



Lewes District Council

To all Members of the Cabinet

A meeting of the **Cabinet** will be held in the **Ditchling Room, Southover House, Southover Road, Lewes** on **Thursday, 19 March 2015** at **14:30** which you are requested to attend.

Please note the venue for this meeting which is wheelchair accessible and has an induction loop to help people who are hearing impaired.

This meeting may be filmed, recorded or broadcast by any person or organisation. Anyone wishing to film or record must notify the Chair prior to the start of the meeting. Members of the public attending the meeting are deemed to have consented to be filmed or recorded, as liability for this is not within the Council's control.

11/03/2015

Catherine Knight
Assistant Director - Corporate Services

Agenda

- 1 Minutes**
To approve the Minutes of the meeting held on 12 February 2015 (copy previously circulated).
- 2 Apologies for Absence**
- 3 Declarations of Interest**
Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct
- 4 Urgent Items**
Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances as defined in Section 100B(4)(b) of the Local Government Act 1972
- 5 Public Question Time**

To deal with any questions received from members of the public in accordance with Council Procedure Rule 10 (if any).

6 Written Questions from Councillors

To deal with written questions which councillors may wish to put to the Chair of the Cabinet in accordance with Council Procedure Rule 11 (if any).

7 Matters Referred to the Cabinet

Matters referred to the Cabinet (whether by the Scrutiny Committee or by the Council) for reconsideration by the Cabinet in accordance with the provisions contained in the Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Part 4 of the Council's Constitution.

None.

8 Reporting Back on Meetings of Outside Bodies

To receive feedback from the Council's representatives who serve on outside bodies in respect of meetings they have attended (if any).

9 Reports from Officers

- Key Decisions

9.1 Finance Update

Cabinet Member: Councillor Smith

To consider the Report of the Director of Corporate Services (Report No 47/15 herewith – page 5).

9.2 Green Waste Collection Service

Cabinet Member: Councillor Franklin

To consider the Report of the Director of Service Delivery (Report No 48/15 herewith – page 12).

9.3 Strategic Tourism Vision Implementation 2015

Cabinet Member: Councillor Jones

To consider the Report of the Director of Business Strategy and Development (Report No 49/15 herewith – page 20).

9.4 Options for the River Ouse Inland Drainage District

Cabinet Member: Councillor Maskell

To consider the Report of the Director of Service Delivery (Report No 50/15

herewith – page 37).

9.5 A Combined Approach to Mitigating the Impact of Development Within 7km of the Ashdown Forest

Cabinet Member: Councillor Jones

To consider the Report of the Director of Business Strategy and Development (Report No 51/15 herewith – page 64).

9.6 Risk Management – Annual Report to Cabinet

Cabinet Member: Councillor Smith

To consider the Report of the Director of Corporate Services (Report No 52/15 herewith – page 70).

- Non-Key Decisions

9.7 Portfolio Progress and Performance Report (April to December 2014)

Cabinet Member: Councillor Merry

To receive the Report of the Director of Business Strategy and Development (Report No 53/15 herewith – page 87).

9.8 Ward Issues Raised by Councillors at Council

Cabinet Members: Councillors Blackman and Franklin

To consider the Report of the Assistant Director of Corporate Services (Report No 54/15 herewith – page 109).

Exclusion of the Public and Press

To consider, under Section 100(A)(4) of the Local Government Act 1972 (as amended), excluding the public and press from the meeting during the discussion of Item 9.9 on this Agenda, as there are likely to be a disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (ie information relating to the financial or business affairs of any particular person (including the authority holding that information)). It is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

- Key Decision

9.9 Rationalisation of LDC Depots

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

For further information about items appearing on this Agenda, please contact Mr Trevor Hayward at Southover House, Southover Road, Lewes, East Sussex BN7 1AB Telephone Lewes (01273) 471600

Distribution: Councillors: R Blackman; P L Franklin; P A Howson; A T Jones; R K Maskell; E C Merry and A X Smith.

Agenda Item No: 9.1 **Report No:** 47/15
Report Title: Finance Update
Report To: Cabinet **Date:** 19 March 2015
Cabinet Member: Councillor Andy Smith
Ward(s) Affected: All
Report By: Alan Osborne, Director of Corporate Services
Contact Officer(s)-
Name(s): Steve Jump
Post Title(s): Head of Finance
E-mail(s): steve.jump@lewes.gov.uk
Tel No(s): 01273 484043

Purpose of Report:

To provide an update on financial matters affecting the General Fund Revenue Account, the Housing Revenue Account and the approved Capital Programme.

Officers Recommendation(s):

That Cabinet:

- 1 Notes that Treasury Management activity since the last report to Cabinet has been consistent with the Council's approved Treasury and Investment Strategy.
 - 2 Approves an additional allocation of £50,000 within the Change Management and Spending Power Reserve in respect of legal fees associated with the Lewes Property Portfolio project.
 - 3 Agrees, in accordance with Contract Procedure Rule (CPR) 2.2, that the award of the contract for the New Service Delivery Model Technology and Consultancy Services can be made to the supplier submitting the Most Economically Advantageous Tender, in the event that it is not the lowest.
 - 4 Notes the remainder of the report.
-

Reasons for Recommendations

- 1 A report on funding issues in relation to the Council's General Fund Revenue Account, Housing Revenue Account and Capital Programme is made to each meeting of the Cabinet to ensure that the Council's financial health is kept under continual review. It is essential to ensure that the Council has a sound financial base from which to respond to changing activity levels and demand for statutory

services and to ensure that, when appropriate, its finances are adjusted in response to reducing income levels and inflationary pressures on expenditure.

- 2 The Council's Treasury Management function deals with very large value transactions on a daily basis. It is essential that the Council is satisfied that appropriate controls are in place and in accordance with the Code of Practice on Treasury Management in the Public Services prepared by CIPFA (the Chartered Institute of Public Finance and Accountancy) and adopted by the Council.

Information

3 Treasury Management and Banking Arrangements

- 3.1 Appendix 1 gives details of the Treasury Management activity between 11 December 2014 and 27 February 2015. All activity was consistent with the Council's approved Treasury and Investment Strategies for 2014/2015.
- 3.2 In accordance with the Council's approved Treasury Strategy Statement, the Audit and Standards Committee reviews all treasury activity that takes place in order to confirm that it has been undertaken in accordance with the approved Strategy. Should the Audit and Standards Committee have any observations they would be recorded in its minutes and referred to Cabinet.
- 3.3 As previously reported, the Council has transferred its day-to-day banking business to Lloyds Bank plc, following the Co-operative Bank's decision to withdraw from the local authority sector. The Council's main account with the Co-operative Bank was closed on 26 February 2015.

4 Procurement of Professional Advice

4.1 Lewes Property Portfolio

- 4.1.1 Negotiation of the final development agreement of the Lewes Property Portfolio (LPP) is making good progress. The LPP is an innovative regeneration scheme that will see Lewes District Council working together with private sector and Registered Provider partners on a package of council owned sites across the district.
- 4.1.2 Legal fees for the next stage of the project (ie the drafting and subsequent negotiation of the Development Agreement) are estimated to be in the region of £40,000 to £50,000 excluding disbursements.
- 4.1.3 Funding for legal and associated professional fees for this project has been earmarked in the Spending Power element of the Change Management and Spending Power Reserve. Of the £73,000 allocated at 1 April 2014, £37,000 has been spent in the year to date. It is recommended that a further allocation of £50,000 is made to provide funding for the legal fees for the next stage of the project as well as a contingency to meet disbursements and unexpected costs which may arise. This additional allocation can be made from the unallocated balance held within the Change Management element of the Reserve, which is currently £852,000.

4.2 Coastal Management

4.2.1 In 2014 an application was made to the Environment Agency for £60,000 funding to support an Implementation Plan setting out the options to manage the coast between Brighton Marina and Newhaven over the next 100 years.

4.2.2 Funding was allocated and in September 2014 a tender exercise was undertaken to appoint a specialist coastal management and engineering consultant. Three tenders were received and evaluated. The second lowest tender, £49,800 (exceeding the lowest tender by £3,300) was considered to represent best value, and the contractor was appointed, starting work in November 2014, without the prior approval of Cabinet.

4.2.3 In accordance with Contract Procedure Rules, this procurement is now reported to Cabinet.

4.3 New Service Delivery Model Technology and Consultancy Services

4.3.1 Cabinet received a report (no. 162/14) on this matter on 20th November 2014, and resolved that the Chief Executive and Director of Service Delivery, in consultation with the Leader and Deputy Leader of the Council, be authorised to award a contract to the supplier selected by the procurement process set out in the report (minute 45.3 refers).

4.3.2 The draft procurement timetable includes the following target dates and activities.

20th Apr 2015	Invite selected contractors to tender (using published award criteria)
7th July 2015	Complete evaluation of tenders (using published award criteria)
8th July 2015	Select successful contractor
21st July 2015	Award Contract

4.3.3 It is intended that the contract will be awarded to the most economically advantageous tender (MEAT), with weightings within the award criteria of price 30% and quality 70%. These weightings are based on the market consultation exercise held in January 2015; research into the practice of other local authorities; and consideration of the importance of quality in meeting the project's objective of generating efficiency savings. The Council will be obliged to award the contract based on the award weightings published with the invitation to tender.

4.3.4 Where MEAT criteria are used, there is always a possibility that the MEAT will be other than the lowest priced tender. However, the Council's Contract Procedure Rule (CPR) 6.22 requires that a tender other than the lowest tender shall not be accepted until Cabinet has considered a written report. Cabinet has the power under CPR 2.2 to waive CPRs in the case of a future procurement.

4.3.5 Cabinet is recommended to apply CPR 2.2 in the case of this procurement so that the contract can then be awarded to a tender other than the lowest tender if the lowest tender is not the MEAT (based on price 30% and quality 70%). The reasons for recommending this action are as follows:

- Cabinet has already accepted the importance of quality in meeting the objective of generating efficiency savings.
- Asking Cabinet for a waiver at a later date could delay the procurement process.
- Cabinet would not be able to award the contract to the lowest tender if this would result in a breach of the award criteria. The Council would have to abandon the procurement and start the whole process again.
- There is also a risk of reputational damage if Cabinet decides to abandon the procurement process as late as July 2015 (i.e. following the issuing of the invitation to tender and after contractors had incurred the substantial costs of submitting tenders). If lowest price is the driving factor it should be identified as such before arriving at the award stage of the procurement.

4.3.6 CPR 6.23 provides that no tender which exceeds the approved budget provision shall be accepted until the Cabinet has considered a written report from the appropriate Officer and the Director of Finance. Accordingly, the proposed waiver of CPR 6.22 would not allow the contract to be awarded if this would exceed the approved budget.

5 Financial Appraisal - referred to under individual items above.

6 Sustainability Implications

There are no sustainability implications arising from this report.

7 Legal Implications

There are no legal implications arising from this report.

8 Risk Management Implications

8.1 The Council maintains an overview of its policy programme, its Medium Term Financial Strategy and the external factors that affect them. Without this constant analysis and review there is a risk that the underlying recurring revenue budgets will grow at a faster rate than the resources available to fund them. This risk is mitigated through regular reports to Cabinet on the Council's overall revenue and capital position and Cabinet's correcting actions taken in accordance with the objectives and principles it set for management of the Council's finances.

8.2 An additional risk in the current climate is that reserves and balances will be drawn upon sooner than is necessary unless an assessment is made of resource implications where activity levels have fallen or risen to any significant degree. This risk is mitigated by identifying such areas, making an assessment covering the short and medium term and taking corrective action.

9 Equality Screening

The Equality Screening process for this Report took place in February 2015. No potential negative impacts were identified.

10 Background Papers

Treasury Strategy Statement <http://www.lewes.gov.uk/council/20987.asp>

Appendices

Appendix 1 - Statement of Investment Activity: 11 December 2014 to 27 February 2015

**Statement of Treasury Management Activity:
11 December 2014 to 27 February 2015**

1. Fixed Term Deposits

Loan	Counterparty	Principal £	From	To	Capital O/s £	Capital Repaid £	Interest Rate %
Current investments at 27 February 2015							
220714	Barclays Bank plc	1,000,000	13 Aug 14	13 Aug 15	1,000,000		1.000
220914	Nationwide Building Society	1,000,000	01 Sep 14	02 Mar 15	1,000,000		0.640
222514	Telford and Wrekin Council	3,000,000	06 Feb 15	15 Apr 15	<u>3,000,000</u>		0.400
	Total				<u>5,000,000</u>		
Investments that have matured since last report							
221014	Nationwide Building Society	1,000,000	01 Sep 14	02 Feb 15		1,000,000	0.580
221614	Cornwall County Council	2,000,000	07 Oct 14	12 Feb 15		2,000,000	0.430
222214	Gloucester City Council	2,000,000	15 Dec 14	02 Jan 15		2,000,000	0.450
222314	Debt Management Office	3,000,000	02 Jan 15	05 Jan 15		3,000,000	0.250
222414	Debt Management Office	2,000,000	15 Jan 15	19 Jan 15		<u>2,000,000</u>	0.250
	Total					<u>10,000,000</u>	

2. Money Market Funds

	Average held £'000	Average return %
Goldman Sachs Sterling Liquid Reserves Fund	867	0.57
Deutsche Managed Sterling Fund	949	0.55

3. Interest Bearing Accounts

	Average held £'000	Interest rate %
Santander UK plc Business Reserve Account	2,096	0.20
Lloyds Bank Corporate Account *	1,089	0.50

4. Treasury Bills

	Purchased	£'000	Return %
Held at 27 February 2015			
UK Treasury Bills 0% 30 Mar 2015	29 Sep 14	2,000	0.570
UK Treasury Bills 0% 02 Mar 2015	01 Dec 14	1,000	0.415
UK Treasury Bills 0% 02 Mar 2015	01 Dec 14	1,000	0.419
UK Treasury Bills 0% 02 Mar 2015	02 Feb 15	1,000	0.320
UK Treasury Bills 0% 02 Mar 2015	02 Feb 15	3,000	0.300
UK Treasury Bills 0% 02 Mar 2015	02 Feb 15	<u>1,000</u>	0.310
	Total	<u>9,000</u>	

	Purchased	£'000	Return %
Matured in period			
UK Treasury Bills 0% 15 Dec 2014	17 Nov 14	2,000	0.379
UK Treasury Bills 0% 29 Dec 2014	01 Dec 14	1,000	0.398
UK Treasury Bills 0% 29 Dec 2014	01 Dec 14	1,000	0.419
UK Treasury Bills 0% 29 Dec 2014	01 Dec 14	1,000	0.438
UK Treasury Bills 0% 12 Jan 2015	15 Dec 14	1,000	0.348
UK Treasury Bills 0% 02 Feb 2015	03 Nov 14	1,000	0.380
UK Treasury Bills 0% 02 Feb 2015	05 Jan 15	2,000	0.327
UK Treasury Bills 0% 02 Feb 2015	05 Jan 15	2,000	0.348
UK Treasury Bills 0% 02 Feb 2015	05 Jan 15	1,000	0.398
UK Treasury Bills 0% 09 Feb 2015	10 Nov 14	2,000	0.430
UK Treasury Bills 0% 16 Feb 2015	17 Nov 14	2,000	0.427
		<u>16,000</u>	

5. Borrowing

No new long term borrowing undertaken in the period.
Long-term loans outstanding £56.6m.

Agenda Item No: 9.2

Report No: 48/15

Report Title: Green Waste Collection Service

Report To: Cabinet

Date: 19 March 2015

Cabinet Member: Cllr Paul Franklin

Ward(s) Affected: Seaford North and Seaford South

Report By: Gillian Marston, Director of Service Delivery

Contact Officer(s)-

Name(s): Scot Reid
Post Title(s): Head of Customer Services
E-mail(s): Scot.reid@lewes.gov.uk
Tel No(s):

Purpose of Report:

This report sets out proposals for a trial green waste collection service, for consideration by Cabinet.

Officers Recommendation(s):

- 1** To agree a green waste collection service pilot to be run in Seaford for a 12 month period, with a 6 month review within that time.
- 2** To agree a charge, in consultation with the Cabinet Member for Corporate Services and the Cabinet Member for Service Delivery, which will ensure the service is cost neutral and reflect the volume of customers using the service as well as the operational costs

Reasons for Recommendations

- 3** A fortnightly green waste collection service pilot in Seaford would enable the demand for, and financial viability of, the scheme to be assessed, which would then inform any future decision about such a service being rolled-out district wide. The service will operate for 9 months of the year (no service in December, January and February) and will include the cost of a wheelie bin.

Background

- 4** This Council currently collects a range of materials for recycling. On a weekly basis food waste is collected for recycling. Glass, paper, cardboard and recyclable metals and plastics are collected on a fortnightly basis. This report considers whether a household collection service for green waste should be developed.

- 5 Green waste is plant-based, biodegradable material. It is generally comprised of garden waste, such as grass cuttings, weeds, hedge and shrub trimmings.
- 6 An increasing proportion of Councils across the country provide a green waste collection service to individual households as part of their waste and recycling activities. In most instances this is an optional service for which residents are charged. Green waste collected this way can be counted as 'recycled material' and therefore adds to the overall amount that can be counted towards recycling performance targets.
- 7 Councils are under pressure, nationally, to increase the amount of recycling undertaken in their districts, whilst reducing the amount of material going to landfill. A green waste service is one way that recycling levels can be increased.
- 8 There are environmental benefits to be achieved by having a green waste service, most notably that material collected will get recycled, locally, in Newhaven, into compost for re-use. Compost brings ecological benefits because it can be used as a substitute for products such as peat or fertilisers. In addition, green waste collection would reduce the number of car journeys made to Household Waste Recycling sites by individual households disposing of their own green waste.
- 9 However there are also some arguments against councils collecting green waste. These include a potential reduction in home composting, which is considered to be the best, low carbon solution for green waste. Also, despite reducing individual car journeys, a collection service would still have a negative environmental impact because of the need to use diesel vehicles to undertake the collections and then transport the collected materials for processing.
- 10 Green waste can currently be disposed of by residents through Household Waste Recycling Sites, of which there are currently three in the Lewes District. In addition, residents can request a one-off bulky waste collection to remove garden waste. The Council currently charges £22 for up to 10 bags of green waste. These collections are counted as part of the Councils' recycling totals.
- 11 There are also private companies operating in the area which will also collect and dispose of green waste from residential properties. Many residents, where space permits, choose to compost much of their own green waste, minimising the need for other disposal routes.
- 12 A green waste pilot, in a limited area of the district, would enable the Council to assess the demand for the service and its financial viability. Seaford is an urban area which would be sufficiently large to run a viable pilot, using one collection vehicle to undertake the collection, on one day per fortnight.

The Proposed Pilot

- 13 It is proposed that, for a period of one year, a pilot service be run in Seaford. This would offer a fortnightly green waste collection to households in the town, who wished to pay for the service. This service would operate for nine months of the year (excluding December, January and February).

- 14** A charge of £60 - £75 would be made for this service, which would include the provision of a 240 litre capacity bin for the householder to place their green waste in. Only one bin would be provided per household and if any replacement bins were required, these would be charged at £46 each. Payment in full will be required, or a commitment to pay by instalments by direct debit, on joining the scheme. A customer would not be offered a refund if he/she decided to withdraw from the scheme mid-year.
- 15** One refuse vehicle would be required to undertake the collections. There is capacity within the existing LDC refuse fleet to provide this without having to acquire an additional vehicle.
- 16** The pilot has been designed to operate at no net cost to the Council. The operational costs therefore have to be covered by those buying into the scheme.
- An uptake of at least 500 people (6% of households in Seaford, occupying houses or bungalows) would be required for the scheme to be financially viable, with the charge for the service at £70.
 - A £60 charge including bin, would require an uptake of at least 700 people for the scheme to be financially viable.
 - A £50 charge including bin, would require an uptake of at least 1200 people for the scheme to be financially viable.

Comparable Schemes

- 17** There are a number of other similar services operating locally. One is private and others are run by neighbouring councils. The table below provides details of their different charging rates. Those which offer low, or no, annual subscription are likely to be subsidising their service.

Provider	Annual Subscription (including bin)
Greentopia (operates within the Lewes District)	£78
Mid Sussex District Council	£60
Horsham District Council	£29
Adur & Worthing Councils	£60
Chichester Borough Council	£47.60
Crawley Borough Council	£48
Hastings Borough Council	£45
Wealden District Council	There is no additional

Provider	Annual Subscription (including bin)
	charge made as the costs are included in the council tax borne by all tax payers regardless of if they use the service or not
Eastbourne Borough Council	As above

Recycling credits

- 18 The Council receives, from East Sussex County Council (ESCC) payments each year called recycling credits. The amount received is dependent upon the volume, and potential value, of the recyclable material that the Council has collected. ESCC have indicated that, should LDC decide to go ahead with its green waste pilot, an additional recycling credit would be unlikely.

Pre pilot survey

- 19 In order to ascertain the level of potential demand for a green waste collection service, a consultation exercise has been undertaken with residents across Seaford. A short questionnaire (see appendix 1) has been distributed to the 11,000 households of the town, requesting their potential interest in the service and their views on pricing.
- 20 The closing date for the survey is 13 March so a verbal update will be provided to Members regarding the findings of the survey.

