

Cabinet Agenda

Monday, 5 July 2021 at 6.00 pm

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

For further information, please contact Democratic Services on 01424 451484 or email: democraticservices@hastings.gov.uk

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1.	Apologies for Absence	
2.	Declaration of Interests	
3.	Minutes of the Last Meeting	To Follow
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Agenda Item 4



Report To: Cabinet

Date of Meeting: Monday 5th July 2021

Report Title: Programme for The Year 2021/22

Report By: Jane Hartnell, Managing Director

Key Decision: Y

Classification: Open

Purpose of Report

To outline the Programme for the Year 2021/22 headlines, and intentions to integrate these where appropriate into existing performance monitoring arrangements.

Recommendation(s)

1. That the Programme for the Year headlines are agreed and then integrated where required into the Council's Corporate Plan and Budget performance monitoring arrangements.

Reasons for Recommendations

1. To ensure alignment of Programme for the Year commitments with those already agreed by full Council in the Corporate Plan

Introduction

1. Traditionally at the Annual meeting of the Council, the Programme for the Year is debated, agreed and then integrated into service delivery arrangements.
2. Given the ongoing pandemic, combined with the recent requirement to host face to face meetings, both political group Leaders, (who have a right to speak on this item at Annual Council) agreed to postpone debate on the Programme for the Year until the July Council meeting.
3. The Programme for the Year in an election year reflects those key manifesto pledges and commitments made to the electorate by the majority political group.

Programme for the Year headlines

4. There are seven priority themes. Each are headed below and include example headline activities.

Tackle climate change

- Review local plan to ensure planning policies maximise energy efficiency in new developments and opportunities for sustainable energy generation, biodiversity and sustainable transport
- Restart work to increase the amount of solar arrays on suitable council and third-party owned buildings, and develop new approaches to installing solar and wind generation across Hastings where funding is available.
- Continue our progress in eliminating the use of single use plastics in the council and on our land
- Ensure the new grounds maintenance specification includes biodiversity, ecology, tree planting and recycling, complementing our climate change commitments
- Publish a resident's guide to support carbon footprint reduction including more detailed advice on recycling
- Commission and install more EV charging points where funding opportunities allow
- Promote good practice on tackling climate change at the new Country Park visitor centre

Equality approach to pandemic recovery

- Roll out training opportunities for CHART funded employment projects
- Develop and consult widely on the new Equalities Charter
- Continue to develop new opportunities in disadvantaged areas through our Active Hastings work, where funding is available to do so
- Continue the support needed by non-statutory organisations tackling poverty and inequality especially around advice, benefits, housing and homelessness
- Continue the Housing First model and explore scope for replicating with drug and alcohol users via Project Adder
- Continue to host and promote apprenticeships for people with Learning and Physical Disabilities e.g. Little Gate Farm apprentices
- Continue to offer full council tax reduction for most disadvantaged residents

Policies and funding targeted at most deprived communities

- Deliver year 3 of the Connecting Hastings and Rother Together (CHART) programme
- Support delivery and monitoring of the Foreshore Trust Grants
- Progress the Town Deal funded projects
- Explore options with regards to the Levelling Up Fund and associated funding streams
- Continue partnership working to target our most deprived communities where possible through Opportunity Area Funding, Big Local, Healthier Hastings and Rother Programme (CCG), Fuel Poverty Programme, and the Community Hub

Bringing services back in house

- Scope options to bring services back in house as part of contract reviews and renewals e.g. reviewing Grounds Maintenance
- Review inhouse staffing capacity and skill sets as a basis for progressing in house delivery opportunities
- Lobby ESCC for an in house approach to manage street plants, as alternative to their use of Glyphosate
- Review our procurement arrangements to maximise benefits for and retain spend within Hastings Borough
- Explore further opportunities for self-sufficiency and income generation e.g. commercial waste
- Continue to lobby and fulfil a leadership role with our service delivery partners and anchor institutions to keep spend and benefits local, ensuring services meet local needs as best they can
- Learn from best practice elsewhere (e.g. Preston Model) to maximise community wealth, benefits and best value for our residents as a local leader and place shaper

Maximise supply of affordable housing

- Ensure our Local Plan enables affordable and quality housing provision
- 500 Affordable Homes programme fully scoped, reviewed, and implementation plan progressed
- Continue to compile and review our evidence base to support our 500 Affordable Homes programme
- Build new homes including some for rent and a proportion of rentals available at Local Housing Allowance rate
- Confirm next steps in terms of our key projects e.g. Harrow Lane and West Marina
- Revisit and review the future direction of travel for our Housing company

