to make place households out of area they take greater responsibility for the longer term welfare and housing needs of vulnerable households
 62. To support the early introduction of further licensing proposals for rented accommodation in the town and the development of a social lettings agency aimed at improving access to and the quality of local housing stock
 63. To work to relieve the effects of poverty by supporting sustainable approaches by partner that tackle the root causes of poverty.
 64. To recommend that the Council supports the National Landlord's Association in their efforts to secure a change in legislation which would enable housing benefit payments to be made direct to landlords, where tenants would prefer this option.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	Yes
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	Yes
Organisational Consequences	No
Local People's Views	Yes

Background Information

Hastings Anti Poverty Strategy

Hastings Ant Poverty Action Plan

Appendix A

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Appendix A

Reaching agreement on what we mean by “Fairness” and how to make it work for our community: A Fairness Square

We all have an intuitive sense of what we know as being fair or unfair. “Fairness” is therefore a fundamental principle on which our social morality is based.

Our sense of what is fair or unfair is for most, formed in childhood, and provides the intuitive guide as to how we treat others and how we wish to be treated in accessing the material and cultural assets for a rewarding life.

In plain language the basic proposition we are socialised to ask is:

“Are we all getting a fair share of the cake?”

The economic crash of 2008, the formation of the Coalition government in 2010, and this administrations response to the long-wave cycle, particularly the proposed reforms of the welfare system has brought the “fairness” debate into sharp relief.

“Fairness” is a contested concept and hence it’s importance. It is a challenge to local government to arrive at a working definition, which can inform and test decision-making in hard times and beyond. A fair Hastings will be a successful Hastings equipped for the post-austerity future.

It is therefore imperative to ensure that our corporate approach towards the potential impacts of Welfare Reform is objectified within a common “Fairness Framework. The judgements made by one section of society applying their understanding of fairness at the expense of another’s access to what is considered their fair share endangers community cohesion.

Widening disparities of wealth, opportunity and life expectancy have the potential to drive increasing social conflict: The concept of “Fairness” can, if misapplied, exacerbate rather than ameliorate these tensions.

Therefore it is necessary to lift the concept of “Fairness” out of personal value systems and find a methodology that can be readily applied to the choices facing Hastings and St Leonards.

To progress it is necessary to agree a conceptual framework for a Borough wide understanding of “Fairness” to be used objectively to test the decisions and choices we make against a set of “Fairness Principles”

“Fairness Square”

The “Fairness Square” is designed to meet this need; building a consensus around the concept of fairness which can be easily and rigorously applied to help inform the choices we make, as a community, and as a conceptual toolkit for improving the quality of life for all.

The “Fairness Square” is about a fair process to reach fair outcomes within and between our diverse and overlapping communities; we hope for and engage in seeking our fair share of the common wealth.

The potential impact of Welfare Reform on our Borough makes the duty of defining “Fairness” compelling and urgent. This review provides us with an opportunity to explore how we can define the concept of fairness in a way that can have a practical effect, informing our understanding of welfare reform, our future choices, and endorsed by the widest cross-section of the citizens of our Borough.

This review does not exist in isolation by definition this review operates across all aspects of the work of Hastings Borough Council and such our model of “fairness” has the potential to lend coherency and a clear story to the separated aspects of our work informed by the anti-poverty strategy and cutting across the different the corporate plan and budgetary considerations.

Can we make Hastings famous for “Fairness”?
Using a Fairness Square

<p>Principle 1: Fair Outcomes (Fair Share)</p> <p>1a – Those who need more should get more...</p> <p>1b – Privilege should not bring priority but need might deserve it...</p>	<p>Principle 2: Fair Process (Fair Play)</p> <p>2a – There is nothing inherently unfair about making choices...</p> <p>2b – It is fair to balance current need against future benefit, including to future generations...</p>
<p>Principle 3: Fair Opportunity (Fair Go)</p> <p>3a – Ability should be able to access opportunity regardless of circumstances</p> <p>3b – Benefit for all should be contributed to by all and hardship caused by none should be shared by all, according to their ability and resources...</p>	<p>Principle 4: Fair participation (Fair Say)</p> <p>4a – Perception of fairness is as important as the substance of it...</p> <p>4b - It is fair to expect civic responsibility from all....</p>

Using the Fairness Square

The OS Welfare Reform Review is part of this process of applying the concept of “Fairness” to the hard decisions Hastings Borough Council will have to make.

Agenda Item No: 11

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Annual Treasury Management Report 2013-14

Report By: Peter Grace
Head of Finance

Purpose of Report

This report provides the opportunity for the Cabinet to scrutinise the Treasury Management activities and performance of the last financial year. A similar report will have been considered by the Audit Committee on the 26 June 2014 and any observations or recommendations made by the Audit Committee will be presented at the meeting.

Recommendation(s)

- 1. To consider the report and any recommendations forthcoming from the Audit Committee meeting on the 26 June 2014.**

Reasons for Recommendations

To ensure that members are fully aware of the activities undertaken in the last financial year, that Codes of Practice have been complied with and that the Council's strategy has been effective in 2013-14. As delegated by Council the Audit Committee is tasked with scrutinising these activities and to draw to Cabinet's attention any matters it considers important. The report is also presented to full Council for consideration. Any changes to the Strategy will need to be approved by Full Council.

Introduction

1. The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2009 was adopted by this Council on 15th February 2010 and this Council fully complies with its requirements.
2. The primary requirements of the Code are as follows:
 - a) Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - b) Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
 - c) Receipt by the Full Council of an annual treasury management strategy report, including the annual investment strategy report for the year ahead, a mid-year review report (as a minimum) and an annual review report of the previous year.
 - d) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - e) Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body which in this Council is the Audit Committee.
3. Treasury management in this context is defined as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. ”
4. The purpose of this report is to meet one of the above requirements of the CIPFA Code, namely the annual review report of treasury management activities, for the financial year 2013-14.
5. This annual Treasury report covers
 - a) capital expenditure and financing 2013-14
 - b) overall borrowing need (the Capital Financing Requirement)
 - c) treasury position as at 31 March 2014;
 - d) performance for 2013-14;
 - e) the strategy for 2013-14;
 - f) the economy and interest rates in 2013-14;
 - g) borrowing rates in 2013-14;
 - h) the borrowing outturn for 2013-14;
 - i) debt rescheduling;

- j) compliance with treasury limits and Prudential Indicators;
- k) investment rates in 2013-14;
- l) investment outturn for 2013-14;

The Council's Capital Expenditure and Financing 2013/14

6. The Council undertakes capital expenditure on long-term assets. These activities may either be:
 - Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
 - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.
7. The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

Table1: CAPITAL PROGRAMME FINANCING 2013-2014

	Outturn 2013-14 £000's
<u>Expenditure</u> :	2,973
<u>Financed by</u> :	
Borrowing	0
Grants	1,746
Reserves	375
Capital Receipts	657
Contributions	195
	2,973

The Council's Overall Borrowing Need

8. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's debt position. The CFR results from the capital activity of the Council and what resources have been used to pay for the capital spend.

