

Cabinet Agenda

Monday, 17 July 2017 at 6.00 pm

Council Chamber, Muriel Matters House, Breeds Place, Hastings, East Sussex, TN34 3UY

For further information, please contact Michael Courts on 01424 451764 or email mcourts@hastings.gov.uk

		Page No.
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Notification of any additional items	
4.	Petition: More Public EV charging facilities in Hastings (Jane Hartnell, Director of Corporate Services and Governance) (Cabinet Decision)	1 - 6
5.	Corporate Plan retrospective report on performance during 2016/17 and proposed Performance Indicator targets for 2017/18 (Jane Hartnell, Director of Corporate Services and Governance) (Cabinet Decision)	7 - 10
6.	Final Accounts 2016/17 (Peter Grace, Assistant Director, Financial Services and Revenues) (Cabinet Decision)	11 - 24
7.	Priory Meadow - Supplementary Capital Budget (Peter Grace, Assistant Director, Financial Services and Revenues) (Cabinet Decision)	25 - 28
8.	Social Lettings Agency 2 Year Review (Andrew Palmer, Assistant Director Housing and Built Environment) (Cabinet Decision)	29 - 40
9.	Management Response to the Review of Scrutiny Arrangements (Jane Hartnell, Director of Corporate Services and Governance) (Cabinet Decision)	41 - 52

10.	Acquisition of Land in Ore Valley from HBRL (Simon Hubbard, Director of Operational Services) (Cabinet Decision)	53 - 62
11.	Community Housing Fund (Andrew Palmer, Assistant Director Housing and Built Environment) (Cabinet Decision)	63 - 72
12.	Future Waste & Cleansing Services (Mike Hepworth, Assistant Director Environment and Place)	73 - 102
13.	Flexible Homelessness Support Grant Expenditure (Andrew Palmer, Assistant Director Housing and Built Environment) (Cabinet Decision)	103 - 116
	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 paragraphs of schedule 12A to the Local Government Act 1972 referred to in the relevant report.	
	Confidential Business	
14.	Commercial Property Purchase (Peter Grace, Assistant Director, Financial Services and Revenues) (Cabinet Decision)	117 - 124
15.	Additional Urgent Items (if any)	

Agenda Item 4



Report to: Cabinet

Date of Meeting: 17th July 2017

Report Title: e-petition - Electric Vehicle charging facilities in Hastings

Report By: Jane Hartnell, Director of Corporate Services

Purpose of Report

To inform Cabinet we have received a petition to request that the Council 'strongly encourage local businesses to, or install themselves, more public charging facilities for electric vehicle owners'

Recommendation(s)

- 1. It is recommended that Cabinet acknowledge the petition but recognise that there is currently limited grant funding available to expand the public EV charging network**
- 2. The petitioner is advised about the limited grant funding available to expand the public EV charging network currently, but that the Council will actively seek external funding to support an expansion as appropriate funding becomes available.**
- 3. In addition, that as part of the Councils income generation work full consideration will be given to the possibility of expanding the public EV network as part of the review.**
- 4. That the Council contact large supermarkets within the borough to find out about their plans to install EV charge points in their car parks and encourage them to do so.**

Reasons for Recommendations

The petition has been received whilst the Council are in the process of researching income generation opportunities and investigating grant funding opportunities for low carbon projects that could include expanding the local EV charging network.

Introduction

1. The council has received a petition dated 19th May 2017 with 38 signatures, seeking that the Council installs and encourages local businesses to install additional public charging facilities for electric cars.

Setting the Scene

2. Improving the efficiency of the vehicles on our roads forms an important part of the governments overall strategy to drastically reduce greenhouse emissions. The 2008 Climate Change Act (2008) set a UK target of reducing greenhouse gas emissions by 80% (compared to 1990) levels by 2050. A range of activity aims to achieve this goal including tackling transport as it accounts for 25% of the UK's greenhouse gas emissions.
3. There has been a continual growth in Ultra-Low Emission (electric) Vehicles (ULEVs) in the UK, in part supported by consecutive Governments national funding programmes for vehicles and infrastructure and the drive towards a low carbon economy. However, continued growth in sales will be in part reliant on the provision of accessible EV charging infrastructure. Between 2015 and 2016, sales of electric cars increased by 56% in the UK
4. Whilst most EV users will charge their vehicles at home or at work, public charging networks provide additional support and the opportunity to extend journey distances. UK charging networks are either national or regional, and include a mixture of slow, fast and rapid chargers. Two of the largest national networks are provided by 'Polar' and 'Charge Your Car' respectively, who provide membership or 'pay-as-you-go' options. Regional networks include 'Energise' in the Southeast and 'Source' in London and the east.
5. Recent statistics from the Office of National Statistics (ONS) Opinions and Lifestyle Survey showed that the 2 most important reasons why people are reluctant to buy an electric vehicle relate to the provision of supporting infrastructure.

Current Funding

6. The Office for Low Emission Vehicles (OLEV) provides grant funding to support the expansion of the EV charging infrastructure. There are 3 types of funding currently available.
 - **Electric Vehicle Home Charge Scheme** – up to 75% of the total capital costs (capped at £500 including VAT) towards the cost of installing electric vehicle charge points at domestic properties across the UK.
 - **The Workplace Charging Scheme (WCS)** is a voucher-based scheme that provides support towards the up-front costs of the purchase and installation of electric vehicle charge-points, for eligible businesses, charities and public sector organisations. The contribution is limited to £300 for each socket up to a maximum of 20 across all sites for each application

- **The On-street Residential Charge Point Scheme (ORCS)** provides grant funding for local authorities towards the cost of installing on-street residential charge points for plug-in electric vehicles, for those who do not have access to off-street parking.
7. In addition, the Plug-in scheme provides grant funding towards the cost of an electric vehicle.
 - **Plug-in car, motor cycle and van grants provides** up to 35% of the cost of a car, up to a maximum of either £2,500 or £4,500; 20% of the cost of a van, up to a maximum of £8,000 and 20% of the cost of a motorcycle, up to a maximum of £1,500.
 8. Other funding opportunities include European funding and these are currently being investigated to see if these could support the expansion of the local EV network e.g. European Regional Development Fund – Priority 4 - Supporting the Shift Towards a Low Carbon Economy.
 9. As part of the Councils research into income generation opportunities including the deployment of renewable energy technologies, opportunities for EV charging infrastructure will also be considered.

ESCC Local Transport Plan

10. ESCC is responsible for transport planning in the Hastings area. Electric charging infrastructure is referred to within ESCC Local Transport Plan 2011-2026, and includes a commitment to ‘consider the implementation of electric vehicle infrastructure (i.e. charging points) in the priority areas of the county, which is the growth areas’, which includes Hastings. In recent correspondence with the transport planning team, whilst funding is not been actively pursued at the moment due to resource constraints, the team are very keen to support local groups and organisations with advice and support potential funding applications on a case by case basis.

Current EV Charging Points in Hastings and St Leonards

11. Hastings Council has previously worked together with other local authorities through the Sussex Air Quality Partnership to secure government funding to support the development of the ‘Energise Network’, namely the southeast EV charging network (<http://www.energisenetwork.co.uk/>) which the existing 2 public EV charge points at Pelham Place and Marina car park are part of.
12. The most recent funding application (2013-2015) to OLEV, secured £2.4m for 10 rapid speed charging points being installed in East Sussex, including the Marina Car Park in Hastings. The Foreshore Trust currently provides the a2 site free of charge to users, at Pelham Place users, pay for parking only and not the cost of electricity; whilst the Council provides a rapid speed charger at Marina Car Park , the Council pays for the charge session to ‘Charge Your Car’ (£1.35 per charge) and the electricity costs. Any expansion of the network would need to review our current policy so that a long term, sustainable financial model be achieved.

13. Usage of the 2 sites has been gradually increasing, which reflects the increase in electric vehicle ownership and wider awareness of the national EV network. Pelham has seen an increase from 176 to 301 uses between 2015/16 and 2016/17, with 136 uses in the last 3 months; Marina car park has seen an increase from 228 to 1222 uses between 2015/16 and 2016/17, with 405 uses in the last 3 months.
14. The Council is keen to expand the existing network to support the expansion of electric vehicles, as this contributes to its commitments towards reducing greenhouse gas emissions and improving air quality. In addition, electric vehicles and the associated infrastructure, long term, could play an important role in the Councils income generation and renewable energy plans.
15. However, there is currently limited grant funding available to support the expansion of the public network. Any expansion of the existing provision, would need to consider ongoing maintenance costs and charging fees; for example, the replacement charger in Pelham Place Car park cost £4000 in January 2016.
16. The installation of public charge points in supermarkets and other publically accessible car parks can help to support the expansion the existing EV charging network. Many large supermarket chains such as Sainsbury's have begun to install facilities.

Conclusion

17. It is recommended that Cabinet acknowledge the petition but recognise that there is currently limited grant funding available to expand the public EV charging network.
18. The petitioner is advised about the limited grant funding available to expand the public EV charging network, but that the Council will actively seek external funding to support an expansion as appropriate funding becomes available. In addition, that as part of the Councils income generation work full consideration will be given to the possibility of expanding the public EV network.
19. That the Council contact large supermarkets within the borough to find out about plans to install EV charge points in their car parks and encourage them to do so.

Wards Affected

All

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	yes
Economic/Financial Implications	yes
Human Rights Act	no

Organisational Consequences	no
Local People's Views	yes
Anti-Poverty	no

Additional Information

The 5th Carbon Budget <https://www.theccc.org.uk/publication/the-fifth-carbon-budget-the-next-step-towards-a-low-carbon-economy/>

Public attitudes towards electric vehicles 2016 (revised)
<https://www.gov.uk/government/statistics/public-attitudes-towards-electric-vehicles-2016>

Office for Low Emission Vehicles <https://www.gov.uk/government/organisations/office-for-low-emission-vehicles>

Energise Network the southeast's electric charge network-
<http://www.energisenetwork.co.uk/>

Zap Map – national map of electric vehicle charging points <https://www.zap-map.com/>
and public charging networks <https://www.zap-map.com/charge-points/public-charging-point-networks/>

Plug in grant funding to buy electric vehicle - <https://www.gov.uk/plug-in-car-van-grants/what-youll-get>

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Agenda Item 5



Report to: **Cabinet**

Date of Meeting: **17 July 2017**

Report Title: **Corporate Plan 2017/18 Retrospective Report Back on 2016/17 and Performance Targets 2017/18**

Report By: **Jane Hartnell Director of Corporate Services and Governance**

Purpose of Report

1. To advise Cabinet of the year-end performance for 2016/17 and proposed performance indicator targets for 2017/18.
2. To receive comments from the Overview and Scrutiny committee on year-end performance for 2016/17 and proposed performance indicator targets for 2017/18.
3. To outline intentions for performance arrangements during 2017/18.

Recommendation(s)

1. That the comments of the Overview and Scrutiny committee be considered.
2. That the year-end performance for 2016/17 and proposed performance indicator targets for 2017/18 be approved.
3. That Cabinet support intentions to continue to improve corporate performance and planning arrangements in line with the council's transformation intentions.

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

1. The Council meeting on 22 February 2017 agreed the Corporate Plan for the period 2017/18 to 2018/19 – these documents set out the council's strategic direction and outline associated work areas for 2017/18.
2. Appendix A reports back against the key activities set out in the previous year's Corporate Plan for 2016/17 and sets out draft performance indicator targets which are proposed for 2017/18.
3. Cabinet has traditionally been given delegated authority by the Council to agree yearend performance for 2016/17 and proposed performance indicator targets for 2017/18 prior to publication on the council's website.
4. The comments of the Overview and Scrutiny Committee on year end performance and forward looking performance indicators are summarised for consideration by Cabinet.
5. This report concludes by outlining intentions to continue to improve corporate performance and planning arrangements during 2017/18.

Director Reports

6. Appendix A contains Director reports previously reported to quarter 4 Overview and Scrutiny summarising performance across the council at year end.
7. In keeping with the Director reports submitted to Overview and Scrutiny during the year, these reports outline key exceptions, performance shortfalls and other areas taking up considerable time and resources during 2016/17.

Retrospective Performance and proposed Performance Indicators for 2017/18

8. Supplementing the Director reports are full performance details against each of the commitments (both targets and performance indicators) set out in the 2016/17 corporate plan.
9. The status of each target as at 31 March 2017 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 2017/18 (where appropriate)

10. Performance indicators are listed adjacent to the respective service areas and described as 'met' or 'unmet.'
11. At the end of the appendix all performance indicator year end positions are listed alongside proposed performance indicator targets for the year ahead. Notes are also included detailing the reasons for changes where appropriate.

Comments

12. The Overview and Scrutiny committee considered the year-end performance for 2016/17 and proposed performance indicator targets for 2017/18 at their meeting on 15 June.
13. Discussions were initially steered by the Directors reports and considered a range of topics such as: staff sickness targets, Freedom of Information requests, My Hastings and Community Contact Centre data, the General Election facilitation, Planning performance, the White Rock Masterplan, traffic calming, homelessness, Social Lettings, Coastal Space, anti-social drinking in the town centre, economic and cultural regeneration.
14. Member's views were sought on the proposed performance indicator targets for 2017/18.
15. Scrutiny Members recommended that performance indicator 2.1, identifying the number of people attending White Rock Theatre performances, continue to be reported to Overview and Scrutiny during 2017/18, given continued council investment in the White Rock Theatre.
16. The minutes of the Overview and Committee meeting can be found online at <http://hastings.moderngov.co.uk/ieListDocuments.aspx?CId=391&MId=2118&Ver=4>, where you will also find a copy of the Director's reports, a summary of year-end performance information and the proposed performance indicators for 2017/18.

2017/18 Performance management arrangements

17. There is appetite among Members on both Cabinet and Scrutiny and supporting officers to continue to improve performance management arrangements drawing on the learning associated with the move to one Scrutiny committee during 2016/17.
18. Steps are underway to draw from the findings of the recent Local Government Association Review and the findings from the [review of current Scrutiny arrangements](#) to enhance our existing performance management arrangements.

Policy Implications

19. The Corporate Plan details how the council meets its objectives. The values and vision are expressed in our commitments and policies, these underpin the way we work and prioritise activity. Individual projects and service delivery decisions will reference how we are addressing policy implications throughout the year. This retrospective review of performance identifies our progress across a range of policies and values.

Wards Affected

All.

Policy Implications

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

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

Additional Information

Documents for the Overview and Scrutiny Committee meeting on 15 June can be found online at

<http://hastings.moderngov.co.uk/ieListDocuments.aspx?CId=391&MId=2118&Ver=4>

Officer to Contact

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Agenda Item 6



Report to: Cabinet

Date of Meeting: 17 July 2017

Report Title: FINAL ACCOUNTS 2016/17 - DRAFT

Report By: Peter Grace
Assistant Director Financial Services and Revenues
(Chief Financial Officer)

Purpose of Report

This report sets out the draft final accounts position for 2016/17. These are subject to completion of the external audit.

Recommendation(s)

- 1. Cabinet review the outturn position on the General Fund for 2016/17.**
- 2. Cabinet review the capital outturn position for 2016/17.**
- 3. That the 2016-17 outturn position, along with the revised estimates for 2017/18 be taken into account when preparing the 2018/19 budget.**

Reasons for Recommendations

Compliance with statutory requirements and good practice. The Council is accountable for the use of public money and continuously seeks to improve Value for Money.

The outturn position informs the budget setting process. Where there are under or overspends the reasons behind these are investigated with a view to reallocating resources to meet priorities.

Introduction

1. This report provides members with the draft outturn results for the General Fund and Capital Programme for 2016/17. The financial accounts are subject to change until the external auditors have completed their audit report.
2. Variances are shown in (brackets) if they are favorable and without if they are adverse.
3. The Accounts & Audit Regulations require the Chief Finance Officer (Section 151 officer) to certify the Statement of Accounts by the 30 June each year and publish them by 30 September.
4. The Council's external auditors (BDO) commenced auditing the full accounts in early July. The audited Statement of Accounts will be considered by the Audit Committee on 21 September – along with details of the auditor's findings and any material amendments made to the accounts.

Final Accounts

General Fund Position - Revenue

5. The total service expenditure was £13,788,284 compared to the revised budget of £15,567,570 – a variation of £1,779,286. This is offset by a reduction in use of reserves of £1,718,329. Overall there is an improvement in the General Fund revenue outturn position compared to the revised budget of £839,000 (a deficit of £76,256 compared to an expected outturn of £762,400). A summary of the provisional outturn for the year is shown in Appendix A.
6. The significant service budget variations are shown in Appendix B. Those over or under budget by £20,000 or more are narrated. Please note that the depreciation and capital charges, International Financial Reporting Standard adjustments, and notional aspects of the Minimum Revenue Provision (MRP) are excluded from this analysis – as they do not affect Council Tax.
7. In addition to the budget variations on services as shown in Appendix B there were underspends/ increased income in the year in respect of the contingency provision (£340,000), net interest and investment income (£252,000), new burden grants (£159,000) – as highlighted in Appendix A.
8. The surplus for the year is shown as £762,400, but once one off adjustments such as the Disabled Facilities Grant (£431,000) and the carry forwards (£271,000) are excluded the real surplus for the year is considered to be some £60,000. This turnaround is largely due to the income generation initiatives undertaken in the year and the continued efficiencies being made across the council. The Muriel Matters House purchase saved rental costs and generated income of over £308,000 in the year (no debt repayments in year). In addition the Sedlescombe

Road North retail park generated some £127,000 (4 month period and no in year debt repayments). Together these two initiatives alone generated/saved £435,000.

9. Last year there was a change in the required accounting treatment of the Disabled Facilities Grant which meant that any unspent balance of grant received in year had to be recognised in the revenue figures – this amounted to £431,000 in 2016/17.
10. Further work is being undertaken through the Priority Income and Efficiency Review process to identify the future ongoing savings, above and beyond those already included in the 2017/18 budget.

Council Tax

11. The balance on the Collection Fund at 31 March 2017 was £2.5m, of which the Council's share was £358,000. The in-year collection rate, which was budgeted at 96.3%, was narrowly missed (96.25% achieved). The actual amount being collected from prior years increased again, and the council can expect the same in respect of 2017/18.

National Non Domestic Rates (NNDR)

12. The rateable value of business premises at 31 March 2017 was £57,869,797 compared to £57,853,178 at 31 March 2016. However there are still 170 appeals outstanding (excluding multiple appeals), with a total rateable value of £17.9m, and many date back to the start of the 2010 list. There are a number of multiple appeals for the same property, making an accurate estimate of the liability very difficult. The budget collection rate of 98.0% was achieved as the actual collection rate was 98.8%.
13. The net collectable sum for the year was £20,845,000, £522,000 less than original forecast (NNDR1) of £21,367,000.
14. The NNDR element of the Collection Fund has a deficit balance of £312,000 (the Council's share of the £1,075,000 overall deficit).
15. It is important to note that the deficit for 2016/17 takes into account estimates for the cost of appeals not yet decided, on the basis of the success rate of appeals actually determined by 31 March 2017. The final cost will only be evident when the appeals are decided during 2017/18 and possibly afterwards. The real difference between estimated and actual losses on outstanding appeals will therefore fall on years after 2016/17. Currently the appeals provision stands at £2.9m of which £1.05m is the Council's element.
16. The new regime for dealing with non-domestic rates, which started on 1 April 2014, is mitigated by safety net provisions, funded by levies payable by councils with higher rates of growth in business rates. This Council opted to form a pool along with other East Sussex councils and the Fire Authority to avoid paying a levy to Government, which would have been £32,162 in 2016/17
17. For 2016/17 the council had originally budgeted to receive from pooling £58,124.

The figure was reduced downward to £35,603 in the revised budget, and the actual outturn was £16,081. The pool has been dissolved for 2017/18 due to the potential losses that could be incurred following the latest revaluation.

Reserves

18. Appendix E details the reserves position at 31 March 2017 – overall a slight decrease in the year of £604,000. This year £174,456 was used from the Invest to Save Reserve leaving a balance on the reserve of £778,000. The balance on the General Reserve at 31 March 2017 is £7,520,000 and the General Fund working balance remains at £500,000. It should be noted that £1.3m of the total balance is in respect of monies held in respect of the NHS Clinical Commissioning Group initiative.
19. The Medium Term Financial Strategy identified the need for any underspend to be used as an opportunity to strengthen reserves, and given the estimated budget reductions required in 2017/18 and beyond there remains a strong case for doing so. The Medium Term Financial Strategy will be reviewed in early autumn and will include a further review of reserves in the light of future government funding and expenditure pressures.
20. It should be noted that no provision has been made in the accounts respect of the claim for compensation as a result of the closure of the Pier on safety grounds. If the results of the arbitration are received before 30 September the accounts may well have to be adjusted (depending on sums involved). There has also been a significant claim in respect of rate relief for NHS hospital Trusts – which has not been accepted by the Council and remains an ongoing issue.
21. Underspends on reserve funded items e.g. government grant reserve, section 106, repairs and renewal monies will be re-profiled into 2017/18.

Capital Programme and Resources

22. Capital expenditure in the year amounted to £16.896m which was some £468,000 less than the revised budget estimate. The main variations being the underspend in respect of Disabled Facility Grants and some £148,000 in respect of bottle Alley, £71,000 in respect of car parking machines, £70,000 in respect of the restoration of Pelham Crescent , and £61,000 in respect of purchase and installation of new chalets.
23. Capital receipts, reserves and grants and borrowing have been used to finance the £16.896m of expenditure e.g. the purchase of the Sedlescombe Road North Retail Park and Muriel Matters House, and construction of the BD Foods factory. The majority of the programme was financed by new borrowing which amounted to £13.225m from the Public Works Loan Board (PWLB).