Projects that create good jobs and training for local people

- Connecting Hastings and Rother Together (CHART) programme Year 3 delivery
- Progression of associated Town Deal projects
- Continue partnership working with Team East Sussex, Locate East Sussex, South East Local Enterprise Partnership (SELEP), Seachange and others to attract businesses to Hastings and complement the Town Deal
- Continue local partnership working with our local businesses via the Business Improvement District, Chamber of Commerce and Federation of Small Businesses where appropriate
- Ensure our local procurement strategy is reviewed and refreshed to keep investment and spend local where practicable

- Work with the Town's creative sector to explore how best to complement and nurture associated opportunities

Generate Income

- Work to recover Council income streams as a result of the pandemic
- Review our income generation intentions to best refocus efforts during and post pandemic
- Continue to support for the safe reopening of the Town e.g. Welcome Back Funding initiatives
- Bring forward opportunities and new ways of working e.g. home working and shared office space
- Build on lessons learned, scope and develop opportunities to build on the Council's in-house street cleansing service e.g. Commercial waste collection
- Consider further in-house arrangements and or alternative service delivery models that work best for the people of Hastings.

Next Steps

5. The bulk of the headlines themes and key activities outlined largely coincide with commitments already made and agreed by full Council through their approval of the [Corporate Plan 2020 -24](#) and the [Corporate Plan update 2021/22](#).
6. Following Council approval of the Programme for the Year, officers will liaise with lead councillors to ensure confidence that the headline activities above are sufficiently integrated into existing performance management arrangements.

Timetable of Next Steps

7. Please include a list of key actions and the scheduled dates for these:

Action	Key milestone	Due date (provisional)	Responsible
Programme for the Year agreed at Cabinet	Meeting held and programme headlines debated and agreed.	05/07/21	Cabinet
Programme for the Year agreed at full Council	Meeting held and programme headlines debated and agreed.	14/07/21	Full Council
Checkpoint meeting with lead councillors	Approval and confidence assured that headlines are sufficiently integrated into performance management arrangements.	Late July	Continuous Improvement and Democratic Services Manager with Cabinet councillors.

Programme for the Year Headlines integrated into performance monitoring arrangements	Integrated headlines in Overview and Scrutiny Quarter 1 performance monitoring report for 2021/22	08/09/21	Continuous Improvement and Democratic Services Manager
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Wards Affected

(All Wards);

Policy Implications

Reading Ease Score:

Have you used relevant project tools?: Y

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

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

Additional Information

Links to the corporate plan are found in the many body of this report at paragraph 5.

Officer to Contact

Officer: Mark Horan (Continuous Improvement and Democratic Services Manager)

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Tel: 01424 451485

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Agenda Item 6

To Councillor
Chair of Overview and Scrutiny Committee

ACCESS TO INFORMATION RULES

KEY DECISIONS

RULE 20 –general exceptions.

NOTICE is hereby given under Rule 26 of the Access to Information Rules contained in the Council's Constitution that the following key decision will be taken at Cabinet on: -

Cabinet – 5 July 2021 Homelessness Recovery Report			
<u>Decision</u>	<u>Consultation and Timetable</u>	<u>Working Papers and files</u>	<u>Responsible Officer / Portfolio Holder</u>
To seek approval to mobilise projects to support the delivery of the council's homelessness service and to update on broader recovery plans.	N/A	N/A	Andrew Palmer, Assistant Director, Housing and Built Environment Cllr Andy Batsford

Signed 
Chief Legal Officer

Dated 9th June 2021

Note:

Rule 26.20 General Exception

If a matter which is likely to be a key decision has not been included in the forward plan, then subject to Rule 26.21 (special urgency), the decision may still be taken if:

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan

and until the start of the first month to which the next forward plan relates;

- (b) the Chief Legal Officer has informed the chair of a relevant overview and scrutiny committee, or if there is no such person, each member of that committee in writing, by notice, of the matter to which the decision is to be made; and
- (c) the Chief Legal Officer has made copies of that notice available to the public at the offices of the Council; and
- (d) at least five clear days have elapsed since the Chief Legal Officer complied with (b) and (c).

Where such a decision is taken collectively, it must be taken in public.

Agenda Item 6a



Report To: Cabinet

Date of Meeting: 5 July 2021

Report Title: Homelessness Recovery Plan

Report By: Andrew Palmer, Assistant Director Housing and Built Environment

Key Decision: Y

Classification: Open

Purpose of Report

To set out some of the new projects and services we have been developing to continue to improve the council's homelessness prevention services, during the recovery period from the pandemic.