9. Part of the Council's treasury activities is to address the funding requirements for the Council's borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.
10. The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.
11. The total CFR can also be reduced by:
 - the application of additional capital financing resources (such as unapplied capital receipts); or
 - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).
12. The Council's 2013/14 MRP Policy (as required by CLG Guidance) was approved as part of the Treasury Management Strategy Report for 2013/14 by Council on the 19/02/2013.
13. The Council's CFR for the year is shown below, and represents a key prudential indicator. It includes leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against this scheme.

Table 2 CFR : General Fund	2012/13	2013/14	2013/14
	Actual	Estimate	Actual
	£'000	£'000	£'000
Opening balance	16,523	16,945	16,945
Add unfinanced capital expenditure	149	3,620	0
LAMS	1,000	0	0
Less MRP	-496	-503	-503
Less finance lease arrangements	-231	-70	-70
Closing balance	£16,945	£ 19,992	£16,372

14. Borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit.
15. The Council's long term borrowing must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure. Net borrowing should not therefore, except in the short term, have exceeded the CFR for 2013/14 plus the expected changes to the CFR over 2013/14 and 2014/15 from financing the capital programme. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2013/14. The table below highlights the Council's gross borrowing position against the CFR, which provides an indication of affordability for the Council. The Council has complied with this prudential indicator.

Table 3	2012/13	2013/14	2013/14
	Actual	Estimate	Actual
	£'000	£'000	£'000
Gross borrowing position	11,500	15,120	11,500
CFR	£16,945	£ 19,992	£16,372

Treasury Position as at 31 March 2014

16. The Council's debt and investment position at the beginning and the end of the year was as follows:

Table 4 Debt	31st March 2013 Principal	Rate	Maturity	31st March 2014 Principal	Rate
PWLB Loan1	£7.5m	4.80%	2033	£7.5m	4.80%
PWLB Loan 2	£1.0m	2.02%	2016	£1.0m	2.02%
PWLB Loan 4	£1.0m	1.63%	2018	£1.0m	1.63%
	-----			-----	
	£8.5m			£9.5m	
PWLB Loan 3	£2.0m	0.55% (Variable Rate)	2019	£2.0m	0.57% (Variable Rate)
Total Debt	£11.5m	3.54%		£11.5m	3.54%

Table 5 Investments	31st March 2013 Principal	31st March 2014 Principal
-In-House *	£17.43m	£19.87m
Total Investments*	£17.43m	£19.87m

* excludes deposits held in respect of the Local Authority Mortgage Scheme

Performance Measurement (2013-14)

17. Table 6 below compares the Estimated Interest Payable and Received and associated fees for the year 2013-14.

Table 6	2012 -13 Actual Outturn £000's	2013 -14 Revised Budget £000's	2013 -14 Actual Outturn £000's
Gross Interest Payable	370	421	407
Gross Interest Received	(306)	(186)	(264)
Fees	12	13	12
Other (e.g. PWLB Discount)	(51)	(53)	(53)
Net Cost	25	195	102

18. The variance from the revised budget in the interest payable and investment interest receivable is partly the result of changes to the programming of grants and loans to Coastal Space (£3.62m – now due in 14/15). This has led to reduced external interest payments and a higher level of funds to invest in the year.
19. The net interest on the LAM scheme (as below) is being transferred into the mortgage reserve.

Table 7	2012 -13 Actual Outturn £000's	2013 -14 Revised Budget £000's	2013 -14 Actual Outturn £000's
Gross Interest Payable	20	36	36
Gross Interest Received	(45)	(64)	(64)
Net Surplus	(25)	(28)	(28)

20. The Council's longer term cash balances comprise, primarily, revenue and capital resources, although these will be influenced by cash flow considerations. The Council's core cash resources are detailed below, and were in line with budget expectations.

Table 8 Balance Sheet	31 March 2013 £'000	31 March 2014 (Est) £'000
Balances	500	500
Earmarked & General Reserves	15,822	15,141
Usable capital receipts	0	0
Government Grants Reserve	745	547
Total	£17,067	£16,188

The Strategy for 2013-14

21. The expectation for interest rates within the strategy for 2013/14 anticipated low but rising Bank Rate (starting in quarter one of 2015), and gradual rises in medium and longer term fixed borrowing rates during 2013/14. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