Provisions for Credit Liabilities

24. From 1 April 2007 the Government introduced new regulations concerned with the treatment of MRP (Minimum Revenue Provision – a sum calculated to repay capital debt). This places a general duty on the Council to make prudent provision

Additional Information

Appendix A - Final Accounts Summary 2016/17
Appendix B - Major Variations
Appendix C - Capital Programme Expenditure (total) 2016/17
Appendix D - Capital Programme Financing 2016/17
Appendix E - Statement of Reserves

Officer to Contact

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Revenue Budget Summary**Appendix A**

	2016-17 Revised Budget £	2016-17 Actual Outturn £	Variance Revised Budget £
Corporate Resources	2,511,230	2,155,666	(355,564)
Operational Services	13,056,340	11,632,618	(1,423,722)
Direct Service Expenditure	15,567,570	13,788,284	(1,779,286)
Contingency Provision	340,000	0	(340,000)
Total Service Expenditure	15,907,570	13,788,284	(2,119,286)
Provision for repayment of debt (MRP)	504,975	504,982	7
Net interest	178,436	(73,986)	(252,422)
Total Expenditure	16,590,981	14,219,279	(2,371,702)
Funded By			
Revenue Support Grant	(2,835,303)	(2,835,303)	0
New Homes bonus	(1,387,912)	(1,387,912)	0
New Homes bonus return funding	(8,404)	(8,027)	377
New Burdens grants	0	(159,268)	(159,268)
NNDR (Surplus) / Deficit	638,660	638,660	0
Collection Fund Surplus	(164,593)	(164,593)	0
Housing Benefit Administration grant	(568,874)	(568,874)	0
Council Tax Support Admin Grant	(189,698)	(189,698)	0
Transition Grant	(5,493)	(4,597)	896
Business rates	(3,104,902)	(3,143,947)	(39,045)
Business rates - Pooling	(35,603)	(16,081)	19,522
Business rates - Section 31 Grant	(647,516)	(655,501)	(7,985)
Council tax	(6,054,254)	(6,054,254)	0
Total funding	(14,363,892)	(14,549,395)	(185,503)
Funding deficit / (surplus)	2,227,089	(330,116)	(2,557,205)
Reserve movements			
Contributions to Earmarked Reserves	886,539	1,577,403	690,864
Use of earmarked reserves	(3,037,102)	(2,009,637)	1,027,465
Net Contribution to (from) Reserves	(2,150,563)	(432,234)	1,718,329
Use of Reserves to fund deficit			
Trans to / (from) Transition Reserve	(76,526)	0	76,526
Contributions to / (from) Specific Reserves	0	762,400	762,400
Total	(76,526)	762,400	838,926
General Fund movement	0	(0)	(0)

CORPORATE RESOURCES MAJOR VARIANCES 2016/17

General Fund Activities	Cost Centre	Variences narrative	Total Full year Variance excl. Recharges £
Estates Services	1022		(1,281)
Director of Corporate Services and Governance	1023		567
Internal Audit Services	1051		13,628
Accountancy & Exchequer Services	1052		10,448
Revenues and Benefits Service	1055		(7,353)
Fraud Joint Working Initiative	1058		2,710
Corporate Expenses	1080		(1,672)
Employment Areas	2101		(6,144)
Unit Factories	2201	Slippage on R&R and savings on utilities, rates not spent due to high occupancy.	(26,172)
Properties & Estates	2404	Additional rents from Breeds place shops, Pebsham gas utilisation and additional profit share from Priory Meadow (£39k).	(126,423)
St.Mary-in-the-Castle	2602		(158)
Housing Benefit Payments	4200	Reduced expenditure on Housing Benefits	(73,684)
Rechargeable Works Orders Admin	5225		1,003
Fin.Serv.-Other Expend.& Income	5299	(£175k) Severence Budget (£85k spend in other codes), (£130k) Invest to Save, £69k contribution to provisions, (£28k) recovery of historic Asbestos claim.	(263,254)
Corporate Management Costs	5510		(6,404)
Corp. Man. Non-distributed Costs	5511		(0)
Tax Collection Costs	5950	The allowance for cost of collection was less than budget, calculated centrally	167,936
Personnel and Business Support	1020	Salary slippage on vacant posts to be carried forward for transformation work.	(26,301)
Corporate Policy and Partnerships	1024		(2,960)
Democratic Services	1031		1,978
Legal Services	1032		5,550
Digital By Design	1085		760
Corporate POD Expenses	1090		(18,894)
Admin.Bldgs.-Town Hall	1151		2,086
Admin.Bldgs.- Murial Matters House	1157		(2,705)
Admin.Bldgs.-General Expenses	1160		(10,491)
Admin Bldgs - HBC Archive, Castleham	1169		(1,467)
Registration Of Electors	1200		16,182
Individual Electoral Registration Project	1205		(5,696)
ECOFAB 2	1997		(896)
Sustainable Development	3405		(778)
Hastings Pier - Closure	5004	Additional legal fees	55,807
Local Strategic Partnership	5224		31
Cost Of Democratic Processes	5501		(4,972)
Borough Council Election Expenses	5503		11,469
County Council Election Expenses	5506		14,666
Externally Funded Referendums	5508		2,467
Police and Crime Commissioner Election	5509		(12,557)
Contact Centre	5712		1,356
Building Surveyors	1029		15
Shelters and Seats (Highway)	1501		(4,898)
Naming and Numbering Streets	1502		643
Decorative Lighting	5236	£14.5k R&R slippage, rest is repairs underspend to be carried forward.	(27,224)
DCE-Information Technology Division	1034		(564)
IT Reseve Expenditure	5228	Slippage on reserve spend	(22,299)
Land & Property Systems-GIS	5227		(17)
Foreshore Trust	Various		(1,562)
CORPORATE TOTAL			(355,564)

OPERATIONAL RESOURCES MAJOR VARIANCES 2016/17

General Fund Activities	Cost Centre	Variences narrative	Total Full year Variance excl. Recharges £
Environment Management & admin	1009	Severence payment	34,152
Food Safety	3401		4,261
Health & Safety Enforcement	3402		(1,562)
Environmental protection	3403	Contractor budget not required / spent.	(27,376)
Health & Safety Corporate	3404		994
Pest Control	3407		(4,993)
Local Licensing	5100		(1,684)
Scrap Metal Licensing	5102		(337)
Liquor Licensing	5105		1,957
Gambling Licensing	5106		6,315
Stray Dog Service	5125		895
Neighbourhood Safety	5214		170
Safer Hastings Partnership	5219		(10,912)
Emergency Planning	5223		(1,456)
Environmental Health Total			424
Waste and Parking Team	1074	Overspend agency spend (covered on codes 1300/3412) and Waste Contract allocation costs	30,030
Off Street Car Parking	1300	R&R slippage additional parking income (offset by additional Foreshore Trust recharge and savings on utilities, salaries (warden post)	(118,879)
Hornbye Car Park	1350		(1,902)
CCTV Control Room	1370		2,590
Public Conveniences	3033		9,059
Abandoned Vehicles	3301		(785)
Refuse Collection	3303	Contract costs reduced and additional Bulky Waste income	(55,894)
Street Cleansing	3313	Contract allocation of costs (offset on other codes)	80,152
Recycling	3410		(10,033)
Greenwaste	3411		(16,161)
Waste and Environmental Enforcement Team	3412		(5,669)
Together Action	5205		(4,906)
Waste and Parking Services Total			(92,398)
Open Space Management	1071		1,205
Hastings Country Park - Parking	1355		(2,979)
Watercourses	1420		(3,413)
ESCC Highway Tree Maintenance	1506		4,146
Cemetery & Crematorium	3102	Additional income and savings on utilities	(31,081)
Welfare Funerals	3103		(392)
Travellers Costs	5140		(1)
Town Centre	5257		(436)
Allotments	5280		217
Ecology	5281		(8,681)
Arboriculture	6200		5,577
Parks & Gardens	6301	R&R slippage (Cliff works), S106 funding not required and reduction in Insurance recharge and additional costs recovered for various works.	(93,113)
Bathing Water Project	6308		125
Hastings Country Park	6503		393
Countryside Stewardship	6508	Additional income received, caught up from prior years 2 x £21k payments.	(42,307)
Amenities Services Total			(170,740)

OPERATIONAL RESOURCES MAJOR VARIANCES 2016/17

General Fund Activities	Cost Centre	Variances narrative	Total Full year Variance excl. Recharges £
Local Land Property Gazetteer & Admin	1005		(6,065)
Building Control	1008		(6,145)
Housing Management & admin	1072	Community Housing Fund c/f to 17/18	(241,167)
Development Management	1600	Staff vacancies & Increase in Income during year	(39,863)
Coastal Local Economic Partnership (LEP)	1953		813
Homelessness	4000	Number and Costs of placements increased during year. Income is lower due to changes in Benefit system to Universal Credits	94,371
Homelessness Prevention	4001		110
Rough Sleepers Prevention	4002	Grant Received to be c/f to 17/18	(45,563)
Social Lettings	4025		(18,637)
Homelessness Strategy	4050	c/f from 15/16 for "Bridging the Gap" not used. Fewer Bonds issued during 16/17	(68,797)
Deposits funded by ESCC and Discretionary Housing payments	4051		11,845
Youth Homelessness	4055		6,115
Housing Register	4120		(1,241)
Housing Solution Services	4130	DFG income not used for Capital projects	(489,886)
Housing - Works in Default	4135		41,940
Housing Renewal	4140		(14,209)
Ore Valley	4170		630
Rogue landlords	4143	Accrual adjustment from 15/16	(28,985)
Selective Licensing	4158	Increased income from licences issued in 16/17	(61,505)
Housing Licensing Team	4160		(371)
Coastal Space Enforcement Activities	4300		46
Dangerous Structures	5001		1,015
Local Land Charges Register	5211	Achieved higher than anticipated income for Local Land Charges	(41,610)
Housing NHS Clinical Commissioning Group	4045	Carry Forward the balance outstanding for CCG money. Projects on going into 17/18	(180,510)
Syrian Resettlement Programme	4004	5 Families Budgeted for in 16/17. Only 3 arrived.	78,527
SHINE	4183		2,991
CAN	4185		6,098
POAL Officer	4060	DOH refunded for project not started	42,000
Housing and Built Environment			(958,053)
Director of Operational Services	1015		3,179
Director of Operational Services			3,179
Marketing & Comms Division	1025		3,717
Meteorological Expenses	5237		(507)
Civic & Ceremonial Expenses	5507		(3,892)
1066 Country Campaign	5701		11,269
Tourism Marketing	5702		(27)
Battle Marketing	5703		(1,419)
Community Awareness	5705		(566)
Tourist Information Centre	5714		6,518
HIC Trading Account	5717		(700)
Twinning / Sierra Leone	5720		1,604
R.T.P. - Hastings Week	5722		(17)
R.T.P. - Jack-in-the-Green	5723		360
R.T.P. - Old Town Carnival	5724		(45)
R.T.P Events	5725		184
R.T.P. - Town Crier	5728		(1,170)
R.T.P. - Achievers Awards	5730		(1,000)
Seafood and Wine	1962		362
Filming	5740		(553)
Midsummer Fish Festival	5780		3
Herring Fair	5781		(1,294)
Head of Marketing and Major Projects Total			12,827

OPERATIONAL RESOURCES MAJOR VARIANCES 2016/17

General Fund Activities	Cost Centre	Variations narrative	Total Full year Variance excl. Recharges £
Regeneration Management & Admin	1021		2,373
Planning Policy	1603	Carry Forward request for projects now starting in 17/18	(110,046)
Regeneration Activity	1900		(4,240)
White Rock Area Development	1904	Carry Forward request for projects now starting in 17/18	(29,346)
Cultural Activities	1922		(615)
External Funding Initiatives	1934		(17,602)
Cultural Development (Getting Hastings Ready)	1945		(4,667)
Community Cohesion	1980		(164)
Fisheries Local Action Group (FLAG)	1988		(2,892)
Employability	1999		(1,201)
Talent Match	2020		16
1066 Community Grants	5116		(4,535)
Community Partnership Fund	5120		931
Youth Windfall	5121		(4,167)
British BID DCLG - Loan Fund (Business improvement District)	1937		4,201
Externally Funded:			
Sea Escapes - CCF III Coastal Communities Fund Revenue	2030		401
CHART CLLD	2040		56
Head of Regeneration Total			(171,497)
Leisure & Cultural Dev. Div.	1070		973
Falaise Hall	2640		(872)
Sports Centres	6100	Repairs funded from reserves not carried out in 16/17. Carry forward to 17/18	(24,776)
Opening Doors	6640		(1,958)
Lets Get Moving (CCG)	6641	Carry Forward the balance outstanding for CCG money. Projects on going into 17/18	(39,578)
Sports Development	6650		6,427
Street Games	6651		(7,590)
Active Hastings	6657		(11,145)
Play Development	6660		1,300
PCT Play Grant	6666		(1,250)
Play Pathfinder	6667		(939)
Playground Projects	6670		(9)
Sports for All	6675		(3,912)
Leisure Services Total			(83,329)
Resort Services Management and Admin	1075	Severance Payment made for Resort manager.	48,852
Coast Protection Sea Defences	1400		(9,758)
Navigational Aids	1410		(7,062)
Environmental Schemes (Net Huts)	1608		(7,673)
Cliff Railways	2502		(1,425)
Hastings Castle	2510		7,866
St Clements Caves	2512		2,499
Chalets & Private Hut Sites	2514		(2,411)
White Rock Theatre	2601	Repairs Carried out on Lifts which were not due to take place in 16/17	34,572
Seafront	5241	Income received from Foreshore trust was higher than budgeted for in 16/17	(26,106)
Museums & Art Galleries	6000		15,252
Fisherman's Museum	6005		(83)
Education - Museum	6008		(1,110)
Exhibitions - Museum	6009		(2,908)
First World War Project	6015		15,312
Resilience Fund - Museum (Arts Council)	6016	Resilience Fund income received, Carry forward to 17/18 where it will be spent	(31,028)
Sports Management	6150		(8,931)
Resort Services Total			25,858
R.T.P. - Olympic Torch Relay	5719		12
Norman Castles Interreg Project	5731		(178)
Coastings Exhibition	6001		0
Old Town Museum	6003		2,163
Other			1,997
OPERATIONAL TOTAL			(1,423,722)

CAPITAL PROGRAMME EXPENDITURE 2016/17

Service	Gross Budget £000's	Actual £000's	Net Variation £000's
Corporate Resources	14,569	14,565	(4)
Operational Services	2,795	2,331	(464)
Total	17,364	16,896	(468)

**Appendix
D**

Capital Programme Financing 2016/17

	Outturn 2016-17 £000's
Expenditure :	<u>16,896</u>
Financed by :	
Borrowing	13,225
Grants - Disabled Facilities grant	966
Lottery Grants	180
Coastal Communities	158
Regional Housing Board	10
Hastings and St Leonards Foreshore charitable Trust	127
East Sussex County Council	50
Environment Agency	450
Historic England	9
Other Grants and Contributions	<u>90</u>
	2,040
Reserves	934
Capital Receipts	<u>697</u>
	<u>16,896</u>

STATEMENT OF RESERVES**APPENDIX E**

	Opening 1 April 2016	Transfer In	Transfers Out	Closing Balance 31 March 2017
	£000's	£000's	£000's	£000's
General Reserve	(7,537)	(824)	840	(7,521)
Capital Reserve	(725)	(15)	103	(637)
Earmarked Reserves	0			
Renewal and Repairs Reserve	(1,854)	(508)	613	(1,748)
Risk Management Reserve	(340)	0	10	(330)
Information Technology Reserve	(218)	(214)	246	(186)
On-Street Car Parking Surplus Reserve	(65)	0	17	(48)
s106 reserve	(546)	0	4	(542)
VAT reserve	(257)	0	0	(257)
Government Grant Reserve	(614)	0	47	(567)
Monuments in perpetuity	(51)	0	3	(48)
Ore Valley Reserve	(250)	0	0	(250)
Mortgage reserve (LAMS)	(125)	(23)	0	(148)
Invest to Save and Efficiency Reserve	(952)	0	174	(778)
Resilience and Stability Reserve	(600)	0	0	(600)
Transition Reserve	(2,222)	0	0	(2,222)
Redundancy Reserve	(648)	0	0	(648)
Community Safety Reserve	(350)	0	0	(350)
Economic Development Reserve	(504)	0	3	(501)
Safer Hastings Partnership	(41)	(3)	0	(43)
Bathing Water Project	(32)	0	0	(32)
First World War Project	(5)	(11)	0	(17)
Coastal Communities Grant Reserve	(10)	0	0	(10)
Carry forward Reserve	(457)	(271)	457	(271)
NHS Hastings and Rother CCG	(1,695)	0	431	(1,264)
Young Peoples Council	(10)	0	10	0
Revenue Hardship Fund	(80)	0	0	(80)
Registration of Electors - IER Grant	0	(19)	0	(19)
Disabled Facilities Grant	0	(1,407)	977	(431)
Syrian Resettlement Programme Reserve	0	(36)	0	(36)
	(20,188)	(3,331)	3,935	(19,584)

Agenda Item 7



Report to: Cabinet

Date of Meeting: 17 July 2017

Report Title: **Priory Meadow - Supplementary Capital Budget**

Report By: Peter Grace
Assistant Director Financial Services and Revenues
(Chief Financial Officer)

Purpose of Report

To agree funding for the Council's share of enhancement work at Priory Meadow shopping centre in Hastings.

Recommendation(s)

- 1. A sum of £250,000 (representing the Council's 10% share) be allocated towards a programme of work to be undertaken at Priory Meadow shopping centre.**

Reasons for Recommendations

Works, estimated at some £2.5m in total are to be undertaken at Priory Meadow shopping centre on a couple of units, new car park machines and signage and potentially a new small development. The council has a 10% stake in Priory Meadow shopping centre, and if this is to be preserved is required to provide a matched contribution.

The Council needs to ensure that the town remains attractive for the future to ensure businesses are attracted to, and remain in, Hastings – particularly so as the Council will need to ensure business rate growth in the future. The continued updating of the centre is welcome for Hastings and the Council in particular. The centre provides a significant income stream for the Council and these additional works will look to preserve and enhance the income stream in future years.

Proposal

1. A series of works, estimated at some £2.5m in total are to be undertaken at Priory Meadow shopping centre on a couple of existing units, new car park machines and signage and potentially a new single retail development.
2. The Council has a 10% stake in Priory Meadow shopping centre, and if this is to be preserved the Council is required to provide a matched contribution i.e. some £250,000.
3. The Council's contributions to the various initiatives will be payable in stages over the next 3 years (2017/18 to 2019/20). The amounts and timing are uncertain as the contracts to be let by New River are either to be tendered or are in the process of being tendered, and in at least one instance planning permission will be required.

Financial Implications

4. The Council's contribution currently estimated broadly at £250,000 will be funded from either capital receipts, reserves, or from new borrowing. If borrowing is required the financing costs are expected to be covered from enhancements to the long term future rental streams, albeit there may be a period before which the rise in income covers the initial borrowing costs.
5. Should the Council need to borrow to fund this expenditure the additional costs would amount to £18,750 p.a. based on a Public Works Loan Board (PWLB) maturity loan of £250,000 over 20 years at an interest rate of 2.5%.

Risk Management

6. The Council's current share of the income is some £360,000 p.a. and it is important that this is preserved and enhanced wherever possible. Should the Council not invest then the percentage of the Council's ownership reduces along with a commensurate reduction in annual income.
7. The opportunity exists for the Council's share of the expenditure to enhance the overall income streams and provide a very welcome additional resource for the Council.

Conclusion

8. The town benefits from increased investment in terms of providing an attractive shopping environment, and enhanced employment opportunities if Priory Meadow remains fully occupied and successful. The Council benefits directly if the investment drives additional income growth.
9. The Council is recommended to approve a supplementary Capital budget of £250,000 which is expected to be sufficient to meet the Council's share of the capital works proposed.

Wards Affected

Castle

Policy Implications

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

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

Additional Information

Officer to Contact

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Agenda Item 8



Report to: Cabinet

Date of Meeting: 17 July 2017

Report Title: Social Lettings Agency 2 Year Review

Report By: Andrew Palmer

Purpose of Report

To advise Members of the current financial position of the Social Lettings Agency and to present options for the future of the scheme in light of recent changes to Local Government funding for homelessness prevention.

Recommendation(s)

- 1. That Members consider the impact of the new financial arrangements introduced by central government on the operation of the current Social Letting Agency scheme**
- 2. That members consider the options outlined in the report and agree that option 3 should be pursued as the best way forward.**

Reasons for Recommendations

In February 2015 cabinet gave approval to pilot a Private Sector Leasing (PSL) scheme as part of the development of a Social Lettings Agency (SLA). The report to cabinet in February 2015 included a feasibility study (carried out by Shelter on behalf of HBC) which recommended the formation of an SLA within which two distinct modes of service delivery could be adopted by the council:

- Lease accommodation in the private rented sector in order to make accommodation available for people with a housing need and assist with homelessness prevention.
- Manage accommodation on behalf of private landlords in competition with high street letting agents

The PSL scheme (described at (i) above) was set-up in April 2015. The PSL scheme was funded by the Temporary Accommodation Management Fee (TAMF). This was a demand led payment from Government which paid a supplement of £60 per week, per property, in addition to the standard Local Housing Allowance rate. The TAMF payments enabled the scheme to offset the operating costs of managing accommodation. The model proved to be financially viable and was delivering a small surplus to the council on the 49 properties leased.

Report Template v29.0

In March 2017 the government confirmed that the TAMF would be replaced by the Flexible Homelessness Support Grant (FHSG). This is a ring-fenced grant payment for the purposes of homelessness prevention activity. This change to the funding model has changed the nature of the PSL scheme project from an income generating initiative (which successfully provided affordable housing solutions to households) to one which now represents a net cost to the council. As such, the cost effectiveness of the PSL model needs to be compared to the full-range of homelessness prevention activity available while, in addition, its longer-term viability needs to be reviewed.