Evaluation of pilot

- 21 Should Members agree to the pilot being undertaken, it will run for a 12 month period. At the end of that time, it will be evaluated on the basis of:-
- Service uptake and, if demand exceeds capacity, the size of 'waiting list' for the service
 - Volume of material collected and contribution to recycling levels

Financial Appraisal

- 22 The total cost of operating a green waste collection service in Seaford as a pilot project for a year is projected to be £18,000. This includes the cost of a vehicle and crew, disposal charges, and associated management and overhead costs.

The £18,000 does not include the disposal costs. Currently green waste is tipped at the Tamar Organics Windrow composting site at Beddingham. The disposal cost is currently £35 per tonne but this could go down to £25 per tonne if larger volumes were tipped - 5,000 tonnes was the suggested level to achieve

this discount. The costs of disposal would be assessed once the volume of customers is known and the price of the adjusted accordingly.

- 23** By using an existing vehicle, the set-up costs of the pilot will be limited to the purchase of bins and registering customers for the service. The cost of bins will be charged to the customers as part of the subscription.
- 24** The cost of operating the pilot scheme will be matched by fees paid by just over 500 households (see point 14). This represents 6% of total households in Seaford (excluding flats) and is well within a participation rate of 20% anticipated for a permanent, District-wide scheme. However, there is a risk that uptake is below this level, resulting in a net cost to the Council. If a shortfall did arise, it would be funded from the Council's Recycling Reserve for the remaining 12 months of the pilot only and would have no impact on the Council's base budget or savings target.

Legal Implications

- 25** None arising from this report.

Sustainability Implications

- 26** I have completed the Sustainability Implications Questionnaire and found the following significant effects which I propose to mitigate/enhance in the following ways:
- The service could result in a reduction in car usage as householders may make fewer trips to household waste recycling sites. This is a positive impact and therefore would not require mitigation.
 - The service could result in a reduction in air pollution as householders may choose to recycle green waste where previously they may have burned some of this material. This is a positive impact and therefore would not require mitigation.

Risk Management Implications

- 27** I have completed a risk assessment. No new risks will arise if the recommendations are not implemented. The following risks will arise if the recommendations are implemented, and I propose to mitigate these risks in the following ways:-
- Low service uptake resulting in pilot running at a loss – pre pilot survey will ascertain what service uptake levels are likely to be.
 - Householders outside Seaford express negative views about not having access to the service – clear communication about the pilot will manage expectations for residents across the district.

Equality Screening

- 28** An equalities screening was undertaken on 26 January 2015. This identified that assisted collections would be beneficial as part of this service, as is

currently the case with waste and recycling services. A full equalities analysis is not required.

Background Papers

29 None

Appendix 1



Green Waste

*We think it could
be a good idea to
introduce a green
waste collection
service in your
neighbourhood*

What do
you think?

Green waste collection service

What do you think?

We are thinking about running a green waste collection service. Residents currently have to take their green waste to a recycling centre, or pay for a private company to collect it. We want to know if there are enough people interested in a service to be able to run it.

Many Councils in Sussex have a chargeable green waste collection scheme including Eastbourne, Wealden and Rother.

Positives of green waste collection

- Regular and convenient collection;
- Reduced car trips to recycling centres;
- Assisted collection for residents that require this;

So what are you proposing?

We are proposing an opt-in fortnightly green waste collection service where households would pay an annual subscription. The exact cost will depend on how many people choose to join. We estimate it will be between £60-£75. You will receive a 240 litre bin.

What if this isn't for me?

For residents who don't want to use a new paid-for service, you would still be able to compost your garden waste at the recycling centres or at home.

What happens next?

We want to know whether you would pay for a green waste collection service if it was offered. Please fill in the attached questionnaire or our online questionnaire and return it by Friday 13 March. We will analyse your answers and the results will contribute to deciding whether to run an initial trial service. We expect a decision to be made in March, and if a trial scheme does go ahead it will start in summer 2015 onwards. We will let you know via regular updates on our website.

Further information

For more information visit www.lewes.gov.uk/waste or phone **01273 471600**.

Proposed Green Waste Service Consultation

You can complete the questionnaire online at:

www.lewes.gov.uk/waste or fill in this form.

Alternatively you can complete this form and return it to us in the prepaid envelope at:

Green Waste Consultation, Lewes District Council,
Southover House, Southover Road, Lewes BN7 1AB

1. Your full name and address:

2. Would you be interested in a new green waste recycling service?

- Yes No

3. Do you agree that £60-£75 is a fair price for this service?

- Yes No

If no is this because?

- I don't need this service;
- I already use a private service to collect my green waste;
- The proposed price is too high (state below what you would be prepared to pay);
- Other (please state)

5. Please use this space if you have any further comments you would like to make;



Agenda Item No: 9.3 **Report No:** 49/15
Report Title: Strategic Tourism Vision Implementation 2015
Report To: Cabinet **Date:** 19 March 2015
Cabinet Member: Cllr Tom Jones
Ward(s) Affected: All
Report By: Nazeya Hussain, Director of Business Strategy and Development
Contact Officer(s)- Jackie Blackwell
Name(s): Jackie Blackwell
Post Title(s): Regeneration Project Manager
E-mail(s): jackie.blackwell@lewes.gov.uk
Tel No(s): 01273 66 11 22

Purpose of Report:

To report back to Cabinet on the phased action programme for Year One of the Strategic Tourism Action Plan 2015 - 2018, which forms the foundation for a new approach to delivering our visitor information services across the district in line with changing visitor expectations. The Action Plan aims to ensure we remain a vibrant and attractive destination for future visitors.

Officers Recommendation(s):

- 1 For Cabinet to note the phased action programme for Year 1 of the Strategic Tourism Action Plan 2015 - 2018 at Appendix 1.
 - 2 For Cabinet to agree the locations for four pilot visitor information points.
 - 3 For Cabinet to approve the design concept of the visitor information points [VIPs] using the new South Downs National Park Authority [SDNPA] shared identity.
 - 4 For Cabinet to note that 'Stay Lewes,' the destination website for the district, has been extended for a further year and has been mobile device enabled.
-

REASONS FOR RECOMMENDATIONS

- 1 Officers have been working on the phased action programme for Year 1 of the Strategic Tourism Action Plan that was approved by Cabinet in September 2014. This has included exploring locations and developing partnerships for a first pilot round of visitor information points and working with SDNPA on the appropriate design concepts using the shared visual identity. Accessible and sustainable locations for the pilot locations have been selected.

Our Stay Lewes website has been continued for 2015, to ensure our service to visitors and tourism businesses is maintained for this year. Officers have been looking at a range of viable alternatives, including the www.bestofsussex.com, a new local business and have spoken to Brighton & Hove City Council about their experiences of operating Visit Brighton, a council/business partnership model.

INFORMATION

- 2 In September 2014 Cabinet received a report on the future of tourism and visitor services in the district, including agreeing a new high level Strategic Tourism Vision. This vision highlighted the way we can work more efficiently and effectively over the next 3 to 4 years, using available resources to modernise the service in line with visitor demand and expectation. It set out that web-based digital marketing should be the prominent visitor destination, event and attractions vehicle, complemented by a limited but targeted printing of maps, visitor guides and event information to enable visitors to self-serve as they chose, as well as helping those who cannot or chose not to.

- 2.1 The following recommendations were approved at that Cabinet meeting:

- (a) To approve the Strategic Tourism Vision and Action Plan 2015 - 2018
- (b) To authorise Officers to develop a more detailed and phased action programme and report back to Cabinet in March 2015.

- 2.2 Appendix one of this report includes an update on the detailed actions of year 1 of the three-year phased action plan.

Visitor Information Points:

- 2.3 Officers have progressed the partnership work with SDNPA, confirming the sites of four bespoke visitor information points [VIP's] in key locations in the district:
 - (a) Gateway café in the Centenary Park, Peacehaven (opening March 2015)
 - (b) Ditchling Museum café (opened September, 2013)

- (c) Seaford Library (opened August, 2014)
- (d) Newhaven Library (opening March 2015)

- 2.4** These proposed locations for the first series of VIP's are shown on the map at Appendix 2. This map illustrates that most of the main settlements are included. After this initial pilot, we will roll out the VIP approach to visitor information across the district.
- 2.5** Officers have drawn up 'Agreements in Principal' for partner organisations; Peacehaven Town Council, Ditchling Museum, East Sussex County Council with LDC and SDNPA to host the VIPs subject to specific terms and conditions agreed by all parties.
- 2.6** Officers have been working alongside SDNPA's Interpretation Officer, and have commissioned a high quality design specification from HDK design company using SDNPA's shared identity toolkit, both practical and appropriate to each location. [See Appendix 3]. These VIP's will act as exemplars for SDNPA, being the first in the National Park using the shared identity. Whilst three of the four pilot locations are not in the National Park, the decision has been made to work with SDNPA and to use their identity because in many cases the locations in question act as gateways to the park.
- 2.7** The design and quality of the VIP's fits to the specification of the four different sites, complementing their open plan, contemporary architectural design. However, the adaptable and simple design is suited to a range of indoor locations. They will have an identity that ties in with the overall feel of the branding for the park, while retaining the potential for local distinctiveness.
- 2.8** The partnerships created and secured for the VIP's serve as solid foundations for further development and partnership working in Year 2 and 3 of the Visitor Services Action Plan.

Other Information

2.9 Displays

- (a)** Officers have been working with Sussex Community Rail Partnership, Southern Rail and local Town Councils on content, design and installation of large size visitor information 'Welcome' maps showing places to visit in railway stations in Seaford, Newhaven, Plumpton and Lewes.
- (b)** The 'Welcome to Seaford' map [Appendix 4] will be printed and installed in March 2015. This is being funded by Southern Rail. Negotiations are in place for the two further information maps to be designed, printed and installed in June/July 2015.

2.10 Stay Lewes Website

- (a) The Council's destination website, '[Stay Lewes](#),' has been retained for a further year to January 2016. LDC has extended the contract with New Vision Group, who provides the data managed service, Guestlink booking system and data stewardship for the site. This will enable networked Tourist Information Centres across the country, to continue to book and recommend quality assessed accommodation in our district, as well enabling visitors to book on-line while officers investigate and assess viable options for implementation in 2016.
- (b) The Stay Lewes website has been enabled for mobile devices from January 2015. Twitter training has been organised for TIC staff in April 2015 to maximise the potential to use social media to notify potential visitors and residents about attractions and events in the district and around.
- (c) Officers are working with committee representatives from Lewes Town & Country B&B, an independent group of over 50 B&B's and self-catering establishments, to include all of their members on the Stay Lewes website from April 2015.
- (d) The development of a new digital offer for visitor services, including the potential for apps as well as a traditional website is to be further explored in year 2 of the Action Plan as well as assist local tourism businesses to access digital marketing expertise; look at digital relationships with neighbouring destination web sites and portal sites; and look for opportunities on third party high-profile web sites such as the Ferry Company. Work is ongoing on this, including working with colleagues in Dieppe and the surrounding region to look at how we can better tie together the digital provision for visitors on each side of the Channel.

Financial Appraisal

- 3** The cost of the actions taken to date has been met by existing budgets for Tourism Activity. As shown in Appendix 1, feasibility studies are currently being carried out in respect of a range of activities and provision, with reports anticipated in Spring/early Summer 2015. Full financial appraisals will be undertaken as part of those studies and included within follow up reports for Cabinet decision.

Legal Implications

- 4** None arising from this report

Sustainability Implications

- 5** Questionnaire submitted on 9 February 2015

Risk Management Implications

6 I have completed a risk assessment.

6.1 The following risks will arise if the recommendations are not implemented, and I propose to mitigate these risks in the following ways: (to be completed)

Risk	Likelihood	Impact	Mitigation
Tourism service continues to be delivered in the traditional static way.	High	High	Improvement of website, development of a social media marketing campaign

6.2 The following risks will arise if the recommendations are implemented, and I propose to mitigate these risks in the following ways (to be completed)

Risk	Likelihood	Impact	Mitigation
Publicity surrounding the potential of re provisioning the TIC service	High	Medium	Prepare a Comms strategy expressing the need for change.

Equality Screening

7 The proposals have only positive, or zero, impacts on equality.

Background Papers

8 Lewes District Strategic Tourism Action Plan 2015 – 2018

Appendices

- 9 Appendix 1 - Welcoming Visitors – Year 1 of phased action programme
- Appendix 2 - Map of Proposed Pilot Visitor Information Points
- Appendix 3 - HDK design concept for visitor information points
- Appendix 4 - ‘Welcome to Seaford’ visitor information map
- Appendix 5 - Details relating to visitor information points – Leaflet Display

Appendix 1 - Welcoming Visitors: Year 1 of phased action programme

Action	Milestones & Indicators	Next Steps	Progress
1. Visitor Information Provision			
Explore options for future provision of TIC services, district wide.	Production of completed study & recommendations into TIC services	Create and implement detailed plans for the future of each TIC. To feed into TIC report.	In progress, report expected in Spring/early Summer 2015
Investigate the provision of an information centre service based at Southover House		Evaluation of pilot visitor information points. Feasibility study of alternative locations within Lewes. Reception at Southover House or possible partnership arrangements to feed into TIC report.	In progress, report expected in Spring/early Summer 2015
Look at the feasibility of a mobile TIC service.		Research and feasibility appraisal of a LDC wide mobile TIC service. To cover core locations, key events and to be used as a distribution vehicle to the VIPs. To feed into TIC report.	Discussions and research in progress with SDNPA and investigation into the Central Sussex LEADER programme for potential funding sources.
Feasibility of official satellite LDC managed Tourist Information Point (VIP) sites – with phone-link/display-only options.		Identification of potential sites, feasibility study, what legal MOU/SLA agreements needed. Evaluation of these pilots to feed into TIC report.	Successful discussion with SDNPA on locations of four pilot VIP sites identified, using SDNP new visual identity and branding, 'agreement in principle' prepared for: <ul style="list-style-type: none"> • Big Parks Project Gateway Café, Peacehaven; • Ditchling Museum Café; • Seaford Library; • Newhaven Library. Bespoke design concept for pilot VIPs created as 'exemplar' projects for the new shared SDNPA identity.
Explore potential for information desks and displays within partner locations, independently managed but LDC supported		Work up concept with possible partners, feasibility study any agreements needed. E.g. in hotels, visitor attractions, retail shops etc. To feed into TIC report.	Agreed the pilot of large scale visitor information map, funded in partnership with Southern Rail Partnership and Seaford Town Council in Seaford Railway station. Installation in March 2015.

			Further plans for similar visitor information maps in railway stations in Newhaven and Lewes by August 2015.
Inform and consult with wider tourism industry about changes and transition of the TIC service	Prior to production of TIC report.	Communications plan with public and partners/stakeholders	In progress, report expected in Spring/early Summer 2015
2. Destination Marketing			
Look at the viability of continuing with an annual printed destination guide and its distribution	Immediate. Marketing programme and methodology need preparing for 2015 Season.	SLA for outsourcing of production of guide (including distribution), mobile enabled website and social media. Identify seed-corn funding profile on a reducing basis for contract period.	The Stay Lewes website has been extended for a further year to enable more detailed research and development into viable alternatives.
Ensure the Visit Lewes website is fully enabled for mobile devices			Annual printed guide not printed for 2015 as the existing guide covers 2014 – 2015 and can be reprinted as required. Stay Lewes, our current website for accommodation and attractions has been fully enabled for mobile devices from January 2015.
Develop a social media strategy, specifically a Visit Lewes, Twitter and blog opportunities			Social media strategy in progress – April 2015 TIC staff training in Twitter set up in April 2015.
Integrate Lewes independent B&B Group content within the official destination web site		Contact Independent B&B group with proposals	Independent B&B group approached to invite their businesses onto the Stay Lewes website at special discounted rate from 1 April 2015 – 1 April 2016. Independent B&B Group committee are considering offer and we are awaiting decision.
3. Events and Attractions – ongoing			
			Working with Business, Strategy and Performance team on the completion of Outdoor Events Policy and marketing of the district for events. Continued promotion of local festivals and sales of event tickets in both TIC's

			Artwave 2015 (22 August-6 September) – applications open 1 April 2015.
4. Local Business Engagement			
Create a definitive database of tourism related businesses and contact points	Completed database	Compile list, cross-check with directories and databases. Maintain list and key information including email addresses.	Ongoing updating of business database
5. Wider Partnerships			
Finalise exit from Enjoy Sussex Partnership		Immediately complete exit.	Exit from Enjoy Sussex Partnership completed in 2014.
6. Research and Intelligence			
Collect data from businesses on market segments and reasons to visit.	Access to industry data	Identify key industry contacts that will share data. Possibly via focus group methodology.	To begin data collection in June/July
7. Quality and Skills			

Appendix 2: Map of Proposed Pilot Visitor Information Points

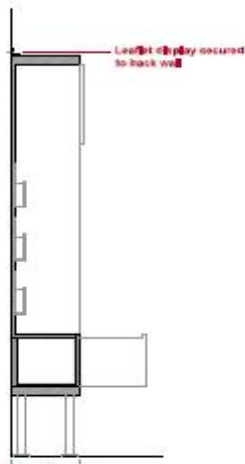


KEY

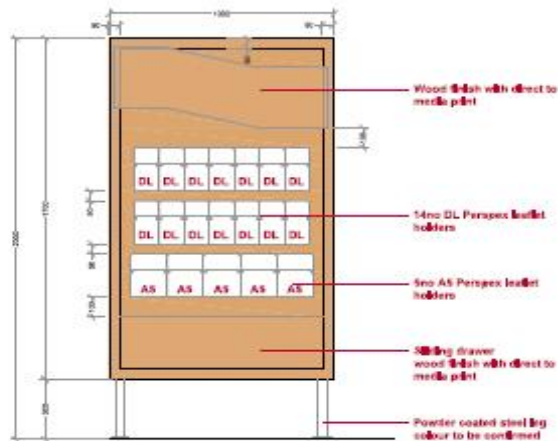
- Locations of pilot visitor information points

Appendix 3: HDK flexible design concept for visitor information points with examples from SDNPA shared identity toolkit