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

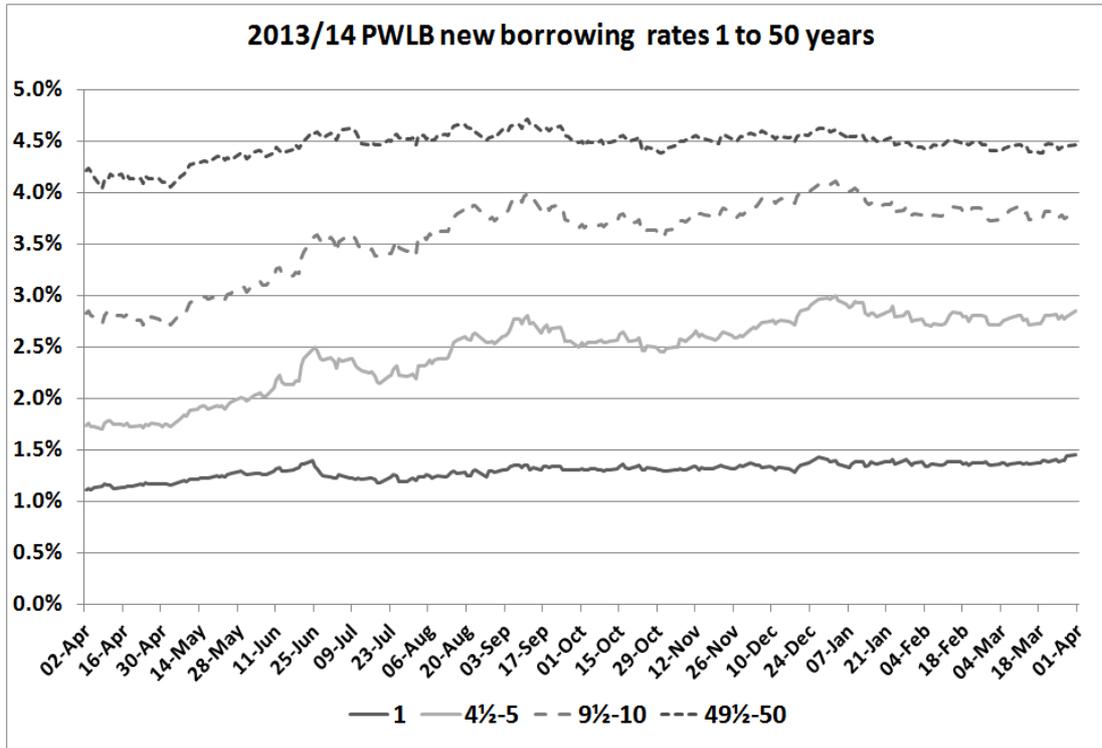
The Economy and Interest Rates

23. The financial year 2013/14 continued the challenging investment environment of previous years, namely low investment returns, although levels of counterparty risk had subsided somewhat. The original expectation for 2013/14 was that Bank Rate would not rise during the year and for it only to start gently rising from quarter one 2015. This forecast rise has now been pushed back to a start in quarter three 2015. Economic growth (GDP) in the UK was virtually flat during 2012/13 but surged strongly during the year. Consequently there was no additional quantitative easing during 2013/14 and Bank Rate ended the year unchanged at 0.5% for the fifth successive year. While CPI inflation had remained stubbornly high and substantially above the 2% target during 2012, by January 2014 it had fallen below the target rate to 1.9% and then fell further to 1.7% in February. It is also expected to remain slightly below the target rate for most of the two years ahead. RPI is higher at 2.5% (April 2014)
24. Gilt yields were on a sharply rising trend during 2013 but volatility returned in the first quarter of 2014 as various fears sparked a flight to quality. The Funding for Lending Scheme, announced in July 2012, resulted in a flood of cheap credit being made available to banks which then resulted in money market investment rates falling drastically in the second half of that year and continuing into 2013/14. That part of the Scheme which supported the provision of credit for mortgages was terminated in the first quarter of 2014 as concerns rose over resurging house prices.
25. The UK coalition Government maintained its tight fiscal policy stance but recent strong economic growth has led to a cumulative, (in the Autumn Statement and the March Budget), reduction in the forecasts for total borrowing, of £97bn over the next five years, culminating in a £5bn surplus in 2018-19.
26. The EU sovereign debt crisis subsided during the year and confidence in the ability of the Eurozone to remain intact increased substantially. Perceptions of counterparty risk improved after the ECB statement in July 2012 that it would do “whatever it takes” to support struggling Eurozone countries; this led to a return of confidence in its banking system which has continued into 2013/14 and led to a move away from only very short term investing. However, this is not to say that the problems of the Eurozone, or its banks, have ended as the zone faces the likelihood of weak growth over the next few years at a time when the total size of government debt for some nations is likely to continue rising. Upcoming stress tests of Eurozone banks could also reveal some areas of concern.

Borrowing Rates in 2013-14

27. PWLB borrowing rates - the graphs and table for PWLB maturity rates below show, for a selection of maturity periods, the high and low points in rates, the average rates, spreads and individual rates at the start and the end of the financial year.

Table 9: PWLB rates



PWLB certainty rates quarter ended 31.3.2014

Table 10	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.13%	2.48%	3.52%	4.21%	4.18%
Date	07/01/2014	05/02/2014	27/02/2014	17/03/2014	17/03/2014
High	1.26%	2.80%	3.90%	4.45%	4.40%
Date	31/03/2014	02/01/2014	02/01/2014	02/01/2014	02/01/2014
Average	1.18%	2.60%	3.64%	4.31%	4.27%

28. The table above highlights the fluctuation in borrowing rates throughout the year for different borrowing periods (in years). Members would be able to scrutinise the timing of any borrowing decisions with this information.

Borrowing Outturn for 2013/14

29. There was no additional long term borrowing undertaken in 2013/14.

Debt Rescheduling

30. The Council examined the potential for making premature debt repayments in order to reduce borrowing costs as well as reducing counterparty risk by reducing investment balances. No rescheduling was undertaken during the year as the differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

Compliance with Treasury Limits

31. During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's annual Treasury Strategy Statement. The outturn for the Prudential Indicators is shown in Appendix 1.

Investment Rates in 2013-14

32. Investment rates available in the market have continued at historically low levels and have fallen further during the last year. The funds invested during the year were often available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council holds approximately £15m core cash balances for investment purposes (i.e. funds available for more than one year).

33. The table below shows the bank base rate and the PWLB rates forecasts.

	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.25%	1.50%	1.75%
5yr PWLB rate	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%
10yr PWLB rate	3.70%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.50%
25yr PWLB rate	4.40%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%	4.90%	5.00%	5.00%	5.10%	5.10%	5.10%
50yr PWLB rate	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.20%	5.20%

Capita Asset Services undertook a review of its interest rate forecasts in February 2014. This forecast now includes a first increase in Bank Rate in quarter four of 2015 (previously quarter two of 2016), and reflects greater caution as to the speed with which the MPC will start increasing Bank Rate.

Investment Strategy

34. The strategy has not changed during the year, other than investment returns being significantly lower and for a longer period than previously anticipated, although a base rate rise looks more likely in 2015.

Investment Outturn for 2013-14

35. Investments held by the Council - the Council maintained an average balance in the year of £23m. The average rate of return for the year was 0.85% (1.04% including LAMS scheme deposits). The comparable performance indicator is the average 7-day LIBID rate (un-compounded), which was 0.354%.
36. The table below provides a snapshot of the investments held at 31 March 2014.

Table12 Counter Party	Rate/ Return	Start Date	End Date	Principal	Term
Commonwealth Bank of Australia	0.25%	31/3/14	9/4/14	£1.85m	Fixed
Nat. West (60 Day notice)	0.6%			£5.0m	Fixed
Nordea Bank	0.55%	17/3/14	17/09/14	£5.0m	Fixed
Barclays Bank	0.65%			£2.997m	On Call
Lloyds Bank	1.1%	11/4/13	11/4/14	£5.0m	Fixed
Total				£19.847m	

The above table excludes two £1million deposits that are held with Lloyds bank as part of the Local Authority Mortgage scheme; the deposits are held for periods of 5 years.