Introduction

1. The aims and objectives of the SLA are to reduce levels of homelessness through improving access to private sector accommodation. In 2016/17 the PSL scheme was successful in generating an income surplus of **£21,771.38**. After two years of operation the PSL scheme has secured forty-nine units of accommodation under lease and provided over 50 vulnerable households with safe, secure and affordable accommodation.
2. Under the current PSL arrangements the council offers private sector property owners a three year fixed-term lease which guarantees a rental income to the owner and gives an assurance that accommodation will be returned to the property owner in the same condition in which it was leased. The council then takes full responsibility for managing the properties under the scheme, enabling vulnerable households who are either homeless or at risk of homelessness to access the accommodation under a council tenancy.
3. In autumn 2016 the government announced that the TAMF (Temporary Accommodation Management Fee) would be replaced by a new funding system. In response to this announcement the procurement of new properties was suspended in November 2016. In March 2017 Government announced that the new funding model to be adopted to replace the TAMF would be the Flexible Homelessness Support Grant (FHSG), this is fixed grant for 2 years; Hastings received the following grant allocation:

2017/18 - £451,580

2018/19 - £519,586

4. The following announcement accompanied the new funding:

“Under the existing ‘temporary accommodation management fee’, funding can only be used for expensive intervention when a household is already homeless, rather than on preventing this happening in the first place. The new grant will empower councils with the freedom to support the full range of homelessness services. This could include employing a homelessness prevention or tenancy support officer to work closely with people who are at risk of losing their homes.”

5. It remains unclear what funding model will be in place beyond 2019 or at what level this funding is likely to be.

6. Based upon the amount of TAMF received for 49 units during 2016/17 we estimate there will be a net shortfall in future years of some £163,000 per annum that would need to be met through the council's FHSG allocation. The new funding model (FHSG) needs to be viewed as replacing a demand led system of subsidy delivered through higher levels of Housing Benefit with an annual cash limited grant to the council. Therefore, the higher the number of properties leased the larger the burden upon the grant fund.
7. The new funding arrangements have necessitated a review of the scheme and a consideration of its future viability. In considering ways forward officers have revisited the original recommendations made by Shelter in the cabinet report of February 2015. The February report set out an option for the development of a property management service within the SLA which would offer services along similar lines to that of high street estate agents. The commercial model outlined would allow the council to continue to improve access to private sector accommodation whilst generating an income towards offsetting the costs of operating such a service.
8. Access to effective property management services will also be required by the Local Authority owned Housing Company, the proposals for which are currently before cabinet. The skills and expertise gained within the Social Lettings team since having successfully managed accommodation under the PSL scheme leave the council well placed to deliver a property management service to the new Housing Company, on a commercial basis.

The Current Financial Position

9. As of April 2017, 49 units of accommodation have been leased:

Shared (HMO)	Studio	1 Bed	2 Bed	3 Bed	4 Bed	Total
15	1	8	10	13	2	49

10. A full SLA budget projection for 2017/18 is available at Appendix A.
11. The first leases between the SLA and property owners are not due to expire until April 2018.
12. The cost to the council of operating the 49 unit scheme under the new FHSG funding will total some £163,262 per annum. Whilst the SLA continues to receive some £45,550 more in rental income from tenants than it pays to owners under the terms of the lease agreements, this does not cover the full costs of operation.
13. Therefore in order to meet the full cost of operating the scheme, the new Flexible Homelessness Support Grant (FHSG) will be needed to meet the gap left in the PSL scheme budget by the termination of the TAMF payments. The amount of FHSG required to support the 49 units currently under lease will be **£117,712** for 2017/18. This is a significant call upon the additional grant the council has received

through FSHG, which might be usefully employed on alternative prevention methods or be required to offset potential increases in bed & breakfast expenditure.

14. The Private Sector Leasing (PSL) scheme contains within its staffing budget one full-time Tenancy Manager, one Tenancy Procurement Officer and one part time Income Recovery Officer. In November 2016 the decision was made to leave vacant the Tenancy Procurement Officer post as the procurement of new accommodation was suspended pending the governments funding review. The current staffing resources within the 2017/18 SLA budget will need to be reviewed pending a final decision as to the future of the SLA.

SLA Staffing Structure

	Sum of FTE	Salary Cost
Income Recovery Officer	0.65	£17,308
Tenancy Manager	1.0	£32,682
Procurement Officer (Vacant)	1.0	£39,539
Total	2.65	£89,529

15. In addition, it is important to highlight that the government has introduced a change to the welfare benefit system with the introduction of Universal Credit (UC). Hastings became a UC 'full service' area on 14 December 2016. This may also impact on the viability of the SLA scheme as it guarantees rent payments to property owners under the terms of the lease; however, under UC rules the Council will be less able to receive rent payments directly. At present, six SLA tenants have been required to apply for UC with no payments having been received for housing costs; this leaves outstanding arrears of **£12,242.13** as of 11 June 2017 for these six tenants.

Options for the Future

Option 1: continue to expand Private Sector Leasing (PSL) scheme and increase the level of Flexible Homelessness Support Grant (FHSB) used to fund it.

16. As already highlighted, the total net cost of operating the PSL scheme under the current portfolio of 49 properties is **£117,712**. This equates to an ongoing annual cost of **£2,402** to sustain a single homelessness prevention year on year. By way of comparison, the £117,712 funding provided by the FHSB for the purposes of homelessness prevention, could fund three fulltime Housing Options Officers;

Housing Options Officers secure on average 60 homelessness preventions each per year; this represents 180 homelessness preventions annually, with no ongoing cost for sustaining these.

17. Option 1 is not recommended given the high cost of preventing homelessness relative to the cost of other homelessness prevention options.

Option 2: terminate the PSL scheme.

18. **Lease termination** – the current lease agreements between the council and property owners have a minimum of a 3 month notice period before the lease can be terminated. The council has a responsibility to ensure that existing PSL scheme tenants are not made homeless and forced to use expensive B&B accommodation at a further cost to the council. The process of securing suitable and affordable accommodation for the 49 households currently accommodated under the SLA would be time consuming and resource intensive; therefore, some provision would need to be made to support current PSL scheme tenants to find alternative affordable housing.
19. **Tenancy termination** – it is estimated that the process of securing new accommodation for 49 households would take 9 to 12 months for the current team to achieve. The staffing cost of this would be up to £89,000. PSL scheme tenants are accommodated under a non-secure tenancy with the council. While it is possible that some property owners will wish to retain the tenants who are currently living in their properties, the council will need to terminate their existing tenancy agreements. In the event that a tenant refused to vacate the council would have to take the appropriate steps to recover the property. In such circumstances the council risks reputational damage and might incur Court and or legal fees associated with the terminations.
20. Option 2 is not recommended as up to 49 households would need re-housing over a short period of time. There would also be an adverse impact on the council's reputation with Landlords which might jeopardise the viability of future schemes which seek to work with private sector Landlords.
21. Nevertheless it is suggested that the council takes the opportunity to exit the current leasing arrangements in a managed way as and when tenants leave their existing accommodation or as and when leases come to their natural end. Such a proposal would be carried out in line with option 3 set out below.

Option 3: Wind down the existing PSL Scheme and develop a business case for a new property management service that would operate on a commercial basis similar to that offered by some high street agents; in order to help sustain current PSL scheme tenancies and grow the Social Lettings Agency.

Winding down the PSL scheme

22. Under Option 3, the council will offer a property management service to existing PSL scheme property owners as an alternative service to the PSL scheme. This will give both the council and property owners an exit strategy for the PSL scheme, beyond simply terminating leases and tenancies, as outlined in Option 2.

23. The council would give the property owner the option to transition to the new service either at the end of their lease period or if a property were to become void. This would provide a mechanism for sustaining existing PSL scheme tenancies beyond the 3 year lease period. It would also provide a service offer to new Landlords wishing to work with the council to provide affordable, safe and secure accommodation to households in housing difficulty; allowing the Social Lettings Agency to continue to expand.
24. It remains possible that existing PSL scheme property owners will not wish to transition to the new property management service nor want to keep the existing tenant. In cases where the lease has expired and tenants remain in the property the council will support the household to secure alternative accommodation and ensure that the household do not become homeless.
25. As the FHSG is only fixed until March 2019 and the last of the leases expire in November 2019 it is possible that the council may have to terminate some leases ahead of their becoming void or the lease expiring. However, it is expected that the FHSG will either be extended beyond March 2019 or an alternative funding option will be available to sustain the PSL scheme until all leases have expired in November 2019.
26. It is recommended that officers are directed to explore option 3. This option allows the council to responsibly wind down the PSL scheme while providing an opportunity to sustain current tenancies within the SLA. In addition, option 3 will allow the council to continue to prevent homelessness, generally improve access to well managed private sector accommodation and improve the revenue position of the SLA. In addition, it will ensure that the council has an appropriate vehicle in place with which to offer income generating services to the council's new Housing Company.

Property Management Service

27. The level of Flexible Homelessness Support Grant (FHSG) available to the council throughout 2017/18 and 2018/19 will enable the PSL scheme to continue at its current level of 49 properties without impacting on council core budgets. The level of FHSG will enable the council to wind down the PSL scheme responsibly, allowing for existing tenancies to be sustained via a new property management model, where possible, and for alternative housing solutions to be found for tenants in a planned and measured way when leases begin to expire.
28. The property management model would require the property owner to enter into a standard Assured Shorthold Tenancy (AST) agreement with the tenant directly, becoming the Landlord. The council and the Landlord would enter into an agreement for the council to manage the property in return for a percentage of the rental income, alongside a tenancy finder service, as recommended by Shelter in 2015. Property owners would retain the option of entering into a tenancy agreement with their tenant directly without having the council manage it for them.
29. A council operated property management service could provide affordable tenancies to households within the lower quartile of market rates. It would be necessary to determine the rental value of each property on a case-by-case basis to ensure that tenancies are affordable to households while Landlords are

achieving a rental return which is comparable to what is available elsewhere in the market. The council would closely monitor average rents for the area to ensure that the rental value of properties remain within the lower quartile of average rents for properties with a comparable specification.

30. When determining whether households are suitable a detailed affordability check will be made to ensure that the households is able to afford the tenancy and any top-up in addition to the Local Housing Allowance (LHA). Initial modelling of existing PSL scheme tenancies shows a small but largely affordable increase in the amount of top-up households would be required to pay.

	Top up (in addition to LHA)
Private Sector Leasing Scheme (current Scheme)	£19.00
Property Management Service (replacement scheme)	£25.00
% Increase	+30%

Projected on rents at set at 90% of the market average

31. The property management service would offer two core services to Landlords:
- a. Tenancy finding – The council would charge the Landlord a fee to find tenants for accommodation which is affordable to households. These households would include those who have approached the council as either homeless or at risk of homelessness through no fault of their own. The service would include reference checks and signing households up as tenants. It is not expected that the council would charge the tenant a fee for this service. This service would be either a stand-alone service or form part of a wider property management service to Landlords, as described below.
 - b. Property management – this service would be funded through charging between 8 and 10 percent of the monthly rental income. The service would include:
 - Tenancy Finding
 - Lodging tenant deposits
 - Property inventory
 - Gas Safety checks
 - Electrical Installation Condition Report
 - Tenancy liaison

- Rent collection
- Quarterly tenancy inspections
- Out of hours response to repairs complaints
- Advice through eviction processes
- Move out inspections
- Deposit returns

32. The table below shows the increased weekly rental income that the property management service will offer to Landlords compared to the existing PSL scheme.

	Landlord's average weekly income
Private Sector Leasing Scheme (current)	£105.00
Property Management Service (replacement scheme)	£114.00
% difference in weekly rental income	+8%

Projected on rents at set at 90% of market average

33. Although the Landlords rental income will increase by 8% it is likely that the rental income to the property owner will not be guaranteed as lease payments are under the current PSL scheme. In addition, the Landlord will be responsible for the cost of repairs which is not the case under the PSL scheme. However, the property management service will provide a rent collection service and work with tenants to manage rent payments and avoid getting into arrears. It will also provide regular property inspections to ensure that the property is being well looked after and is in a good state of repair.

Housing Company

34. The Housing Company (HC) – currently before Cabinet for consideration - is projected to acquire upwards of 20 properties a year from the autumn 2017. The Housing Company will require a property management service to manage the properties acquired or developed in future. Rents will be set a market rates and a monthly management cost of 8% of rent has been factored into the modelling for this initiative. The SLA is well placed to provide a property management service for the Housing Company and the revenue this could generate for the SLA has been factored into early modelling for this report.

Financial Evaluation

35. There are three main sources of revenue envisaged for the property management model. As has already been described: the first of these is to provide an alternative option for property owners within the current PSL scheme; the second is to charge the Housing Company for a property management service; the third, is to attract new landlords to the service.
36. An initial financial evaluation has been carried out in order to give an indication of the gross annual income that a property management scheme could generate over a 3 year period. The outcome of this initial evaluation has been summarised here:

	No. of Properties	Income (HMC)	Income (former PSL)	Income (new Landlords)	Total
Year 1	24	£15,300	£6,900	£6,000	£28,200
Year 2	52	£32,600	£6,000	£12,200	£50,800
Year 3	79	£50,000	£4,441	£18,400	£72,800

The above table assumes that rents are set at 90% of the current average market rents and that the Landlord is charged 8% of rental income as a fee for the property management service.

37. The costs associated with operating such a scheme would relate to staffing and administration. If cabinet approves the proposals within this report a fully costed business case and risk assessment will be developed and brought forward for consideration by cabinet in due course.

Policy Implications

38. Risk Management – The risks associated with options 1 and 2 are detailed within the report. A detailed risk assessment will be submitted with the business case proposed for Cabinet consideration within option 3.
39. Economic/Financial Implications – The financial implications associated with options 1 and 2 are detailed within the report. A detailed financial assessment will be submitted with the Business Case proposed for Cabinet consideration within option 3.
40. Organisational Consequences – The organisational consequences associated with options 1 and 2 are detailed within the report as far as they relate to Council reputation and staffing structures. An assessment of the organisational consequences of option 3 will be included in the proposed business case for future Cabinet approval.

Wards Affected

All

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	Yes
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix A, below.

Officer to Contact

Officer Name: Joe Powell
Officer Email Address: jpowell@hastings.gov.uk
Officer Telephone Number: 01424 451 314

Appendix A

SLA Budget 2017/18

Total number of leased units	49
Income from HB - 10% below LHA +60	-438,900.00
Costs	
Salary	69,640.00
Employers NI - on cost	6,490.00
Employers pension contributions	9,640.00
Employee Allowance	1,840.00
Repairs to Premises	6,000.00
Electricity	200
Gas	200
Business Rates/Council Tax	500
Water & Sewerage Charges	200

Cleaning	3,000.00
Travel Allowances	600
Advertising	1,500.00
Legal Fees	8,000.00
Professional Services	269,800.00
Computer Supplies	2,000.00
Write Off/Revaluation	3,000.00
Housing Services	10,740.00
Total Costs	-45,550.00

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Agenda Item 9



Report to: **Cabinet**

Date of Meeting: **17 July 2017**

Report Title: **Overview and Scrutiny Committee Review of Current Scrutiny Arrangements and Management Response**

Report By: **Jane Hartnell, Director of Corporate Services and Governance**

Purpose of Report

To submit the report and recommendations of the Overview and Scrutiny Review into Current Scrutiny Arrangements, and to provide a management response to assist Cabinet in considering these recommendations.

Recommendation(s)

- 1. That Cabinet thank the scrutiny team for their report and recommendations**
- 2. That the Cabinet accept the following Scrutiny Review recommendations:**
 - a. That existing Scrutiny arrangements are continued and this report is forwarded to the Leaders of both political parties as a basis for further discussions in specific relation to the capacity issues identified.**
 - b. That Democratic Services draft more detailed roles and responsibilities in relation to key committees starting with Scrutiny. Setting these roles and responsibilities out may assist in the selection of Members for associated committees prior to appointment, ensuring clarity on the demands of the role and key responsibilities.**
 - c. That the Scrutiny Chair meet with the Member Training and Development Group Chair in advance of setting the next work programme to explore opportunities for shared updates and associated training.**
 - d. Scrutiny committee and all members receive a briefing covering: progress on taking a project management style approach to work planning, delivery and review to date and associated opportunities and challenges; and, an outline of tools available to assist in this approach and expectations around use and take up.**

- e. That Scrutiny consider the following ideas raised by the council's senior managers as potential areas of focus for the 2017/18 Scrutiny work programme as set out in [Appendix A](#) to this report.
- f. Scrutiny Steering Group to consider how we can apply examples of good practice from other authorities to the 2017/18 work programme, **for example Inquiry Days***

***Inquiry Day: an inquiry day is a focussed, structured one-off event with presentations and group work. They can be attended by Councillors, community and partner representatives, other stakeholders and council officers to take an overview of a particular issue and provide a forum for questioning invited speakers and witnesses. After the inquiry, recommendations are drafted by the overview and scrutiny team before being sent to the relevant decision maker. This approach may address some of the capacity issues experienced recently, by holding the event on a single day. It would also provide scope to involve members from outside the scrutiny function, if appropriate**

3. That recommendation g is not accepted in its current form and that O&S are asked to reconsider this in the light of the Management Response set out in paragraph 45 below.

Reasons for Recommendations

To submit and respond to the recommendations arising from the work undertaken by the scrutiny review team.

Introduction

1. As part of the 2016/17 overview and scrutiny annual work programme a review of current Scrutiny Arrangements was undertaken. The full report is set out in paragraphs 4 – 38 below.
2. The Lead Member for the review will be invited to introduce the findings of the review at the Cabinet meeting.
3. The review was commissioned to critically evaluate the embedding of the new arrangements following the adoption of a single Overview and Scrutiny Committee, replacing the previous Services and Resources committees, in May 2016.

Overview and Scrutiny Review of Current Scrutiny Arrangements – completed April 2017

Introduction

4. Overview and Scrutiny approved proposed arrangements to move from two to one Scrutiny committee in November 2015 for the 2016/17 municipal year.
5. This approval followed a robust review of scrutiny arrangements at that time and the associated report can be found [here](#).
6. A recommendation from this review included a commitment to review the move from two to one committee following six months of the new arrangements.
7. This report begins by outlining the background organisational context in which the change to one committee has taken place that informs the review methods, associated findings and subsequent recommendations detailed.

Background

8. The change from two to one Scrutiny committee has coincided with a period of broader change for the council.
9. A key part of this change involves improving how the council plans, implements and reviews its activities while dealing with increasing demand for council services and longstanding financial challenges.
10. Overview and Scrutiny have a particular vested interest in the reviewing component of this change as this coincides with their performance monitoring role.
11. Steps have been taken to assist with this performance review and monitoring role as Scrutiny has moved from two to one committee.
12. There has been a renewed emphasis on exceptions based performance reporting over the last year and Director reports have been introduced to flag and focus on these performance exceptions as well as alert Scrutiny members to any other associated key issues.
13. More recently, and specifically through the drafting of the [corporate plan for 2017/18](#), work continues to apply a project management approach to the planning, doing and reviewing of associated activity set out in the new corporate plan.
14. The outcomes of this approach will inform what is reported to Scrutiny in terms of Scrutiny exceptions on a quarterly basis during 2017/18 and an overview of these arrangements should assist with future scrutiny work planning.

Scrutiny programme 2016/17

15. The shift to one committee coincided with a change of focus within the 2017/18 work programme.

16. Scrutiny members were clear that their 2016/17 work programme would take a more internal focus and test new ways of reviewing in line with broader organisational changes.
17. This was because previous reviews largely focused on outward facing or external service provision.
18. Rather than undertake lengthier reviews during 2017/18 Scrutiny members were keen to take a more agile approach and instead, work to date has taken the form of a series of planned updates and smaller quicker agile task and finish groups.
19. The focus for such updates has attempted to gauge in part how particular services are evolving and potentially changing in line with broader transformation commitments and, where need be, a task and finish group could be employed to follow up on or focus on subsequent issues.
20. This line of Scrutiny inquiry for 2016/17 has met with mixed results and the commitment to review this forms the basis for the remainder of this report.

Methods

21. Following the initial review recommending the move to one scrutiny committee, this follow up review was keen to retain a similar size and political balance.
22. Review team members included the Scrutiny Chair and Vice Chair Trevor Webb and Mike Howard and Scrutiny Members John Rankin, and Rob Cooke. Councillors Howard and Webb were part of the initial review team.
23. The review team were keen to consider and apply appropriate components of the project management toolkit, settling on using a SWOT analysis as the principal tool for reviewing the move from two to one Scrutiny committee.
24. A Strengths, Weaknesses, Opportunities and Threats analysis (SWOT) was undertaken initially by the review team and then broadened out to include the views of all members and the Corporate Management Group.
25. A summary of these views are considered below.

Strengths

- (a) The move to one committee has meant that a larger committee has a wider remit and subsequently it has been necessary to ensure the work programme is carefully planned, monitored and delivered.
- (b) A shift away from more lengthy scrutiny review work pieces has placed lesser demands on senior officers in the council who have been traditionally tasked with leading such work.
- (c) Sub groups, task and finish pieces and scrutiny updates have from a Member perspective been useful tools in bringing members up to speed on key issues.
- (d) Members have planned well for updates and assisted officers giving such updates by posing questions and desired lines of inquiry in advance.

- (e) Director reports steer the focus for debate at Scrutiny committee assisting Scrutiny Members to focus on key exceptions and associated issues.
- (f) The council's Scrutiny has worked in a complimentary way with East Sussex County Council (ESCC). This has been helped by local representation on the Health Overview and Scrutiny Committee at ESCC; good relationships between democratic service officers between the authorities, and that a number of Hastings Borough Councillors are also ESCC councillors.

Weaknesses

- (a) Scrutiny members do not have the time and capacity to input into and attend beyond the scheduled quarterly committee meetings, resulting in inconsistent attendance and involvement in subgroup, task and finish group and key update meetings requested as part of the annual programme.
- (b) Scrutiny is deemed by review team members to have a low public profile, perhaps in part given the inward or internal focus of the 2016/17 programme.
- (c) Members felt that the existing programme isn't directly informed by public interest.
- (d) While the scrutiny updates given as part of the 2016/17 programme have been useful in bringing Scrutiny members up to speed on areas members are interested in, there have been little member desire or capacity for subsequent follow up and more in depth scrutiny.
- (e) Members felt that Directors reports may over steer the focus for debates at Scrutiny committee and there is a need to allow Scrutiny Members greater scope to pick up on areas of significance outside of the Director reports.

Opportunities

- (a) Members suggested an opportunity to raise the public profile of Scrutiny by engaging directly with the public to inform what Scrutiny reviews.
- (b) Suggestions to raise the profile of Scrutiny included: an open day/public meet with Scrutiny members; increased Social media presence and potentially specific Scrutiny social media profiles.
- (c) To pool Member intelligence from Ward interactions with constituents and use common themes as the basis for scrutiny or further public engagement.
- (d) In addition, suggestions were made to review HBC's longstanding media protocol whereby Cabinet Members have the monopoly on press releases in their respective portfolios.
- (e) To open up Scrutiny updates to all Members and potentially wider (subject to topic area) to assist and share understanding around specific council functions and projects.
- (f) To align Scrutiny updates with the Member Training and Development programme where appropriate.