Design concept 1



8 Leaflet display
SECTION 1:20@ A3



9 Leaflet display
ELEVATION 1:20@ A3



13 Leaflet display visual
REFERENCE IMAGE



10 Leaflet holder
REFERENCE IMAGE



11 Drawer elevation
ELEVATION 1:10@ A3

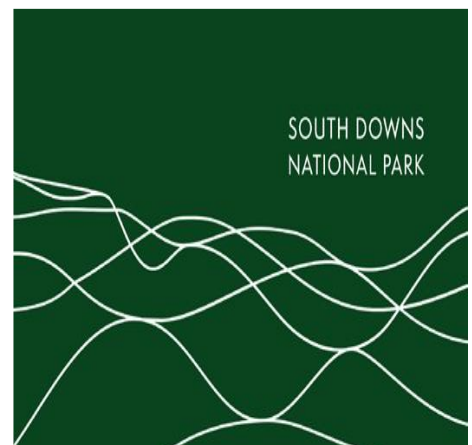


12 Drawer plan
PLAN 1:10@ A3

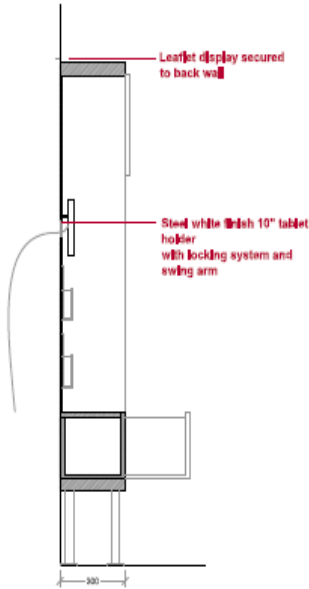


14 Drawer handle
REFERENCE IMAGE

SDNPA – shared identity toolkit examples

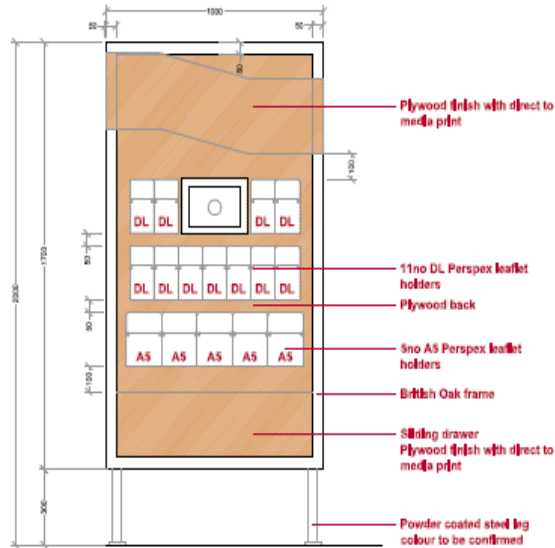


Design Concept 2 – interactive with shared identity



8 Leaflet display

SECTION 1:20@ A3



11 Leaflet display

ELEVATION 1:20@ A3



13 Leaflet display visual

REFERENCE IMAGE



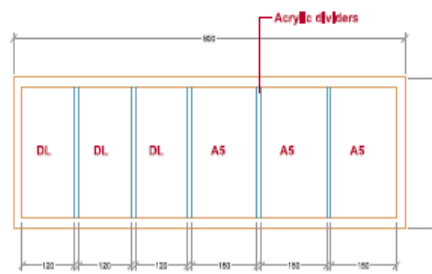
9 Tablet holder

REFERENCE IMAGE



10 Leaflet holder

REFERENCE IMAGE



12 Drawer plan

PLAN 1:10@ A3



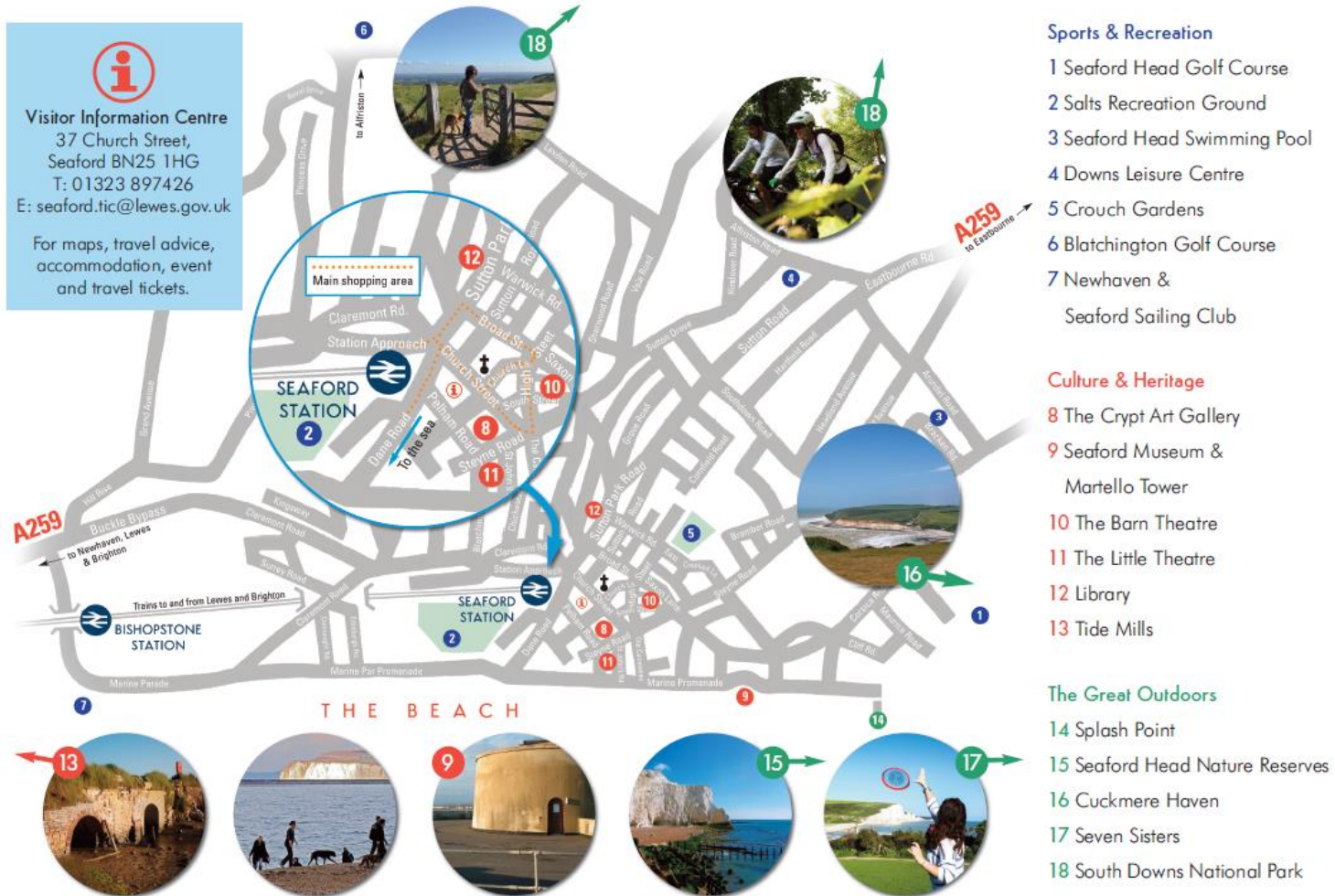
14 Drawer handle

REFERENCE IMAGE

Appendix 4: Draft Visitor Information Map – Welcome to Seaford

WELCOME TO SEAFORD

Nestled at the foot of the iconic Seven Sisters and a gateway to South Downs National Park, the town is a delight for visitors and residents alike. Offering gentle seafront walks and unspoilt beaches; challenging climbs and rides on Seaford Head; a range of different sport and play in open spaces and indoor facilities; an art gallery in an ancient Crypt and a Museum in a 200 year old Martello Tower! Plus two small theatres, a range of shops and a choice of great places to eat, drink and stay over.



LEAFLET DISPLAY

Peacehaven (Priced)

Header option 1: Shaped header.

Drawer option 1: Direct to media print onto plywood drawer front.

Display structure: MDF white laminated finish

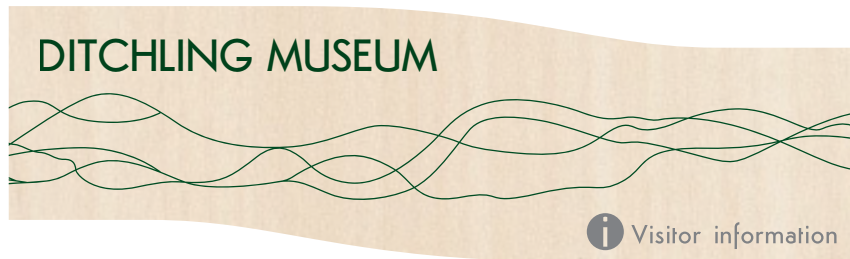


Ditchling Museum

Header option 1: Shaped header.

Drawer option 2: South Downs National Park logo.

Display structure: MDF painted finish



Newhaven Library

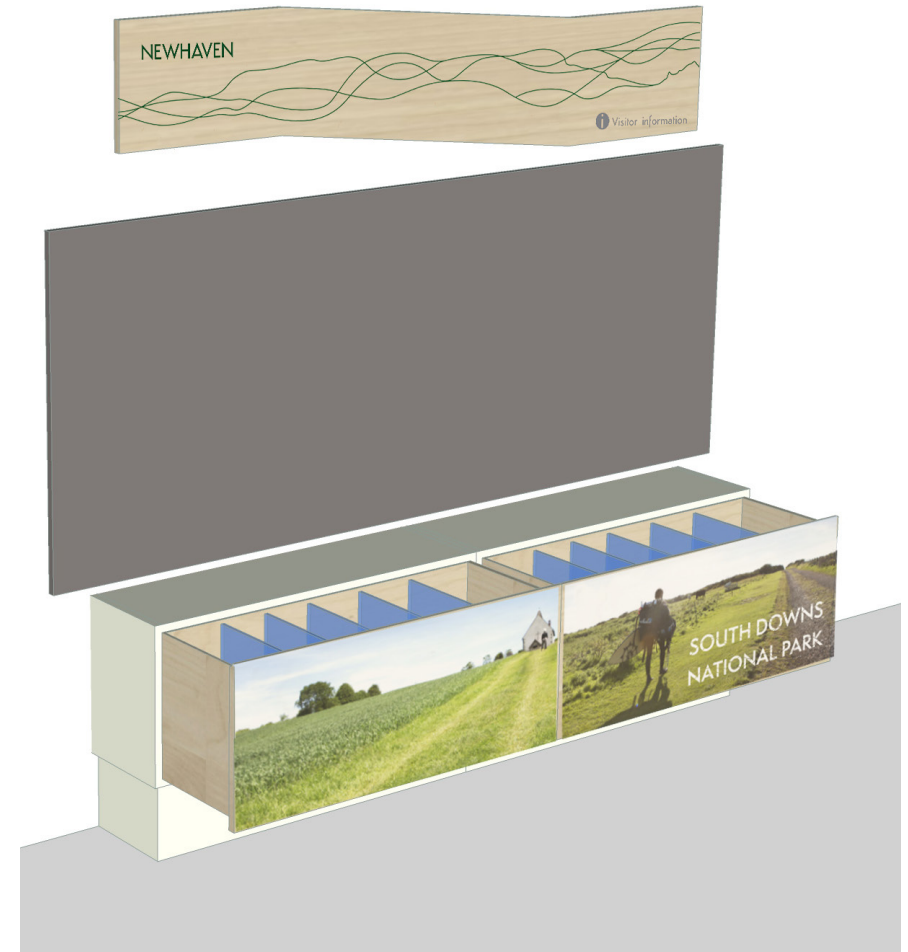
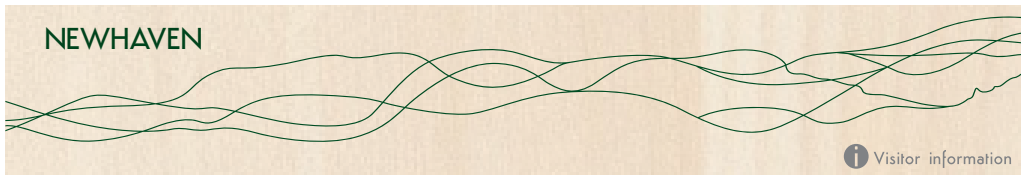
Header option 1: Shaped header.

Drawer option 1: Direct to media print onto plywood drawer front.

(2 drawers)

Display structure: MDF white laminated finish

Header option 2: Square header.

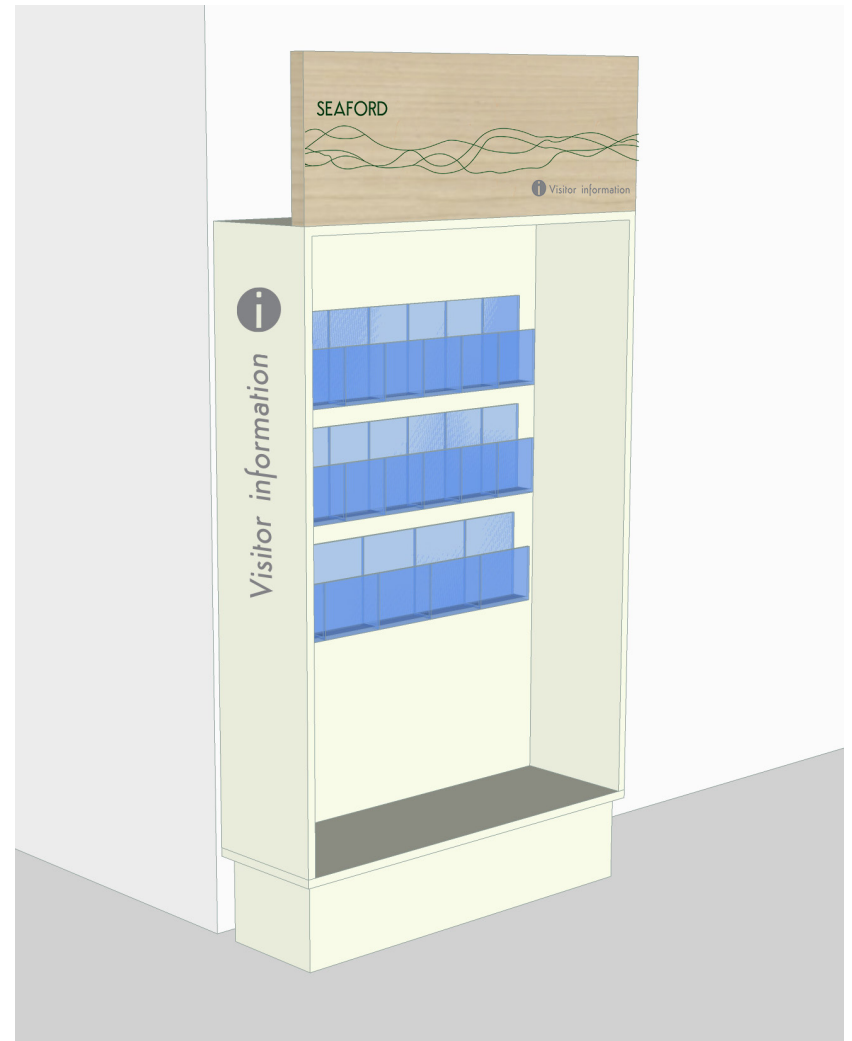
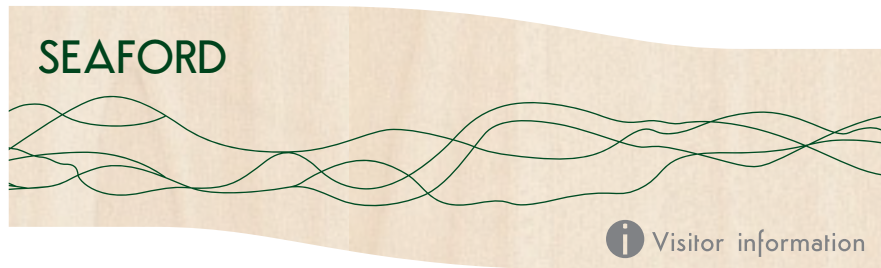


Seaford Library

Header option 2: Square header

Display structure: MDF white laminated finish

Possibility of additional row of leaflet holders at the bottom.



Agenda Item No: 9.4 **Report No:** 50/15

Report Title: Options for the River Ouse Inland Drainage District

Report To: Cabinet **Date:** 19th March 2015

Cabinet Member: Cllr Ron Maskell

Ward(s) Affected: All wards

Report By: Gillian Marston, Director of Service Delivery

Contact Officer(s)- Tim Bartlett

Name(s):
Post Title(s): Tim Bartlett
E-mail(s): Principal Environmental Health Officer (Environment)
Tel No(s): tim.bartlett@lewes.gov.uk
01273 484354

Purpose of Report: To appraise the Cabinet of the Environment Agency's decision to dissolve the Ouse Inland Drainage District, set out the options and agree the future management of the area of the inland drainage board.

Officers Recommendation(s):

- 1 To agree the option of not instigating or leading on the establishment of an IDD for the River Ouse or join with the wider East Sussex IDD
- 2 To agree that, in the absence of an IDD, from 2016/2017 the funds previously levied by the Environment Agency for managing the Inland Drainage District should be targeted to mitigate flood risk across the district (including coastal protection), consulting with the EA and other organisations as appropriate.
- 3 To agree that from 2016/2017 a Reserve is established from underspends within the flood risk budget to be used as contributions to unlock central government funds for larger flood and coastal erosion mitigation projects.
- 4 That in three years time a review of how water levels are being managed in the Ouse Inland Drainage District shall be undertaken in consultation with key partners such as East Sussex County Council, Environment Agency and others.

Reasons for Recommendations

Summary

1.1. In June 2012 the Environment Agency decided to end its role in managing the manage water levels in the lowland areas adjacent to key rivers – areas which are defined as Inland Drainage Districts (IDD). This is because the Environment Agency does not normally undertake this role and over time it has transferred or dissolved these responsibilities according to local circumstances. There remains only 8 IDDs, all located in the South East of England – 3 in East Sussex, one of which is the Ouse Inland Drainage District and the others cover the Cuckmere and Pevensey.

1.2. Discussions have taken place with the Environment Agency, the County Council and neighbouring councils on alternative arrangements, which includes establishing a replacement IDD administered by the councils collectively for a wider East Sussex area or separately for their defined areas, or whether to replace an IDD at all and whether funds could be diverted to better protect areas at risk of flooding.

2. What is an Inland Drainage Board and Inland Drainage District?

2.1. An Internal Drainage Board (IDB) is a local public authority that manages water levels in a defined area, the Inland Drainage District (IDD). There are 121 IDBs in Great Britain. The majority were established in the 1930's, initially they ensured that water levels were managed to benefit farmers, more recently they have been involved with reducing risk of flooding to people and property. The Inland Drainage Board has the power to raise levies a drainage rate charged on landowners with an IDD and a special levy charged upon local authorities in the area. The vast majority of the IDB's budget is raised from the Special Levy on the district councils in the IDD area. The local authority representatives have 51% of the vote. For more information see Appendix 1.

3. The River Ouse Inland Drainage District

3.1. The history of how the IDD's in East Sussex were established is not well understood other than they were abolished after World War 2, subsequently managed by differing organisations, before ending within the EA's remit. Unfortunately, there is no definitive map of the exact location of the Ouse IDD.

3.2. The total area of the Ouse IDD is 5516 ha, there are 50 km of maintained IDD water courses, 3 pumping stations, 3 manually operated sluice gates, 2 manually operated tilting weirs, 30 board dams and 15 other level control structures. The area covers Lewes, Mid Sussex and Wealden District Councils, although the levy currently apportioned to Mid Sussex and Wealden is £26K in total, compared to Lewes District Council of £120k reflecting the amount of the IDD in the local authorities administrative areas. There are relatively few large landowners which will affect the administrative costs of managing an IDD.

4. Wider East Sussex IDD's

4.1. Since July 2012 the EA have been meeting with officers from the local authorities across East Sussex to explore the following possible administration options:

- Three separate IDD's and three separate 3 IDB
- Three separate IDD's and one IDB
- Ouse IDD/IDB and a Pevensey/Cuckmere IDD/IDB

4.2. There is also the option of not establishing an IDD as the size and risk of the IDD's are very different. In assessing the option for Lewes the key issue is flood risk.

5. The Flood Risk within the IDD

5.1. Lewes, Newhaven and Uckfield sit within the Ouse IDD and there are a number of villages that are sited on higher ground above the IDD. The A259, A26 and A27 cross or run close to the IDD and the Lewes to Newhaven and Seaford railway line crosses it. The vast majority of the assets in the IDD are at a risk of 1:200 (an event that is likely to occur once in 200 years) or less, of flooding and sit above the flood plain

5.2. The water courses within the Inland Drainage District (see Map 1) are closely linked to the main river network which includes the River Ouse, River Uck and several streams and the Glynde reach. The majority of the IDD water courses are relatively short. The River Ouse flows south and discharges into the sea at Newhaven. Part of the IDD lies within the South Downs National Park and there are two Sites of Special Scientific Interest, see Map 1.

5.3. The main source of flood risk in the Ouse valley is the from the river Ouse and its tributaries, at times of intense rainfall and high tides there is a risk of overtopping or bank failure. If flooding occurs from the Ouse, initially the flood plain and the IDD water courses would be inundated. Though the IDD water courses would not affect the potential for higher areas and associated infrastructure from being flooded, the IDD water courses and pumps help to drain the flood affected areas as the levels of water in the River Ouse drop. This is particularly the case at the following locations:

- Fields just north of Lewes on the east bank
- The area known as Lewes Brooks, presently drained by the Celery Sewer and the IDD operated pump at Rodmell, is likely that winter flooding, which already occurs here, will be more extensive and last longer and affect the Lewes Brooks Site of Special Scientific Interest and local farm land. The Ranscombe Lane IDD operated pumping station, would need to continue to operate to ensure that the Lewes to Eastbourne railway line is protected from flooding. The long term future of this pump requires discussions between Network Rail, the Environment Agency and local landowners.
- There is a possibly one property within the IDD that may flood, and there are a number of gardens and possibly playing fields, including the Stanley Turner grounds that might flood.

- The potential impact of flooding has been considered and Map 2 and 3 indicate those locations where Lewes District Councils land holdings lie near or in the Ouse Inland Drainage District. The map illustrates that though there are areas of industrial land owned by LDC lying in the IDD, the risk of flooding to these areas, is not from the IDD, but rather river flooding or surface water flooding. There schemes currently being developed to protect these industrial areas from fluvial flooding.

5.4 There is a potential for the poorly maintained drainage network to impact areas, such as the Stanley Turner Grounds in Lewes and other recreational lands in Lewes and Newhaven owned by Lewes District Council. However, as Riparian Owners, the council will, if necessary have the ability to improve drainage ditches in the immediate vicinity of these land holdings.

5.6 Neighbouring authorities such as Wealden and Eastbourne have agreed to set up an IDD, and ESCC, as the Lead Local Flood Authority, are keen to establish IDD's as it assists in delivering their objectives and potentially helps avert enforcement action, which would be undertaken by the lead local flood authority. The positions of Wealden and Eastbourne are different with higher levels of risks than Lewes District Council.

5.7 Adur and Worthing District Councils chose not to establish an IDD as they believed they could more effectively use the special levy by targeting spend on areas of greater risk of flood without the administrative costs of an IDD. Arun District Council has also decided not to establish an Inland Drainage District. Instead they are working with Environment Agency to identify those water courses that are necessary to mitigate flood risk. They are using the money previously paid to the Environment Agency to employ an engineer, to carry out inspections of water courses and management of flood risk work and planned land drainage maintenance works.

5.8 If Lewes District Council did the same, it would be increasing active flood management in areas of greatest need, not necessarily restricting it to a flood plain with few valuable assets at risk of flooding.

5.9 At a later date should an IDD be found to be needed it could be established. It is, however, difficult to disband an IDD.

5.10 Should the second recommendation be accepted then the funds passed to the Environment Agency for managing the Inland Drainage District, in the region of £124K, could be targeted on a range of surface water, fluvial, ground water and coastal erosion schemes. As central government funding of flooding and coastal management schemes arise from Flood Defence Grant in Aid, this £124K could be used as "seed money" to lever in additional funds.

5.11 It should also be noted that if there is no Inland Drainage District, landowners are not required to pay a Drainage Rates. Land owners will be in control of this money to spend this money in a way which they wish; including maintaining those ditches which are their responsibility.

6. Financing of the Ouse Inland Drainage District

6.1. Appendix 1 briefly explains what an IDD/IDB is and how they are financed. The appendix also explains what an IDB does and more specifically how the Ouse IDD is presently operated.