37. No institutions in which investments were made during 2013/14 had any difficulty in repaying investments and interest in full during the year.

Financial Implications

38. The security of the Council's monies remains the top priority within the strategy. The past year has seen the continuing historically low level of interest rates available to investors.
39. However, the net position once borrowing costs and investment interest are considered is an improved position, the net cost reducing to £102,000 from an estimated £195,000. This is partly the result of the reprofiling of the lending to and grant payment to Amicus Horizon as part of the Coastal Space initiative.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No

Background Information

Treasury Management and Annual Investment Strategy 2013/14, Cabinet, 18 February 2013
CIPFA - Treasury Management Code of Practice (revised 2009)
CIPFA - The Prudential Code (revised 2009)

Officer to Contact

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Appendix 1: Prudential Indicators

PRUDENTIAL INDICATOR	2012/13	2013/14	2013/14
(1). EXTRACT FROM BUDGET	Actual	Estimate	Actual
	£'000	£'000	£'000
Capital Expenditure	£3,650	£7,127	£2,973
Ratio of financing costs to net revenue stream	0.34%	1.2%	0.01%
Net borrowing requirement	£ 150	£3,620	£ 0
Capital Financing Requirement as at 31 March	£16,945	£19,992	£16,372
Annual change in Capital Financing Requirement	£422	£3,117	£573
Incremental impact of capital investment decisions :-			
Increase in council tax (band D) per annum	£0.0	£0.0	£0.0

Appendix 2: Treasury Management Indicators

TREASURY MANAGEMENT INDICATORS	2012/13	2013/14	2013/14
	Actual	Estimate	Actual
	£'000	£'000	£'000
Authorised Limit for external debt -			
borrowing	£20,000	£20,000	£20,000
other long term liabilities	£10,000	£10,000	£10,000
TOTAL	£30,000	£30,000	£30,000
Operational Boundary for external debt -			
borrowing	£20,000	£20,000	£20,000
other long term liabilities	£10,000	£10,000	£10,000
TOTAL	£30,000	£30,000	£30,000
Actual external debt	£11,500	£15,120	£11,500
Other long term liabilities	£		£
TOTAL	£11,500	£15,120	£11,500
Upper limit for total principal sums invested for over 364 days	£2,000	£6,000	£6,000

The limits set for exposure to fixed and variable rates of interest in respect of both investments and borrowing were 100%.

Maturity structure of fixed rate borrowing during 2013/14	upper limit	lower limit
under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Agenda Item No: 12

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Minor Works Contracts

Report By: Virginia Gilbert
Head of Resort Services & Amenities

Purpose of Report

To explain the arrangements for renewing the Council's Minor Works Maintenance Contract, seeking approval for tendering and delegated authority to award a contract.

Recommendation(s)

- 1. That Cabinet agrees to the procurement process for the renewal of the Council's Minor Works Maintenance Contract. The contract will begin on 1st April 2015 and run for 5 years with the option of two years extension in annual increments.**
- 2. That Cabinet delegates authority to the Director of Environmental Services or his nominee, in consultation with the Lead Member, to award the contract to the most economically advantageous tenderer.**
- 3. That Cabinet supports the officers' view that the contract should be awarded to a single multi-trade contractor.**
- 4. That Cabinet supports further investigation of an in-house or shared capacity for minor maintenance works where that can be shown to be cost-effective.**

Reasons for Recommendations

The existing contract expires on 31 March 2015. The new contract from 1st April 2015 will be a call-off arrangement with no fixed financial commitment under a Measured Term Contract to be awarded to a single Contractor. We are investigating opportunities to remove minor maintenance and cyclical inspection work from the contract where there is a more cost-effective approach utilising Council staff, automated monitoring or shared arrangements with other agencies. This has already been implemented for some electrical testing, legionella monitoring and some minor maintenance. Further possibilities will be assessed in parallel with the contract procurement.

Background

1. The Council's existing Minor Works Maintenance Contract with local building firm, Booker and Best Ltd, expires as at 31.3.15. There is no extension provision and therefore the Council needs to commence a procurement process to have new arrangements in place to take effect from 1.4.15.
2. The nature of the work is primarily responsive and variable in terms of the types of building and building services trades involved. There is also a small amount of planned minor repair and renewal works below the value of £15,000; anything above this value will be dealt with as a separate contract on an HBC standard terms purchase order or other contract. The scope of minor works covers all the Council's current property portfolio.
3. The contractor also provides an out of hours callout service and is expected to hold stores of equipment and supplies for dealing with emergencies (fencing, sandbags, etc.).
4. Officers have sought the guidance of the East Sussex Procurement Hub in the compilation of this report.

Procurement Process

5. The current value (which does fluctuate per year depending on demand) is approximately £500,000 per year and does not exceed the EU threshold of £4,348,350 for construction works. This means that the new contract does not have to be advertised to comply with EU procurement rules although we generally follow EU good practice.
6. The contract type is a Measured Term Contract, designed for use by employers who have a regular flow of maintenance, minor works and improvements projects that they would like to be carried out by a single contractor over a specified period of time. The contract is priced through a schedule of rates for various jobs with catch-all provision for the use of day rates when jobs fall outside the schedule. The total expenditure under the contract is determined by the employer. The Authority is not committed to spending any specific amount of money with a contractor although the successful contractor will anticipate a certain level of spend, based upon the history of the contract.
7. This contract is designed to be used with a single multi-trade contractor. We are, in effect, contracting with a general contractor who will assess jobs and organise works through directly employed staff, covering many trades, and occasionally subcontractors for specialist services. This is felt to be the most efficient approach to organising many small to medium sized jobs. For works over the £15,000 threshold, we will either deal directly with a number of contractors, using HBC staff as project managers, or employ a project manager or general contractor for the project.
8. The main milestones in the projected time-table for this procurement exercise are as follows:

a. Cabinet approval:	9.7.14
b. Advertisement for expressions of interest	13.7.14
c. Expressions of interest closing date:	1.9.14
d. Tender closing date:	12.12.14
e. Tender recommendation report:	16.1.15
f. Decision and Alcatel period:	1.2.15
g. Award new contract:	1.3.15
h. Mobilise internal procedures:	8.3.15
i. Use new contractor(s):	1.4.15

Use of In-house or shared staff for Minor Works

9. As the work is primarily responsive in nature and in view of the wide breadth of trades, techniques and materials involved, it would not be economically viable to carry out the majority of this work in-house. It would be difficult to keep skilled trades people occupied during slow periods and, conversely, backlogs would arise with a limited staff at times of peak activity.
10. A significant investment in tools, vehicles, training and maintaining stocks of materials and depot facilities would also be a major factor in assessing the cost-effectiveness of an in-house service.
11. However, there may be further scope for handling minor maintenance or cyclical inspection tasks using Council staff or in a shared service with Rother District Council. This will be investigated in parallel with the procurement process and findings reported back to members.