- (g) For Scrutiny to assist HBC use the corporate project toolkit by encouraging use of the toolkit and associated approaches as part of Scrutiny and performance monitoring arrangements.
- (h) For Scrutiny members to better plan what beyond exceptions they wish to consider and or scrutinise at quarterly committee meetings (if anything). The review team members were also keen to retain sufficient flexibility within the overview and scrutiny function to deal with urgent items which arise in-year. Again, Scrutiny Steering Group would play a key role in planning how best to deal with these issues.
- (i) To better progress Scrutiny areas where the County has a delivery function or clear responsibilities through County Scrutiny structures.

Threats

- (a) Lack of Member/Officer availability or capacity to contribute effectively to Scrutiny.
- (b) A desire that future Scrutiny programmes are directly shaped by issues pertinent to the public only – this risks not focusing on key areas of significance that require Scrutiny that the public neither know nor care about.
- (c) That partial or unplanned focus on areas of interest beyond performance exceptions and outside the Director reports at committee result in the perception that members are progressing Ward issues or personal agendas at Scrutiny.
- (d) Better resourced Scrutiny (officer) capacity at East Sussex County Council, the future viability and functions of HBC in the context of Devolution and ongoing budgetary challenges.

Analysis

Capacity Issues

- 26. The key themes in the SWOT identify that the main challenge to effective Scrutiny under new arrangements is member capacity to get involved beyond the scheduled quarterly committee meetings.
- 27. Under previous arrangements there was a wider pool of Scrutiny members to draw upon to contribute to reviews, sub groups and Task and Finish work.
- 28. This lack of capacity has been directly evidenced through recent attendance for Scrutiny Steering Group (SSG) that has been sporadic at best.
- 29. This has meant that only a few Scrutiny members are shouldering the bulk of the work and those unable to attend SSG – where the planning and preparation happens to support the work programme - have lesser stake and engagement in subsequent meetings committee, reviews or otherwise.

30. In terms of officer capacity, the 2016/17 programme and the approach taken at committee and internal performance management arrangements has meant that there has been lesser involvement of Assistant Directors during this year.
31. Furthermore a number of senior managers have been involved in giving direct updates to Scrutiny when required. This coincides with an intention to receive reports from project or programme managers where appropriate, rather than the senior responsible officer.

Scrutiny Profile

32. While opportunities have been identified to raise the profile of Scrutiny encompassing a desire to better engage the public in informing the lines of inquiry Scrutiny should undertake it is important to recognise that elected members are, through their Ward work, already informed of the key issues their constituents find pertinent.
33. Previous Scrutiny committees introduced a Charter to raise the profile of Scrutiny work. This detailed what the public could expect from scrutiny and how the public could get engaged to influence the Scrutiny agenda.
34. Reviewing this Charter may assist with the profile-raising of Scrutiny work to have emerged from the SWOT analysis.

Performance Monitoring

35. Continuing an 'exceptions' based approach to performance monitoring should not prevent Scrutiny members from querying performance that are not exceptions.
36. It is important that given the capacity issues for both members and officers that Scrutiny of non -exceptions be flagged in advance with the Chair of Scrutiny so that sufficient time can be allocated where appropriate during the committee meeting to address items Scrutiny members wish to consider.
37. It may be appropriate that non-performance exceptions be flagged in advance and possibly dealt with outside of the committee meeting, so time at the meeting can be focussed on those areas not meeting associated performance or coinciding risks and issues.
38. As the council moves to an increasingly project based planned approach, inquiries about non exceptions maybe satisfied with reference to a project plan or associated documentation.

Recommendations

- (a) That existing Scrutiny arrangements are continued and this report is forwarded to the Leaders of both political parties as a basis for further discussions in specific relation to the capacity issues identified.**
- (b) That Democratic Services draft more detailed roles and responsibilities in relation to key committees starting with Scrutiny. Setting these roles and responsibilities out may assist in the selection of Members for associated**

committees prior to appointment, ensuring clarity on the demands of the role and key responsibilities.

- (c) That the Scrutiny Chair meet with the Member Training and Development Group Chair in advance of setting the next work programme to explore opportunities for shared updates and associated training.
- (d) Scrutiny committee and all members receive a briefing covering: progress on taking a project management style approach to work planning, delivery and review to date and associated opportunities and challenges; and, an outline of tools available to assist in this approach and expectations around use and take up.
- (e) That Scrutiny consider the following ideas raised by the council's corporate management group as potential areas of focus for the 2017/18 Scrutiny work programme as set out in Appendix A to this report.
- (f) Scrutiny Steering Group to consider how we can apply examples of good practice from other authorities to the 2017/18 work programme:

Inquiry Day: an inquiry day is a focussed, structured one-off event with presentations and group work. They can be attended by Councillors, community and partner representatives, other stakeholders and council officers to take an overview of a particular issue and provide a forum for questioning invited speakers and witnesses. After the inquiry, recommendations are drafted by the overview and scrutiny team before being sent to the relevant decision maker. This approach may address some of the capacity issues experienced recently, by holding the event on a single day. It would also provide scope to involve members from outside the scrutiny function, if appropriate.

- (g) Members are keen that the recommendations of scrutiny reviews and task and finish groups are submitted to cabinet and full council as soon as possible after they have been adopted by the overview and scrutiny committee. To help achieve this, members are proposing to include a response from the relevant lead member to the review team's recommendations with the report to overview and scrutiny committee. Following adoption by the overview and scrutiny committee, the recommendations and lead member response will then be submitted to the next meeting of cabinet and full council. It is hoped that this will avoid any delays which could arise from the present management response arrangements. Senior officers will continue to support the review process to ensure any resource and organisational implications are taken into account when the review team members are formulating their recommendations.

Management Response

39. The review covers many of the bases identified in [the CFPS Scrutiny evaluation framework](#) and it is positive to note that that methods used for this review draw from the corporate project toolkit.
40. Recommendations a – f are fully supported. Colleagues in Continuous Improvement are happy to work with members to help further improve capacity and revise processes to ensure O&S members can contribute effectively to the workings of the council. For example, the suggestion of Inquiry Days seems very sensible approach to assist all involved in reviews to get the maximum benefit.
41. The linkage of Member Training and Development Group with needs of O&S members will not only assist in designing training and support for existing Scrutiny Members, but will also help inform the induction programme for new members elected in 2018.
42. Scrutiny committee and all members receive a briefing covering: progress on taking a project management style approach to work planning, delivery and review to date and associated opportunities and challenges; and, an outline of tools available to assist in this approach and expectations around use and take up.
43. The Scrutiny Committee will consider the ideas put forward by senior managers as potential areas of focus for the 2017/18 Scrutiny work programme ([Appendix A](#)) at their Annual Meeting on 19th July. NB an additional area of work has recently been identified following the Grenfell Tower fire – this is yet to be scoped.
44. The role of Scrutiny Members should be continually reviewed as the Council evolves its ways of working. There are opportunities for Members to play greater roles in terms of contributing to policy development and developing new ideas but these need to be taken forward in the light of the capacity limitations of members as outlined in the report. A key challenge is in providing sufficient information/briefings for members to enable them to be in a position to effectively scrutinise issues. Colleagues will of course continue to work with Members to enhance these roles wherever possible and proposals such as the inquiry days may be useful in this regard.
45. The only recommendation which is not fully supported is that of including a response from the Lead Member to the review team's recommendations with the report to overview and scrutiny committee – recommendation g.
46. Senior officers and Lead Members appreciate that the time delay created by the need for a management response to be drafted at the end of the review process (before submission to Cabinet) can be frustrating. There is however concern that the Lead Member alone cannot replace the Cabinet discussion and should not individually pre-empt the collective decision. However this does not mean that the Lead Member cannot be engaged at an earlier time and/or give their own input to the review – if appropriate, to help formulate the review conclusions.
47. Senior officers will continue to support the review process to ensure any resource and organisational implications are taken into account when the review team members are formulating their recommendations.

Wards Affected

Insert the list of wards affected

Policy Implications

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

Equalities and Community Cohesiveness

Crime and Fear of Crime (Section 17)

Risk Management

Environmental Issues

Economic/Financial Implications

Human Rights Act

Organisational Consequences

Local People's Views

Anti-Poverty

Additional Information

Officer to Contact

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Officer Email Address: jhartnell@hastings.gov.uk

Officer Telephone Number (01424) 451482

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Agenda Item 10



Report to: Cabinet

Date of Meeting: 17th July 2017

Report Title: Acquisition of Land in Ore Valley from Hastings & Bexhill Renaissance Limited (HBRL)

Report By: Simon Hubbard
Director of Operational Services

Purpose of Report

1. To seek approval for Hastings Borough Council to take ownership of the area known as the former Broomgrove Power station site and areas of green space in the Ore Valley from Hastings & Bexhill Renaissance Ltd (HBRL) or its successor, subject to the satisfactory outcome of due diligence.
2. To seek approval for the receipt of £700k from HBRL or its successor for the future development of the site, subject to the satisfactory outcome of due diligence.
3. To seek approval for the study of options that would inform the future development of the site.
4. To seek delegated authority for the completion of the transfer of land and acceptance of grant from HBRL or its successor.

Recommendation(s)

1. That in consultation with the Deputy Leader of the Council , the Director of Operational Services and the Assistant Director Finance Services and Revenues are authorised to:
 - (a) Conclude arrangements for the acquisition of the site and the capital receipt subject to satisfactory outcome of due diligence.
 - (b) Commission a report examining the optimum way(s) in which the site could be developed for the benefit of the local community.
 - (c) Agree the details of an agreement with HBRL or its successor bodies about the future use of the site and financial receipt that is informed by the outcome of the due diligence work and a study into potential development options as set out in section 16 of this report.
2. That a future report be brought forward with proposals for the development of the site to include any recommendation for disposal if applicable

Reasons for Recommendations

To facilitate the social and economic regeneration of Ore Valley and the surrounding area.

Background

1. The regeneration of the Ore Valley was one of the objectives identified when the Hastings & Bexhill Task Force was set up under the leadership of the then South East Regional Development Agency, which was set up in 2001.
2. The early concepts behind the programme were known as “The String of Pearls” stretching along principal transport hubs in the regeneration area. The Ore Valley was targeted for regeneration because of its high levels of disadvantage and the concentration of social housing, bad health and economic exclusion. The Task Force assembled land intended for the creation of housing, employment and the provision of sustainable green space. It was envisaged that the rail links through Ore Station and other potential transport improvements could better connect the area to economic and social opportunity locally and beyond.
3. There have been successes in including the new areas in the wider regeneration of Hastings.
 - Development of a site for Sussex Coast College
 - New Hastings Academy School
 - Refurbishment of Ore Station
 - Construction of 51 homes and accompanying shop and Housing Association offices.
4. However a combination of low values, difficult and expensive set of conditions, including contamination, topography, legal constraints, together with declining access to funds to subsidise housing via the Homes and Communities Agency, have meant the site has been very challenging to develop. Officers are aware that the 51 units referred to above were expensive to produce and the then developer made it clear that they were not interested in taking up options to develop other parts of the site.
5. It is clear that the Ore Valley continues to be home to some of the most deprived communities in the region, with some of the super output areas amongst the very worst in the country. Clearly physical development is only part of successful regeneration but this has not happened in the way that was anticipated in circa 2002 and exclusion in terms of education, health and other poverty has not been successfully addressed. The Council lost much of its own ability to direct and encourage inclusion work with the ending of Neighbourhood Renewal funding in 2008 which was focussed on the five most excluded wards in the Borough. Subsequent work with health, education, housing and community partners has been extremely constructive. A borough wide shortage of affordable housing has led to higher concentrations of low income households being accommodated within the social housing stock in Ore. Many of those rehoused in more recent times will have experienced family homelessness, or been rehoused as a consequence of poor health etc. Consequently this will have added to higher levels of deprivation in the area.
6. The generally improving economic situation in the Borough, accompanied by a more buoyant private sector housing market is likely to assist in supporting the regeneration of St. Leonards (This must in part be in part be due to the impact of

the nationally recognised HBC interventions in the private sector housing market), Such outcomes are more difficult to deliver in the Ore Valley and similar areas like Hollington where the tenure profile is wholly different . Three factors have changed the potential viability of housing provision on the former Millennium Communities land in the Ore Valley.

- a. The changing of planning policy to allow lower density development than the original regeneration plans (and government policy) required.
 - b. Housing market recovery and greater optimism is stimulating private sector interest.
 - c. The emergence of new programmes by government to encourage housing growth which is anticipated to continue.
7. This has enabled HBRL to dispose of parts of their land holding in the Ore Valley for housing development. HBRL is, in effect, a shell company holding residual land not central to the employment and economic programme now being delivered through its sister company East Sussex Energy Infrastructure and Development Limited – ESEIDL) trading as Seachange Sussex). It is intended that HBRL will be wound up and its assets transferred to Sea Change Sussex as soon as is financially and legally practicable. It is therefore logical for it to seek satisfactory arrangements for the disposal of the power station site and green spaces.
8. In this context HBRL agreed a licence to the council for the power station site in late April 2016. In turn an agreement was signed between the council and the Heart of Hastings (HoH) to enable the development of community-based proposals for the site. This agreement ends in February 2018.
9. Officers have discussed with HBRL an approach by which
- a. The power station site and adjacent land identified for use as green space can be made available for development through the council's acquisition of it.
 - b. A sum is committed by HBRL towards the development of the power station site land.
 - c. That any unallocated receipt from the sale of other land in the Ore Valley is committed to regeneration initiatives in Hastings.

The HBRL Board has agreed these principles and authority is now sought to take this forward, subject to satisfactory outcome of due diligence work outlined in this report.

Proposed Way Forward

10. HBRL has agreed to share all the previous reports on the condition of the power station land with the council. However it will be necessary to review this and commission such additional work as recommended by the Council's Estates Manager. No agreement can be completed without this and a full understanding of the risks involved. As well as physical and contamination risks, it is crucial to ensure no over onerous legal restraints exist on the site.
11. The Council will need to value the power station land in the context of its site condition and remediation costs, planning policy and market conditions

12. The HBRL Board will need to be assured that there is a proper process for the use of an asset with potential value and accompanying capital funding. Additionally, Members will need to be sure the option(s) chosen for the site and the use of funds is transparent good value. Currently the Heart of Hastings has a business plan developed from its work in Ore Valley and this should be assessed as a potential option for the future.
13. Government is seeking to encourage not only house building per se, but both community-led housing developments and self-build housing. The council has received £244,000 for community-led housing and is likely to receive more. £50k of this has been committed to support early development work by the Heart of Hastings. A separate report on the Council's overall approach to community led housing is included on the Cabinet agenda of 17th July 2017. The area is also within the Community Led Local Development (CLLD) bid area and there may be the opportunity to mix funding streams in a creative way. Considerable opportunity exists to engage with Sussex Coast College in the provision of skills training of several kinds.
14. Additionally there is around £250k in the council's reserves for work in the Ore Valley. Although not formally ring-fenced there is a long standing understanding that funding would be required to address the opening up and maintenance of green space in the Ore Valley. There are active community groups in the area who may be interested in playing a role in this and this seems desirable rather than this falling to the Council. It will be necessary to consider how best the green space can be sustainably developed and managed. Sufficient resources will be required to open the area as public green space and to run and maintain it on a permanent basis. Additionally the Council's local plan identifies a cycle path/greenway running through the Ore Valley. There may be opportunities to generate funding for the development of the space, transport links and related employment.
15. Subject to satisfactory due diligence it is proposed to commission a study of the power station land and green areas identifying.
 - a. The technical, economic and environmental issues which shape the sites potential including service media, public utilities and contamination.
 - b. The advantages of different approaches to securing housing, employment and public amenity in the Ore Valley including an analysis of the type of housing and tenure.
 - c. The potentially most advantageous avenues to deliver the development of homes, jobs, training, health and other community and economic benefits. The opportunities for skills development and learning, particularly for disadvantaged groups
 - d. The potential links with the council's objectives in relation to community-led local development, social mobility and homelessness.
 - e. The viability, risk and timescales involved in different pathways to development.
 - f. A funding analysis linking to external funding programmes within the Ore Valley (CAN and CLLD) and potential opportunities to link to the Income generation strategy.
 - g. A sustainable approach to the use of green spaces in the Ore Valley

- h. The implications (or otherwise) of Stade Aid regulations or their successors in the financing of development on the site.
- i. The likelihood of additional risk and cost to the council of identified options.

This study should inform a further report to Cabinet and the HBRL Board on the proposed use of both land and capital receipt.

- 16. It would be intended to use resources from community-led housing and existing budget to fund this study subject to the final costs of undertaking this work.

Policy Implications

- 17. There are potential financial and economic issues – both positive and negative which will need to be addressed as part of any future study. However due diligence on the condition of the site, the legal agreement between HBRL and HBC will be required and legal covenants affecting it will need to have a satisfactory outcome before any agreement is signed.

Economic Implications

- 18. A successful approach to the regeneration of the sites would have a potentially very positive impact upon providing growth in the Ore Valley and this aspect should remain in the forefront of the council's thinking.

Implications for Risk Management

- 19. There are potential reputational and financial risks to the council if it acquires the site and either cannot develop it in a reasonable time or if public money is invested in an unsuccessful way. This needs to be addressed through the proposed due diligence and study of options.
- 20. Additionally the consent of the HBRL Board and/or its successors will be required to complete these arrangements. This cannot be avoided but mitigated by open and honest processes with an agreed way forward agreed by both Cabinet and the HBRL Board.

Organisational Implications

- 21. There are organisational risks if any future development results in escalating demands for staff and resources.

Implications for Community Cohesiveness

- 22. The risks of not developing the site and the forgoing of potential opportunities for Ore Valley and the wider borough are high. In particular, a widening economic and social gap between this community and much of the rest of the borough is a significant long term risk to social cohesion and civic health. There is an opportunity to work together with a variety of partner organisations and the community to address a range of local needs if this is linked to a platform of physical regeneration.

Implications for Environment

23. The area has very significant wooded areas and open spaces as well as playing a part in potential greenway development. It will be crucial that the area is able to identify a sustainable way to improve and maintain this. Additionally, it will be crucial to ensure that good quality design and planning ensure that the area becomes regarded as a positive asset to its community and the Borough as a whole.

Next Steps

24. If members support this pathway in principle due diligence will be undertaken. Subject to this it is recommended the land and funding be accepted, subject to the agreement of the HBRL Board.
25. A further report would then be presented to Cabinet with recommendation for the use of the site and management arrangements proposed. It is intended to run due diligence and options appraisal in tandem (there are obvious links between them).
26. It is hoped that due diligence can be completed by the end of September 2017 with a further report to Cabinet before the end of this year however, there may be legal or technical matters that affect any timescale.

Wards Affected

Ore, Tressell, Broomgrove

Policy Implications

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

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

Additional Information

Appendix A – Draft Brief for Employment of Consultants regarding the Power Station Site green space in Ore Valley

Appendix B – Map of land involved in proposed transfer

Officer to Contact

Simon Hubbard
shubbard@hastings.gov.uk
01424 451753

APPENDIX A

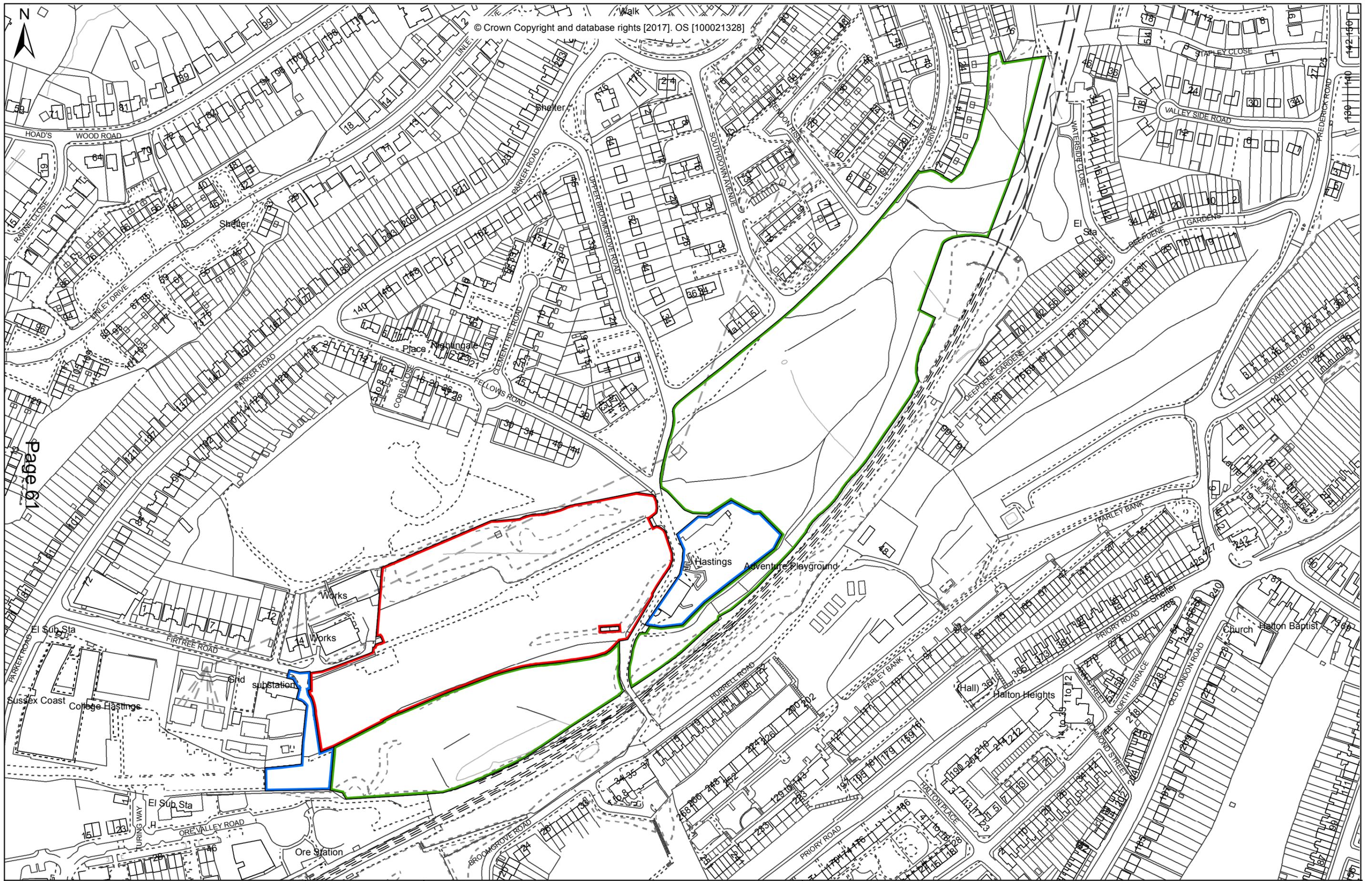
Draft Brief for Employment of Consultants regarding the Power Station Site green space in Ore Valley

The Council seeks to commission a study by a suitably qualified person or company to examine the following:

1. The technical, economic and environmental issues which shape the site's potential, including all service media and public utilities.
2. How the site might be most effectively used for the development of housing and employment taking into account the following factors:
 - a. Appropriate options for housing, including affordable housing, which can viably be delivered on the site
 - b. Employment, skills training, together with economic and community development that might be achieved through housing on the site.
 - c. Any complementary economic employment and training activity which could form part of a comprehensive redevelopment of the site.
 - d. Any potential sources of development funding and/or public subsidy to encourage redevelopment.
 - e. Realistic timescales for bringing forward development
3. The potential for a viable housing development on the site. Options to consider include:
 - a. An assessment of the proposals put forward by the Heart of Hastings [HoH]
 - b. An assessment of the role a Housing Association might play
 - c. An assessment of the contribution a private developer/housebuilder might make
 - d. An assessment of how the councils housing company might assist
 - e. To consider the best way to sustainably manage the green space in the area either separately or as part of a wider development agreement.
 - f. Working with Sussex Coast College in construction skill courses and other skill training as appropriate.
4. To consider how currently available funding might be best employed and where opportunities exist to gain additional funding to deliver regeneration of the area:
 - a. £700k anticipated to be transferred from HBRL to the council to support the development of the site.