6.2. According to the EA expenditure on the operation of the Ouse IDD in 2013/2014 was:

Income	Year ending 31st March 2014 £
Drainage Rates	£12,378
Special Levies	£144,004
Contributions from the Environment Agency	£20,000
Total Income	£176,382
Expenditure	
Contributions to Environment Agency	£58,353
Pumping stations, sluices and water level control structures	£100,000
Administration	£24,949
Other expenditure	£10,000
Net Operating Surplus/(Deficit)	(£16,920)

6.3 The Special Levies payable in 2014/2015 are:

Name of Local authority	£
Mid Sussex District Council	£11,640
Wealden District Council	£8,834
Lewes District Council	£123,530
Total	£144,004

6.3. The previous three years accounts demonstrate that the Ouse IDD has operated with a deficit, whilst the reserves held by Ouse IDD are less than £6,000.

The capital costs to replace a drainage pump may cost from £300k to £600k, depending on size and location. Such a financial risk would require the IDB have to seek funding from the landowners and those local authorities who are members of the IDB. Though funding may also be available from DEFRA through Flood Defence Grant in Aid monies

6.4. The Environment Agency has not undertaken a review of local Levy and drainage rates for many years. Lewes District Council's Levy for 2014/2015 was unchanged from 2013/14, and has increased by 1.9% in total since 2010/11. Any new Inland Drainage Board may wish to increase the special levy and drainage rates to reduce the deficit and to establish a reserve to ensure they have sufficient funds to cover the costs of replacement pumps.

6.5. From research of other Inland Drainage Board there is a view that the way the Environment Agency deliver water level management is expensive and it maybe that costs could be reduced by reviewing which water ways are managed by an Inland Drainage Board.

6.6. In the autumn of 2012 the Environment Agency consulted with 355 affected landowners and tenants – drainage rate payers within the Ouse IDD, of which only 7% responded, predominantly larger landowners. The majority of the 7% wanted the Ouse IDD to continue to be managed as an IDD with a new Inland Drainage Board to be established to take over the administration of the Ouse. The Environment Agency have recently written to all drainage rate payers in the Ouse IDD explaining the situation and suggesting they contact their district councillors to make their views known. Please see copy of letter in Appendix 2.

7. Roles and responsibilities for flood management

7.1. The key functions of an Inland Drainage Boards is to manage the drainage of water levels and reduce the risk of flooding and raise funds to do so from the landowners and local authorities. Much of their work involves the maintenance and improvement of designated water courses and related infrastructure including pumps and sluices. They can prohibit the obstruction of water courses and give consents to construct or alter a weir, bridge, culvert or embankment – thus alleviating the need for enforcement action from East Sussex County Council.

7.2. Without an Inland Drainage Board the responsibility for the drainage of the area and maintenance of water courses rests with the land owners. Enforcement role of the Land Drainage Acts will pass from the Environment Agency to East Sussex County Council as the Lead Local Flood Authority. Lewes District Council is responsible for its land only.

8. Risk Assessment

8.1. Appendix 3 provides an overview of potential obligations and duties for the agencies involved with water management within the Ouse inland Drainage District. The table assess these duties and obligations with and without the Ouse IDD.

9. Financial Appraisal

9.1. The special levy paid by Lewes District Council is the main source of funding for the Ouse IDD. In 2014/15 Lewes District Council will make a payment of

£123,530. The special levy forms part of the Councils net annual expenditure and there is no specific grant funding from the Government although the cost was taken into account by the Government when it calculated the Council's baseline funding (annual revenue support grant and business rates retention amounts) as part of the local government finance settlement.

9.2 If the IDB is dissolved, the Council would no longer pay a Levy and this amount could be reallocated to a budget for delivering a more focussed means of managing and mitigating the risk of flooding across the district rather than just within the IDD. A Reserve could be established from any underspends within this core budget to be used as contributions to unlock central government funds for larger flood and coastal erosion mitigation projects. Assuming that the IDB is dissolved in 2015/16, the first year that a local budget could be established would be 2016/17.

9.3 There is a risk that, when the Government resets the financial settlement in 2020 (the first reset date) the Council's assumed spending will be reduced by £123,530 if an IDB is not in place at that time, with a consequent reduction in external baseline funding receivable by the Council at that time. To clarify this situation both East Sussex County Council and Wealden District Council have written to the Department of Communities and Local Government but no response has been received.

9.4. In terms of the options and in particular a wider consortia approach to delivering an Inland Drainage District function across East Sussex, there is some concern that as Lewes District Council would hold significantly less influence it would have less control on setting the levies it would have to pay.

10. Legal Implications

10.1. If an IDB is established it is an independent legal entity and as such if established it would carry its own legal responsibility and duties. It would also be free to appoint such legal advisors as it saw fit and as such LDC would not have to carry any legal burden if an IDB is established. However, during the process of establishing a new IDB there will be costs and legal and specialist support needed which will be a burden to LDC.

10.2. If there is no Inland Drainage District Lewes District Council has powers under the Land Drainage Act to undertake works to resolve or improve drainage problems. However we would be unable to recharge for the landowner for these works

Sustainability Implications

I have completed the Sustainability Implications Questionnaire as this Report. I have completed the Sustainability Implications Questionnaire and there are no significant effects as a result of these recommendations *(or)*

I have completed the Sustainability Implications Questionnaire and found the following significant effects which I propose to mitigate/enhance in the following ways:

- 1) That some farm land misbecome difficult to cultivate and Lewes Brooks SSSI maybe come inundated. This can be mitigated by working with farmers, land

owners, Natural England and Environment Agency to ensure the risks are correctly managed.

Risk Management Implications

I have completed a risk assessment

The following risks will arise if the recommendations are not implemented, and I propose to mitigate these risks in the following ways:

- 1) That instigating an Inland Drainage District based upon its present boundaries may result in monies provided by Lewes District Council to an Inland Drainage Board not protecting the necessary properties and assets in the district.

The following risks will arise if the recommendations are implemented, and I propose to mitigate these risks in the following ways:

- 1) Some locations currently benefiting from the existing IDD operated by the Environment Agency will need further discussion with landowners, farmers and the EA and us to seek long term management of some critical assets.

Equality Screening

I have completed a equality screening assessment and the following resulted:

- 1) The potential negative equality impacts identified were low. There is an opportunity here to utilize funds in a way that protects residents and business from flooding and coastal erosion which could be considered a positive impact. Should the cabinet approve the recommendation then there will be need to consult further with a range of stakeholders to explore potential benefits in more detail.

Background Papers

None

Appendices

Appendix 1 IDBs An Introduction

Appendix 2 Appendix 2 Letter from EA to Drainage Rate Payers in the Ouse IDD

Appendix 3 Risk Matrix for Ouse and LDC

An introduction to Internal Drainage Boards (IDBs)



Page 45 of 112



Association of Drainage Authorities
The national representative of IDBs in England & Wales

What is an Internal Drainage Board?

An Internal Drainage Board (IDB) is a local public authority that manages water levels. They are an integral part of managing flood risk and land drainage within areas of special drainage need in England and Wales.

Each IDB has permissive powers to undertake work to provide water level management within their Internal Drainage District (IDD), undertaking works to reduce flood risk to people and property and manage water levels for local needs. Much of their work involves the maintenance of rivers, drainage channels, outfalls and pumping stations, facilitating drainage of new developments and advising on planning applications. They also have statutory duties with regard to the environment and recreation when exercising their permissive powers.



The forerunners of today's IDBs date back to the time of Henry III who established a Commission for drainage of Romney Marsh in Kent in 1252. Most IDBs today were established by the Government following the passing of the Land Drainage Act 1930. The activities and responsibilities of IDBs are currently controlled by the Land Drainage Act 1991 as amended by subsequent legislation. IDBs are also defined as Risk Management Authorities within the Flood & Water Management Act 2010 alongside the Environment Agency, local authorities and water companies.

Today, there are 121 IDBs in Great Britain, 120 in England and 3 in Wales (2 IDBs cross the border). IDBs cover 1.2 million hectares of England (9.7% of England's total land area) and 28,500 hectares of Wales (1.4% of the Wales' total land area).

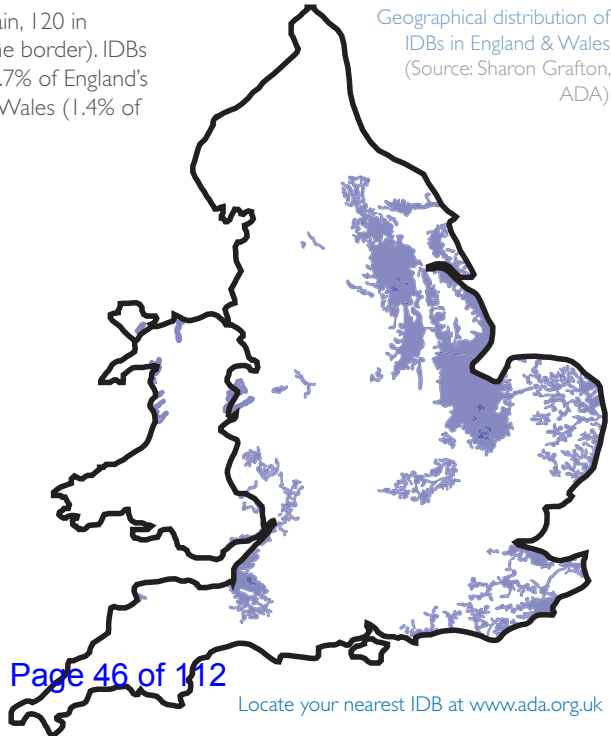
Geographical distribution of IDBs in England & Wales
(Source: Sharon Grafton, ADA)

Where can I find an IDB?

IDBs manage drainage districts which occur in areas of special drainage need. The district each IDB covers is therefore determined by the local hydrology and not by political boundaries such as those of counties.

They either occur in broad open areas of lowland such as The Fens, Somerset Levels or Humberhead Levels or within the floodplains of rivers.

IDBs are geographically concentrated in Cambridgeshire, Kent, Lincolnshire, Norfolk, Nottinghamshire, Somerset and Yorkshire.



Locate your nearest IDB at www.ada.org.uk

What are IDBs responsible for?

IDBs' primary role is to manage water levels and reduce the risk from flooding within their districts. Much of their work involves the maintenance and improvement of watercourses and related infrastructure such as pumping stations, weirs, sluices, culverts and embankments within their drainage districts.

Under the Land Drainage Act 1991, each IDB exercises a general power of supervision over all matters relating to water level management within its district. In pursuance of this role they can prohibit the obstruction of watercourses within their district. Thus, anyone constructing or altering a weir, bridge, embankment, culvert or similar obstruction must first seek the consent of the IDB before undertaking works. IDBs also have a series of bylaws relating to the management of watercourses and can designate features and structures within their district which relate to managing flood risk. A designation prevents the owners from altering, removing or replacing the structure or feature without the consent of the IDB.

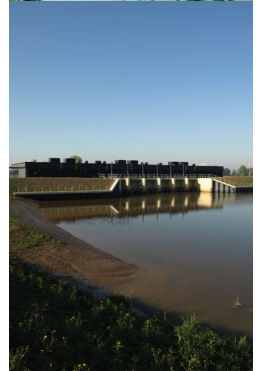
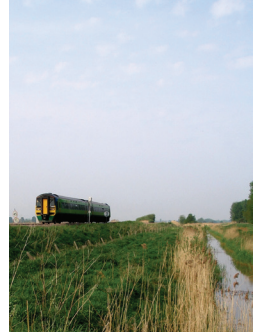
IDBs input into the planning system by facilitating the drainage of new and existing developments within their districts, and advising on planning applications, specifically the use of sustainable urban drainage systems (SuDS).

IDBs conduct their work in accordance with a number of general environmental duties and promote the ecological wellbeing of their districts. They have a specific duty to further the conservation and enhancement of all designated environmental sites within their districts such as SSSIs.

Some IDBs may also have other duties, powers and responsibilities under specific legislation. For instance the Middle Level Commissioners and Witham Fourth District IDB are also navigation authorities. During drought IDBs play a key role in keeping water levels higher and facilitating the transfer of water.

Defra is the Government department responsible for IDBs and the work of an IDB is closely linked with that of the Environment Agency and Lead Local Flood Authorities (and Local Authorities over planning issues).

IDBs are not, however, responsible for watercourses designated as main rivers within their drainage districts; the supervision of these watercourses is undertaken by the Environment Agency.



Why are IDBs so important to the UK?

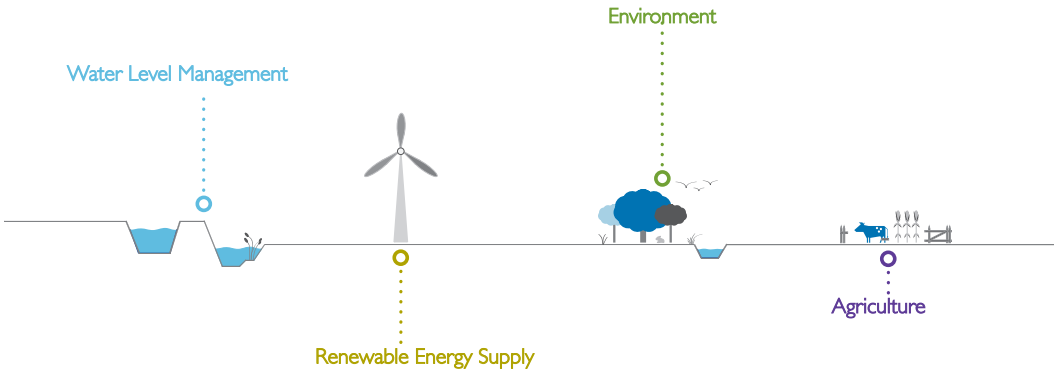
Covering 1.2 million hectares of England (9.7% of the total land area) and 28,500 hectares of Wales (1.4% of the total land area), IDBs have a significant operational role within the following areas:

WATER LEVEL MANAGEMENT

IDBs' primary role is to manage water levels and reduce the risk from flooding within their districts. Much of IDBs' work involves the maintenance and improvement of watercourses and related infrastructure such as pumping stations, weirs, sluices, culverts and embankments within their drainage districts. IDBs are responsible for the maintenance of over 22,000km of watercourses located within their districts.

RENEWABLE ENERGY SUPPLY

Currently over 30 onshore windfarms and 6 planned (1 operational) bio-energy power stations are located within IDB districts. Such sites will need careful water level management to avoid flooding or damage to associated infrastructure. Other renewable energy production techniques are currently being considered by IDBs with regards to powering pumping stations with micro-generation, such as solar photovoltaic, micro wind, hydro and combined heat and power plants.



ENVIRONMENT

IDBs conduct their work in accordance with a number of environmental duties, and aim to promote sustainability and the ecological wellbeing within their districts. Every IDB has its own Biodiversity Action Plan and strives to maintain watercourses as sympathetically as possible. They have a specific duty to further the conservation and enhancement of all designated environmental sites within their districts, including 398 SSSIs.

AGRICULTURE

There are approximately 50,000 farms or land-holdings within IDB districts in England & Wales growing crops and raising livestock for food. The service provided by IDBs underpins the food production of the majority in the most valuable and productive land in the UK, with over 50% of Grade 1 agricultural land in England situated within IDBs. Water management within IDBs is an essential component to continuing the food security of the UK.

TRANSPORT

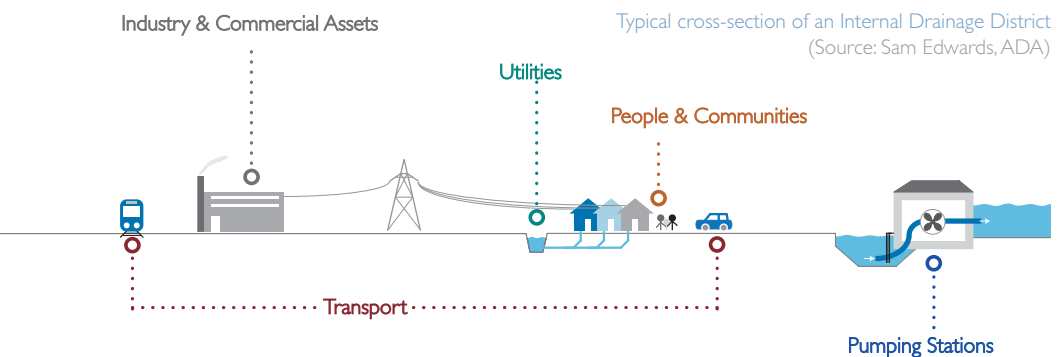
Approximately 129 miles of motorway and 910 miles of railway runs through IDB districts. Including major commuter links, such as the A1, M4, M5 and the East Coast Mainline connecting London to the South West, Wales, North East and Scotland. Without efficient and continuous water level and land management from IDBs, and communication with other transport authorities, loss of these transport routes would affect millions of commuters every year.

INDUSTRY & COMMERCIAL ASSETS

Although primarily rural, some IDB districts also contain several other significant industrial or commercial assets: 42 caravan/leisure parks and 68 major industrial premises (including the Port of Grimsby & Immingham in the Humber Estuary, which is the UK's largest port by cargo tonnage – importing 20 million tonnes of oil and 10 million tonnes of coal per annum – and 13th largest in Europe).

UTILITIES

Within England and Wales there are 201 operational major power stations that supply the UK's high demand for electricity. Of these major power stations 56 are located within Internal Drainage Districts, equating to 53% of installed capacity (potential maximum power output). Water supplies (both domestic and commercial) rely on effective water level and quality management, all of which would suffer from no IDB action.



PEOPLE & COMMUNITIES

IDBs play a key role in directly reducing flood risk to 600,000 people who live and/or work within IDB boundaries, and 879,000 properties (domestic and commercial). Notwithstanding this, the total infrastructure that complements these communities would also be greatly affected. Local Authorities pay a 'special levy' to IDBs for people, property and infrastructure, benefitting from their work.

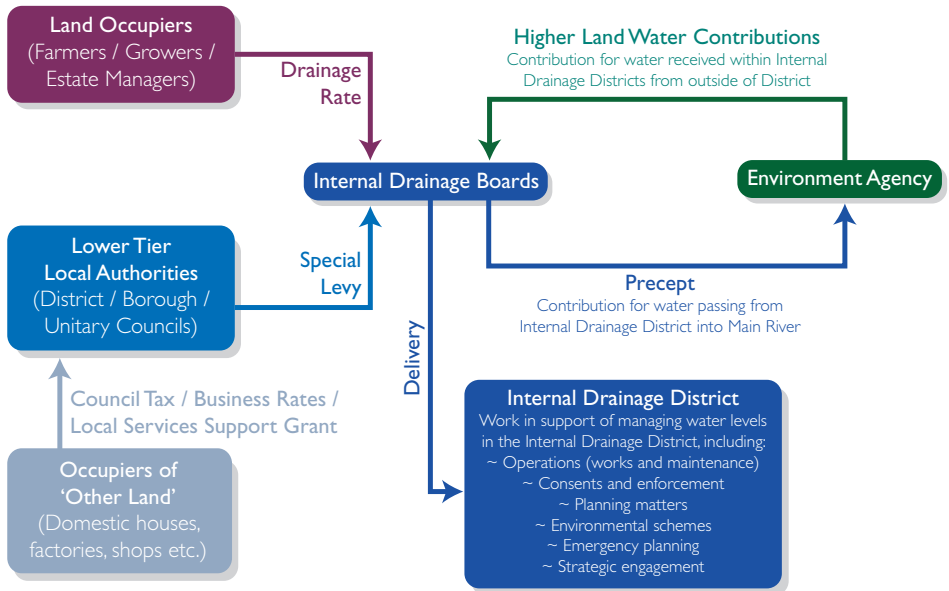
PUMPING STATIONS

The majority of IDB districts require pumping to some degree for water level management, the rest are reliant on gravitational flows to main rivers and estuaries. 53 IDBs have more than 95% of their area dependent on pumping. 635,722 hectares of land in IDB districts rely on pumping – almost 51% of the total. This is facilitated by at least 500 pumping stations.

How are IDBs funded?

The expenses of an IDB are predominantly funded by the local beneficiaries of the water level management work they provide. Each IDB sets a budget for its planned work in the forthcoming year and any investments it needs to make for future projects. Section 36 of the Land Drainage Act 1991 determines that these expenses of an IDB shall be met by:

- Drainage rates collected from agricultural land and buildings within the Internal Drainage District;
- Special Levies issued on District and Unitary Authorities within the Internal Drainage District;
- Contributions from the Environment Agency (see Higher Land Water Contributions (HLWC) from EA to IDB).



Flow chart of IDB finance input and outputs
(Source: Ian Moodie, ADA)

Drainage Rates and Special Levies

All land and properties within a Drainage District are deemed to derive benefit from the activities of an IDB and therefore subject to contributions to the expenses of the IDB paid annually to the Board. For the purposes of rating, properties are divided into

- Agricultural Land and Buildings (farmhouses, barns, stables, silos etc.)
- Other Land (such as domestic houses, factories, shops etc.)

Occupiers of all “Other Land” pay Council Tax, Business Rates or Local Services Support Rates to the District or Unitary Authority who then are charged a Special Levy by the Board in proportion to the annual value of this “Other Land”.

The Board, therefore, only demands Drainage Rates direct on Agricultural Land and Buildings.

The division of the expenses of the IDB raised via drainage rates versus special levy is determined by the total annual value of all agricultural land and buildings in the Internal Drainage District versus the total annual value of all other non-agricultural land and buildings within the Internal Drainage District.