Contract Term

12. The term is 5 years with an option for 2 years' extension to be agreed in annual increments.

Recommendations

13. That Cabinet agrees to the procurement process for the renewal of the Council's Minor Works Maintenance Contract. The contract will begin on 1st April 2015 and run for 5 years with the option of two years extension in annual increments.
14. That Cabinet delegates authority to the Director of Environmental Services or his nominee, in consultation with the Lead Member, to award the contract to the most economically advantageous tenderer.
15. That Cabinet supports the officers' view that the contract should be awarded to a single multi-trade contractor.

16. That Cabinet supports further investigation of an in-house or shared capacity for minor maintenance works where that can be shown to be cost-effective.

Policy Implications

17. Equalities & Community Cohesiveness - In the selection process of contractors, equality issues will be covered in the business questionnaire. This will include any trainee/apprenticeship schemes being offered by firms.

18. Environmental Issues - In the selection process of, account is taken of each firm's policies on dealing with energy efficiency and sustainable procurement.

19. Economic/Financial Implications – It is anticipated that a public tendering process will produce competitive pricing from potential contractors. Beyond that, however, the annual cost of this contract, which has no fixed financial commitment, is controlled by the Council.

20. Living Wage - The Council will seek assurances from tenderers that their staff is now and will continue to be paid at or above the level of the Living Wage, currently £7.65 per hour. We will support the successful tenderer in obtaining accreditation as a Living Wage Employer if they have not already done so.

Wards Affected

None

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	Yes
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No

Background Information

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Agenda Item No: 13

Report to: Cabinet

Date of Meeting: 7 July 2014

Report Title: Office Accommodation

Report By: Richard Homewood
Director of Environmental Services

Purpose of Report

This report outlines the works proposed by the freeholder to refurbish Aquila House and how the Council can use this opportunity to support organisational change and the transition to more flexible working practices. The aim would be to improve efficiency and coordination of service delivery and further embed the 'One Council' philosophy. The report seeks approval for an increase in the capital budget provision for additional building works and outlines an invest to save proposal which will support this transition.

Recommendation(s)

- 1. That the Cabinet acknowledge that the freeholders proposals for the refurbishment of Aquila House provide an opportunity to drive organisational change. The changes will support the transition to more flexible working practices, improved productivity and efficiency, more focus on coordination of service delivery and a further development of the 'One Council' philosophy.**
- 2. That Cabinet approve an increase of £200,000 in the budget allocation in the Capital Programme for Office Accommodation work.**
- 3. That the IT reserve be increased by £50,000 to support more flexible working and improved efficiency.**
- 4. That the invest to save proposal to support the transition to a 'One Council' philosophy be supported.**

Reasons for Recommendations

To ensure that the office accommodation is fit for purpose following the refurbishment by the freeholder and to support the transition to a 'One Council' philosophy, improving flexibility and efficiency to support service delivery in response to the medium and long term financial pressures faced by the Council.

Introduction

1. The Council's Accommodation and Smarter Working Strategy was approved by Cabinet in March 2004 outlining our commitment to consolidate our office accommodation into fewer, higher quality, larger buildings near the town centres of Hastings and St Leonards over the next 5 years. This was reviewed in September 2007 when Cabinet resolved that we would, amongst other things, consolidate our operational services in Aquila House.
2. The Accommodation and Smarter Working Strategy has also increasingly been seen as a key strand of work, alongside cultural change, to support the Council's transition to a smaller, more efficient and flexible organisation in response to the significant financial constraints it faces in the medium and long term and the need to better embed a 'One Council' philosophy amongst staff.
3. Members will be aware that in order to progress this strategy officers have been in negotiation with the freeholders to agree new long term leases (10 years) on Aquila House and to secure a programme of repair and refurbishment of the building before these leases are entered into, and to address the significant problems with water penetration through the roof and the front elevation in particular.
4. The freeholders have now proposed an extensive programme of refurbishment of Aquila House, including the renewal of the roof, replacement of all windows (front and rear), replacement of the front cladding and the internal refurbishment of floors 1 to 5 and partial external works on the upper ground floor.
5. The Heads of Terms of the new leases have been agreed and the Council has indicated its commitment to signing the leases subject to the satisfactory completion of the repair and refurbishment works.

Proposed works

6. The works proposed by the freeholder are estimated to cost £1.9m. In addition to the major structural works this will also include the stripping out and refurbishment of the five main floors, refurbishment of the lifts, welfare facilities and common areas. It will leave the offices completely open plan and provide the opportunity for the Council to review how it uses its workspace and propose changes to create a more flexible and efficient workspace that is fit for purpose for our future requirements. It will also provide the opportunity to adapt our working practices and potentially reduce our office space requirements and costs at a time when the Council is under significant financial pressures.
7. These works are scheduled to start imminently and are programmed to be completed in a 26 week timeframe.
8. There will however be some additional structural works required to the refurbished floors to adapt them to meet our needs and whilst we are not contributing to the £1.9m refurbishment programme, we will need to make provision for the additional

adaptations to make the building suitable for our needs. It is proposed that these works are carried out at the same time as the refurbishment.