- b. £250k held by HBC in its reserves and earmarked for the Ore Valley, secured through previous transactions with HBRL.
 - c. The potential use of externally sourced funding such as community led housing and self-build funding through HMG and other funding that might be available through HMG, SELEP, European sources (including CLLD) or other places which might strengthen all or some of the options above
5. The consultant will also be asked to consider options for:
 - a. Future land management
 - b. Access issues to the site and improving connection to the wider area
 - c. Community development and capacity building
6. Alternative approaches to be considered through:
 - a. Deliverability and viability, assessing the risks in each option.
 - b. The benefits from each option including:
 - i. The costs and total benefits of proposed way forward
 - ii. Who benefits – particularly in relation to the community. Equality/anti-poverty benefits
 - iii. Timing of delivery – confidence in approach
 - iv. The potential to sustain or grow these benefits in the future
 - v. Risks levels and potential mitigation.
 - vi. Compliance with State Aid rules (and any subsequent post Brexit successor).
 - vii. The capacity demands options would place on the Council in supporting each option.
7. Any controls, constraints or reviews that need to be put in place with any recommended option(s) together with suggested outcomes and outputs to measure progress.
8. To recommend preferred option(s) with an emphasis on deliverability.

The chosen consultant will produce a report which will be used to advise both the Council's Cabinet and HBRL Board or its successor in considering preferred option(s) for the land.



Page 61

ORE VALLEY

Date: JUL 2017
Scale: 1:2,500

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- Former Powerstation Site
- Green Space
- Hastings Borough Council Land Ownership

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Agenda Item 11



Report to: Cabinet

Date of Meeting: 17 July 2017

Report Title: Community Housing Fund

Report By: Andrew Palmer

Purpose of Report

To advise members of an allocation of £244,000 of Community Housing Funds from Central Government and to outline planned expenditure in respect of the grants funding.

Recommendation(s)

- 1) That the allocation of £50,000 to the Heart of Hastings Community Land Trust from the Community Housing Fund is noted.**
- 2) That up to £50,000 is set aside from the Community Housing fund for Council expenditure that will assist with bringing forward a plan and assist with the redevelopment of the former power station site at the Ore valley.**
- 3) That up to £50,000 is set aside for the Council to support any CLT proposals that might be encouraged and enabled in other areas of the Borough.**
- 4) That £10,000 is committed in support of a County-wide partnership to help share expertise in respect of Community-Led Housing Groups.**
- 5) That the Assistant Director of Housing & the Built Environment, in consultation with the Assistant Director of Finance and the Lead Member for Housing, are granted delegated powers to allocate the remaining £84,000 at a later date to the CLTs or other groups, subject to suitable progress being made in respect of Community Self-Build Plans on the former power station land or alternative sites.**

Reasons for Recommendations

On 23rd December 2016, the Department for Communities and Local Government (DCLG) confirmed a £60 million fund to support community-led housing developments in areas where the impact of second homes is particularly acute. Community-led housing is about local people playing a leading role in solving local housing problems, creating genuinely affordable homes and strong communities in ways that are difficult to achieve through mainstream housing.

The Community Housing Fund is set at £60 million a year for 5 years. Hastings Borough Council has been awarded £244,098 per year over the period. As the funding is ring-fenced the first year's funding in 2016/17 was awarded in two tranches, the second on the basis of an outline expenditure plan submitted by the Council which set out its broad plans and commitment to enabling community housing development.

The first year's funding of £244,098 was received after the annual budgets were set. Therefore, there is a requirement for this funding to now form part of the Council's Budget and for a plan to be formulated setting out how it should be spent.

Introduction

1. Guidance for Local Authorities has been produced to accompany the funding announcement. The guidance outlines how the funds can be used to promote community led housing to support and enable local people to play a lead role in solving local housing problems. The guidance is attached at Appendix A.
2. In summary, and as Appendix A outlines in more detail, the benefits of Community-led housing to local authorities include:
 - reducing reliance on public services, for example addressing social care through building
 - mobilising public support for new homes and regeneration initiative communities with mutual support for the elderly and vulnerable, and involving homeless people in the renovation of homes;
 - providing a range of genuinely affordable housing in perpetuity, including rented homes that are not susceptible to the Right to Buy, and homes for those priced out of ownership;
 - diversifying the local housebuilding market, and unlocking small sites and landowners that are not attractive or available to established housebuilders;
 - supporting the implementation of duties such providing permissioned plots for individuals and groups on the Self and Custom Build Registers; and
 - Promoting community cohesion and resilience that can help tackle issues like antisocial behaviour.
3. The criteria which must be met in order to meet the definition of community-led housing schemes is as follows:
 - A requirement that the community must be integrally involved throughout the process in key decisions (what, where, for who). They don't necessarily have to initiate and manage the development process, or build the homes themselves, though some may do;
 - a presumption in favour of community groups that are taking a long term formal role in ownership, management or stewardship of the homes; and
 - A requirement that the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity.
4. In terms of the approaches which will meet the criteria for the funding, these fall into 3 main categories:

Group-Led: New Community-Led Groups form in response to local housing need, or to deliver their own homes. They sometimes emerge from existing networks such as Neighbourhood Forums and parish councils. They access technical expertise to support the development and realisation of their ideas.

Extension of Community-Based Activity: Existing community-based organisations with local roots decide to provide housing in addition to their current activities, accessing technical expertise to help them understand this new area of work.

Developer-Led Partnership: A Local Authority, landowner, housing association or local developer wants to provide housing that incorporates a community-led element. They access technical expertise to recruit 'founder members' from within the community and support them to take over ownership and/or management of the homes. In this scenario it is essential that all of the community-led criteria are met to ensure genuine community benefit and involvement.

Enabling Community-led Housing

5. As the funding is ring-fenced there is a need to commit any future spend against activity which meets the criteria detailed in Appendix A and enable community-led housing developments to be delivered in Hastings. The proposal is for the Council to adopt the following activity against the funding:
 - a. Heart of Hastings Community Land Trust
 - Given the elections in May and June 2017 and the need to provide progress updates to the DCLG, the Council has agreed the early release of £50,000 to the Heart of Housing CLT. It has been important to mobilise the funding promptly as allocations for 2017/18 onwards are dependent upon evidence that the existing 2016/17 allocation is spent or committed against outcomes.
 - The Trust was formed in March 2016. They have already purchased a 9-storey office block at Rock House which has been converted into mixed-use, capped-rent space with three floors of affordable residential and 6 floors of affordable creative workspace. At present they are the only CLT in the Borough and it is proposed that HBC continue to build upon this relationship subject to satisfactory development proposal coming forward for delivery.
 - The Heart of Hastings CLT has been developing its proposals for the site of a former Power Station in an area of social and economic deprivation: the Ore Valley area of Hastings. The site is within the Development Management Local Plan. They have aspirations to develop up to 50 units of affordable rented accommodation on the site. At present, the Council has taken a licence of the land from the Regeneration Company landowners (Seaspace) and has subsequently granted the Heart of Hastings CLT an agreement to temporarily occupy the land in order to help develop their proposals and secure access to development funds.
 - The grant is being used to directly assist them with further technical advice and professional services which might help them better assess the viability of this or an alternative site should the former power station site prove to not be viable for any reason.

b. Ore Valley

- Members will note from the separate Cabinet report covering the Ore Valley land that there is now a proposal to transfer the power station land and some monies directly to the Council subject to a number of conditions being met. These conditions are intended to ensure that the future of the land, its long term maintenance and its redevelopment are safeguarded for the benefit of the community. Community Self-Build options would form part of the master planning for the site. It is proposed therefore that the Council sets aside a sum of £50,000 from the Community Housing fund for Council expenditure that will assist with the development of those proposals

c. The Development of New CLTs

- In addition to the above it is proposed that £50,000 is set aside for the Council to employ consultancy support to look at how other CLT proposals might be encouraged and enabled in other areas of the borough. The intention would be to promote such schemes and encourage local groups to consider proposals in their areas.
- It is further proposed that the Council continue to explore with other Local Authority partners across the wider Sussex area options for sharing expertise and developing other Community-Led Housing Groups. This would include working with a CLT Umbrella Project, which is concerned with the creation of new CLTs and the support of existing partnerships within Sussex. All LA partners in East Sussex and supportive of this approach and it is proposed that each contribute a sum of 10,000 from their funds in support of this approach.

d. Future Activity

- The remaining sum of approximately £84,000 should be held in abeyance and used to help support specific proposals as they come forward or are further developed. Future allocations for 2017/18 onwards are dependent upon progress made in the previous year.

Policy Implications

6. Economic/Financial Implications – the scope of the Community Housing Fund is detailed within this report and will be utilised to enable community-based housing to be realised in the Borough.

Wards Affected

All

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
Anti-Poverty	No

Additional Information

Appendix A - Guidance from the community-led housing sector

Officer to Contact

Officer Name - Joe Powell
Officer Email Address – jpowell@hastings.gov.uk
Officer Telephone Number – 01424 451314

Appendix A

Community-led housing: What is it and what can it offer your local authority?

Guidance from the community-led housing sector

This guidance has been prepared by the community-led housing sector for officers and elected members. It:

- explains what community-led housing is
- highlights the benefits how community-led housing can deliver on your strategic aspirations
- highlights the availability of substantial government funding aimed at promoting the sector
- explains where further advice can be obtained on how to make the best use of this funding, secure the second tranche of funding, and realise the benefits of community-led housing in your area.

Community-led housing is about local people playing a leading and lasting role in solving local housing problems, creating genuinely affordable homes and strong communities in ways that are difficult to achieve through mainstream housing.

Benefits for local authorities

Community-led housing can bring significant benefits to local authorities. These include:

- mobilising public support for new homes and regeneration initiatives
- reducing reliance on public services, for example addressing social care through building communities with mutual support for the elderly and vulnerable, and involving homeless people in the renovation of homes
- providing a range of genuinely affordable housing in perpetuity, including rented homes that are not susceptible to the Right to Buy, and homes for those priced out of ownership
- diversifying the local housebuilding market, and unlocking small sites and landowners that are not attractive or available to established housebuilders
- supporting the implementation of duties such as providing permissioned plots for individuals and groups on the Self and Custom Build Registers
- promoting community cohesion and resilience that can help tackle issues like antisocial behaviour

Community-led housing approaches can also bring benefits to participants, including:

- skills, training and jobs, which can be targeted e.g. at care leavers and unemployed young people
- a rewarding collective experience, improving their sense of community and connection
- high quality and imaginatively designed homes and neighbourhoods

giving community organisations control over assets and revenue mutual support within communities, especially for older people and vulnerable young people.

Bringing resources into your area through community-led housing

The newly announced Community Housing Fund provides £60 million per year of revenue and capital funding for the sector. This will be a game-changing fund with significant opportunities for local authorities. Community-led builders can access mainstream funding, such as the £3 billion Home Building Fund and money from the HCA's and GLA's affordable housing programmes. Community-led groups have also brought in significant revenue and capital resources not accessible to other housing providers, including commercial lending, social finance, charitable funds, crowdfunding, community bond issues and labour. These cover seed-corn funding for new providers, and pre-development and development finance for schemes, as well as funds for associated aims such as skills training and community development. They can build up new resources and resilience in your communities.

Criteria for genuine community-led schemes

An alliance of community-led housing organisations has endorsed the following definition to ensure that schemes are truly community-led:

- a requirement that the community must be integrally involved throughout the process in key decisions (what, where, for who). They don't necessarily have to initiate and manage the development process, or build the homes themselves, though some may do
- a presumption in favour of community groups that are taking a long term formal role in ownership, management or stewardship of the homes
- a requirement that the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity.

Approaches to community-led housing

Community-led housing has a significant history accompanied by a range of distinctive terminology and practices. Over time a number of established approaches have developed which all have specific characteristics, yet overlap to the extent that the distinctions between them are becoming increasingly academic. Communities can and do choose to combine approaches to meet their needs and aspirations, drawing on the principles of each approach as a component to achieve one of their aims. The main aims that different approaches provide for are:

Stronger neighbourhoods, shared spaces, mutual support

Cohousing principles can be used to achieve this. Households each have a self-contained home but residents come together to manage their community and share some facilities. Cohousing is increasingly becoming an attractive option for older people to create resilient mutual support, in both new developments and retrofit to sheltered housing, which can reduce their reliance on public services including social care.

Permanent affordability and local control of assets

Community Land Trust principles offer a mechanism to provide genuinely affordable housing in perpetuity, both for rent and ownership. Rented homes are protected from the Voluntary Right to Buy and low cost ownership homes can be designed to remain affordable even if the gap between local incomes and house prices widens.

Building neighbourhoods

Group self-build and collective custom build are great ways of supporting groups of households to work together to build or directly commission their own homes. The emphasis is always on supporting one another through the process which not only creates strong communities, but also develops skills and delivers high quality housing.

Greater local accountability and control over housing management

Co-operative and tenant management principles empower residents to democratically control and manage their homes, often leading to improved efficiencies and financial savings as well as increased skills and confidence within the community. Many housing cooperatives own their properties collectively which also offers opportunities to invest in wider socially beneficial activities.

Tackling empty properties

Self-help housing offers people the chance to bring empty properties back into use, sometimes for their own use. It can be particularly effective in providing work experience and training to people from vulnerable backgrounds in a safe and supportive environment, and help to revitalise homes, streets and neighbourhoods. It can form part of a strategy to tackle homelessness.

Routes to delivery

For the most part, the routes to delivery for community-led housing schemes are the same as in any other industry-standard housing scheme. The difference is that the community takes central role. Communities may work in partnership with a local housing association or developer, or can work on standalone projects. They can provide affordable housing through a section 106 agreement and/or a Rural Exception Site.

There are three main ways in which community-led groups become involved in the process:

Group-led: New community-led groups form in response to local housing need, or to deliver their own homes. They sometimes emerge from existing networks such as Neighbourhood Forums and parish councils. They access technical expertise to support the development and realisation of their ideas.

Extension of community based activity: Existing community-based organisations with local roots decide to provide housing in addition to their current activities, accessing technical expertise to help them understand this new area of work.

Developer-led partnership: A Local Authority, landowner, housing association or local developer wants to provide housing that incorporates a community-led element. They access technical expertise to recruit 'founder members' from within the community and support them to take over ownership and/or management of the homes. In this scenario it is essential that all of the community-led criteria (see below) are met to ensure genuine community benefit and involvement.

Support available for local authorities

The community-led housing sector can provide a range of technical support services for all approaches and all routes to delivery. These are best provided by local or sub-regional organisations with a strong understanding of the local housing market, and relationships and partnerships with local authorities, housing associations and developers. The Community Housing Fund can be used to create or grow this kind of enabling infrastructure in your area. As a first step, the sector can provide you with advice and enabling services to help you make the best use of the Community Housing Fund and be in a strong position to secure the second tranche of funding. The package of specialist advice includes:

- An introductory session to understand community-led housing, how it might meet your authority's priorities, and how it can dovetail with other duties such as the Right to Build and Neighbourhood Planning.
- Mapping existing community-led housing activities in your area and in neighbouring authorities, including groups, technical advisers and enabling organisations, and options for growing the sector locally and in partnership with neighbouring authorities.
- Advice on internal policies, procedures and structures to best enable community-led housing and avoid unnecessary and expensive delays, such as asset disposals/leases, the planning system, local sales and lettings policies, and the use of self and custom build registers nurturing a local enabling and support vehicle so that your use of the funding creates a legacy of delivery capacity within your authority and in the local community
- Signposting further specialist support for each of these areas.

You will be signposted to appropriate online resources (existing or emerging) as part of the support on offer.

What happens next?

If you would like to arrange for an introductory session with a community-led housing adviser please send a brief email to communityledhousing@bshf.org and we will put you in contact with an appropriate specialist.

Further information about community-led housing support services, wider support organisations, and signposting to sample case studies can be found at:

<https://www.bshf.org/our-programmes/community-led-housing>

Agenda Item 12



Report to: Cabinet

Date of Meeting: 17th July 2017

Report Title: Future Waste and Cleansing Services

Report By: Mike Hepworth, Assistant Director, Environment & Place

Purpose of Report

To update Members on urgent developments associated with the provision of waste and cleansing services from June 29th 2019 when the existing contract ends.

To seek approval to:

- Commit to and participate in a joint waste services procurement with the East Sussex Joint Waste Partnership for new waste services from 29th June 2019; and
- Develop arrangements for a potential in-house street and beach cleansing, bulky waste and fly tip removal service to operate in Hastings from 29th June 2019.

Recommendation(s)

Cabinet authorises:

1. The Chief Legal Officer in consultation with the Director of Operational Services to sign the Joint Waste Partnership Inter Authority Agreement attached at appendix one. Committing the Council to procure waste services to commence 29th June 2019.
2. The Assistant Director Financial Services and Revenues in consultation with the Leader of the Council, to increase the 2017/18 budget allocation in support of waste procurement to £75,000. To enable the Council to commit to and participate in the East Sussex Joint Waste Partnership joint waste procurement.
3. The two Hastings Borough Council Members appointed to the Joint Waste Committee, to take key waste services procurement decisions on behalf of the Council, in accordance with the constitution of the Joint Waste Committee.
4. The Director of Operational Services to develop comprehensive fully costed arrangements for a potential Hastings street cleansing direct services organisation (DSO), which subject to meeting best value criteria, could provide street and beach cleansing, fly tip removal and bulky waste collection services in Hastings from June 29th 2019.

Reasons for Recommendations

Report Template v29.0

The existing waste services contract provided through the East Sussex Joint Waste Partnership ends 28th June 2019, and new arrangements must be in place ready to commence on 29th June 2019, to ensure a seamless transition for residents.



Background

5. The procurement of the Council's existing waste services through the East Sussex Joint Waste Partnership was a ground breaking initiative, which resulted in significant savings and increased recycling. Many other local authorities have subsequently followed this partnership procurement model for waste services.
6. The Council approved participation in the project in November 2010, and then approved the following key phases of the project:-
 - March 2011 – approved establishment of the Joint Waste Partnership to make decisions on the procurement of the services on behalf of the partner Councils. Each waste collection authority having 2 Members on the committee. For Hastings the Leader and appropriate Lead Member.
 - June 2011 – approved the constitution of the Joint Waste Committee administered for the partnership by Rother District Council, and a supplementary estimate of £60,000 towards the joint procurement costs.
 - November 2011 – approved the Council's commitment to the procurement by signing a legally binding Inter Authority Agreement.
 - April 2012 – agreed the specification for waste services.
 - October 2012 – approved letting of the contract to the preferred bidder.
7. Through the competitive dialogue procurement process, a contract had been developed that (as requested by the bidders) essentially passed ownership of the recycling to the contractor. The idea being that they were best placed to make efficient and cost effective arrangements to process and market the recycling materials. Unfortunately almost immediately the contract was let in 2012, the international recycling commodity market crashed and has subsequently not recovered.
8. The collapse of this market resulted in significant financial pressures on the contractor, ultimately leading to the partnership recently agreeing to a mutual early termination of the contract on 28th June 2019. Therefore, each member of the partnership must now ensure that alternative waste service arrangements are in place for a seamless transition on 29th June 2019.