As land moves out of agricultural production and is built on so the appropriate rates and levies are adjusted proportionately. The IDB can be informed of such changes either directly by the land occupier/owner or by the respective Council's District Valuer.

Note: Differential Rates | Section 38 of the Land Drainage Act 1991 enables the division of Internal Drainage Districts for the purposes of setting different drainage rates and special levies in each sub-district. In principle, Differential Rates are only used to reflect differential levels of service from an IDB. This may occur where a part of the District is pumped and another part drains under gravity, or where some parts of the District receive a reduced or enhanced level of benefit from IDB activity (e.g. significantly higher land within the District, or coastal land within the District). For more information, seek the Association of Drainage Authorities' briefing paper for IDBs on Differential Rating Orders at www.ada.org.uk.

Higher Land Water Contribution (HLWC) from EA to IDB

Higher land water contributions (also known as highland/higher level water contributions) are enabled under Section 57 of the Land Drainage Act 1991. An IDB may make an application to the Environment Agency for a contribution in relation to the quantity of water which that district receives from lands at a higher level outside of the Board's district.

It provides funding to contribute to additional water management pressures and therefore additional pumping/maintenance required to manage water from higher in a catchment entering an IDB's Drainage District. Applications for HLWC are made on an annual basis, and their payment are at the discretion of the Environment Agency.

Additional funding

IDBs can also secure grants to assist with the funding of capital and environmental works projects via Flood Defence Grant in Aid (FDGiA) from Defra, the lottery funding agencies and the European Union where appropriate. In May 2011 the Secretary of State for the Environment introduced a new Partnership Funding policy for flood and coastal risk management projects in England which encourages funding to be secured from sources other than FDGiA. Thus the level of FDGiA funding a project receives relates directly to the public benefits it delivers as set out in the Outcomes Measures guidance available on the Environment Agency's website.

Environment Agency Precept (from IDB to EA)

Section 141 of the Water Resources Act 1991 enables the Environment Agency to issue precepts to IDBs requiring payment of any amount required to be contributed by those Boards towards the expenses of the Environment Agency.

The Precept allows local funds raised by an IDB to finance works essential to the Main River (statutory designated watercourses which are the responsibility of the EA) within, adjacent or flowing from or into an IDB's Drainage District. In principle the money is raised by the EA from the IDB for the benefit of the respective District or Districts served. The payment of an EA Precept is compulsory, however an IDB may appeal this precept if they feel it unfair, and may request details of how it has been spent by the Agency.

Financial Security

Long-term certainty of finance is essential to sound water level and flood risk management. Water level management is a daily job, requiring regular attention which must be planned well in advance. In contrast, flood risk mechanisms may only be tested infrequently but must meet the standards demanded of them on these critical occasions. Both activities transcend political and spending periods as currently set out by the Government.



Association of Drainage Authorities
The national representative of IDBs in England & Wales

Acknowledgements

Authors

Dr Jean Venables CBE FREng FICE MCIWEM – Chief Executive
Ian Moodie MSci – Technical & Research Assistant
Sam Edwards BSc AIEMA – Researcher & Production

Cover photo

'Water Vole-enters' – Watching watervoles in an IDB channel
Cliff Carson (Middle Level Commissioners)

Please respond to:

Sam Edwards

Address: 6 Electric Parade, Surbiton, Surrey, KT6 5NT

Telephone: +44 (0)20 8399 7350 | Fax: +44 (0)20 8399 1650

Email: admin@ada.org.uk | Website: www.ada.org.uk



Page 52 of 112

Early morning at South Walsham (Source: Pete Butler)

Booklet designed by Sam Edwards, ADA

November 2014

Dear Pevensey Levels Internal Drainage District Ratepayer:

Have your voice heard on the future of the Pevensey Levels Internal Drainage District!

Furthermore to the Environment Agency's letters of October 2012 and July 2014, I am writing to you as chairman of the East Sussex IDD Steering Group, to encourage you to voice your views on the future management of the Pevensey Levels Internal Drainage District (IDD).

The Steering Group is made up of people representing the interests of those who pay for and benefit from drainage district management work. Ratepayers are represented on the group by the National Farmers Union (NFU) and Country Land and Business Association (CLA). **As a ratepayer, you are receiving this letter because you might be affected by management changes to the Pevensey Levels IDD.**

The two future management options being considered for the existing Pevensey Levels IDD are:

1. **Set-up a replacement Internal Drainage Board (IDB) to manage the Pevensey Levels IDD:** Communities or other suitable organisations would set-up a new IDD and IDB to replace the Environment Agency operated IDD, in order to manage water levels in the Pevensey Levels catchment. This could be a new stand-alone IDB just for the Pevensey Levels catchment, or as part of an IDB that also covers the River Ouse and/or the River Cuckmere catchments.

You would pay drainage rates to the new IDB in a similar manner that you pay to the EA today. The new IDB would determine the rates and would also determine how those rates (and other income from local authorities and the Environment Agency) are spent, and would make arrangements for the operations and maintenance work to be done. You would be able to elect drainage rate payers to sit on the IDB as your representatives.

2. **Drainage management reverts to riparian landowner control:** There would be no replacement IDB to manage the Pevensey Levels IDD. Under this option, once the existing IDD is abolished, the Environment Agency will no longer maintain any ordinary watercourses in the Pevensey Levels catchment nor will they operate any of the eight pumping stations on those watercourses.

Whilst you will no longer have to pay drainage rates, if you have currently-maintained IDD watercourses on your land, **you will need to make alternative arrangements for fulfilling your responsibilities as a riparian landowner.** (For information about what this means, see the EA's booklet

'Living on the Edge' at <https://www.gov.uk/government/publications/riverside-ownership-rights-and-responsibilities> . If you don't have access to the internet, you may request a hard copy by writing to the IDD project manager at the address at the end of this letter.)

Local council officers on the Steering Group have drawn up their reports for their councillors, who will be deciding on their preferred option for future drainage management within the Pevensey Levels.

Why are the changes being made?

Although the Steering Group wanted the Environment Agency to continue to manage the Pevensey Levels IDD, this was not included as an option because the Secretary of State for the Environment has directed that IDBs need to be more locally accountable.

By transferring management of ordinary watercourses in the IDD to locally accountable bodies, landowners and local people can make better decisions about local priorities. The changes do not affect the Environment Agency's work on main rivers such as Pevensey Haven or Wallers Haven.

What happens next?

In December 2014, District and Borough Councillors will be making their decision on their preferred option for the management of the Pevensey Levels when the existing IDD is abolished. These decisions are likely to determine whether or not the Environment Agency proposes that a new IDD/IDB be set up when the existing Pevensey Levels IDD is abolished.

By the end of June 2015, the Environment Agency, advised by the East Sussex IDD Steering Group, plans to submit its proposals to Defra to dissolve the existing Pevensey Levels IDD and put in place alternative arrangements. Once the proposal is submitted there will be further opportunities to make representations to Defra. Ultimately it is the Secretary of State for the Environment who will make the final decision on the proposal. If the Secretary of State approves the proposal, the existing Pevensey Levels IDD will be abolished and alternative arrangements in place on 31 March 2016.

If you would like to make your views known, please inform your local councillor. You can find your councillor and their contact details as follows:

Eastbourne Borough, <http://www.eastbourne.gov.uk/about-the-council/councillors-and-committees/>

Wealden District <http://council.wealden.gov.uk/mgMemberIndex>.

Rother District <http://www.rother.gov.uk/article/179/Councillors>

Hastings Borough <http://hastings.moderngov.co.uk/mgMemberIndex>

Alternatively, contact the Environment Agency at:

PevenseyLevelsIDB@environment-agency.gov.uk or the address at the end of this letter.

Members of the NFU or CLA can also contact:

Tom Ormesher
Regional Environment & Land Use
Adviser
NFU South East Region
Unit 8 Rotherbrook Court
Bedford Road
Petersfield
Hampshire
GU32 3QG

01730 711950 (office)
01730 711962 (direct line)
07721 430849 (mobile)
Tom.Ormesher@nfu.org.uk

Megan Cameron,
Rural Adviser
Hikenield House
East Anton Court
Icknield Way
Andover
SP10 5RG

01264 313434 (office)

megan.cameron@cla.org.uk.

The NFU and CLA will ensure your views are made known to both the local authorities and Defra as appropriate.

You will also have the opportunity to contact Defra once a proposal has been submitted.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J E St-Pierre'.

J E "Sam" St-Pierre,
Chair East Sussex IDD Steering Group

c/oTeresa Willway
IDD Project Manager
Environment Agency
Guildbourne House
Chatsworth Road,
Worthing,
West Sussex,
BN11 1LD.

APPENDIX 3

Risk Matrix for Ouse IDD and potential impact on Lewes District Council

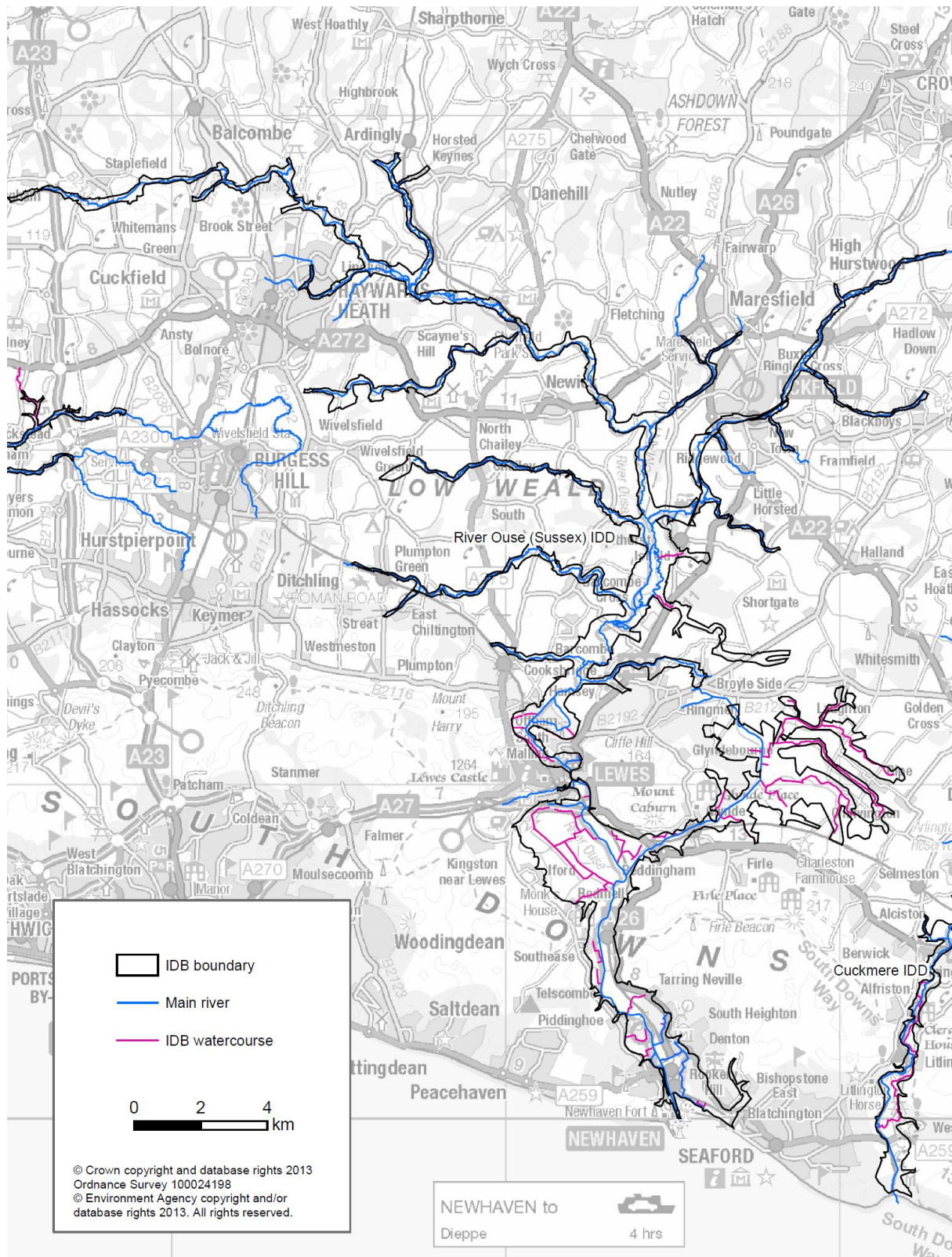
Risk posed to LDC	Likelihood of occurrence	Impact	Score	Commentary	Opportunities
Legal					
If the IDB reconstituted – Ouse only	Medium(2)	2	4	Costs and administration of establishing a new administration – this would incur a cost to LDC	
If the IDB reconstituted – Pan East Sussex	Medium (2)	2	4	Costs and administration of establishing a new administration – this would incur a cost to LDC and partners Governance is likely to mean that LDC is smaller partner with less control	
Future dissolution	Medium (2)	2	4	Potentially costly	
Financial					
If the IDB dissolved	Medium (2)	2	4	Loss of monies from Special Levy within SFA occurs after 2020 await clarification from DCLG	Opportunity depending on the response to DCLG letter for monies to be used to deliver water management service across district Potential gain of monies through SFA of extra monies to manage ordinary water courses which were once within the IDD
If the IDB reconstituted – pan East Sussex	High (3)	3	9	Potential inability to control the spend of monies raised with the Ouse IDD to spent within the IDD	Potential for savings if consortia existed to deliver the

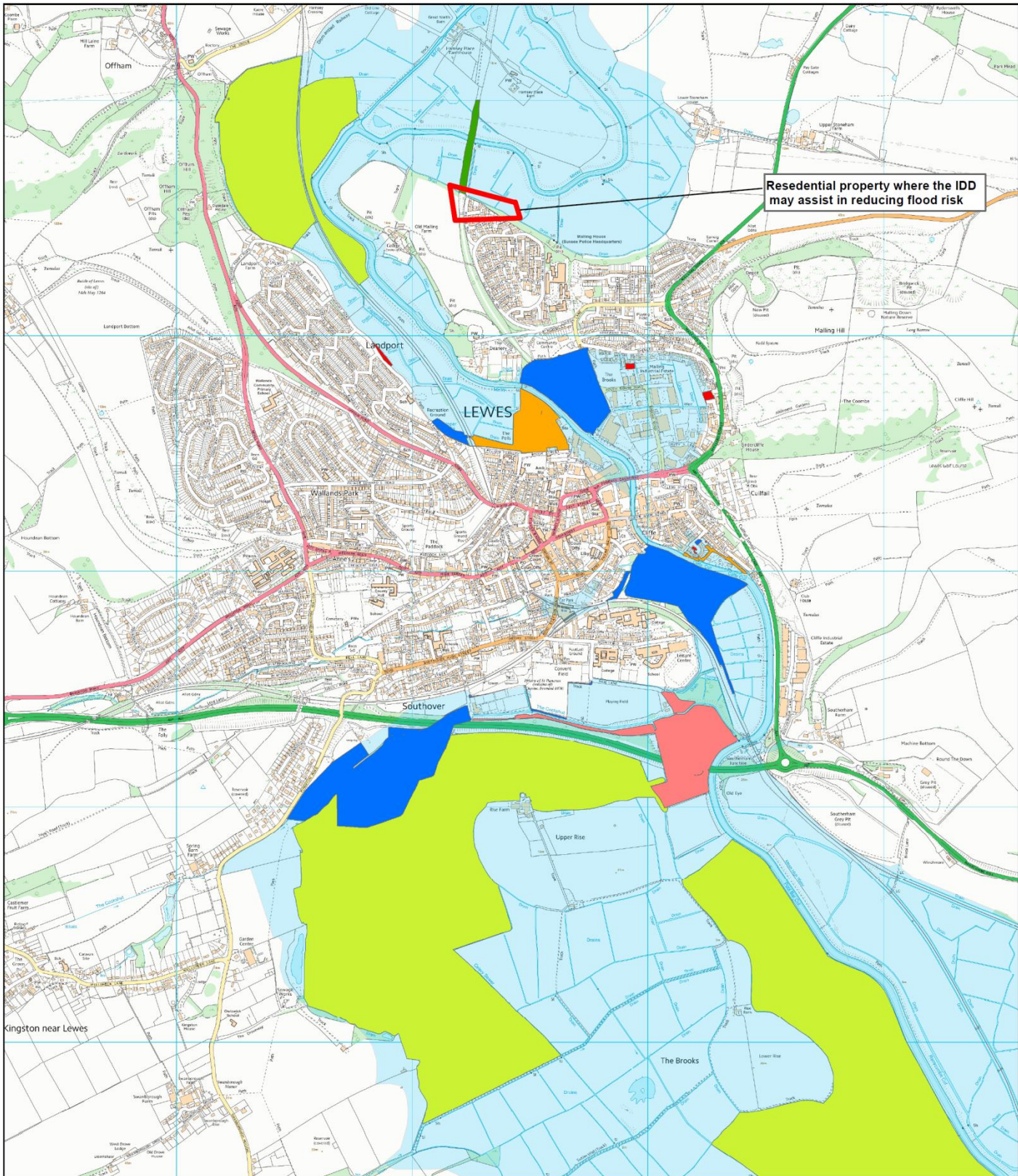
Risk posed to LDC	Likelihood of occurrence	Impact	Score	Commentary	Opportunities
				Potential for drainage rates and special levy to be increased in order to resolve issues in other IDD's	administration and management of the IDD and IDB – albeit probably limited Probably better financial management
If the IDB reconstituted - Ouse only IDB	High to Medium (3)	2	6	<p>The costs of an IDB are between 193 and 200k and the contribution from LDC is 124k – there is a financial gap which needs to be closed. WDC contribute 6% (12k), MSDC 7% (14k) and Landowners 8% (16k). At 200k expenditure this leaves a 42k hole. The majority of any deficit is likely to fall predominantly upon LDC.</p> <p>Although any potential increases in the Special Levy and Drainage Rates to be increased by IDB – but LA representatives have casting vote which should act as a method of checking any increase. This could result in additional financial pressure to LDC necessitating further budget cuts to fund. In order to have effective control of the IDB Finances, LDC would need to</p>	Probably better financial management

Risk posed to LDC	Likelihood of occurrence	Impact	Score	Commentary	Opportunities
				ensure that WDC and MSDC share our concerns both now and into the future. Risk of large capital (£000's) costs should a pump fail.	
Flood Risk					
Impact on land owned by LDC See Maps 2 and 3	Medium/low (2)	1	2	Locations which lie within or close to the IDD and are deemed economically important Land deemed as important for biodiversity and where flooding will have an adverse effect Land where flooding is considered of little consequence	
Impact of Pan Sussex IDB on reducing flood risk in LDC area	Medium 2	2	4	The focus is likely to be on Pevensey Marshes and Eastbourne	
Impact of Ouse IDB on reducing flooding risk in LDC area	Low 1	1	1	Given predominant source of flooding will be from fluvial flooding from main river managed by EA	
Impact of no IDB	Low 1	2	2	Under land Drainage Act ESCC, as Lead Local Flood Authority, would have the ability to regulate land drainage issues as all water courses would be ordinary water courses in what was the IDD LDC and other LAs have permissive powers to undertake works where they	

Risk posed to LDC	Likelihood of occurrence	Impact	Score	Commentary	Opportunities
				consider necessary. Given limited assets at risk ESCC would see regulation with the Ouse IDD area as a low priority	
Reputation					
Impact on reputational risk if large scale flooding in future to LDC not having an IDB	Medium (2)	3	6	<p>During a flooding incident it is difficult to identify a single source of flooding. The Pitt Review recommended that there is a need to seek a coordinated approach to managing and minimising the risk of flooding. Without an IDD the only way the flood plain would drain would be through gravity and as the river the period when the floodplain can empty is limited by tidal flaps. This means that the flood plain would take longer to empty.</p> <p>The responsibility for maintaining the ordinary water courses will lie with the riparian land owners. where the riparian owners are not undertaking their duties ESCC have power to enforce the Land Drainage Act</p>	