9. There will inevitably be significant disruption to staff and services during the refurbishment and staff will need to relocate at various stages incurring removal and some storage costs. There will also need to be some additional project management support during the refurbishment programme. It is therefore recommended that the Capital Budget provision for Office Accommodation be increased by £200,000 to cover these one off costs.
10. In order to take full advantage of the opportunity to review how we operate this work provides, officers are also looking at how we operate and hope we can become more flexible and make more efficient use of and thereby use less office space. This can, we believe be achieved by further investment in technology and by adapting the way the offices are laid out and furnished to provide greater flexibility and efficient use of space. Officers have visited other local authorities who have taken this approach and have sought advice from office suppliers. It is believed that by introducing more desk sharing, hot desking and home and mobile working, we can reduce our floor space requirements by a significant amount. We believe there is good potential sub-let the space we would save, and this will generate a source of income to help reduce our revenue costs into the future.
11. Much of the investment in technology to support the transition to more flexible working is already provided for in the IT reserve and the accompanying action plan, but there will be some additional costs in this area in order to speed up the process. This would include areas such as electronic records and document management systems, more mobile working technology etc.
12. There will of course be one off investments required to achieve this change, as our current office equipment and furnishings are no longer fit for purpose or adaptable to this new type of working environment. For example, many of our large shaped desks were designed when PCs and monitors were much larger than the compact and flat screen technologies we use today, this therefore restricts the flexibility we have for layouts and accommodating more staff on a floor. It is therefore proposed that £250,000 of the 'Invest to Save' budget be allocated to support this move to more flexible working and that the IT reserve be increased by £50,000 to fund the additional technology investment required.
13. In terms of the 'Invest to save' proposals it is estimated that by reducing our floor space requirements, and subject to sub-letting office space no longer required, we could potentially generate up to £90,000 per annum which would result in a payback of the invest to save element of these proposals in approximately three years after which it would contribute to the ongoing revenue savings we need to make.
14. The costs of movements during the refurbishment and the additional adaptations to meet our requirements and make the building fit for purpose for our use would have been necessary in any event as part of the negotiated agreements on the new leases. It is only recently however that the size of this contribution has been established and the capital programme therefore needs to be adjusted.

Financial Implications

15. Since the Accommodation and Smarter Working Strategy was adopted the Council's accommodation costs have been reduced by over £500,000 per annum and these proposals will generate further reductions in ongoing accommodation costs in the future.
16. Structural adaptations to the offices following refurbishment to make them fit for our purposes, along with the costs associated with the refurbishment programme itself (removals, storage and short term arrangements) are estimated to cost up to £200,000 and additional provision for this needs to be made in the capital programme.
17. Additional investment in technology over and above that already provided for in the IT reserve is required and the reserve needs to be increased by £50,000.
18. In order to make the building fit for purpose and introduce more efficient and flexible working practices and support the transition to a more effective 'One Council' it is proposed to earmark up to £250,000 from the 'Invest to Save' budget.

Conclusions and recommendations

19. The consolidation of the majority of the Council's operational services into one building in accordance with the Accommodation and Smarter Working Strategy is nearing completion.
20. Negotiations on new leases for Aquila House are concluded and include a £1.9m major refurbishment of the building by the freeholder prior to the new leases taking effect. There were always going to be additional one off costs to the council in addition to these refurbishment costs to make the building fit for our purpose and we now have a better understanding of what these might be.
21. The refurbishment provides the Council with an ideal opportunity to review how it operates and with some additional one off investment from the 'Invest to Save' budget can further support the transition to the 'One Council' philosophy with improved efficiency and flexibility to provide services into the future in response to the significant financial constraints the Council faces.
22. Members are therefore recommended to support these proposals and the proposed budget provisions set out in this report.

Wards Affected

None

Area(s) Affected

None

Policy Implications

Please identify if this report contains any implications for the following:

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Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	Yes
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No

Background Information

Officer to Contact

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CHARITY COMMITTEE

5 JUNE 2014

Present: Councillors Hodges (Chair), Forward, May and Westley. Also in attendance Mr Chris May, The Protector.

1. DECLARATION OF INTEREST

There were no declarations of interest made at this meeting.

2. MINUTES OF THE MEETING HELD ON 24 MARCH 2014

RESOLVED – that the minutes of the meeting held on 24 March 2014 be approved and signed by the Chair as a correct record.

3. WHITE ROCK BATHS - DEVELOPMENT PROPOSAL

The Director of Regeneration presented a report to inform members of work to bring forward proposals for White Rock baths and to seek support for this approach.

The Foreshore Trust had been working for a number of years to identify a suitable alternative use for the White Rock Baths, which had been vacant for a number of years. The Trust had been approached by the Source, a BMX and mail order company based in Braybrooke Road, with proposals to utilise the premises as an indoor arena for BMX and skateboard competitions and training, with supporting retail and refreshment provision. The proposed use of the building was in keeping with Trust's objectives to promote sporting and recreational use of the foreshore.

The proposals had received a very supportive response from the Coastal Users Group at an earlier briefing meeting, the group were also due to receive a further update at their next meeting, once a decision on the scheme has been made. The business plan for the project had been reviewed by Let's Do Business Group. Hastings and Rother Disability forum had been consulted on the proposal, including planned improvements to make the building more accessible.

The funding package for the project included an investment of £150,000 from the Foreshore Trust, using funds previously earmarked for works to the Rock a Nore car park. Funding was also sought from East Sussex County Council and Hastings Borough Council, including a loan of £300,000 from Hastings Borough Council, which would be supported by rental income. The funding would support the refurbishment of the building prior to an internal fit out by the tenant. It was proposed that premises should then be leased for a 10 year period, at a rental of £36,000 per annum. Should the venture fail and the premises become vacant during the 10 year period, the Trust would share the risk of loan repayments on a 50:50 basis with Hastings Borough Council.

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A further proposal had been received from the West End Sustainable Development Company; however, it was felt that insufficient information had been provided to recommend proceeding with this option.

Members expressed their support for the proposals put forward by the Source.

Councillor Forward moved approval of the recommendations, as set out in the Director of Regeneration's report, which was seconded by Councillor Westley.

RESOLVED (unanimously) – that:

- 1) subject to funding being obtained from East Sussex County Council and Hastings Borough Council, the committee approve the proposal to create a BMX/ skateboard facility at White Rock Baths on the basis contained in the report, and;**
- 2) delegation is given to the Director of Regeneration acting in consultation with the Director of Corporate Resources and the Chair of the Foreshore Trust and Lead member for Regeneration to complete tendering, contracting, lease and other arrangements to deliver the proposed scheme at White Rock Baths.**

Reason for the decision: -

To enable the White Rock Baths to be open for business by Christmas 2015.

(The Chair declared the meeting closed at. 5.30 pm)

MUSEUMS COMMITTEE 16 JUNE 2014

Present: Councillors Charlesworth, Charman, Hodges, Howard, Lock, Poole (in the Chair), Street and Webb (duly appointed substitute for Councillor Sinden).

Museum Association Representatives: Mr Adams, Mrs Barrett, Mr Palfrey-Martin, Mr Peak and Mrs Purdey

1. APOLOGIES FOR ABSENCE

Apologies for absence were noted for Councillors Edwards and Sinden and Mrs Hawkins.