Update on the East Sussex Joint Waste Partnership

9. The partnership currently consists of:
 - Rother District Council – the administering authority for the partnership and also providing the small central client team that liaises with the contractor's senior management, and each of the 4 local client teams based within the 4 waste collection authorities;
 - Hastings Borough Council;

- Wealden District Council;
 - Eastbourne Borough Council;
 - East Sussex County Council (ESCC) – has 1 representative on the Joint Waste Committee. Although not a waste collection authority, ESCC are the waste disposal authority and are therefore an important member of the partnership.
10. The end of the existing joint waste contract is an opportunity for each of the partners to consider their future options. These options include:
- Procuring new waste services outside of a joint procurement arrangement;
 - Participating in another joint waste procurement through the East Sussex Joint Waste Partnership;
 - Operating waste services through an in-house service delivery model.
11. Feedback from partners during the negotiations for the mutual termination with Kier, and at the most recent Joint Waste Committee held on 16th June, indicate that Hastings, Rother and Wealden all want to procure new services through the East Sussex Joint Waste Partnership. With the caveat that Hastings is also interested in the potential for operating street and beach cleansing services through a direct services organisation (DSO).
12. Following the move to closer working between Eastbourne Borough Council and Lewes District Council, there is uncertainty about how they will deliver their future waste services, and this could impact on the size of the partnership after June 2019. For many years Lewes District Council has provided waste services through a DSO. At the Joint Waste Committee on 16th June, Lewes District Council indicated that they were interested in joining the partnership to procure future waste services, but again the details were unclear. It is understood that both Councils are considering their future options at their respective Cabinets on 12th July.
13. Understandably, as a matter of urgency the Joint Waste Partnership is seeking clarification from all potential partners in East Sussex by 18th July 2017.

Partnership Proposals for Procuring New Waste Services

14. Irrespective of how Eastbourne and Lewes may decide to deliver their waste services after June 2019, it appears highly likely that there will be a strong East Sussex Joint Waste Partnership comprised of Rother, Hastings and Wealden. It is likely that this would be attractive to bidders from a logistical perspective as the districts are coterminous, and there are 2 existing depots located in the West in Wealden, and 1 here in the East in Hastings.
15. The scope for a new joint waste procurement was discussed at the Joint Waste Committee on 16th June. The reports are available on the Rother District Council website at <http://www.rother.gov.uk/article/12695/Friday-16-June-2017> and set out the timeframe required if such a procurement exercise is to be carried out.

16. Work needs to start now as depending upon the model of procurement, the OJEU Notice advertising the procurement to potential bidders must be placed by November 2017. Whilst the existing documentation will be used as a template, and should only need minor amendments in many areas, some sections may need major changes, and this will require considerable officer time, expert technical, legal, HR, and financial support. Some of which will need to be provided by specialist contractors commissioned by Rother as the Administering Authority. Again the details including a draft project plan are included in the 16th June Joint Waste Committee reports.
17. The partnership can't proceed with a project to procure new waste services for the partnership until it is known which authorities will be participating. As with the procurement for the existing contract, the partnership needs full commitment from each partner before the Administering Authority starts to commission the process, which will probably cost in the region of £250,000.
18. The Joint Waste Committee has been asked to re-visit the Inter Authority Agreement (IAA) that was signed in 2011 for the then procurement exercise. The agreement is intended to establish a binding legal position between the partners and secure commitment from each Council at the beginning, and for the duration, of the procurement process.
19. Contractors actively seek assurance that such agreements are in place. It helps provide certainty that each Council in a partnership is committed to proceeding with the procurement. This is an important consideration for contractors because they incur considerable costs and investment of time while participating in procurement processes. It is therefore in the Partnership's best interests to provide such reassurance and seek interest from as many contractors as possible.
20. By replicating the process followed in 2011, we will again create a binding legal arrangement between the partners and demonstrate their ongoing commitment to the procurement. This will help ensure that appropriate resources are in place to deliver this project, and set out a clear mechanism for cost recovery should any Council seek to withdraw subsequently.
21. The IAA sets out in detail the various provisions proposed and, aside from minor amendments to update the text, replicates the agreement signed in December 2011. Members of the JWC have been asked to confirm agreement to the IAA by 18th July 2017.
22. The key aspects of the IAA relate to the costs arising from the procurement project. Depending upon the procurement route chosen, these costs are estimated to be up to £250,000 and the agreement enshrines how they will be distributed between the parties.
23. A significant risk is that one of the Councils withdraws after the commencement of the procurement process but prior to the award of contract. This could require re-starting the procurement and would certainly result in increased costs for the remaining Councils. Similarly, a withdrawal could result in a challenge from one of the ultimately unsuccessful companies, or alternatively may result in increased contract costs for the remaining Councils.

24. The IAA includes provision (at Clause 9.2) for three types of financial risk - the costs of procurement; the costs of a legal challenge; and, the increased costs in relation to waste services incurred by the other Councils - should one party withdraw from the process. This is intended to provide financial comfort to the remaining Councils should such risks materialise. As in the 2011 agreement, the provision for increased costs caused by withdrawal is capped at a maximum level of £100,000 per withdrawing Council. The draft IAA is set out at Appendix One.
25. The partners committing to the procurement may also be asked to pay a contribution to the procurement costs at the beginning of the process, possibly up to £75,000. The Council has currently budgeted £50,000 for waste procurement purposes in 2017/18, and Cabinet approval will therefore be required if more than this is required.
26. Once Councils commit to the procurement process a detailed specification for the new contract will be drawn up and put out to tender by November 2017. Subsequent negotiation and finalisation of a shortlist will be completed by the end of 2018. Final decisions by each individual Council on contract award are expected to be concluded in December 2018. This allows for a period of mobilisation prior to new arrangements being in place for June 2019.

Recommended Future Waste Service Delivery Models for Hastings

27. Hastings Members were briefed on the mutual early termination proposals during the last 12 months, both through confidential briefings and at the 10th October 2016 Cabinet. Although not the primary purpose of those briefings, there was some discussion of how waste services might be provided after June 2019.
28. Feedback suggests that Members would prefer refuse and recycling services to continue to be provided by a contractor, and it is therefore proposed that Hastings commits to procure these services through the East Sussex Joint Waste Partnership. The original partnership procurement delivered a refuse and recycling service that has generally worked well for the majority of residents. Given the need for substantial investment in containers, equipment, freighters etc it is likely that the Council will be able to procure a more competitively priced refuse and recycling service through joint procurement, than by itself.
29. Whilst a contracted out refuse and recycling service has generally worked well for Hastings, the same cannot be said for street cleansing. This has been highlighted through particularly poor independent audit results this year, and most recently at the Joint Waste Committee on 16th June, when the Kier Contract Director presented the results of their recent partnership wide customer satisfaction survey. This highlighted a stark difference between Hastings and the rest of the partnership. Whereas on average about 80% of respondents from Rother, Eastbourne and Wealden were satisfied or very satisfied with their street cleansing service, this was only 58% for Hastings residents.
30. However as Members will know, street scene issues such as littering and fouling have regularly featured at performance review and overview and scrutiny meetings for many years, well before the existing waste contract. Members have regularly reported street scene issues brought to their attention by residents, that can be exacerbated by inadequate street cleansing. In a borough so reliant on

regeneration and tourism, street and beach cleansing is probably one of the most vital services provided by the Council.

31. As a result, Officers have been exploring the potential for providing street and beach cleansing through a DSO. The main potential benefit of a DSO over a contracted out cleansing service is that the Council would have direct control of it. This would enable the Council to immediately directly address problems that arise, rather than having to highlight them to a contractor, and then wait for the contractor to analyse the issue and develop and implement a solution that may or may not work.

Exploring the Scope for a Hastings Cleansing DSO

32. Throughout the last contract with Veolia, and the current contract with Kier, the Council has worked closely with a specialist waste consultancy (WYG) to carry out independent audits of 'street scene' 3 times a year. They work to a recognised methodology associated with a previous national indicator known as NI195. This enables an objective assessment of street scene issues such as litter, fouling, graffiti, detritus etc. In 2012 NI195 was adapted by the partnership and is used to monitor and assess the current contractor's street and beach cleansing performance, and some of the contract rectification and default provisions rely on this methodology.
33. WYG has specialist knowledge of waste services, extensive experience with clients using contracted out and DSO waste delivery models, and a very detailed knowledge of the borough gained through carrying out our NI195 audits for many years. As a result earlier this year WYG were commissioned to review the scope for this Council to operate a street and beach cleansing DSO. This work involved detailed discussions with officers from waste, HR, finance, IT, etc. WYG worked with the Waste, Parking and Street Scene Services Manager to devise a high quality 7 days a week service model that included:
- Good levels of staff management and supervision (higher than used by the current contractor).
 - Appropriate cleansing frequencies for every street and public open space in the borough. Ranging from several times a day using dedicated barrow beats for high footfall areas, to every 6 weeks using a mechanised sweeper for streets and roads where demand is very low.
 - Additional seasonal resources to tackle the summer season and things like leaf fall and public events.
 - Highway weed spraying and removal.
 - Routine use of IT solutions such as smart devices to improve communications between operatives and the back office system, and their supervisors.
 - Rapid response resources to enable an effective response to serious cleansing issues that can arise on a daily basis.
 - An out of hours/emergency service.

- A 10% contingency reserve to cover the potential for additional resources from time to time.

34. WYG's conclusions included:

- "It would be easier for HBC to bring the services in question in-house than for many councils";
- "All things considered, we feel a traditional DSO basis would work best for HBC";
- "It should be possible to establish an in-house service for delivering a street cleansing service which delivers to a high standard within current cost level i.e. the amount that is paid now".

35. WYG also reviewed the scope for delivering some ancillary waste services through the cleansing DSO. They concluded that:

- "It is entirely appropriate for bulky waste collections to be part of the in-house street cleansing service. Indeed, including it enables overall economies to be made by the more effective use of a specialist vehicle which would be utilised for bulky waste collections and the removal of fly-tips."
- "It is also entirely appropriate for graffiti cleaning to be part of the in-house street cleansing service."

36. Operating a Cleansing DSO that covered streets, the beach and foreshore, and bulky waste collections and removal of fly tips would give the Council direct control of practically all public space cleansing. However, there would be a need for careful ongoing liaison and co-ordination with those responsible for servicing other public areas, such as:

- Optivo in relation to the social housing areas they service.
- ESCC highways in relation to highway gulley emptying and grass verge cutting.
- The Council's grounds maintenance contractor.

37. Given WYG's conclusions, and the importance of providing a high quality cleansing service across Hastings, it is proposed that the Council should continue to develop and refine a comprehensive fully costed integrated street and beach cleansing and bulky waste and fly tip removal DSO.

38. The specification will then also be used to obtain bids for a contracted out cleansing service through the Joint Waste Partnership procurement. This will ensure that the Council can proceed with the best value option.

Policy Implications

Risk Management

39. Agreement to the IAA at this stage enables the Council to be clear on the level of commitment required, and provides a mechanism to control potential costs should any of the Councils withdraw.

40. The proposal to procure waste services through the Joint Waste Partnership is considered to be low risk, as the procurement process was well managed last time, and a very similar model is being followed.
41. The Inter Authority Agreement will, as in 2011, create a legal basis to govern the relationship of the parties to the procurement. This will help manage and reduce the risks associated with this project and ultimately make the offer more appealing to the market place.

Economic/Financial Implications

42. In light of discussions prior to the conclusion of the Mutual Exit Agreement, provision of £50,000 has already been made for the costs of a re-procurement exercise in 2017/18. This may need to be increased if the Joint Waste Committee agrees to draft proposals to require a payment from each partner of £75,000 at the same time as the IAA is signed.
43. Further work will be required to ascertain the longer term budget implications once detailed specifications are worked up to assess the costs of the new refuse and recycling contract as the procurement process progresses. However, it is most unlikely that the cost will remain the same as for the existing contract. Given the changes to the recycling commodities market the partnership expects to face higher costs associated with recycling.
44. There will be additional work falling to the Waste Management Team to help take forward the procurement. Measures are already being taken to strengthen the team for the remainder of the contract, and further specialist support may be required to support Hastings specific elements of the procurement and service development process. Whilst some of this can be funded from within existing budgets there will be an as yet unquantifiable need for additional funding in 2017/18 and 2018/19.

Organisational Consequences

45. Although the procurement process will be managed and led by Rother as the Administering Authority, it will also require significant input from a range of Council Officers, such as Finance, Legal, HR, senior management, the waste team, and the Assistant Director Environment and Place. Based on experience from the original procurement this should not be under estimated.
46. Development and refining of the cleansing service DSO proposals will also require further input from these services, and if a cleansing services DSO is implemented it will require one off mobilisation funding.

Legal Implications

47. The Inter Authority Agreement will create a legally binding arrangement between the Councils for the duration of the procurement process. Should the Council seek to withdraw from the procurement exercise, the agreement provides that this will carry financial implication, be that for any increased procurement costs, legal costs and/or any other financial loss incurred by the other Councils. The last of these three is limited to a maximum of £100,000. However, the same provisions apply to

all the Councils and therefore will also act to protect the Council should one of the other Councils seek to withdraw from the process

Wards Affected

All Wards

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	Yes
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No

Additional Information

East Sussex Joint Waste Committee Reports for Meeting held June 16 2017 available at <http://www.rother.gov.uk/article/12695/Friday-16-June-2017>

WYG Future Waste Options report prepared on behalf of Hastings Borough Council June 2017.

Appendices

Appendix One – Proposed East Sussex Joint Waste Partnership Inter Authority Agreement.

Officer to Contact

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DATED

2017

(1) EASTBOURNE BOROUGH COUNCIL

(2) HASTINGS BOROUGH COUNCIL

(3) LEWES DISTRICT COUNCIL

(4) ROTHER DISTRICT COUNCIL

- and -

(5) WEALDEN DISTRICT COUNCIL

INTER-AUTHORITY AGREEMENT
relating to the joint
Waste Collection, Recycling and Street & Beach Cleaning Services Contract

CONTENTS

1. Definitions and Interpretation
2. Term
3. Key Principles
4. Project Officers
5. Decision-making and Authority
6. Project Costs
7. Commitment to the Project and Contributions
8. Admission of Lewes District Council
9. Withdrawal during the Procurement Process
10. Mutual Liabilities
11. Termination
12. Consequences of Termination
13. Intellectual Property
14. Confidentiality and Announcements
15. Freedom of Information
16. Notices
17. Dispute Resolution Procedure
18. Law and Jurisdiction
19. General

limitation software, data, drawings, films, documents and computer-readable media) whether or not marked or designated as confidential or proprietary or which is disclosed orally or by demonstration and which is described at the time of disclosure as confidential or is clearly so from its content or the context of disclosure;

"Contract"	the contract between the Councils and the Contractor for the provision of the Waste Services;
"Contractor"	the organisation selected to provide the Waste Services following the completion of the Project;
"Councils"	the Councils of Eastbourne Borough, Hastings Borough, Rother District and Wealden District, including any successor authorities and any body to which all or part of the functions of these Councils may lawfully be transferred;
"Effective Date"	the date of this Agreement;
"EU Procurement Regime"	the Public Contracts Regulations 2015, as may be amended from time to time;
"Intellectual Property"	any and all patents, trade marks, trade names, copyright, moral rights, rights in design, rights in databases, know-how and all or other intellectual property rights whether or not registered or capable of registration and whether subsisting in the United Kingdom or any other part of the world together with all or any goodwill relating to them and the right to apply for registration of them;
"Key Project Functions"	those actions identified as Key Project Functions in the first column of the table set out in Schedule 1 (Project Milestones);
"Lead Officer"	an officer appointed by each of the Councils to represent the Council in all matters relating to the delivery of the Contract;
"Material"	all data, text, graphics, images and other materials and/or documents created, used or supplied by a Council in connection with this Agreement;
"Matter Reserved to Authorities"	those actions, matters and/or functions identified as such in the fourth column in the table set out in Schedule 1 (Project Milestones);
"OJEU Notice"	the notice advertising the Waste Services placed in the Official Journal of the European Union;
"Procurement Costs"	the costs and expenses reasonably incurred by the Councils in respect of the Project;
["Procurement Costs Allocation Scheme"	the mechanism for the allocation of the Procurement Costs, as set out in Schedule 2;]
"Project"	the joint procurement by the Councils for the Waste Services in accordance with the EU Procurement Regime;
"Project Milestones"	the procurement stages set out in Schedule 1 to be carried out in order to procure the Waste Services and as may be

amended from time to time by the Councils in accordance with the terms of this Agreement;

"Partnership Manager" the officer responsible for the strategic project management and delivery of the Contract in accordance with this Agreement;

"Deputy Project Manager" the officer responsible for coordinating and administering the project management activities required to enable delivery of the Contract in accordance with this Agreement;

"Services Commencement Date" the date on which the Contractor will start to provide the Waste Services; and

"Waste Services" the provision by the Contractor of waste collection, recycling and street and beach cleaning services for the Councils under the Contract.

1.2 Clause and Schedule headings are purely for ease of reference and do not form part of or affect the interpretation of this Agreement.

1.3 Where the context so admits or requires, words denoting the singular include the plural and vice versa and words denoting any gender include all genders.

1.4 References to Clauses and Schedules are, unless otherwise provided, reference to the clauses and schedules to this Agreement.

1.5 Any phrase introduced by the words "including", "includes", "in particular" or similar shall be construed without limitation by the related general words.

1.6 A reference to a statute or statutory provision is a reference to it as it is in force for the time being, taking account of any amendment, extension or re-enactment and includes any subordinate legislation for the time being in force made under it.

1.7 In the event of any inconsistency between the Clauses of this Agreement and the Schedules, the former shall prevail to the extent of the inconsistency.

1.8 Unless a right or remedy is expressed to be an exclusive right or remedy, the exercise of it by a party is without prejudice to that party's other rights or remedies.

TERM

2.1 This Agreement shall commence on Effective Date and shall remain in force until the Services Commencement Date or such other date as the Councils agree in writing is to be the date for termination of this Agreement in accordance with Clause 11 (Termination).

KEY PRINCIPLES

3.1 The Councils intend this Agreement to be legally binding and mutual commitments between them created by this Agreement shall be construed accordingly.

3.2 The Councils agree to work together to carry out the Project Milestones in accordance with the terms of this Agreement.

3.3 Each of the Councils hereby acknowledges to the others that it has obtained all necessary authorities sufficient to ensure the delegation of functions provided for by this Agreement for the Project.

3.4 The Councils shall use all reasonable endeavours to procure that their respective members and officers who are involved in the Project shall at all times act in the best interests of the Project. The Councils expressly acknowledge that their members and officers involved in carrying out activities under this Agreement or otherwise in connection with the Project may be required to act in conflict with their duty to their own Council, and the Councils hereby authorise them to act in such a manner.

3.5 In working together the Councils agree that they will conduct the relationship between them in accordance with the following principles:

3.5.1 Mutual Trust and Co-operation

a) The Councils shall at all times co-operate fully with each other and be open and trusting in their dealings with each other to achieve the most practical and economically advantageous methods of working together for the successful achievement of the Project in accordance with the Project Milestones.

b) While respecting the mutual need for commercial confidentiality, the Councils undertake to be transparent in their dealings with each other and, without prejudice to the foregoing, the Councils undertake to respect matters of confidentiality and political sensitivity.

3.5.2 Effective Relationships

a) The Councils hereby acknowledge and agree that they are engaged in a long term relationship for their mutual benefit through the achievement of the Project and each Council will use reasonable endeavours to develop and maintain an effective joint process to ensure that the Project develops appropriately and in line with the principles set out in this Agreement.

b) The Councils hereby undertake to develop and maintain clear roles and responsibilities for each of them and to develop relationships at the appropriate levels within each Council, providing direct and easy access for the others' representatives.

3.5.3 Reasonableness of Decision-Making

The Councils agree as between each other that all decisions made in relation to this Agreement and the Project generally shall be made by them acting reasonably.

3.5.4 Contractual Liability

Save as expressly provided in this Agreement or otherwise agreed in writing, none of the Councils shall:

a) incur any liabilities on behalf of the others; or

b) make any representations or give any warranty on behalf of the others; or

c) enter into any contract or obligation on behalf of the others; or

d) commit to any expenditure where the other Councils will be required to reimburse that Council so committing.

PROJECT OFFICERS

4.1 The Administering Authority shall be responsible for the appointment of a Deputy Project Manager for the purpose of the Project. The Administering Authority shall make the Deputy Project Manager available full-time for the management of the Project under the supervision and guidance of the Partnership manager.

- 4.2 The JWC shall be supported in its functions by a Project Team, which shall comprise the following officers:
- the Lead Director;
 - the Secretary to the JWC;
 - the Partnership Manger;
 - Deputy Project Manager;
 - the financial consultant to the JWC;
 - the legal consultant to the JWC;
 - the technical consultant to the JWC;
 - the procurement adviser to the JWC; and
 - the Lead Officer for each Council.
- 4.3 Each of the Councils shall make any such other of its officers available as may be necessary for the purposes of the Project (the "Project Officers").
- 4.4 The Project Manager and the Project Officers shall act under the direction of the JWC and the Project Team.
- 4.5 Each Council's Lead Officer shall be responsible to the JWC for ensuring that his/her Council provides the support necessary to secure the effective achievement of the Project. In this context, "support" shall include the involvement and time of capable officers, the provision of information and the prompt consideration of matters referred to his/her Council for determination.

DECISION-MAKING AND AUTHORITY

- 5.1 The Councils have identified the following three categories of decisions and other actions to be taken and carried out during the Project Milestones together with the means by which they will be taken:
- a) a "Project Team Matter", being a matter which the Project Team shall have authority to carry out on behalf of the Councils;
 - b) a "Joint Committee Matter", being a matter reserved to the JWC or which the JWC shall have authority to carry out pursuant to its Constitution (attached to this Agreement as Schedule 3); and
 - c) a "Matter Reserved To Authority", being a matter which shall be reserved to a Council for an executive decision under the Local Government Act 2000 as amended by the Local Government and Public Involvement in Health Act 2007 and, for the avoidance of doubt, that matter requiring a decision would not be dealt with by the JWC until the decision shall have been taken; and, in each case, such matters are identified in Schedule 1 (Project Milestones).
- 5.2 The following persons shall be authorised to enter any contracts in respect of the Project are:
- a) the Project Director in respect of contracts which, according to the Standing Orders for Contracts of the Administering Authority, do not require to be entered into by the Head of Legal Services; and

- b) the legal consultant to the JWC acting on the instruction of the Lead Director.
- 5.3 The only persons authorised to communicate with any prospective Bidder, or actual Bidder in respect of the Project shall be:
- a) the Lead Director;
 - b) the legal consultant to the JWC;
 - c) the financial consultant to the JWC;
 - d) the technical consultant to the JWC;
 - e) the procurement adviser to the JWC;
 - f) the Partnership Manager; and
 - g) any officers or consultants specifically authorised by the Lead Director for the purpose of a negotiation with any prospective Bidder or actual Bidder in respect of the Project.
- 5.4 Where any person enters into a contract or communicates with any prospective Bidder or actual Bidder on behalf of the Project, he/she shall make it clear in any such contract or communication that he/she does so on behalf of the Councils.