Map 1 River Ouse Inland Drainage District





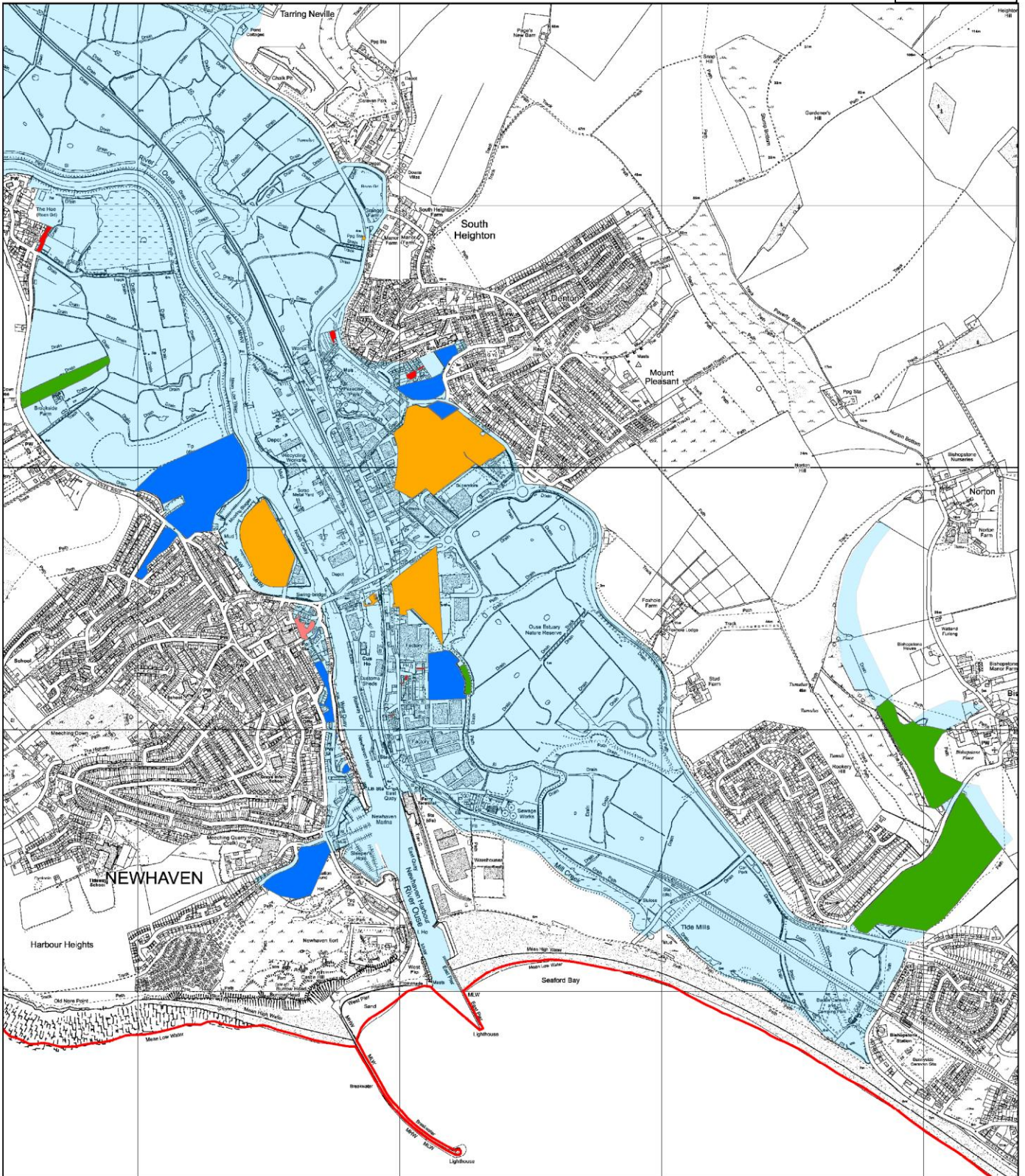
Residential property where the IDD may assist in reducing flood risk

- Agricultural Land
- Industrial Area
- LDC Housing / Garages
- Mixed Use Space
- Recreational Land / Open Spaces
- River Ouse Internal Drainage District
- SSSI

Reproduced from Ordnance Survey Mapping with the permission of the Controller of HMSO. Crown Copyright Reserved. Unauthorized reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. License No. 100019275.2014

0 0.5 1 Kilometers





- Agricultural Land
- Industrial Area
- LDC Housing / Garages
- Mixed Use Space
- Recreational Land / Open Spaces
- River Ouse Internal Drainage District
- SSSI



Reproduced from Ordnance Survey Mapping with the permission of the Controller of HMSO. Crown Copyright Reserved. Unauthorized reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. License No. 100019275.2014

0 0.5 1 Kilometers

Agenda Item No: 9.5 **Report No:** 51/15
Report Title: A Combined Approach to Mitigating the Impact of Development Within 7km of the Ashdown Forest
Report To: Cabinet **Date:** 19th March 2015
Cabinet Member: Cllr Tom Jones – Lead Member for Strategy and Development
Ward(s) Affected: Newick and small parts of Barcombe & Hamsey and Chailey & Wivelsfield
Report By: Nazeya Hussain, Director of Business Strategy and Development

Contact Officer-

Name: Tal Kleiman
Post Title: Planning Policy Officer/ Neighbourhood Planning Officer
E-mail: tal.kleiman@lewes.gov.uk
Tel No: 01273 484417 or Ext 6282

Purpose of Report:

To update members about the position regarding the mitigation of development within the 7km zone around the Ashdown Forest and to seek delegated authority to allow officers to agree a combined approach with neighbouring authorities to help enable development to come forward in this area

Officers Recommendation(s):

- 1 To authorise the Director of Business Strategy and Development, in liaison with the Lead Member for Strategy and Development, to consider on behalf the Council whether to agree to the Ashdown Forest Strategic Access Monitoring and Management Strategy that is being prepared jointly by Wealden District Council (the lead authority), Lewes District Council, Mid Sussex District Council and Tunbridge Wells Borough Council.
 - 2 To note the position with regards to development within the 7km zone.
-

Reasons for Recommendations

- 1 To ensure that Lewes District Council complies with The Conservation of Habitats and Species Regulations (Amendment) 2012 (Habitat Regulations) which transpose the requirements of EC Directive 79/409/EEC on the Conservation of Wild Birds (the Birds Directive) and EC Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna and Flora (the Habitats Directive).

- 2 To help enable development within the 7km zone around the Ashdown Forest

Background

- 1.1 The Ashdown Forest, located in Wealden District, is designated as a Special Area of Conservation and Special Protection Area and as such is protected under the European Union's Habitats and Birds Directives, and related national regulations, because it has species and habitats of European importance. Habitat Regulations Assessment undertaken by Wealden District Council has shown that new development built within 7km of the Ashdown Forest may cause detrimental effects on the ground nesting birds of the Forest, from ensuing recreational disturbance. Parts of Lewes District fall within this 7km zone.
- 1.2 Our obligations under the Habitat Regulations include ensuring that development proposals in our District do not adversely affect the ecological integrity of any European designated site. Where an adverse effect is identified, the Habitats Directive promotes the use of mitigation measures and avoidance of any potentially damaging effects to the site. In July 2012 a report was taken to Cabinet (see link in the background papers), stating that a Planning Inspector had accepted evidence from Wealden District Council that development within 7km of the Ashdown Forest is likely to increase recreational use at the Forest, which in turn is likely to have a significant impact on the ground nesting birds that reside in the Forest. As a result, mitigation is needed before development can be allowed in the area. As the 7km zone extends into Lewes District, this is currently impacting upon development at locations, particularly in Newick, where development is being resisted until acceptable mitigation measures can be identified.
- 1.3 Since that report, Officers have been working with counterparts in neighbouring authorities, as well as with Natural England and the Conservators of Ashdown Forest, to better understand the issue and responsibilities on local authorities and to work towards a comprehensive and combined solution.
- 1.4 The aforementioned Cabinet Report of July 2012 identified that Suitable Alternative Natural Greenspaces (SANGS) are needed to attract new residents away from the Forest, thus reducing the impact of recreational disturbance from visitors on the protected birds. It is planned that a SANG will be allocated in Local Plan Part 2 and Officers have been identifying and assessing sites for their suitability to form a SANG. Developers could then contribute to its purchase, establishment and management as part of mitigation arrangements for their development. After subsequent discussions with Natural England, the Council may also consider other mitigation in lieu of SANGS, put forward by developers of sites, on a case-by-case basis if it is shown that it would reduce visitor numbers to the Forest.
- 1.5 With further understanding since the initial Cabinet Report, it is clear that SANGS can only be part of the solution in complying with the Regulations. There is also a need to better manage visitors to the Forest and monitor the impact of recreational disturbance on the protected birds. To that end, all the

impacted upon authorities have been working towards the implementation of an Ashdown Forest Strategic Access Management and Monitoring Strategy (SAMMS).

- 1.6 Core Strategy policy CP10 reflects the information in paragraphs 1.4 and 1.5 and requires developers to contribute to the delivery of both the SAMMS and SANGS in order for development to be approved. If they fail to do so, the Council would have little choice but to resist development. This approach was recently tested at the Core Strategy Examination Hearings and through a number of upheld planning appeals in other authorities¹.

Strategic Access Management and Monitoring Strategy (SAMMS)

- 2.1 Officers have been working with counterparts at Wealden District, Mid Sussex District and Tunbridge Wells Borough Councils, in partnership with the Conservators of Ashdown Forest to develop the SAMMS for Ashdown Forest. The SAMMS will set out the measures that will help reduce the impact of visitors on the protected birds. Measures are likely to include dog training, extra wardens, distribution of leaflets, increased signage as well as bird monitoring, among other things.
- 2.2 The SAMMS will cost out such measures, allowing the authorities to set a tariff which would be payable by developers on a per dwelling basis, to contribute to the implementation of such schemes and thereby meet their obligations under the Habitats Regulations. The likely cost per dwelling (currently estimated to be around £1,800) is not expected to impact upon development viability within the part of the 7km zone within Lewes District. The viability evidence collected to inform the Core Strategy and Community Infrastructure Levy Charging Schedule has identified this to be the case.
- 2.3 In order to work out the cost of SAMMS per dwelling, authorities have been working with each other and the Conservators of Ashdown Forest to calculate the costs of delivering the measures that form part of the SAMMS. In order to work out the cost to a developer of delivering the SAMMS, authorities have given indicative numbers of housing building rates, on a yearly basis, that are expected to come forward. Should such numbers not come forward as expected by each respective Council, the relevant Council would have to provide funding to meet any shortfall. However, should houses be delivered earlier than expected, the additional funding would be used to offset any reduction in anticipated funding in subsequent years. This will minimise any potential financial risk to the Council.
- 2.4 SAMMS are required to be up and running before development in the 7km zone can be occupied – i.e. it is not the case that development can be allowed in the 7km zone to build up a fund for SAMMS, for it to be provided at a later date. In order to build up this fund therefore, Wealden District Council is to provide advanced funding². Such advanced funding will benefit all authorities, including

¹ For example see APP/C1435/A/13/2203389

² See Wealden District Council Cabinet Report of 22nd October 2014

<http://council.wealden.gov.uk/documents/s41928/Ashdown%20Forest%20Protection%20Zone%20Update%20on%20Recreation%20Mitigation%20and%20Monitoring%20Measures.pdf>

LDC by allowing SAMMS to be in place before funds can be collected from developers to pay for SAMMS.

- 2.5 It is anticipated that the SAMMS will shortly be finalised and presented to the respective authorities for agreement. As there is a desire within all authorities to allow development to come forward in the 7km zone, we would want to agree to the SAMMS in a timely manner as possible.
- 2.6 As a result delegated authority is sought in order to agree to the finalised SAMMS. Making agreement by delegated authority would allow the flexibility to make such a decision quickly but still allow for proper consideration to be given by the Director of Business Strategy and Development in consultation with the Lead Member for Strategy and Development. Making a timely decision will be of benefit to both us and partner authorities.

Financial Appraisal

- 3 The following comments were received from Finance:

1 By agreeing the Ashdown Forest Strategic Access Monitoring and Management Strategy, the Council will commit to a tariff payable by developers on developments within part of the District area. The tariff amount (per dwelling) will be set at a level which covers both the cost of measures to be taken by the conservators of Ashdown Forest and the cost which the Council will incur in administering the scheme locally. As noted in para 2.2 the level of the tariff is not expected to impact upon development viability.

2 Tariffs collected by the Council from developers will be passed to Wealden District Council, as lead authority. A schedule of payments to Wealden DC will be agreed based on indicative house building rates. Officers anticipate that these rates will be readily achieved but there is a risk that this is not the case and, consequently, the Council would be required to fund the shortfall from its own resources. For example, if LDC had indicated that 15 homes were to come forward in a year and only 12 were actually built (20% less than anticipated), the liability to the Council arising in such a year would be approximately £5,400. The Council will seek to negate such a risk by taking a precautionary approach to the indicative house building rates.

Legal Implications

- 4 The legislation governing the protection of European designated conservation sites is contained within The Conservation of Habitats and Species Regulations 2010 as amended (Habitat Regulations) which transpose the requirements of EC Directive 79/409/EEC on the Conservation of Wild Birds (the Birds Directive) and EC Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna and Flora (the Habitats Directive).

Mitigation arrangements that are consistent with the Habitat Regulations must be agreed before the Council can permit development that might otherwise, in combination with other plans and projects have an adverse effect on the ecological integrity of a European designated site. If they are not then the

Council runs the risk of failing in its statutory duty as responsible authority under the Habitat Regulations.

It is considered by authors of this report that the combined Authority response to the SAMMS aspect of the mitigation of development within 7km of the Ashdown Forest provides a robust approach to fulfilling the Council's duty under the Habitat Regulations. This approach will be kept under review in light of developing case law and guidance

Sustainability Implications

5 I have completed the Sustainability Implications Questionnaire and found the following significant effects which I propose to mitigate/enhance in the following ways:

- The preservation of important habitats (Ashdown Forest)
- A positive impact on ground nesting birds

Officers will seek to ensure that the SAMMS maximises the positive impact on the effects described above, when considering whether to agree the strategy, if delegated authority is given. The consideration will be made in light of the Council's obligations under the Habitats Regulations.

Risk Management Implications

6 I have completed a risk assessment.

The following risk will arise if the recommendations are not implemented and I propose to mitigate the risk in the following way:

Risk	Mitigation
That delegated authority is not given, meaning that the Council cannot agree to the SAMMS strategy with neighbouring authorities, impacting upon on our collective ability to facilitate development in the 7km zone in a timely manner.	To agree to the recommendation in the report, to give delegated authority to the Director of Business Strategy and Development to agree to the SAMMS strategy.

No new risks will arise if the recommendations are implemented.

Equality Screening

7 An Equality Screening has been undertaken. It is considered that the proposal has no impact on equality and therefore a full Equality Analysis is not required.

Background Papers

Report to Cabinet 12th July 2012, Agenda item 9.2 -

<http://lewes.cmis.uk.com/cmis5/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/387/Committee/149/Default.aspx>

Lewes District Joint Core Strategy (Submission version) -

<http://lewes.cmis.uk.com/cmis5/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/387/Committee/149/Default.aspx>

Appendices

8

Agenda Item No: 9.6 **Report No:** 52/15
Report Title: Risk Management – Annual Report to Cabinet
Report To: Cabinet **Date:** 19 March 2015
Lead Councillor: Councillor Andy Smith
Ward(s) Affected: All
Report By: Alan Osborne, Director of Corporate Services
Contact Officer Name: David Heath
Post Title: Head of Audit, Fraud and Procurement
E-mail: David.Heath@lewes.gov.uk
Tel no: 01273 484157

Purpose of Report:

To present the annual report on risk management confirming the Council's Risk Management Strategy and the strategic risks faced by the Council.

Officers Recommendation(s):

That Cabinet:

- 1 Receives and endorses the annual report on risk management, and notes the Council's Risk Management Strategy (Appendix 1).
 - 2 Notes the strategic risks identified by the Corporate Management Team (CMT) and the associated mitigating controls (Appendix 2).
 - 3 Notes the action plan for the coming year (Appendix 3).
-

Reasons for Recommendations

- 1 The Council is committed to the proper management of risk. This report forms part of the annual reporting cycle on risk as set out in the Risk Management Strategy, and proceeds to the Audit and Standards Committee after being endorsed by Cabinet. This report is also one of the key elements in the Council's submissions to the external auditor, BDO, and will provide data for the Annual Governance Statement (AGS).

Introduction to Risk Management

- 2 Risk management is about using common sense to take effective action to prevent or limit the impact of risks so as to help the Council meet its priorities and deliver services effectively. In September 2003 Cabinet adopted a Risk Management

Strategy that sets out the responsibilities for risk management at the Council, and which is supported by a framework of procedures and guidance for the assessment of risks and the development of mitigating controls.

- 3 The Risk Management Strategy includes provision for an annual review of the strategy by CMT. The strategy was reviewed in February 2015 and has been updated with minor changes to reflect opportunities associated with risks (see Appendix 1).
- 4 To support this strategy the Council has a standard approach for assessing risk which is applied to service planning, the management of major projects and decision making. The methodology has been updated to reflect the need to manage the different aspects of the uncertainty that is inevitable when making changes in how the Council works and taking new approaches to regeneration and investment. The methodology now recognises both the uncertainty that could have an adverse impact leading to loss, harm or damage (ie a risk) and the uncertainty that could have a positive effect leading to benefits or rewards (ie an opportunity).

Strategic risks

- 5 Strategic risks are those that are likely to have a significant impact across the Council, in that if they occur they are likely to prevent it from achieving its strategic objectives.
- 6 The compilation of a Strategic Risk Register provides evidence of a risk aware and risk managed organisation. Generally, the register reflects the risks that will be common to comparable local authorities in this current period of change and financial challenge for Local Government.
- 7 Appendix 2 shows the strategic risk register that has been compiled by CMT for the year 2015/16. This register shows the:
 - Risk ranking - the order of importance that is placed on each strategic risk.
 - Council priorities which are relevant to the risk.
 - High level description of the risk and the officer/s who are responsible for monitoring the risk and managing its mitigation.
 - Detailed background to the risk and the likely risk scenario if it is not mitigated.
 - Mitigating controls that are put in place to reduce the risk or prevent it from occurring.
- 8 CMT is responsible for ensuring that the strategic risks have mitigating controls in place. It should be noted that the Council is entering into the delivery stage of two major commercial partnerships which seek to increase regeneration and affordable housing and will last for five to ten years. These are shown as the 49 sites and North Street Quarter in Appendix 2. Both these projects have been undertaken to address specific risks that the authority faces. Without them there is a risk that affordable housing targets will not be achieved and key opportunities for regeneration will not be created. The 49 sites project will also help the Council's finances through the potential to generate a financial return and dispose of the maintenance liability of underperforming assets.
- 9 For 2015/16 CMT will be reviewing the strategic risks of the Council on a quarterly basis. Any new risks identified will be reported to Cabinet.

Training

- 10** The Council's insurers Zurich Municipal provide the Council with an annual allowance of £6,000 for risk management support. A key element of the Council's risk management strategy is the provision of training. This includes training for councillors and senior managers so that they can consider the implications of risks and opportunities in their work for the Council. Zurich Municipal will be undertaking a workshop with Cabinet Members, the Leader of the Opposition, Committee Chairs and CMT to support their roles in considering risk.

Financial Appraisal

- 11** There are no financial implications arising from the recommendations to this report other than those already contained within existing budgets. However, if a strategic risk is not subject to effective mitigation there could be significant financial impact on the Council.

Equalities Screening

- 12** An equalities impact assessment is not considered necessary because the report is seeking endorsement of risk arrangements at the Council including the strategic risks identified by CMT.

Risk Management Implications

- 13** If the Council does not have an effective risk management framework that is subject to proper oversight by Councillors it will not be able to demonstrate that it has in place adequate means to safeguard Council assets and services, and it could be subject to criticism from the Council's external auditor or the public.

Legal Implications

- 14** There are no direct legal implications arising from this report.

Sustainability Implications

- 15** I have not completed the Sustainability Implications Questionnaire as there are no significant effects as a result of these recommendations.

Background Papers

None

Appendices

Appendix 1: Lewes District Council – Risk Management Strategy

Appendix 2: Lewes District Council –Strategic Risk Register for 2015/16

Appendix 3: Action Plan for risk management for the year ahead.

Appendix 1

LEWES DISTRICT COUNCIL - RISK MANAGEMENT STRATEGY

1.0 Policy

- 1.1 We define risk as uncertainty that could have a detrimental impact on the achievement of the Council's objectives or service delivery. Uncertainty that could have a positive effect is an opportunity.
- 1.2 The appraisal and management of risk and opportunity will be part of our business planning and project management.
- 1.3 We will use risk management to promote innovation, and work proactively with stakeholders to minimise risks and maximise the opportunities associated with project and service decisions.

2.0 Organisation

- 2.1 This risk management strategy will be subject to approval by the Cabinet.
- 2.2 The Chief Executive is responsible for risk management. The Corporate Management Team (CMT) will support the Chief Executive in assessing and mitigating risks likely to have a significant impact on the achievement of the Council's objectives.
- 2.3 Heads of Service will implement risk management within their services and ensure that;
 - annual service plans contain an appraisal of risks to service delivery
 - managers carry out risk assessments as a routine part of service planning and project management activities
 - managers put in place appropriate controls to mitigate risks
 - managers will notify the Director of Finance of any significant risks that will require additional insurance and/or financing measures
- 2.4 The Head of Audit, Fraud and Procurement is responsible for providing advice and guidance and coordinating the Council's approach to risk management. Internal Audit is

responsible for monitoring the implementation and effectiveness of this risk management strategy and for reviewing compliance with controls introduced by CMT and their managers to manage risks.

- 2.5 The Audit and Standards Committee is responsible for reviewing the effectiveness of the systems and processes in place for managing risk, and can make recommendations to Cabinet if changes are needed to improve risk management.
- 2.6 Cabinet is responsible for considering overall risk and receives the annual report on risk management that includes the strategic risks of the Council. The Portfolio Holder for Corporate Services has responsibility for risk management.

3.0 Arrangements

- 3.1 Annual service plans support achievement of the Council Plan. Service plans will include an assessment of risk which will be reviewed and updated by service managers.
- 3.2 Reports to Cabinet will include risk management implications.
- 3.3 Risk management training will be provided to senior managers with the aim of ensuring that they have the skills necessary to identify, appraise and control the risks and opportunities associated with the services they provide. Councillors will receive training/information on risk management so that they can consider the implications of risks and opportunities in their work for the Council.
- 3.4 Project managers will be responsible for appraising risks and opportunities associated with their projects and make provision for dealing with them.
- 3.5 This strategy will be communicated to Councillors and staff via the website and will be reviewed annually by CMT.