Recommendation(s)

1. That the notice period for people to leave discretionary temporary accommodation placements is extended from 1 week to 3 weeks until mid-August 2021
2. That Cabinet recommend to Full Council to amend the council's capital programme to include £1,855,000 for the Rough Sleeper Accommodation Programme, including match funding of £834,750 provided by the council

Subject to approval of the Rough Sleeper Accommodation Programme bid:

3. Delegated authority is given to the Assistant Director for Housing and Built Environment, in consultation with the Lead Member for Housing, to vary our existing Housing First contract under urgency provisions (paragraph 21c of the Financial Operating Procedures)

Subject to approval of the Accommodation for Ex-Offenders bid:

4. Delegated authority is given to the Assistant Director for Housing and Built Environment, in consultation with the Lead Member for Housing, to vary our existing Rapid Rehousing Pathway contract under urgency provisions (paragraph 21c of the Financial Operating Procedures)

Reasons for Recommendations

1. The council has been working in partnership with a range of statutory and voluntary sector organisations to develop additional services to support those in need. Demand for the

council's homelessness services has remained high during the pandemic and is expected to continue to increase in the months to come.

Introduction

1. Throughout the pandemic we have continued working to support people effected by homelessness. This included:
 - Responding positively to the Everyone In instruction by offering temporary accommodation for rough sleepers, and enhancing the holistic support services provided through the Rough Sleeping Initiative
 - Ensuring people can access homelessness advice services by offering telephone appointments and a face to face service for emergency cases
 - Working with Public Health to provide additional health, mental health and substance dependency support to vulnerable people living in temporary accommodation
 - Securing additional capital funding to expand our Housing First service for rough sleepers through the Next Steps Accommodation Programme

Demand for homelessness services is expected to increase across the country during the recovery period from the pandemic. We've been working with partners to build on what we've learnt over the past year and develop a range of new services

New Projects and Services

2. We are working on a range of new projects to continue to improve our homelessness prevention services. The recovery plans supports the council's corporate priority to tackle homelessness, poverty and ensure quality housing.

Ending Rough Sleeping

3. The council is continuing to work with partners to end rough sleeping. The average number of rough sleepers verified in the past month was 12.
4. Hastings led a successful bid to continue the RSI for a further year, securing of funding of £2,100,000 for the county-wide service. This includes a team of health, mental, health, social care, substance dependency, housing, and criminal justice specialists alongside dedicated outreach services. We are working closely with Public Health to continue our holistic approach, including a mobile health unit which will support outreach to vulnerable people.
5. We are continuing to offer temporary accommodation for rough sleepers, to help people leave the streets as quickly as possible. We provide ongoing support to help people access settled housing, so they can continue their recovery.
6. The council also secured funding through the Next Steps Accommodation Programme (NSAP) to provide Housing First units for former rough sleepers. The programme was subject to a very short delivery period, but we have successfully brought 4 new units into use.
7. The council also led a successful bid to the Rough Sleeper Accommodation Programme (RSAP) to continue this work in 2021/22, securing funding to provide 10 new Housing First units by the end of March 2022. The council will need to amend it's capital programme to

include £1,855,000 for RSAP (previously NSAP). This will include a £1,020,250 grant plus £834,750 worth of match funding provided by the council.

8. The council's math funding is made up of £722,000 carried over from NSAP and Section 106 affordable housing receipts.
9. The RSAP programme also includes additional revenue funding to provide Housing First support services. This will be delivered by varying the existing Housing First support service through the RSI. There will be opportunities to bid for further RSAP funding in July and September this year.

Employability Support

10. In October 2020, the council launched Live, Work, Thrive a partnership project with Rother District Council, Education Futures Trust, Fellowship of St Nicholas and Sussex Community Development Association funded by the CHART programme. The aim of the project is to improve access to employment and housing for homeless people.
11. Since the launch, the project has supported 20 people to access settled housing and a further 8 people to find employment. Public Health have also approved funding for a new Wellbeing Co-Ordinator who will be able to provide a complimentary support service for people living outside the CHART areas.
12. Through CHART, we have also secured funding for a dedicated employability support team for people placed in Hastings through the Syrian Resettlement Programme and the wider migrant community.

Supporting Victims of Domestic Abuse

13. Hastings is leading a bid to the MHCLG's Respite Rooms. If successful, the bid will provide funding of £310,000 to pilot safe spaces for homeless female victims of domestic abuse to access support services and accommodation.
14. Our proposal compliments the broader preparations for the new Domestic Abuse Act taking place across Sussex, including an intention to co-locate an Independent Domestic Violence Advisor (IDVA) within our housing options team.

Reducing Homelessness and Re-Offending

15. We are working with partners to reduce homelessness and re-offending amongst people leaving prison across East Sussex.
16. The five local housing authorities have agreed to jointly fund a specialist housing solutions worker, who will be co-located within Lewes Prison to improve our homelessness prevention services.
17. The council has also led a bid for £287,000 to the Ministry for Housing, Communities and Local Government's Accommodation for Ex-Offenders Programme. If successful, this project will improve access to private rental accommodation through a tenancy sustainment service and landlord incentive package.