PROJECT COSTS

- 6.1 The Councils have through the JWC agreed an Annual Budget for carrying out the Project based on their best estimate of their respective costs. The costs and expenses of the JWC incurred in accordance with the Annual Budget shall be reimbursed by the Councils and arrangements for such reimbursement shall be agreed between the Councils. For the avoidance of doubt, the consent of all Councils shall be required to change the basis on which costs are apportioned.
- 6.2 The costs and expenses of the JWC for the financial year 2017-2018 and 2018-2019 will be reimbursed as follows:
- a) each of the Councils agrees in principle to pay any costs required to achieve this position as agreed by the JWC; and
 - b) the costs shall be met equally by the Councils.
- 6.3 The Procurement Costs shall be shared between the Councils in accordance with the Procurement Costs Allocation Scheme set out in Schedule 2, save as otherwise agreed between the Councils under this Agreement.
- 6.4 On completion of each stage of the Project Milestones, each Council will notify the Administering Authority of its actual costs properly and reasonably incurred during that stage.
- 6.5 The Administering Authority shall, at quarterly intervals (or such other intervals as may be agreed by the Councils from time to time), review the budget and produce a statement showing the Procurement Costs incurred by the Councils and each Council shall serve a request for reimbursement of its share of the Procurement Costs incurred to the date of that statement.
- 6.6 Any dispute between the Councils as to the allocation of Procurement Costs shall be resolved in accordance with Clause 17 (Dispute Resolution Procedure).

COMMITMENT TO THE PROJECT AND CONTRIBUTIONS

- 7.1 The Councils agree and undertake to commit to the Project in accordance with the terms of this Agreement and not to commission and/or undertake any procurement and/or project that seeks or would procure the delivery of all or any part of the Waste Services outside the terms of this Agreement unless and until it shall have withdrawn from the Project in accordance with Clause 9 (Withdrawal during the Procurement Exercise).
- 7.2 The costs associated with providing internal resources in relation to the Project Milestones shall, upon submission of a request by the relevant Council, be reimbursed in equal contributions from the Councils. Any additional and external costs required shall similarly be financed by equal contributions from the Councils.
- 7.3 The Councils hereby agree that if one of the Councils carries out any work or incurs any cost or expenses or requests the Project Team (or any member of the Project Team) to carry out any work relating to the Project or to incur any cost or expense that is not envisaged by the Project Director to be an efficient use of time and/or resources, that matter shall be referred to the JWC for a decision as to whether such work, cost or expense is part of the Project or whether such work, cost or expense should be the entire responsibility of the Council so carrying it out or requesting it (as the case may be).

8 [INTENTIONALLY LEFT BLANK]

WITHDRAWAL DURING THE PROCUREMENT PROCESS

- 9.1 Each Council acknowledges that, if it withdraws from this Agreement, that withdrawal is likely to cause additional cost to the other Councils including, but not limited to, the cost of undertaking a separate procurement, the costs attendant upon the delayed availability of the Waste Services and the increased costs that the Councils may incur in relation to the Waste Services.
- 9.2 Each Council agrees that in the event that it gives notice of withdrawal (such notice to be in writing to the other Councils), it will:
- a) indemnify the other Councils against any additional costs associated with either increased procurement costs, or all or any costs associated with the need to re-commence a procurement process due to the withdrawal of any one or more Councils;
 - b) indemnify the other Councils against any damage, expense, liability or costs reasonably incurred in contesting any claim resulting or attributable to the withdrawal of any one or more Councils;
 - c) indemnify the other Councils against all or any increased costs that the Councils may incur in relation to the Waste Services, such costs to be capped at a maximum level of £100,000 (one hundred thousand) per withdrawing Council; and
 - d) not be entitled to recover any contributions it has made to the Annual Budget up to the date of withdrawal.
- 9.3 Where any Council withdraws from this Agreement:
- a) the obligations of that Council in respect of the furtherance of the Project shall cease on such withdrawal;
 - b) the Agreement shall continue in force as respect any financial liabilities of that Council which have arisen or may arise out of the performance of this Agreement;

- c) the Agreement shall remain in force in respect of any liability of any Council to indemnify the other Councils under this Clause 9 of the Agreement; and
- d) Clause 17 (Dispute Resolution Procedure) of this Agreement shall remain in force in respect of any of the matters arising from the performance of or withdrawal of any Council under this Agreement.

MUTUAL LIABILITIES

- 10.1 Members of the JWC shall, when working for the JWC, be deemed to be working on behalf of their own Council even where the particular matter under consideration relates to one of the other Councils.
- 10.2 The Project Team and Project Officers shall, when working on the Project, be deemed to be working on behalf of all the Councils, and shall be deemed to be made available and working on behalf of the other Councils under Section 113 of the Local Government Act 1972.
- 10.3 None of the Councils shall have any liability to the other Councils in respect of any loss which those other Councils may suffer as a consequence of any action or omission by any of its officer while working on the Project.

TERMINATION

- 11.1 This Agreement shall terminate at the earliest of:
 - a) the Waste Services Commencement Date;
 - b) the Councils agreeing in writing to its termination; or
 - c) there is only one remaining Council who has not withdrawn from this Agreement in accordance with Clause 9.

CONSEQUENCES OF TERMINATION

- 12.1 Following any termination of this Agreement in accordance with Clause 11, the Councils shall cease to be bound by their respective obligations under this Agreement (save for the provisions of Clauses 6 (Project Costs), 7 (Commitment to the Project and Contributions) and 14 (Confidentiality and Announcements)) and without prejudice to the satisfaction of any liability owed to the other Councils at that date.

INTELLECTUAL PROPERTY

- 13.1 Each Council will retain all Intellectual Property in its Material.
- 13.2 Each Council will grant all of the other Councils a non exclusive, perpetual, non-transferable and royalty free licence to use, modify, amend and develop its Material for the Project Milestones and any other purpose resulting from the Project Milestones whether or not the Council granting the licence remains a party to this Agreement or the Project Milestones.
- 13.3 Without prejudice to Clause 13.1, if more than one Council owns or has a legal or beneficial right or interest in any aspect of the Material for any reason (including that no one Council can demonstrate that it independently supplied or created the relevant Material without the help of one or more of the other Councils), each of the Councils who contributed to the relevant Material will grant to all other Councils to this Agreement a non-exclusive, perpetual, non-transferable and royalty free licence to use and exploit such Material as if all the other Councils were the sole owner under the Copyright Design and Patents Act 1988 or any other relevant statute or rule of law.

- 13.4 For the avoidance of doubt, any entity or person who is at the date of this Agreement a party to this Agreement and who has licensed any Intellectual Property under this Agreement will have a non-exclusive, perpetual right to continue to use the licensed Intellectual Property.
- 13.5 Each Council warrants that it has or will have the necessary rights to grant the licences set out in Clauses 13.2 and 13.3 in respect of the Material to be licensed. Each Council shall indemnify the other Councils against any loss arising out of any dispute or proceedings brought by a third party alleging infringement of its intellectual property rights by use of that Council's intellectual property for the purpose of the Project.

CONFIDENTIALITY AND ANNOUNCEMENTS

- 14.1 Each Council shall, both during the term of this Agreement and at all times following its expiry or termination, keep private and confidential and shall not use or disclose (whether for its own benefit or that of any third party) any confidential information about the business of and/or belonging to any other Council which has come to its attention as a result of or in connection with this Agreement.
- 14.2 The obligations set out in this Clause 14 shall not relate to information which:
- a) any matter which the recipient Council can demonstrate is already or becomes generally available and in the public domain otherwise than as a result of a breach of this Clause 14;
 - b) any disclosure which is required pursuant to any statutory, legal (including any order of a court of competent jurisdiction) or Parliamentary obligation placed upon the Council making the disclosure or the rules of any governmental or regulatory authority having the force of law or if not having the force of law, compliance with which is in accordance with the general practice of persons subject to the governmental or regulatory authority concerned;
 - c) any disclosure of information which is already lawfully in the possession of the recipient Council, prior to its disclosure by the disclosing Council;
 - d) any disclosure of information by any Council to any other department, office or agency of the Government or their respective advisers or to any person engaged in providing services to the Council for any purpose related to or ancillary to the Project or the Contract; or
 - e) any provision of information to the Councils' own professional advisers or insurance advisers.
- 14.3 Where disclosure is permitted under Clause 14.2, the recipient of the information shall be subject to a similar obligation of confidentiality as that contained in this Clause 14 and the disclosing Council shall make this known to the recipient of the information.
- 14.4 No Council shall make any public statement or issue any press release or publish any other public document relating, connected with or arising out of this Agreement and/or the Cost-Sharing Agreement and/or the Contract without the remaining Councils' written consent (excluding any disclosure required by legal or regulatory requirements).

FREEDOM OF INFORMATION

- 15.1 Each Council acknowledges that all the Councils are subject to the provisions of the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations 2004 ("EIR") and each Council shall where reasonable assist and co-operate with any other Authority (at their own expense) to enable that other Council to comply with these information disclosure obligations.

- 15.2 Where a Council receives a request for information under either the FOIA or the EIR in relation to information which it is holding on behalf of any of the other Councils in relation to the Project, it shall (and shall procure that its consultants and/or sub-contractors shall):
- a) transfer the request for information to the other Council as soon as practicable after receipt and in any event within two Business Days of receiving a request for information;
 - b) provide the other Council with a copy of all information in its possession or power in the form that the Council requires within ten Business Days (or such longer period as the Council may specify) of the Council requesting that information; and
 - c) provide all necessary assistance as reasonably requested by the other Council to enable the Council to respond to a request for information within the time for compliance set out in the FOIA or the EIR.
- 15.3 Where a Council receives a request for information under the FOIA or the EIR which relates to the Project or the Waste Services, it shall inform the other Councils of the request for information as soon as practicable after receipt and in any event at least two Business Days before disclosure and shall use all reasonable endeavours to consult with the other Councils prior to disclosure and shall consider all representations made by the other Council in relation to the decision whether or not to disclose the information requested.
- 15.4 The Councils shall be responsible for determining in their absolute discretion whether any information requested from them under the FOIA or the EIR:
- a) is exempt from disclosure under the FOIA or the EIR;
 - b) is to be disclosed in response to a request for information.
- 15.5 Each Council acknowledges that the other Council may be obliged under the FOIA or the EIR to disclose information:
- a) without consulting the other Council where it has not been practicable to achieve such consultation; or
 - b) following consultation with the other Councils and having taken their views into account.

NOTICES

- 16.1 Except as expressly stated to the contrary, all notices and other communications required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been properly given if delivered by hand or by courier, or sent by prepaid first-class post or registered post to the relevant authorised officer at the Administering Authority.
- 16.2 Any notice shall be treated as having been served on delivery if:
- a) delivered by hand, at the time of delivery;
 - b) delivered by courier, two Business Days after despatch;
 - c) in the case of pre-paid first-class post or registered post, three Business Days from the date of posting.

DISPUTE RESOLUTION PROCEDURE

- 17.1 Any disputes and/or disagreements arising under or in connection with this Agreement shall be resolved in accordance with this Clause 17.

- 17.2 If the event of a dispute and/or disagreement the JWC shall meet within ten Business Days of notification of the occurrence of such dispute and attempt to resolve the disputed matter in good faith.
- 17.3 If the JWC fails to resolve a dispute or disagreement within five Business Days of meeting pursuant to Clause 17.2, or fails to meet in accordance with the timescales set out in Clause 17.2, then the JWC may refer the matter for resolution to the Councils' Leaders and Chief Executives.
- 17.4 If, having been so referred, the dispute is not resolved within a further ten Business Days, such dispute may be referred to, by agreement between the parties:
- a) the CIWM; or
 - b) the Centre for Effective Dispute Resolution; or
 - c) to a mutually agreed Mediator; or
 - d) the exclusive jurisdiction of the Courts of England.
- 17.5 The Councils shall on request promptly provide to the relevant organisation all such assistance, documents and information as may be required for the purpose of determination of the dispute and the Councils shall use all reasonable endeavours to procure the prompt determination of such reference.
- 17.6 The CIWM and the Centre for Effective Dispute Resolution shall each be deemed to act as an expert and not as an arbitrator and their determination shall (in the absence of manifest error) be conclusive and binding upon the Councils.
- 17.7 The costs of the resolution of any dispute and/or disagreement between the Councils under this Agreement shall be borne equally by the Councils to the dispute in question save as may be otherwise directed by the CIWM, the Centre for Effective Dispute Resolution, the appointed Mediator or the Courts of England (as the case may be).

LAW AND JURISDICTION

- 18.1 The construction, validity and performance of this Agreement shall be governed by English law and, subject to Clause 17, the parties irrevocably submit to the exclusive jurisdiction of the English courts.

GENERAL

19.1 Entire Agreement

- a) This Agreement, together with the schedules and all other documents attached or referred to in, or executed contemporaneously with, this Agreement constitutes the entire agreement between the Councils regarding its subject matter and supersedes any prior agreement, arrangement and understanding between the Councils.
- b) No representation, promise or undertaking shall be taken to have been made or implied from anything said or written in negotiations between the Councils prior to the Effective Date, except as expressly stated in this Agreement. Each Council acknowledges and agrees that it has not relied upon any information given or representation made by or on behalf of the other in entering into this Agreement.
- c) No Council shall have any remedy in respect of any untrue statement made by any other Council upon which that Council relied in entering into this Agreement and that Council's only remedies shall be for breach of contract.

d) Nothing in this Clause 19.1 shall operate to limit or exclude any liability or either party for, or remedy against any Council in respect of, any fraudulent misrepresentation.

19.2 Third Party Rights

The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement and no person who is not a party to this Agreement may enforce any provision of it.

19.3 Waiver

The failure of any Council to enforce or exercise at any time any term of or any right pursuant to this Agreement does not constitute, and shall not be construed as, a waiver of such term or right and shall not affect that Council's right to enforce it at a later stage.

19.4 Severability

If any term of this Agreement is found to be illegal, invalid or unenforceable under any applicable law, such term shall, insofar as it is severable from the remaining terms, be deemed omitted from this Agreement and shall in no way affect the legality, validity or enforceability of the remaining terms.

19.5 Survival

Provisions of this Agreement which either are expressed to survive its expiry or termination or from their nature or context it is contemplated that they are to survive such termination, shall remain in full force and effect notwithstanding such expiry or termination.

19.6 Independent Parties

The relationship of the Councils is that of independent contractors dealing at arm's length and nothing in this Agreement shall constitute any Council as the agent, employee or representative of the other, or empower any Council to act for, bind or otherwise create or assume any obligation on behalf of any other Council, and no Council shall hold itself out as having authority to do the same.

19.7 No Assignment

This Agreement is personal to the Councils and no Council shall assign, transfer or purport to assign or transfer to any other persons any of its rights or sub-contract any of its obligations under this Agreement.

19.8 Variations

No alteration to or variation of this Agreement shall take effect unless and until the same is in writing and signed on behalf of each of the Councils by a duly authorised representative.

19.9 Counterparts

This Agreement may be executed in several counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same document.

In witness whereof the Councils have set their common seals the day and year first before written

The common seal of)

Eastbourne Borough Council)

was hereunto affixed in the)

presence of:)

Authorised Signatory

The common seal of)

Hastings Borough Council)

was hereunto affixed in the)

presence of:)

Authorised Signatory

The common seal of)

Lewes District Council)

was hereunto affixed in the)

presence of:)

Authorised Signatory

The common seal of)

Rother District Council)

was hereunto affixed in the)

presence of:)

Authorised Signatory

The common seal of)

Wealden District Council)

was hereunto affixed in the)

presence of:)

Authorised Signatory

SCHEDULE 1

PROJECT MILESTONES

These functions/milestones and dates are indicative only

DATES	MILESTONE KEY PROCUREMENT FUNCTION	PROJECT TEAM MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO AUTHORITIES
June 2017	Procurement of external advisers to the Project	Yes		
June 2017	Approval and confirmation of external advisers to the Project	Yes		
Oct 2017	Preparation of the Descriptive Document and Pre-Qualification Questionnaire (“PQQ”)	Yes		
Oct 2017	Preparation of Evaluation Criteria for all stages of the procurement process	Yes		
Oct 2017	Drafting OJEU Notice	Yes		
Nov 2017	Agreeing OJEU Notice		Yes	
Nov 2017	Agreeing Evaluation Criteria for all stages of procurement process		Yes	
Nov 2017	Issuing OJEU Notice	Yes		
Dec 2017	Organising open days prior to return of PQQ’s and Expressions of Interest	Yes		
Dec 2017	Preparing applicant questions response document	Yes		
Jan 2018	Evaluation and Shortlisting of responses	Yes		
Feb 2018	Agreement of short list		Yes	
Feb 2018	Inform successful and unsuccessful applicants	Yes		
Feb 2018	Issue invitation to tender	Yes		
June 2018	Deadline for receipt of tender proposals	Yes		
July/ August 2018	Negotiation Stage – staged process	Yes		
End August 2018	Agreement to shortlist for final Invitation To Tender		Yes	
End August 2018	Inform all remaining tenders of conclusion and issue final shortlist for ITT		Yes	
End August 2018	Issue of final ITT	Yes		
Nov 2018	Evaluation of responses to final ITT	Yes		
Dec 2018	Evaluation of final tenders and selection of Preferred Bidder	Yes		
Dec	Review of final tenders and selection of Preferred		Yes	

DATES	MILESTONE KEY PROCUREMENT FUNCTION	PROJECT TEAM MATTER	JOINT COMMITTEE MATTER	MATTER RESERVED TO AUTHORITIES
2018	Bidder			
Dec 2018	Agreement to selection of Preferred Bidder			Yes
Dec 2018	Final Close Dispatch of Alcatel letters	Yes		Yes
Dec 2018	Agreement and execution of Waste Services Contract			Yes
Dec 2018	Collation of information and provision of information in respect of Waste Services Contract award procedures required under Regulation 86 Public Services Contracts Regulations	Yes		
Dec 2018	Approval of additional expenditure for the Project in excess of the Annual Budget			Yes

SCHEDULE 2

PROCUREMENT COSTS ALLOCATION SCHEME

(19/05/17: to be completed pending council commitments to proceed June '17)

SCHEDULE 3

JWC CONSTITUTION

(website link - <http://www.rother.gov.uk/article/7906/Joint-Waste-Committee> - under related documents).

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Agenda Item 13



Report to: Cabinet

Date of Meeting: 17 July 2017

Report Title: Flexible Homelessness Support Grant Expenditure

Report By: Andrew Palmer

Purpose of Report

To advise members of changes in the way that Central Government funds temporary housing for homeless households and detail the expenditure planned for the Flexible Homelessness Support Grant during 2017/18 and 2018/19.

Recommendation(s)

That the new Flexible Homelessness Support Grant is committed in support of the proposals outlined in the report and to authorise the Assistant Director of Housing & Built Environment, in consultation with the Chief Finance Officer and Lead Member for Housing, to approve variations to the budget which might occur in response to legislative changes and housing needs over the funding period.

Reasons for Recommendations

A new Flexible Homelessness Support Grant (FHSG) has been awarded to Local Authorities by the Department for Communities and Local Government (DCLG) to help cover the additional costs associated with temporary housing costs for homeless households. This ring fenced grant is finite and fixed for a period of two years covering 2017/18 and 2018/19. It can be applied flexibly for prevention activity and interventions that will help minimise the impact of additional accommodation costs on authorities.

The new funding model replaces the demand led Temporary Accommodation Management Fee (TAMF) previously paid by the Department for Works and pensions (DWP) and administered by Housing Benefit departments. This fee helped bridge the gap between standard Housing Benefit payments and the additional costs associated with the use of temporary accommodation for homeless households. In applying the new funding model the Government is seeking to encourage Councils to prioritise homeless prevention measures. This will provide Councils with a means of controlling and reducing future expenditure on temporary housing solutions which have a high cost, such as the extended use of commercial Bed & Breakfast accommodation.

The changes in funding should be viewed within a context of rising levels of homelessness and rough sleeping both nationally and locally. This is resulting in significant increases in service demand and is hampering the ability of Councils to achieve successful homelessness preventions. The reasons for increasing numbers of

people presenting as homeless are complex; however, they are driven by a lack of affordable housing in both the private and social sector, alongside a lack of adequate financial support to enable some low-income households to attain or retain suitable accommodation for their needs.

Introduction

1. The number of homeless applications received by the Council has risen by 120% since 2013/14.

	2013/14	2014/15	2015/16	2016/17
Homeless Applications	263	350	499	579

2. In addition, the number of rough sleepers estimated to be sleeping rough on any one night has risen by 73% over the same period.

	2013	2014	2015	2016
Rough Sleepers	15	12	16	26

3. Across the South East there is a significant and growing shortfall in the availability of genuinely affordable accommodation for those who are least able to afford it. The introduction of the Welfare Reform agenda in 2012 and subsequent Welfare Reforms in 2016 has led to a significant reduction in the incomes of benefit dependant and low income households. The key challenges facing those trying to access accommodation are:

- Increased competition for private rented accommodation resulting in higher rents and greater reluctance from Landlords to take on higher risk tenants
- Reduced vacancies and higher rents in Social Housing
- Lower levels of new Social Housing supply, particularly at affordable rents
- Lower levels of welfare benefit support

4. The Government is concerned about the rise in homelessness seen nationally and has introduced the new Flexible Homelessness Support Grant (FHSG). The grant has been introduced as a means of containing public expenditure and to provide Local Authorities with a degree of certainty in terms of what support can be provided to those who approach Councils in order to access emergency accommodation. The ring-fenced annual grant is intended to enable Councils to work more flexibly in terms of prevention and achieve more with the money it receives from Government. Councils are encouraged to direct resources towards the prevention of homelessness while still being able to meet the costs of accommodating households in temporary B&B accommodation. HBC has been awarded the following over the next two financial years:

2017/18 - £451,579.74

2018/19 - £519,586.35

- A Government announcement which accompanied the allocation of the FHSG outlines the principle aims and objectives for the funding:

‘Under the existing “temporary accommodation management fee”, funding can only be used for expensive intervention when a household is already homeless, rather than on preventing this happening in the first place. The new grant will empower councils with the freedom to support the full range of homelessness services. This could include employing a homelessness prevention or tenancy support officer to work closely with people who are at risk of losing their homes’

- It remains unclear what funding model will be in place beyond 2019 or at what level this funding is likely to be.