February 2015

Appendix 2: Lewes District Council – Strategic Risk Register 2015/16

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
1	✓	✓	✓	Loss of IT services Head of IT	Long or short term loss of IT and telephone systems through equipment failure, loss of key premises, and data corruption or loss.	<p>Partial mitigation through:</p> <ul style="list-style-type: none"> • preventative measures including effective security, fire prevention, and alarm systems for water ingress and overheating, • server virtualisation & improved back-up facilities providing additional resilience and redundancy (ie. failsafe capability) above and beyond what already exists, • introduction of new network infrastructure to prevent network outages providing resilience and redundancy for IT users at all LDC sites, • providing resilience and redundancy for remote workers connected to our IT systems, • Wide area network now joined into a Public Service Network (PSN) compliant network service, and • telephony to a hosted Voice Over Internet Protocol (VOIP) service, with Survivable Remote Site Telephony (SRST) capability. <p>Larger satellite sites e.g. Fort Road & Robinson Rd offices now incorporated to have equivalent resilience to Southover House. Smaller satellites will still continue to have a slightly higher risk profile than Southover House but much has been done in network infrastructure to provide increased resilience.</p> <p>The development of the Council's IT Strategy will also help to inform the future Disaster Recovery requirements.</p>

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
2	✓	✓	✓	<p>Failure to achieve transformation of the Council Chief Executive</p>	<p>Inability to adapt and work in new and innovative ways to be more efficient, cost effective and customer focused. High level risks include:</p> <ul style="list-style-type: none"> • Failure to deliver “One District One Council”. • Failure to achieve change in the necessary timescale. • Not having the necessary resource, capacity or skills to deliver the change. • Inability to ensure the right skills, people and employee capacity to meet changing demand for services. Loss of key staff working on corporate priority projects. • Nexus Transformation Programme projects not achieving their desired effect or taking longer for benefits to materialise than expected. • Changes in national, regional and/or local policy or priorities could require changes to or stopping of some or the entire programme. 	<p>Comprehensive change management programme put in place by senior management to deliver our vision “One District, One Council”. includes:</p> <ul style="list-style-type: none"> • Communication - Briefings to managers and staff with cascading of information, updated information on the Council’s intranet. • Engagement – involving public and staff in projects to support chances of programme success. Includes establishment of a Change Champions group to support change processes. • Providing ongoing training for managers building on the Leadership Development Programme. • External human resources brought in to support change. • Succession planning, training and reprioritisation of work. • Investing in staff at time of significant including through training (as above). • Temporary cover when there is a loss of key staff. • Strong governance arrangements for the Nexus Board including clear arrangement for the management and monitoring of projects. • Monitoring of legislation, policies and priorities, and redirection of Council activities using existing governance arrangements. • Mitigation by a) widespread consultation on making a customer focus model work well for people of Lewes District and b) a programme of staff meetings and discussions and, and good internal communications, as the process of change unfolds.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
					<p>To support the transformation of the Council a procurement exercise is being undertaken as part of the Nexus Transformation Programme to select a supplier to deliver technology and business change management to implement the Council's Organisational Development Strategy. This is a highly complex project and there is a risk that the selected supplier working with Council officers may fail to deliver these changes. Key risks include the following:</p> <ul style="list-style-type: none"> • Reputational damage to the Council if the project fails to deliver the recurring savings estimated to be £1.2m. Furthermore if the savings are not achieved they will have to be found from other areas of Council activity. • The specification for procurement was not adequate and key requirements missed resulting in additional unaccounted for financial costs for further work by chosen contractor. • Failure to effectively migrate data from old to new systems that are chosen to be included within the specification. • Significant performance dips in responding to customers when new systems are being put in place. • Major IT failure during the migration process. 	<p>Overall mitigation through effective project management and governance, oversight via Nexus arrangements, financial and performance monitoring.</p> <ul style="list-style-type: none"> • Carefully scoped specification which fully takes account of the requirements/ needs of the Council. Adequate staff resources from the supplier and from the Council to be able to effectively implement the new systems being implemented. Monitoring of savings against the baseline budget for 2014/15. • Carefully scoped specification which fully takes account of the requirements/ needs of the Council and identifies system integration requirements. • Clear process agreed with the supplier to effectively migrate data. • Effective monitoring by lead officer/s to prevent performance dips and use of additional staff resources in the event of predicted or actual performance dips. • Carefully scoped specification which fully takes account of the requirements/ needs of The Council. Rigorous oversight and monitoring of the contract in its implementation.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
					<ul style="list-style-type: none"> • New systems do not meet the needs of the Council or its customers. • Loss of new homes bonus money if a change of Government after May 2015. • Insufficient staff resources to implement the changes with the selected supplier. • Supplier failure in the implementation phase. • The procurement process fails to attract suitable tenders. 	<ul style="list-style-type: none"> • Carefully scoped specification which fully takes account of the requirements/ needs of the Council and its customers. • This risk is unlikely however in the event that this happens Council reserves or additional borrowing will have to be used to finance the costs of the project. • Key staff allocated to the implementation of the project. Additional external resources brought in the event of a staff shortfall. • Adequate technical and financial vetting during the procurement process. Rigorous oversight and monitoring of the contract in its implementation. • Market consultation process undertaken in January 2015 and feedback from the market taken into account in procurement.
3	✓			Loss of premises Director of Corporate Services	Long term or short term loss of key office buildings or depots due to fire, flood or other damage.	Partial mitigation through preventative measures e.g. fire safety arrangements, planned and responsive maintenance of buildings. If the event occurs then Business Continuity arrangements would be activated to reduce the impact on service delivery.
4	✓	✓		Major incident or emergency affecting the District or Region Director of Service Delivery	Major incident caused by fire, flood or other disaster resulting in homelessness, disruption to Council services and local business community. Major infectious disease outbreak.	Mitigation through the Council's use of emergency powers under the Civil Contingency Act 2004 to provide temporary shelter for displaced residents and using the Council's Business Continuity arrangements to relocate to other buildings to be able to continue delivering key services. Mitigation by implementing the Lewes District Council Emergency Plan and Flu Business Continuity Plan.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
5	✓	✓	✓	Failure to achieve the Council's budget realignment target in the Medium Term Finance Strategy Chief Executive	Inability to achieve planned level of efficiency savings or manage the income streams for those areas where government funding and other income has reduced.	Mitigation through effective financial planning, monitoring, forecasting and delivery of efficiencies and savings to meet required target. Balances held at a level which gives the capacity to meet short term demands. The Director of Finance is confident that the 2015/16 target will be delivered. Unlike many councils Lewes District Council has not used any of its New Homes Bonus income stream to fund day to day services. It has however committed this income stream for 2015/16 and 2016/17 to fund investment in technology that will generate £1.2m of efficiency savings. The underlying recurring New Homes Bonus income stream is estimated at £1.4m and would cover the savings target in both 2016/17 and 2017/18 in the worst case scenario, leaving the final £640,000 to be delivered by 31 March 2019.
6	✓		✓	Major failure in financial systems Director of Corporate Services	Loss of key IT financial systems with immediate impact on Council's ability to process priority transactions e.g. payment of benefits, collection of local taxation revenues and payments to precepting authorities.	Mitigation through preventative measures e.g. system security, robust and supported software, training and performance monitoring. Documentation increasingly held electronically, rather than paper (with inherent risk of loss and destruction), and subject to IT continuity arrangements. If the event occurs the Council's Business Continuity arrangements would be activated. For example back up/ historic records would be used to generate payment records which would be processed by other means.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
7	✓		✓	Loss of plant and equipment Director of Service Delivery	Loss, damage, breakdown or theft of vehicles and equipment that are key to the provision of Council services. This risk relates mainly to: <ul style="list-style-type: none"> the vehicle fleet maintained by District Services, and the emergency generator in Southover House which is the responsibility of the Director of Corporate Services. 	Mitigation through effective security, inspection, maintenance, insurance and support arrangements. In addition moving premises/depots at risk of flooding to new locations.
8	✓	✓	✓	Failure of significant contractor Director of Corporate Services (finance, IT and corporate buildings contracts) Director of Service Delivery (planning, recycling and waste, grounds maintenance environment and housing)	Loss of contractor due to insolvency, contractor not meeting contracted service standards or breakdown in the supply chain. Significant contracts include: <ul style="list-style-type: none"> Financial systems IT contracts – in particular Academy Business Systems Wave Leisure Trust Grounds maintenance Council housing maintenance Public convenience cleaning Insurance Electricity and gas Recycling of glass and paper Plant maintenance 	Mitigation through proper set up and monitoring of contracts. If the event occurs then mitigation would be through the emergency appointment of an alternative contractor or, where possible, undertaking the service in house.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
				<p>related contracts)</p> <p>Director of Business Strategy and Development (regeneration related contracts)</p> <p>Assistant Director Corporate Services and Head of Audit, Fraud and Procurement (procurement standards)</p>		
9	✓		✓	Major changes in legislation Chief Executive	Changes in Government policies or legislation creating new or increased demands on Council services, or materially changing service requirements and standards.	<p>Mitigation through:</p> <ul style="list-style-type: none"> • Assistant Director Corporate Services alerting officers in a timely manner. • CMT members flagging up significant changes affecting their services areas for discussion and consideration at CMT. • Staff training in new legislation, monitoring of government proposals for policy changes and reassigning resources to meet new priorities.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
10	✓		✓	<p>Economic factors outside the Council's control Chief Executive takes overall responsibility. Director of Corporate Services (for financial control and services within his remit) Assistant Director of Corporate Services, (for services within her remit)</p>	<p>Changes in national economic climate and/or local demographics affecting demand for Council services.</p> <p>Significant fluctuations in costs of inputs (e.g. fuel) and price of commodities sold (e.g. recyclables).</p> <p>A prolonged period of deflation.</p> <p>Fewer safe havens to invest day to day cash flow.</p>	<p>Mitigation through:</p> <ul style="list-style-type: none"> • The Director of Corporate Services monitoring trends closely and examining possible requests for additional funding. • Holding a healthy level of working balances. Budget monitoring procedures are in place to identify material fluctuations in prices. • CMT members examining alternative arrangements for their services. • Modelling the impact on the Council's Medium Term Budget Outlook including a range of sensitivity tests. • Consider increasing the level of internal funding to reduce the need for cash to be invested. • Consider paying precepts in advance of agreed payment dates. • Model the cost of aiming to be slightly overdrawn on a day to day basis.
11			✓	<p>Governance and regulatory failure Assistant Director Corporate Services</p>	<p>Inability to meet adequate governance standards.</p>	<p>Mitigation through the preventative measures in the Council's Code of Corporate Governance. These include:</p> <ul style="list-style-type: none"> • Internal controls and Internal Audit service. • Audit and Standards and Scrutiny committees. • Risk management and partnership governance arrangements. • Contract and Financial Procedure Rules. • Training and guidance in regulatory requirements, and performance monitoring.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
12	✓			Damage to reputation Assistant Director Corporate Services	Reputational damage from failure to meet statutory duties and service standards, litigation by the Council, actions by councillors and officers which bring the Council into disrepute and failure to deliver contracts e.g. contract for Council to provide services to the South Downs National Park	Mitigation through a range of measures including effective communications, clear codes of conduct for councillors and staff, and performance monitoring.
13	✓	✓		Major project – 49 sites Director of Service Delivery	<p>The Council has tendered to enter into a development agreement with a private sector developer to bring forward a range of Council owned surplus sites for development to provide community benefit, regeneration and financial return. Negotiations are being undertaken to proceed to contract award.</p> <p>With a project of this size and duration there is a risk of reputational damage from failure to meet project objectives and safeguard Council interests; financial risks arising from not achieving planned returns and costs of involvement not representing Value For Money and insufficient capacity to meet project timetables. Key risks include:</p> <ul style="list-style-type: none"> • Failure to sign the development agreement. • Failure to achieve the required level of affordable homes. • The National Park designations act as a planning constraint to the delivery of housing on certain key sites. • Complexity of the planning process could delay receipts from sites. 	<p>Overall mitigation through effective project management and governance, oversight via Nexus arrangements, financial and performance monitoring.</p> <ul style="list-style-type: none"> • Specialist legal support and support from finance and housing experts. • Effective planning and liaison with all parties including the South Downs National Park Authority to identify and address shortfalls, and employ appropriate external resources where necessary. • Effective financial modelling, strong negotiating and detailed legal work to protect the Council's interests.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
					<ul style="list-style-type: none"> The Council cannot afford to pay for new Council homes due to Government changes to the Housing Revenue Account headroom or general fund. The chosen partner/ and or their joint venture partner goes into administration. Adverse reaction to the statutory notice to dispose of each parcel of open space. 	<ul style="list-style-type: none"> Developer to work with stakeholders and adjust designs in response to the challenges. The Council to work closely with the developer to all applications to be agreed with the council before submission Robust Development Agreement to be agreed able to deal with different scenarios Project being flexibly designed to support a range of viability options. Robust project and risk management throughout implementation to ensure constant viability and provide detailed oversight. Thorough communication on the community benefits and full consultation with communities before planning applications are submitted.
14	✓	✓		<p>Major project – North St Quarter Director of Business Strategy and Development</p>	<p>A large site in Lewes by the River Ouse including the former Phoenix Industrial Estate owned by the Santon Group, Lewes District Council and other interested parties. The Council working with the South Downs National Park Authority has produced a Core Strategy which has been formally submitted for examination. The Core Strategy provides for the redevelopment of the North Street area. The Director of Business Strategy and Development is to agree a joint planning application on behalf of the Santon Group and the District Council and has entered into an interim agreement with the Santon Group and then to enter a Joint Venture agreement. With a significant project of this size there is a</p>	<p>Overall mitigation through effective project management and governance, oversight via Nexus arrangements, financial and performance monitoring.</p>

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
					<p>risk of reputational damage from failure to meet project objectives and safeguard Council interests; financial risks arising from not achieving planned returns and costs of involvement not representing sound Value for Money; insufficient capacity to meet project timetables. Key risks include:</p> <ul style="list-style-type: none"> • Insufficient capacity within the Council to meet requirements for effective governance, professional standards and timely action at key stages in the project with result that the development is delayed. • Loss of control over quality, management and timing of the development with the result that capital receipts are reduced delayed and the Council does not obtain best value for the land assets. • South Downs National Park Authority does not approve the planning application because of local objection, legal challenge or environmental issues and the development is delayed or cancelled as a result. • Development delayed by failure to complete site assembly because of disputes over title, and/or inability to achieve agreements with interested parties. • Employment benefits of the project are not fully realised. • The Council decide not to enter into a joint 	<ul style="list-style-type: none"> • Effective planning and liaison with the project team to identify and address shortfalls, and employ appropriate external resources where necessary. • Effective financial modelling, strong negotiating and detailed legal work to protect the Council's interests. • Developer to work with stakeholders and adjust designs in response to the challenges. The Council to work closely with the developer to ensure that the application is technically sound. • Employ specialist legal resources to resolve questions of title, and consider use of compulsory purchase orders where appropriate. • Regeneration Team to work with existing businesses and the developer on an effective relocation strategy. • The Council has underwritten a proportion of the planning costs

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
					<p>venture with Santon.</p> <ul style="list-style-type: none"> • There is no demand for developers to build on the consented scheme. • Loss of Non Domestic Rates taxbase and a reduction in the level of Lewes District council retained rates income. 	<p>and agreed a capped maximum contribution.</p> <ul style="list-style-type: none"> • A soft market testing will be undertaken to establish the level of developer interest in the scheme. • During the 2015/16 budget round the Scrutiny Committee recommended and Cabinet approved the principle that any net loss of retained rates income arising from a large regeneration project, could be made up by assigning additional New Homes Bonus generated from housing on a former non domestic site.
15	✓	✓	✓	Partnerships All of Corporate Management Team	Reputational damage from failure to achieve partnership objectives and safeguard Council interests; financial risks arising from not achieving planned savings and costs of involvement not representing sound Value for Money; inability to maintain service standards due to conflicting objectives, insufficient capacity, poor management oversight and governance.	Mitigation through effective management oversight, governance and accountability, financial and performance monitoring, establishment of clear objectives.

Council Priorities Key:

Customer = Unswerving commitment to customer service

Contribution = To connect with our workforce and partners to inspire exceptional contribution

Saving Money = To save money and where possible and put money back into our residents' and business pockets where we can

Appendix 3 Action Plan for risk management for the year ahead.

Key Tasks	Timescale	Officer/s responsible
Risk in decision making		
Monitoring of risk assessments in Cabinet reports.	Ongoing	Head of Audit, Fraud and Procurement
Reporting to Audit and Standards Committee		
Updates on risk management to each meeting of the Audit and Standards Committee.	Ongoing	Head of Audit, Fraud and Procurement
Training on risk management		
Refresher training sessions with key managers on risk in their roles.	May 2015	Head of Audit, Fraud and Procurement
Risk training for key Councillors and CMT to be undertaken by Zurich Municipal.	June 2015	Head of Audit, Fraud and Procurement
Recording of risk		
Record service risks on Covalent.	April 2015	Service Managers
Quarterly review of the Council's strategic risks by CMT	Ongoing	CMT
Review of risk arrangements		
Annual review of the Risk Management Strategy.	February 2016	CMT
Annual Risk Management report to Cabinet.	March 2016	Director of Corporate Services

Agenda Item No: 9.7 **Report No:** 53/15
Report Title: Portfolio Progress and Performance Report
(April to December 2014)
Report To: Cabinet **Date:** 19 March 2015
Cabinet Member: Councillor Elayne Merry, Portfolio Holder (Internal Improvement)
Ward(s) Affected: All
Report By: Nazeya Hussain, Director of Business Strategy and Development
Contact Officer(s)-
Name(s): Sue Harvey and Judith Field
Post Title(s): Corporate Performance Officer / Nexus Programme Co-ordinator
E-mail(s): sue.harvey@lewes.gov.uk / judith.field@lewes.gov.uk
Tel No(s): 01273 471600 (Ext 6119 or 6205)

Purpose of Report:

To consider the Council's progress and performance in respect of key projects and targets as at the end of December 2014.

Officers' Recommendation(s):

1. That progress and performance for the period April to December 2014 be noted.
-

Reasons for Recommendations

2. To provide Cabinet with an analysis of Council progress and performance at the end of the third Quarter of the year. The report covers the period 1st April to 3^{1st} December 2014.


Information


3. The Council is currently reviewing and updating its business planning and performance management arrangements. There is a need to make better use of a range of data and information to properly understand performance and affect service improvement and achieve strategic objectives. The Cabinet portfolios reflect the priority projects for the Council in the short to medium term, alongside day to day service delivery performance.
4. Appendix 1 to the report presents specific progress and performance reports for each Cabinet portfolio covering the first three quarters of the year (1st April to 31st December 2014). In most cases a 'year-end' performance target has been set for the Council's performance measures. Where performance is cumulative (ie building towards a year-end target, such as council tax collection, Kg waste collected), the status update reflects progress towards that target. Cumulative performance, where

applicable, is indicated in the notes column in the table. For all other performance indicators, data is presented on a quarter by quarter basis. Projects that have previously been reported as complete have not been included in the report.

5. The following symbols are used to indicate progress or performance:

 = Performance that is at or above target/Projects that are on track (green);

 = Performance that is slightly off target but within an agreed (5%) tolerance/ Projects where there are issues causing significant delay or change to planned activities (amber);

 = Performance that is off target/Projects that are not expected to be completed in time or within requirements (red).

5. Each portfolio report contains a mix of projects and service performance data. Work is currently underway to review existing and potential new performance measures to ensure that performance information is relevant and aligned to corporate priorities. However, wherever possible, monthly performance data is routinely and closely monitored through individual (One to One), team and senior management meetings.

Progress and Performance Analysis – April to December 2014

6. At the end of December 2014, 92% of the Council's key projects were either complete or on track. 54% of the Council's performance targets are currently being met or exceeded. Only 3 KPIs are unlikely to meet the annual target. Progress and performance information should be considered in the context of the Council's financial update report (also on this agenda) as there is clearly a link between performance and resources.

The Good News –  where progress and performance is meeting or exceeding target:

7 Leader's Portfolio

7.1 The regeneration of Newhaven has made further good progress over recent months. The construction of the new University Technical College continues and is linked to the work on the Newhaven Growth Quarter project.

7.2 A number of flood defence and highway improvement schemes are either underway or have been agreed for implementation in 2015/16. This has been achieved as a result of a number of successful partnership arrangements and funding bids.

7.3 Construction of a new shared building, in partnership with the East Sussex Fire and Rescue Service, is also well underway and due for completion later in 2015. This will see improved services to the residents of Newhaven and neighbouring areas as well as improved efficiency and better partnership working between agencies and local organisations.

8 Corporate Services

8.1 The Council's major transformation programme (known as Nexus) continues to make good progress. Shared services having been agreed with Eastbourne Borough Council which currently involves the sharing of two Directors across both councils and will see the formal sharing of HR and Legal Services from April 2015.

- 8.2 Cabinet has approved a major procurement exercise for IT and business consultancy services which will see further substantial transformation during 2015/16.
- 8.3 Work with Improvement and Efficiency South East (iESE) has supported the letting of a new grounds maintenance contract which will ensure best value services continue to be delivered over the next 5 to 8 years.