The Chair welcomed the new members to the Committee.

2. DECLARATIONS OF INTEREST

Councillors made no declarations of interest at this meeting.

3. MINUTES

RESOLVED – that the minutes of the meeting held on 17 March 2014 be approved and signed by the Chair as a true record.

4. CURATOR'S REPORT

Cathy Walling, Museum Curator, presented a report to provide an update on issues arising from previous meetings and confirmation of Curator's actions.

It was noted the Members and HBC staff visit to the Keep at Falmer on 11 April was successful. During the tour of the building and its facilities, Members and staff viewed a number of Hastings maps and documents. Another visit to the Keep will be arranged in due course.

The National Trust asked for permission to move a painting of William Lamb currently on loan to Lamb House in Rye to facilitate the BBC filming of 'Mapp and Lucia' currently taking place.

A team of volunteers have been appointed to work on the 'Hastings Remembers' WWI project. The volunteers will undergo a programme of training. Work on the exhibition, which opens on 26 July is currently underway. Invitations to an open evening on 25 July will be sent out in due course.

The Museums new Twitter & Facebook accounts are widely used. As of 4 June 2014, 189 there were Twitter followers. Facebook posts have reached 3,795 people. The most popular item on Facebook has been an album of photographs of Hastings in the 1950s which has reached 4,168 people.

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HMAG is one of five museums taking part in this project, led by Rachel Heminway-Hurst for Bexhill Museum and 100% funded by the Arts Council England Strategic Commissioning Fund. The project will pay for a three day review by freelance expert Len Pole of our less well-known ethnographic objects, in particular items from Eastern Europe, South America and Africa. Full details were contained within the report.

RESOLVED – that the Committee accepts the report and are satisfied with the comments in the report.

5. DRAFT FORWARD PLAN

Cathy Walling, Museum Curator, presented a report to inform members of the draft Museum Forward Plan. The draft Forward Plan 2014-2019 was appended to the report under Appendix A.

The Museums Forward Plan will replace the version dated 2010-13. The plan covers a three-year period as well as a proposed Action plan for the next five years. A regularly monitored Forward Plan was a requirement of the Accreditation scheme run by the Arts Council. Hastings Museum and Art Gallery and the Old Town Hall Museum have been accredited since 2007. This will enable the Museum to apply for key funding for the Council's strategic review and also from the Arts Council.

Councillor Street enquired if consideration had been given to selling items on the website. The Curator confirmed that it was discussed 5 years ago, when at the time their software was not advanced enough to provide a retail service.

Councillor Hodges, suggested the SWOT Analysis Weakness 'Out of town centre' was correct. Virginia Gilbert confirmed it was part of the Corporate Plan and needed to be retained.

Tania Charman, noted the bus times for Bohemia Road were no longer available. The Curator confirmed this would be addressed.

Councillor Howard asked if further consideration had been given to enhance the café facilities at the Museum. He believed it would be beneficial as no where else within the vicinity provided this service and it offered a good destination for visitors. The Curator explained that if the Arts Council were minded to fund the strategic review they may look further into it and fund a strategic study.

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Councillor Charlesworth asked if visitors could sit outside on land behind the museum which was cleared in 2013. Nick Sangster said the land was covered in the strategic study funded by the Arts Council to look at overall space inside and out. Councillor Charlesworth suggested renting the land out to other organisations/charities. Mrs Barrett said any expansion of the café would require additional staffing and cost to make an income.

Steve Peak asked if given the high costs of using the museum and costs of staff could this could be subsidised by the Council. Virginia said it was difficult to make an income and subsidise our services. They would try to keep prices reasonable.

RESOLVED – that the Committee accepts the report.

6. REQUEST FOR A LOAN

Cathy Walling, Museum Curator, presented a report to update members on a loan from the Museum collection.

The loan of the Hawaiian feather cloak had been requested by The Fine Arts Museum of San Francisco and the Bernice Pauahi Bishop Museum, Honolulu. The exhibition of 'Royal Hawaiian Featherwork: Na Hulu Ali'i' is to be presented at the de Young from 29 August 2015 to 28 February 2016 and at the Bishop Museum from March 19 to 23 July 2016.

This will be the first exhibition of Hawaiian featherwork to be presented on the US mainland. The exhibition of 'Royal Hawaiian Featherwork' will mark the first time many of these items will have returned to Hawaii since the 18th century. The cloak is part of the Brassey gift to Hastings Museum.

Councillor Charlesworth considered that it was a good idea to loan the item to encourage publicity and for foreign visitors to visit the museum and see the large collection of Indian work held in Hastings.

Councillor Street asked if when loaning the item to a private institution, it would be possible to make an income from it. The Curator advised that it was not possible to make a profit on items loaned for the public to view. However, it might be possible to reduce insurance costs whilst the cloak was not in the museum, although this maybe an insignificant amount.

Councillor Hodges asked if the museum was in a position to afford such a range of artefacts and asked the committee to consider if it was time to focus more clearly on a range of local artefacts to release capital. Virginia Gilbert said they were under pressure to find ways to make more income without effecting the collections. She was minded to pursue other options before letting go of any of the museum pieces.

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Councillor Charlesworth recommended that an article in the Observer regarding the Hawaiian feather cloak would give local people a chance to see it before it goes on loan. The Curator said she would look into it.

RESOLVED – that the Committee accepts the report.

7. MUSEUM ATTENDANCE FIGURES

Cathy Walling, Museum Curator, presented a report to inform members of figures for attendances, educational activities and use of the Museum's website for the fourth quarter of 2014-15. Figures for January to March 2013 were submitted for comparison.

It was noted that the attendance figures for Hastings Museum and Art Gallery were consistent with the previous year. The number of pupils in organised groups had increased, this was reflected by the number of visits made by St. Paul's Group. The total number of visits combined had decreased by 979 compared to the previous year.

Attendances to the Old Town Hall Museum had dropped as well as school visits, this was primarily because of the reduction in opening hours from six days a week, to three. The total number of visits combined had decreased by 4,275.

Councillor Hodges suggested the window display at The Old Town Hall was contributing to the loss of visitors because it was dark and unwelcoming. He asked if officers could look at ways to lighten it up, to make it more attractive to visitors.