Homelessness Reduction Act

- A new Homelessness Reduction Act is scheduled for implementation in April 2018. This Act will place additional duties on Housing Authorities to provide more support in the form of personalised plans and undertake resource intensive homelessness applications earlier in the eviction process. The Government has pledged to provide £61 million for Local Authorities in England over 2017/18 and 2018/19 to support the implementation of the Act; however, there is widespread concern exposed by the Local Government Association (LGA) and others that the proposed funding will be insufficient to meet the new responsibilities.
- While it is difficult to quantify the full impact of the new duties within the Act; unless sufficient additional resource is forthcoming the impact upon Local Authority Housing Services could be significant.

Increased Service Demand

- It is widely acknowledged that there is a link between the relatively poor supply of new homes and the inability of many households, particularly first time buyers, to purchase a home. Whilst for some more mobile households renting may be a lifestyle choice, it seems clear that many more are doing so because their access to deposits and mortgages is insufficient to meet the cost of a new home.
- As a consequence there has been a marked increase in the number of households renting privately and this additional demand has driven-up rents beyond the means of many of the lowest income households. This trend is not unique to Hastings but is exacerbated locally by lower than average earnings and relatively high levels of benefit dependency relative to wealthier areas of the South East.

Average property price	2014	2015	2016	2017	% Increase
1 Bed Prices	85,186	84,854	97,159	116,622	37%
2 Bed Prices	150,262	168,512	177,528	197,371	41%
3 Bed Prices	179,689	196,367	219,038	236,833	38%
4 Bed	249,823	273,459	300,149	334,880	42%

Prices					
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HomeTrack Analytics April 2017

Average rent price	2014/15	2015/16	2016/7	% Increase
1 Bed Prices	£466	£566	£662	42%
2 Bed Prices	£643	£696	£748	16%
3 Bed Prices	£819	£869	£929	13%

HomeTrack Analytics April 2017

Current LHA rate: 1 bed (£398.88); 2 bed (£521.25); 3 bed (£693.12)

Reasons for Homelessness

11. Appendix A outlines in detail the reasons given by households for their homelessness between 2014/15 and 2016/17. The table below summarises the 'Main reason for homelessness' which have increased the most over the period.

Main Reason for Homelessness	2014/15	2015/16	2016/17	% Increase
Loss of rented or tied accommodation due to: Termination of assured shorthold tenancy	66	117	115	74
Other relatives or friends no longer willing or able to accommodate	52	76	98	88
Parents no longer willing or able to accommodate	42	67	92	119
Violence : Violent breakdown of relationship, involving partner	21	37	56	167
Non-violent breakdown of relationship involving partner	30	35	40	33

12. The table shows that the reasons for homelessness which have increased most significantly fall into three broad categories: loss of private sector rented accommodation, relationship breakdown alongside friends or family no longer being willing to accommodate.

13. It is possible to evidence the impact of increased service demand on the ability of the Housing Options team to sustain a high level of homelessness preventions, relative to the number of homeless applications received. As resources have been reduced over the period and demand rises, the number of preventions achieved by the Housing Options team has fallen by **36%** from 662 in 2014/15 to 426 in 2016/17. This fall in the number homelessness preventions achieved has occurred within a period where the number of people presenting at risk of homelessness has increased.

Bed and Breakfast

14. The total number of B&B placements made since 2010/11 has risen significantly as the number of homeless applications has increased. This increase is reflected in the number of placements within B&B at the end of the financial year, which has risen by **354%** from **13** to **59** between 2010/11 and 2016/17. Further evidence can be found in the fact that during 2015/16, 250 separate B&B placements were made which rose to 316 placements in 2016/17.
15. It is also important to note the increased length of time for which placements are staying within B&B, which adds to the net cost of a placement. The average length of a placement in 2015/16 was **46** days which increased to **53** days during 2016/17, an increase of **15%**.
16. Since 2015/16 there has been a fall in the amount of Housing Benefit (HB) received in proportion to the cost of accommodating households in B&B. The fact that HB pays a flat rate of £142.85 per room for annexe accommodation, regardless of the number of individuals occupying that room, means that the Council receive significantly less HB income for larger households who cost more to accommodate.
17. A more detailed look at the number of larger and more expensive households being accommodated in B&B during 2016/17 confirms an increase of **68%** from **63** in 2015/16 and **92** during the same period in 2016/17.

2015/16 Q1 – Q3					
Family +1	Family +2	Family +3	Family +4	Family +5	Total
28	22	5	5	3	63
2016/17 Q1 – Q4					
Family +1	Family +2	Family +3	Family +4	Family +5	Total
58	18	11	2	3	92

18. Another factor to consider is the fall in the number of Lets made to Social Housing with the number of Lets made falling by **158%** between 2015/16 and 2016/17, from 415 to 262.
19. This combination of factors has led to an increase in the net cost of accommodating households in B&B accommodation since 2015/16:

	2013/14	2014/15	2015/16	2016/17
B&B cost	£240,051.79	295,920.08	323,277.86	£543,911.48
Housing Benefit	-£133,011.39	-£160,131.67	-£187,123.71	-£230,695.53
Personal charge	-£13,915.15	-£14,043.15	-£26,652.49	-£49,513.61
Total net cost	£93,125.25	121,745.26	109,501.66	£263,702
% recouped	61%	59%	66%	51%

20. The significant rise in the net B&B spend during 2016/17 is not out of kilter with that experienced in many other Councils both regionally and more locally. Whilst there is

no one single driver for the increased use of temporary accommodation, the combination of factors outlined are not assisted by relatively low levels of affordable housing available for letting. **For example, within Hastings there were no new social housing units completed for letting during 2016/17**, compared to 43 in 2015/16 and 195 in 2014/15.

21. The figures also highlight that there has been a significant fall in the amount of Housing Benefit received in proportion to the cost of accommodating households from 66% in 2015/16, to 51% in 2016/17.

Temporary Accommodation Management Fee (TAMF)

22. The payments received by Local Authorities (LAs) under the TAMF were demanded. The TAMF enhanced the standard 1 bedroom Housing Benefit rate for residents within temporary accommodation by £60 per week, per household. The TAMF was used by LAs to offset the cost of accommodating households in temporary accommodation which is self-contained, known as 'annexe accommodation'. **It is important to note that those households accommodated in traditional B&B accommodation or 'non-annexe' accommodation (i.e. with shared facilities) would not have been eligible for TAMF payments.**
23. In addition, the TAMF also funded the Social Lettings Agency, utilising the same formula. We are reviewing the future model of the Social Lettings Agency (SLA) under the new FHSG funding model and a report will follow to Cabinet which outlines proposals for the future of the scheme. There are no plans at present to expand the current scheme under the new FHSG funding model.

Budget Shortfall 2017/18

Annex Accommodation

24. An assumption has been made that the new Flexible Homelessness Support Grant (FHSG) will meet the shortfall left by the Temporary Accommodation Management Fee (TAMF). Therefore, it is necessary to estimate the level of shortfall that the TAMF is likely to leave within the Budget for 2017/18 and how much FHSG should be put aside to meet this shortfall.
25. The amount of TAMF income received by LAs is rolled-up within the overall Housing Benefit income received by the Council for accommodating households in **annex accommodation**. HBC has established that the TAMF accounts for 41.93% of the weekly payments received for households accommodated in annexe accommodation.
26. The Housing Options team are working with finance colleagues to monitor the Housing Benefit income and B&B costs for 2017/18. The current projections are based on the actual net spend on B&B during 2016/17; however, the 2017/18 budget is being kept under close review and will be amended to reflect changes in demand for B&B. While it is possible that the number and length of placements may reduce in 2017/18 (due to a higher number of social housing completions being forecast) it is possible that these could increase.

27. The Housing Benefit team report that the total amount of Housing Benefit received for annexe accommodation in 2016/17 was £165,500. The amount of Temporary Accommodation Management Fee (TAMF) received in 2016/17 was £70,000. The £70,000 figure has been calculated by applying 41.93% to the total amount of Housing Benefit received for 2016/17 (£165,500).

28. The amount of grant which will be put aside to meet the shortfall left by the TAMF has been set at **£80,000** for 2017/18. The proposal is to set aside a level of FHSG for 2017/18 equal to the level of TAMF received in 2016/17. We have included an additional 10% to mitigate the risk that more placements are made to annexe accommodation in 2017/18 compared to 2016/17.

Social Lettings Agency

29. The amount of TAMF received by LAs is also rolled-up within the overall Housing Benefit payments for accommodating households in Social Lettings accommodation. As we have a fixed number of SLA tenancies (49) we are able to estimate the amount of TAMF received during 2016/17 more accurately at £60 per week per unit of accommodation and will be -£165,000.00.

Existing Housing Options Staffing Structure

30. The Housing Options team are funded from a combination of grant, revenue and income for 2017/18.

Cost Centre	Grant	Income	Revenue	Grand Total
1072 (Housing Admin)			97,114	97,114
4000 (Homelessness)			164,800	164,800
4001 (Homelessness Prevention)			137,980	137,980
4025 (Social Lettings)		87,610		87,610
4050 (Homelessness Strategy)	79,620			79,620
Grand Total	79,620	87,610	399,894	567,124

Sum of FTE	Funding Source			
	Grant	Income	Revenue	Grand Total
1072 (Housing Admin)			2	2
4000 (Homelessness)			4	4
4001 (Homelessness Prevention)			4	4
4025 (Social Lettings)		2.65		2.65
4050 (Homelessness Strategy)	3			3
Grand Total	3	2.65	10	15.65

Proposals for Future Initiatives

Current Activity

31. The team continue to innovate and has been successful in securing external funding which has been directed towards increasing the housing options available to people, Appendix B provides a brief overview of this activity.
32. Nevertheless, the resource intensive task of processing homeless applications is increasing as the number of homeless applications rise. A cycle is developing out of necessity whereby resources are shifted from early prevention activity towards dealing with those households who are already homeless.
33. The Council's overall approach to tackling homelessness is set out within the Homelessness Strategy and its Action Plan which is monitored by the Housing and Support Services Group (HASS) Chaired by Councillor Andrew Batsford. The remainder of the report will propose where the new FHSG grant might be best employed to meet the gaps identified within this report. The funding would be used both to minimise emergency accommodation costs and extend the ability of Council to deal with the increased demand and the new responsibilities emerging from the new Homelessness Reduction Act.
 - a. **Family Group Conferencing (FGC)/Mediation:** The success of a Family Group Conferencing approach within Children's Services towards keeping families together and reducing the number of children being taken into care through the resolution of disputes and fortification of existing support networks is well established. Research carried out by Professor Peter Marsh in Kent showed a 37% reduction in entry to care for children and young people who had used family group conference - looking at more than 700 cases which included a control group (Marsh 2013).

As can be seen in Appendix A the number of homelessness presentations made following the breakdown of family relationships and partnerships has risen significantly in recent years. In addition, it has become increasingly challenging to find accommodation for younger people less than 35 years of age following the reform of Housing Benefit entitlement for this age group, which has been restricted to a single room. Furthermore, with the introduction of Universal Credit many aged 18 to 21 will not be eligible to housing payments at all. We propose to work with partners in East Sussex County Council (ESCC) and the London Borough of Camden who have well established FGC teams, in order to support those at risk of homelessness to sustain accommodation in the family home. We propose to develop a 12 month pilot to recruit a full-time Family Group Conferencing specialist and review the success of this approach against prevention outcomes to inform future proposals.

- b. **Homelessness Reduction Officer x 3:** As already highlighted, the number of homeless applications received by the Council has almost quadrupled since 2010/11, while staffing has been reduced. The posts will meet the new duties dictated by the Homelessness Reduction Act due for implementation in April 2018. The roles will be exclusively focussed on more intensive levels of support

and prevention activity which the current team are not resourced to provide. They will develop personalised plans (as defined within the Act) for those individuals initially assessed as being particularly vulnerable and in need of enhanced support. The roles will enable the existing Housing Options Officers to focus resources on those households who will be homeless imminently and/or are in temporary accommodation. The Housing Officers currently achieve an average of 60 homelessness preventions each per year, meaning the addition of 3 Officers (dedicated exclusively to homelessness prevention) would significantly reduce the number of homelessness applications made and the number of households forced to use temporary accommodation.

The posts will be a fixed-term contract to March 2019 pending further review.

- c. Temporary Accommodation Officer:** As highlighted within this report the average number of households accessing B&B has risen by over 350% since 2010/11. The staffing resource allocated to managing the number of households in B&B has not changed during this period. The rise in the number of households within B&B has had an impact on the ability of the team to manage placements as effectively as in the past, particularly in terms of securing them new accommodation, ensuring income is maximised and that complaints from service users are minimised.

The post would be a fixed-term contract to March 2019 pending further review.

- d. Affordable Housing Development Officer (0.5 FTE):** These resources will be matched by 0.5 FTE from within planning team budgets. The Affordable Housing Development Officer post was amalgamated into the wider team during a restructure in 2012, to achieve a budget reduction. Hastings Council is the only Local Authority in East Sussex not to not have an Officer dedicated to enabling the provision of affordable housing and ensuring numbers of units are maximised. The demands on the Housing Options service overall have risen significantly since the decision to terminate the Development Officer role in 2012 and there exists a shortfall of resources which can be dedicated to the complex area of affordable housing development. The role would support planning colleagues in negotiating affordable housing and contribute to the Council's aspirations to develop more affordable accommodation, be that through housing associations or the Council's own development plans. The post would be a fixed-term contract to March 2019 pending further review.

- e. Temporary Accommodation Consultation (East Sussex):** Partner agencies within the East Sussex Better Together Health and Housing Sub-Group are reviewing the way in which temporary accommodation is used across the County. There is an emerging view among the group that placements to B&Bs could be better coordinated between partner agencies, so that risks to vulnerable residents can be minimised. In addition, partners are interested in developing ways to reduce the cost of placements through the joint-commissioning of B&B and/or temporary accommodation and collective bargaining. To this end, partners will be invited to commit up to £10,000 of resources to commission a report into the development of future initiatives in this area.

- f. **Rent in advance and Deposits:** The current Discretionary East Sussex Support Scheme (DESSS) provides Hastings Council with £65,000 per year for rent in advance and deposits. Households continue to require a high level of funding to secure accommodation and additional funds would allow the Council to offer Landlords with an enhanced level of rent in advance for difficult to house groups. The DESSS budget is projected to overspend by £18,000 during 2017/18. The level of funding being proposed from the FHSG, outlined below, will supplement the existing DESSS Budget to maximise the funds available for this purpose; the allocation of this funding will produce a saving of £18,000 during 2017/18 and 2018/19.

	2017/18	2018/19
Income		
FHSG	-451,000.00	-519,000.00
Prevention Activity (Cost)		
Social Lettings	165,000.00	165,000.00*
Annexe (TAMF shortfall)	80,000.00	80,000.00**
Homelessness Reduction Officer x3	78,750.00 (Q2, Q3 & Q4)	105,000.00
Affordable Housing Development Officer	15,000.00 (Q2, Q3 & Q4)	20,000.00
Temporary Accommodation Officer	26,250.00 (Q2, Q3 & Q4)	£35,000
Temporary Accommodation Consultation	10,000.00	
Family Conference (Pilot)	20,000.00 (Q3 & Q4)	20,000.00 (Q1 & Q2)
Rent in Advance/Deposits	56,000.00	40,000.00
Contingency		89,000.00†
Total	451,000.00	519,000.00

*The SLA is not expected to grow beyond the current 49 units.

**This figure has been projected into 2018/19 as the additional resources outlined in the report are expected to reduce from current level of households in annexe accommodation.

†It is proposed to keep a contingency within the budget for 2018/19 to respond to the housing and homelessness circumstances at that time and the outcome of the Family Conference pilot.

Performance Review

34. The Council will need to keep the use of this expenditure under Quarterly review to ensure that the use of the Flexible Homelessness Support Grant is effective at reducing homelessness. A FHSG monitoring and review group will be formed for this purpose, comprising of housing and finance colleagues. The group will report to the Assistant Director for Housing and the Built Environment.

Policy Implications

Economic/Financial Implications – The allocation of the FHSG as detailed in the report will increase the number of homelessness preventions achieved by the Council and help contain the high cost of accommodating homeless households in temporary accommodation.

Anti-Poverty – The allocation of the FHSG will support households at risk of homelessness to access accommodation which is affordable and reduce homelessness.

Wards Affected

All

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
Anti-Poverty	Yes

Additional Information

Appendix A – Main Reasons for Homelessness
Appendix B – Current Activity

Officer to Contact

Officer Name: Joe Powell
Officer Email Address: jpowell@hastings.gov.uk
Officer Telephone Number: 01424451314

Reasons for Homelessness

Number of Homeless Applications Received	2014/15		
	2014/15	2015/16	2016/17
Harassment, threats or intimidation : other forms of harassment	14	13	8
Harassment, threats or intimidation : Racially motivated harassment	1	0	1
Left an institution or LA care: Left hospital	11	15	6
Left an institution or LA care: Left other institution or LA care	1	2	6
Left an institution or LA care: Left prison/on remand	11	23	17
Loss of rented or tied accommodation due to: Reasons other than termination tenancy	30	42	39
Loss of rented or tied accommodation due to: Termination of assured shorthold tenancy	66	117	115
Mortgage arrears (repossession or other loss of home)	2	2	2
Non-violent breakdown of relationship involving partner	30	35	40
Other reason for loss of last settled home : Left HM-Forces	1	0	1
Other reason for loss of last settled home : Other reason	28	10	20
Other relatives or friends no longer willing or able to accommodate	52	76	98
Parents no longer willing or able to accommodate	42	67	92
Rent arrears on: local authority or other public sector dwellings	2	4	3
Rent arrears on: private sector dwellings	15	32	32
Rent arrears on: Registered social landlord (RSL) or other housing association dwellings	3	5	11
Required to leave accommodation provided by Home Office as asylum support	6	4	5
Violence : Other forms of violence	8	10	14
Violence : Racially motivated violence	0	0	0
Violence : Violent breakdown of relationship, involving associated persons	6	5	13
Violence : Violent breakdown of relationship, involving partner	21	37	56
Total	350	499	579



Current Activity

Homelessness Prevention

- Systems and Service Reviews – the Housing Options team underwent a comprehensive service review in 2014/15, the legacy of which has been a regular review of service quality and performance, embedded into the team’s regular working practices. The service review structures introduced after 2014/15 have led to the implementation of a new service triage process and bespoke homelessness database co-designed by the Council. The Housing Options team and Community Contact Centre service are also about to embark on a mystery shopping exercise which we have developed in partnership with the Fulfilling Lives Project’s Service User Panel to use as a basis for a further review of service quality and effectiveness.
- Home Works Co-location – the Council has developed a partnership with Home Works to host 2xFTE within the Housing Options team. This is a pilot approach between the Council and Home Works. The Home Works workers tailor and adapt their service to the needs of the Council; they are supporting households who have particular challenges securing private sector accommodation to avoid B&B and/or to support their move-on from B&B.
- Rough Sleeper Prevention Programme – This Sussex-wide programme is being led by Hastings Council. £470,000 has been awarded over 2016/17 (Q4), 2017/18 & 2018/19. The project will build on the No First Night Out pilot in London. We have successfully recruited a Project Delivery Officer who will work across service networks within East Sussex to improve assessment and triage processes to identify individuals at high risk of rough sleeping or whom are rough sleeping for the first time. Those defined as high risk will then be referred to a Rough Sleeper Prevention Coordinators (RSPC) who are being commissioned with County partners; one RSPC will be based in the Hastings Council Housing Options team and the other in Eastbourne Council.

Rough Sleeping

- Hastings Housing and Wellbeing Hub - The Hastings and Rother Clinical Commissioning Group (CCG) have – as part of their programme to address health inequalities - commissioned the Housing and Wellbeing Hub in Hastings. The Hub integrates health, housing and support services to offer targeted, personalised interventions for rough sleepers and the street community in Hastings. The Hub is accessed through the Seaview Centre and has secured 48 housing solutions for entrenched rough sleepers in its first 9 months of operation.
- Rough Sleeper and Street Activity Core Group - The Council are leading a multi-agency initiative in partnership with Sussex Police, Seaview and Fulfilling Lives to review the coordination of services around vulnerable groups with a street presence. The Core Group are currently designing a community impact risk matrix which will identify individuals at high risk of harm to themselves and/or the community, so that high impact individuals can be quickly identified and appropriate action taken.

- Housing First – this DCLG funded project is led by Brighton and Hove City Council with Hastings Borough Council, Eastbourne-Lewes Council and Adur-Worthing Council as partners to the bid. The funding secured is a maximum allocation of £1 Million over 2017/18, 2018/19, 2019/20 and 2020/21. Housing First provides long-term support for entrenched and/or recurrent rough sleepers with multiple and complex needs. The model takes the premise that housing an individual should take priority, meaning that housing should not be conditional on an individual being ‘ready’ to start a tenancy as is the case with traditional supported housing models.

The successful bid to the DCLG will utilise a Social Impact Bond (SIB) funding model, which functions using payment by results. The Housing First service is to be rolled out by October 2017 and will make available resources to fund what is a resource intensive model of support.

B&B

- Hastings Council is leading a review of the B&B provision across the County in partnership with ESCC and EBC. Partners are reviewing the current provision in order to explore opportunities for moving away from a model of spot-purchasing accommodation from private providers towards commissioning these same providers for their services. The intention of this revised approach is to improve the quality of risk management and minimise the cost to services when using private providers of temporary accommodation across the County. A report will be produced in the summer of 2017 for the ESBT Health and Housing Sub-Group with a series of recommendation for how to proceed.

Housing Allocations

- The Council will be undertaking a full public consultation and review of the current Housing Allocations Scheme during 2017/18 in light of the introduction of the Homeless Reduction Act and the increased demand from homeless households on Council resources.

Agenda Item 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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