Improving Access to Housing

18. The council's social housing allocation scheme is now due for review. It is important to ensure that the council reviews its policies to reflect changing demand for our homelessness

services, while ensuring we can continue to create mixed and sustainable communities throughout the town.

19. Through Fulfilling Lives, we have secured funding for a policy officer role who will oversee a review of the allocation scheme. The review will include engaging with the housing team, accommodation providers, people on the waiting list for social housing and other stakeholder to identify good practice. The review and development of the new scheme will take approximately 12 months to complete.

Changing Futures

20. The council is supporting a pan-Sussex bid to the MHCLG's Changing Futures Programme. If successful the bid will provide funding for a 3-year programme to deliver systems change across services working with people experiencing multiple disadvantages, including homelessness. Our application builds on existing examples of good practice, including the RSI.
21. The Sussex proposal was shortlisted by the MHCLG and a decision on our final application is expected in July.

Emergency Accommodation

22. Demand for emergency accommodation has continued to increase during the pandemic. The reasons for this are:
 - A lack of move on accommodation in the private and social rented sector, partly caused by the restrictions on evictions
 - New homelessness presentations, often following the breakdown of insecure housing arrangements (sofa surfing etc.)
 - The Everyone In instruction issued by the government
23. During the pandemic, local authorities were directed to continue accommodating people who had been issued with a negative decision on their homelessness application, to prevent a rise in rough sleeping. The cost of these placements was to be met from the additional funding given to local authorities to contribute to the cost of the pandemic. Now that lockdown measures are easing, local arrangements need to be put in place.
24. There are currently 284 households living in emergency accommodation compared to 186 at the start of the pandemic in March 2020. The average cost of a single placements is £168 per week. Of our current placements, 44 are for verified rough sleepers and will continue to be funded by our Rough Sleeping Initiative (RSI) grant. A further 4 individuals were accommodated during the pandemic, and it is recommended that these placements are ended from 19 July.
25. We estimate that approximately 70 people currently living in emergency accommodation will be issued with a negative decision over the next 3 months. We are recommending extending the notice period for people to leave their temporary accommodation following a negative decision from 1 week to 3 weeks. This is because turnover of move-on accommodation is still low, particularly in the private rented sector. We will continue to provide support to people to access settled housing and extending the notice period is an important way the council can keep rough sleeper numbers low. The additional cost of extending the notice period is estimated at £24,000. The notice period will be reviewed again at the end of August.

26. To reduce our overall use of emergency accommodation, it is vital that the council continues to develop plans to increase the supply of affordable housing locally.

Financial Implications

27. The additional revenue cost of increasing the notice period from 1 week to 3 weeks for people who are due to be issued with a negative decision on their homelessness application is estimated at £24,000.
28. The council will need to amend the entry in its capital programme to include £1,855,000 for the Rough Sleeper Accommodation Programme (previously the Next Steps Accommodation Programme).
29. The council is heavily reliant on external grant funding to enhance its homelessness prevention activities, much of which is for short term periods.
30. Demand for homelessness services is likely to continue to increase in the coming months, particularly if the recovery period coincides with an economic downturn. There also remains a shortage of affordable accommodation options in the town. This increase the risk of additional financial pressures to the council, particularly in terms of its spend on emergency accommodation.

Urgency

31. This is an urgent decision under Rule 26 of the Access to Information Rules contained in the council's constitution.
32. The council has bid for several additional funding streams to support its homelessness prevention work. If these bids are successful, there will be a short time to mobilise the new services.

Timetable of Next Steps

33. Please include a list of key actions and the scheduled dates for these:

Action	Key milestone	Due date (provisional)	Responsible
Rough Sleeping	RSAP funding approved	June 2021	Strategic Housing and Projects Manager
Domestic Abuse	Respite Rooms funding approved	July 2021	Strategic Housing and Projects Manager
Ex-Offenders	AFO funding approved	July 2021	Strategic Housing and Projects Manager
Multiple Disadvantage	Changing Futures Programme approved	July 2021	Strategic Housing and Projects Manager

Social Housing	New Allocation Scheme adopted	July 2022	Housing Options Manager / Strategic Housing and Projects Manager
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Wards Affected

(All Wards);

Policy Implications

Reading Ease Score: 31

Have you used relevant project tools?: Y

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

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

Additional Information

Insert a list of appendices and/or additional documents. Report writers are encouraged to use links to existing information, rather than appending large documents.

Officer to Contact

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