Councillor Lock asked the Curator if she knew where visitors to the museums were travelling from i.e. Sussex or further afield. The Curator confirmed she would undertake another visitor questionnaire during the course of the summer. This was carried out by way of a rolling programme every couple of years. In the interim period staff maintained data records on visitors.

Councillor Street explained that visits to the website were down from 37,023 for Quarter 4 to 20,793, because the website was being updated. It was expected that the new website would be up and running by the next committee meeting in September.

The Curator said that weddings and civil ceremonies had reduced from 35 to 22 compared to the previous year. Wedding bookings were lower than average everywhere, because of superstition associated with the year 2013. To date, a total of 18 bookings have been made for 2014/15. A Wedding Fair is to be held on 14 September. Entry will be free.

RESOLVED – that the Committee accepts the report.

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8. MUSEUM EVENTS AND ACTIVITIES

Cathy Walling, Museum Curator, presented a report to inform Members of forthcoming events and educational activities at the Hastings Museum and Art Gallery and the Old Town Hall Museum during July to September 2014, for Quarter 2, 2014.

These included:-

Exhibitions

Until 13 July: 'Rainforest of the Sea', a photographic exhibition of the coral reef environment off Borneo, on loan from the Horniman Museum.

Until 4 January 2015: 'The Four Seasons', paintings from the Museum collection.

5 July to 15 September: 'White Rock Baths', photographs by Brian Rybolt.

26 July to 13 November: 'Hastings Remembers, Local Stories of the First World War'.

29 July: 'Hastings Remembers' Pop-up exhibition at Old Town Hall Museum

22 September to 30 November: 'Misogyny is Suicide' by HKB Finn. Photographs and soundtrack, part of AfriKaba Festival.

Events

1 July to 22 July: Weekly Life Writing and Literature Workshops.

2 July and 16 July: 'Book Bugs', Children's Library sessions.

2 July: Oral History training

3 July: Crosspath Theatre presents 'Puff' an entertaining new verse play by poet John Agard, exploring the relationship between Queen Elizabeth I and Sir Walter Raleigh.

3 July to 25 July: Friday morning Local History talks with Edward Preston.

26 July to 31 August: Summer Holiday Fun for families.

12 August: Hastings and St Leonards Seniors Forum Event, re 'Hastings Remembers'.

23 August: Charity daytime concert.

7 September: an illustrated talk on 'Artists and Writers at Fairlight' by Haydon Luke for Museum Association.

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13 September: 'The last Edwardian Summer', a talk and memory-collecting session. Part of Hastings and St Leonards Heritage Open Days.

14 September: Wedding Fair

27 September: 'The Quick and the Dead', a talk by Richard van Emden, the story of those who are forgotten when the fallen of WWI are remembered.

Weekly Play and Learn sessions by In2Play are held in term-time.

The Local Studies Room opens every Wednesday from 10am to 4pm.

Steve Peak informed the committee of the 50th Anniversary of the Mods and Rockers Rights-1964. This is to be attended by the BBC on 3rd August. Councillor Street asked if there would be a reception with the Mods & Rockers attending. The Curator explained that this had been arranged by the museum in previous years, but this year staff had been absorbed in organizing WWI events and exhibitions. However, she went on to say they could produce a photo-gallery on Facebook, if approval was given for copyright. To conclude, Steve Peak said the scooter shop would be hosting a rally at the Stade Open Space.

RESOLVED - that the Committee accepts the report.

9. MUSEUM ACQUISITIONS

Cathy Walling, Museum Curator, presented a report informing members of six items acquired by the Museum in the last quarter and the names of donors. The items included: -

1. Hastings Grammar School cap, with yellow trim for 'Parker' house, 1960s. Donor: Mr J Hibberd
2. Album of photographs of donor's parents' honeymoon in Hastings December 1934. Donor: Mrs J Wickson
3. Hastings and St Leonards official guidebook and other leaflets 1927. Donor: Mr B Crisp
4. Copy of 'The Dekhnewala' or 'Fusiliers gazette, 1873. Donor: Mrs J Divall
5. Eight prescription journals and ledgers from local pharmacy, from 1928 onwards. Donor: Mrs S LeBreuilly
6. 3 glass negatives of Hastings Castle. Donor: Eastbourne Heritage Service
7. Spode Silver Jubilee Loving Cup. Donor: The estate of Mrs P Leach

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8. 1920s wedding dress and photographs. Donor: Mrs E Martin
9. LMSR brass railway sign. Donor: Mrs J Collett
10. Framed needlework of Royal Sussex Regiment crest, WWI. Donor: Mrs P Pont
11. Framed watercolour of Old St Helen's Church by J Oddie. Donor: St Helen's Church per Mr D Valentine
12. Framed watercolour of Harbour Arm, by E L Badham. Donor: Brassey Fund
13. 1953 Radio Times and televisor instructions. Donor: Mr R Mucci
14. Drawing on map by Len Shelley. Donor: Brassey Fund
15. Jigsaw of Battle of Hastings from Tapisserie de Bayeux. Jigsaw of White Rock Gardens in 1925, made by Ottakars. Donor: Mrs C Georgiou
16. Copy of report from St Leonards Coastal Space Community Planning weekend, April 2012. Copy of report from Town Centre Conference, Sept 2011. Donor; Mr A Palfrey-Martin

Councillor Lock sought clarification on whether items that were not suitable for the collections could be sold or whether they would go to other museums. The Curator confirmed that items could not be sold. Furthermore, Erica Barratt added that they could not be disposed of. She said items would have to be offered to other museums and carefully investigated for a connection with Hastings, however tenuous.

RESOLVED - that the Committee accepts the report and the Chair signs the certificates of thanks.

10. EXCLUSION OF THE PUBLIC

RESOLVED – that the public be excluded from the meeting during the consideration of the items of business listed below because it is likely that, if members of the public were present, there would be disclosure to them of ‘exempt’ information as defined in the paragraphs of Schedule 12A to the Local Government Act 1972.

<u>Minute No.</u>	<u>Subject Matter</u>	<u>Paragraph No.</u>
11(E)	Offer to purchase	Paragraphs 8 & 9

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11E. OFFER TO PURCHASE

Cathy Walling, Museum Curator, presented a report for Members to consider an item offered to the Museum for purchase.

Councillor Street proposed a motion to refuse to purchase the item. This was seconded by Councillor Hodges.

RESOLVED – (unanimously) that the Committee accepts the report and notes the report and that the offer to purchase be declined.

(The Chair declared the meeting closed at 3.33pm)

Agenda Item 17

By virtue of paragraph(s) 6 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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