9 Service Delivery

- 9.1 The percentage of rent collected from Council tenants is well above target at the end of Quarter 3.
- 9.2 The Council aims to remove legally abandoned vehicles within 24 hours. Performance in Quarter 3 continues to exceed target despite the notable increase in the number of vehicles reported as abandoned.
- 9.3 There has been a significant drop in the number of reported fly-tips in the District. This is against the trend seen in other East Sussex councils. The Council seeks to recover clear up costs from offenders. The Government's assessment tool for council fly-tipping performance continues to rate the Council as 'effective'.
- 9.4 There has been a big improvement in the time taken to process new housing benefit/council tax benefit claims during Quarter 3 which is now well above target. Staff have been focusing on daily caseload management in order to keep backlogs to a minimum and ensuring casework is allocated as quickly as possible.
- 9.5 The Council set a target to bring 40 empty homes in the District back into use. The annual target has been exceeded by the end of the third Quarter.

10 Strategy and Development

- 10.1 The Council is active in the partnership to deliver a range of initiatives in respect of the UNESCO Biosphere Reserve. This work will form part of new service delivery plans for 2015/17. Planning is underway for a Biosphere celebration festival in July on the Railway Land in Lewes involving partners from across the District.
- 10.2 There is a Government target to determine 65% of minor planning applications within 8 weeks. The Council continues to operate well above this target and is currently determining 79% of these applications within 8 weeks, well above its own local target.

11 Community Improvement

- 11.1 The new grounds maintenance contract was successfully let in January 2015.

12 Stakeholder Improvement


- 12.1 The Council aims to re-let Council homes within 26 days from when they become vacant. In Quarter 3 the average time taken was 24 days. During this period, the Council utilised the services of an external registered (not for profit) charitable organisation to deal with all electricity and gas meters in our properties. This has enabled us to speed up the turnaround process and save

both tenants and the Council money. Performance is fluctuating but it is expected that further changes that have been agreed with the new contractor will further reduce the time taken.

- 12.2 Satisfaction with the Council's housing service remains very high. In the last tenants' survey over 90% of our tenants said they were very or fairly satisfied overall. This is well above the target of 88.5%.
- 12.3 The Council aims to carry out urgent repairs to Council housing within 5 working days and wants to achieve this 98% of the time. Quarter 3 performance exceeded this target due to closer monitoring of and regular discussions with the contractors. During this same period, 98.7% of tenants told us that our repairs service was good or satisfactory, above our target of 97.5%.
- 12.4 Arrangements are now in place for specific partner organisations to provide services to the public utilising facilities at the Southover House offices in Lewes.

13 Internal Improvement

- 13.5 As part of the Council's new focus on performance management and improvement, a new performance information screen has been installed in Southover House.
- 13.6 The projects completed to date have been mainly focused on supporting and developing staff. This has included training for managers and staff on the new Competency Framework and health and safety requirements, as well as a number of initiatives aimed at improving communication across the organisation.

Areas for Improvement –  Performance is off target/Projects are not expected to be completed in time or within requirements

14 Corporate Services

- 14.1 The Council aims to pay 98% of all invoices from suppliers within 30 days (or other agreed payment terms). The change to a new contractor for housing repairs led to a temporary slow-down in the processing of invoices in Quarter 2. The Council has worked closely with the contractor in order to prevent this from recurring.

15 Service Delivery

- 15.1 The Council aims to remove reported fly-tips within 2 working days. During Quarter 3 this service standard has not been achieved. New arrangements have been put in place to deal with fly-tips as part of normal street cleaning operations, improve the administrative system for processing this work and deal with specific hotspots.
- 15.2 Performance in respect of recycling remains steady but continues to be below the Council's target. There are a number of factors that have had an effect on recycling rates such as a levelling-off of food waste tonnages, a drop in the volume of paper (likely to be due to the increased use of digital media), a reduction in the amount of packaging and the impact of the economic climate on households. The current in-depth review of recycling is looking at a range of methods aimed at building on the Council's commitment to expand and improve recycling services across the District.

16 Strategy and Development

- 16.1 With regard to additional homes provided in the District, the wider economic downturn has resulted in a gradual fall in housing completions since 2010 (albeit this trend is beginning to reverse). This is primarily due to developers having difficulties accessing funding. Officers continue to monitor residential planning applications to identify common and site specific constraints to the delivery of sites and identify potential solutions. Recent action taken includes making developers aware of a potential Government funding programme and assisting and supporting applications made.
- 16.2 Forecasts suggest that the likely overall total will be around 260 new homes provided at the end of the financial year. Beyond this there is expected to be an increase in house building rates in the district, with a number of unimplemented permissions due for completion, some key strategic sites being delivered (e.g. North Street) and Council led projects, such as the Property Portfolio project, delivering a number of housing units.

17 Community Improvement

- 17.2 The handover of management responsibility for Newhaven Fort has been postponed in order to resolve outstanding issues in respect of National Heritage Lottery Funding procedures and staffing matters. It is anticipated that these issues will be resolved before the end of the financial year.

Financial Appraisal

- 18 Monitoring and reporting project and performance information is contained within existing estimates. This corporate performance information should also be considered within the context of the Council's financial update reports as there is a clear link between performance and resources.

Legal Implications

- 19 Comment from the Legal Services Department is not considered relevant to this routine monitoring report.

Sustainability Implications

- 20 A Sustainability Implications Questionnaire is not required for this routine monitoring report.

Risk Management Implications

- 21 **Risks:-** the Council fails to achieve its objectives; poor performance in service levels and quality may lead to greater public dissatisfaction and an increase in complaints; significant project delivery failure might affect funding, and may create additional financial, political or legal risks; weak performance management and data quality arrangements leads to flawed decision-making which may be costly, inefficient or ineffective; poor communication of performance achievements and outcomes.

Risk Mitigation:- effective arrangements are in place to identify, understand and address performance issues; appropriate communication and engagement with key stakeholders and decision-makers regarding performance priorities and measures of success.

Equality Screening

- 22** An equalities impact assessment is not considered necessary for this routine monitoring report. Individual projects and service areas are subject to separate equality screenings and assessments

Background Papers

- 23** None

Appendices

- 24** Appendix 1 –Portfolio Progress and Performance Reports (April to December 2014)

CABINET: LEADER’S PORTFOLIO




Progress and Performance Report







Period: 1st April to 31st December 2014 (Quarter 3)






Key Performance Indicators

There are currently no key performance indicators for this portfolio area. The majority of work is focused on project delivery as set out below.

Portfolio Projects and Initiatives

Key to Performance	
	- At or above target; projects that are completed/on track
	- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities
	- Below target; Projects that are not expected to be completed in time or within requirements

Project / Initiative	Current status	Update
University Technical College (Newhaven)		Construction continues. Student recruitment events are planned for 2015 in Newhaven, Lewes and Eastbourne.
Newhaven (East Quay and flood defences)		The Council is working in partnership with the Environment Agency. £9m budget has been allocated (£3m from the Local Economic Partnerships and £6m from the Environment Agency). Shorter term projects for 2015/16 have been identified for the following sites: University Technical College to A259; West Bank (from Fisherman’s Green to A259) and the railway crossing to the north of Newhaven. Major works are expected to commence in Spring 2016.
Newhaven Growth Quarter project		Work is expected to start on site in May 2015 with completion expected May 2016. A preferred contractor has been appointed and detailed design work is currently underway.
Continuing to position Lewes within both Coast to Capital and South East Local Enterprise Partnerships (LEPs)		The Council continues to represent the interests of the District at both of the LEPs. LEP funding has been secured for the Newhaven Port access road Phase 1 (currently under construction). ESCC is leading the business case to access agreed funding from the Coast to Capital LEP for Phase 2.
Proactively engage with Greater Brighton Economic Board (GBEB) to ensure Newhaven benefits from proximity to Brighton		The GBEB considers upcoming Local Growth Fund projects. The Council’s elected representative on the LEP Board ensures the Council’s interests are actively and robustly represented.
Explore the potential of Enterprise Zone in Newhaven		The Local Enterprise Partnership is in discussion with HM Government on the way forward following the submission of an Enterprise Zone bid in October 2014. A decision is expected in March 2015.

Project / Initiative	Current status	Update
Launching a Business Rate Retention Scheme		Cabinet has previously agreed to enter into a Business Rates Pool with East Sussex County, East Sussex Borough and District Councils and the East Sussex Fire Authority.
Develop new Council website		An initial six month website refresh project is underway to improve the home page, e-forms, content etc. The launch of the new website homepage is scheduled for mid-March 2015.
Commence project to develop shared facility in partnership with East Sussex Fire Service		Construction of the new facility is underway with completion expected in Autumn 2015.
Agree to bring forward affordable housing across the District with development partner		Cabinet has authorised the conclusion of negotiations for the Lewes District Property Portfolio, which will include provision of affordable housing units. Heads of Terms have been agreed and the Council's partner is intending to enter into a development agreement with the Council in March 2015.
Impact Seaford Regeneration Delivery Framework		Engagement continues with public, private and community stakeholders to deliver the objectives of the Impact Seaford group aimed at attracting investment, supporting business, inspiring learning, welcoming visitors and strengthening partnerships.

The following projects have been completed as planned:

- Explore the future of Lewes House as a key facility in the town centre and associated revenue streams.

CABINET: CORPORATE SERVICES PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

Key to Performance



- At or above target; projects that are completed/on track



- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities







- Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 Apr-June	Q2 – July-Sept	Q3 – Oct-Dec	Current status	Note
Percentage of overpayments recovered	70%	70%	73%	69%		Performance for the year to date is on a par with the same period last year and is expected to reach the year end target.
Percentage of invoices paid on time	98%	94%	87%	82%		The Council has paid over 15,000 invoices so far this year. 2,000 of these were paid late (ie it took more than 30 days from receipt of the invoice).
Performance Improvement Action	The Council has been working closely with the contractor where invoice payment problems were occurring and matters relating to this have now been resolved. Similar action is being taken in respect of other high volume suppliers. Action is also being taken to ensure such tasks remain a priority and responsibility is clearly defined over the coming months.					

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Explore joint services with Eastbourne Borough Council		Cabinet has approved the implementation of arrangements with Eastbourne Borough Council to share Human Resources and Legal Services from April 2015. Work is also underway to align IT, Property and Financial services so that further sharing opportunities can be explored in the future. Ad hoc opportunities are being taken as they arise. For instance, both councils are now sharing two Directors.
Procure technology and business change resources to support the transformation programme		At its November 2014 meeting, Cabinet endorsed the procurement of new technology and business change consultancy to implement the Council's Organisational Development Strategy. Market consultation has since been undertaken, procurement documentation drafted and arrangements made for tendering and evaluation.
Specification for business change partner to assist in IT/process transformation		

Project / Initiative	Current status	Update
Implement new telephony system (Phase 2)		A project to optimise use of the new telephony system and develop the Council's call handling capabilities is in progress. Negotiations are underway to appoint the supplier.
Oversee agreed iESE (Improvement and Efficiency South East) work programme for improved procurement		iESE continues to provide support on a range of current procurement exercises, including substantial support in respect of the successful letting of the new grounds maintenance contract.
Update non-housing property portfolio and make best use of our assets (Property Portfolio Roadmap project)		Work is progressing in partnership with Eastbourne Borough Council. The project is aimed at identifying opportunities for joint procurement and better management of Council assets. Next steps include recruitment of staff to deal with specialist aspects of this work.
Update Risk Management Strategy and Risk Register		The annual report on risk management can be found elsewhere on this agenda. A review of current risk assessment and management arrangements is underway which will consider the Council's approach to strategic risk in the future.

The following projects have been completed as planned:

- Implement new telephony system (Phase 1)
- Deliver 2014/15 targets in Medium Term Financial Strategy
- Review and update of Business Continuity Plan
- Participate in National Benefit Fraud Initiative

CABINET: SERVICE DELIVERY PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

Key to Performance



- At or above target; projects that are completed/on track







- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities



- Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 Apr-June	Q2 July-Sept	Q3 – Oct-Dec	Current status	Note
Percentage of Council Tax collected during the year	98.4%	29.9%	28.4%	27.9%		This is a cumulative KPI. Performance is at 86.2% overall this year, consistent with the level achieved for the same period last year.
Percentage of Business Rates collected during the year	98.5%	32.5%	25.2%	28.3%		This is a cumulative KPI. Performance is at 86.5% overall this year, slightly down on the level achieved over the same period last year. This is due to the take up of the 12 month payment option by some businesses. It is anticipated that the drop in Q3 will be recovered in Q4.
The number of days taken to process new housing benefit/Council tax benefit claims	20 days	16.5 days	25.5 days	14.5 days		Performance has recovered in Quarter 3 and is now exceeding target. It is now taking around 4 days less to process new claims compared to the same period last year.
Percentage of rents collected during the year	95%	94.5%	97.4%	97.9%		This is a cumulative KPI. Performance continues to exceed target.
KG of household waste collected per household	500Kg or less	124Kg	128Kg	126Kg		This is a cumulative KPI. The data we collect is sent to ESCC (as the Waste Disposal Authority) to be checked. The data is used to calculate recycling credits.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	100%	100%		There have been 363 reports of abandoned vehicles to date this year compared to 281 during the same period last year. Only 3 vehicles needed to be removed during Quarter 3.
Number of empty homes brought back into use	40	15	28	18		This is a cumulative KPI. A total of 61 empty properties have been brought back into use since 1 st April. This exceeds the target for the year.

KPI Description	Target	Q1 Apr-June	Q2 July-Sept	Q3 – Oct-Dec	Current status	Note
Total number of days that families (including pregnant women) need to stay in temporary accommodation (B&B)	17.5 days	0 days	23.5 days	0 days		No families or pregnant women needed to be placed in bed and breakfast accommodation during Quarter 3.
Total number of households living in bed and breakfast/emergency accommodation	Less than 20 days	12	13	14		The target ensures there are no more than 20 households living in bed and breakfast/emergency accommodation at any one time.
The average number of days taken to remove reported fly-tips	Less than 2 days	2.7 days	2.2 days	3.3 days		There have been 120 reported fly-tips in the District to date this year, compared to 197 during the same period last year. The average time taken overall this year is 2.6 days.
Performance Improvement Action	New arrangements have been put in place to deal with fly-tips as part of normal street cleaning operations and improve the administrative system for processing this work. Particular hotspot areas have also been identified. Officers are in discussion with ESCC regarding specific hot spots on land owned by them to identify if further action can be taken to deter offenders.					
Percentage of household waste sent for reuse, recycling and composting	30%	24.8%	24.2%	24.0%		Performance in the same period last year was 22.4%. The figures represent average recycling rates per quarter. The data is used to calculate recycling credits.
Performance Improvement Action	Officers continue to identify opportunities to improve recycling across the District including promotional campaigns and encouraging take-up of food waste recycling. The Council is currently undertaking an in-depth review of waste management arrangements, looking at a range of options that build on the Council's commitment to expand and improve recycling services across the District.					
Total number of customer a) complaints b) compliments received	Data Only	a) 434 b) 38	a) 483 b) 56	a) 382 b) 50	Not Applicable	Changes have been made to the systems for collecting complaints and compliments data during 2014/15 making it difficult to make direct comparisons. An annual report on complaints handling will be submitted to Scrutiny Committee later in 2015.

Portfolio Projects and Initiatives




Project / Initiative	Current status	Update
Complete Waste Review to further improve services and recycling	✔	An independent review of the Council's waste collection and recycling services was commissioned and its recommendations are under consideration. A report considering proposals for a green waste pilot project in Seaford is reported separately on this agenda.
Review provision of Green waste collection with full consideration to sustainability and financial concerns		
To implement Photo Voltaic schemes across council housing	✔	At its November meeting, Cabinet agreed to appoint a contractor to install PV Panel systems on up to 700 Council homes (subject to funding approval of £2.7m) aimed at reducing the cost of electricity for tenants, reducing CO2 emissions and creating an income stream for the Council. Tenders were received in February and evaluation is currently underway.
To ensure more people have better standard homes in the private rented market	✔	A pilot project involving pro-active inspections of privately rented properties in South Road, Newhaven is underway. During Quarter 3, 21 property owners were contacted and 7 homes inspected. Officers are providing advice and guidance in respect of one property that was found not to be licensed for multiple occupation.





CABINET: STRATEGY AND DEVELOPMENT PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)





Key Performance Indicators (KPI)



Key to Performance	
	- At or above target; projects that are completed/on track
	- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities
	- Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 Apr- June	Q2 July-Sept	Q3 Oct-Dec	Current status	Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	100%	45.4%	67%		Deciding 60% of major planning applications within 13 weeks is a Government target. The Council normally operates well above this target and aims to determine a higher proportion of such applications within 13 weeks. Performance has improved during Quarter 3 but is still below the level achieved during the same period last year (71%). The Council has determined 6 more major applications this year compared to the same period last year. Some of these had been held up by the need for Section 106 Agreements. These have now been resolved.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	81%	78%	79%		The Council operates well above the national target of 65%. Performance remains well above the Council's local target and is showing a slight improvement compared to the same period last year. The year to date figure is over 80%, well above target.
Percentage of planning appeals allowed (LDC/SDNP combined)	Less than 33%	17%	0%	100%		There was one planning appeal during Quarter 3 which was allowed. Overall, performance is at 17% for the year to date, well below the target.
Performance Improvement Action	No further action is required at the present time.					
Net additional homes provided in the District	304	41	41	60		This is a cumulative KPI. The target forms part of the Joint Core Strategy for the period 2010 to 2030. The reported figures reflect completions on larger development sites only and total 142 new additional

						homes in the District so far in 2014/15. This is a significant improvement on the position over the same period last year (89). Small site completions are assessed on an annual basis and will be reported at a later date.
Performance Improvement Action	Officers continue to monitor residential planning applications to identify common and site specific constraints to the delivery of sites and identify potential solutions. Action is being taken to encourage more planning permissions to be implemented including making developers aware of a potential Government funding programme. At present, around 1,350 residential units benefit from planning permission and are expected to be implemented over the course of the next 5 years. In addition a number of strategic housing sites are expected to gain permission and be developed over the coming year. This includes North Street, Lewes, which is expected to deliver 416 residential units. The housing trajectory, prepared as part of the recently examined Core Strategy, indicates that this will significantly increase the rate of housebuilding in the district (particularly in the period up until 2020), subject to there not being a dramatic downturn in economic conditions.					

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Joint Venture in respect of the North Street Quarter in Lewes		The interim joint venture agreement is signed and the subsequent legal agreements are under development. The development plans were positively received by the South Downs National Park Authority's Design Review Panel at its meeting on 22 nd December 2014. The shadow joint venture board, which includes the Council, has agreed the final design and the submission of the planning application is imminent. Heat distribution network – procurement options are being explored as part of the project planning stage.
Submit the Core Strategy to the Planning Inspectorate and progress through the Examination in Public.		The Core Strategy was submitted in September 2014 and formal hearings took place in January 2015. A letter from the Planning Inspector setting out the Initial Findings has now been received. Next steps will focus on incorporating further modifications into the Core Strategy which is expected to be adopted in Autumn 2015.
Progress the Site Allocations and Development Management Policies document, which will eventually form part of the development plan.		Representations have been analysed and a Cabinet report on the proposed submission document is expected Summer 2015.
Explore the future of visitor services in Seaford, Peacehaven and Lewes to ensure they reflect the increasing on-line marketplace.		At its meeting in September 2014, Cabinet approved a Strategic Tourism Vision and Action Plan 2015-18. A more detailed action plan is being developed.

UNESCO Biosphere Reserve		COMPLETED: UNESCO designation was achieved in June 2014. Partnership working continues as part of normal operational business. Information on biosphere initiatives can be found at: www.biospherehere.org.uk .
Seek developer contributions through the Community Infrastructure Levy (CIL)		CIL was submitted in September 2014. Formal hearings are expected in mid April 2015. At its meeting in November 2014, Cabinet agreed the appointment of a CIL Executive Board and the governance framework relating to the use of CIL receipts. Implementation is expected from Summer 2015.
Urban and rural regeneration frameworks	On hold	Work on preparing and implementing partnership frameworks is on hold at present, pending a refresh of the Regeneration Strategy due to be carried out by March 2016.

CABINET: COMMUNITY IMPROVEMENT PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

There are currently no key performance indicators for this portfolio area. The majority of work is focused on project delivery as set out below.

Portfolio Projects and Initiatives

Key to Performance



- At or above target; projects that are completed/on track







- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities



- Below target; Projects that are not expected to be completed in time or within requirements

Project / Initiative	Current status	Update
Flood and coastal protection review and schemes		Coast Protection - Repairs to the sea defences in Peacehaven are now complete. Consultants are undertaking a study on the management of the coast between Newhaven and Brighton. Their report is expected by April 2015. Inland Flood Prevention – Information is being gathered in relation to the River Ouse catchment area. An information pack on storm resilience is also being prepared.
Administering emergency flood relief		Government Repair and Renewal Grants have been rolled out in affected areas of the District. Initially there was limited uptake from public but further engagement work has resulted in an improved response. To date these grants have assisted 11 property owners in the District. A further 5 are awaiting formal application.
Assess viability of an internal drainage board working with neighbouring districts		Meetings with Natural England and the Environment Agency have been productive and a Cabinet report is currently being prepared.
Re-letting of a new grounds maintenance contract		COMPLETED: The procurement process was successfully completed in January 2015. The new contract commences in April 2015.
Work with Wave Leisure to ensure continued long term sustainability of the leisure provision and the Trust		COMPLETED: The Annual Wave Leisure Service Plan was reported to Cabinet in January 2015.
Successfully handover management of Newhaven Fort to Wave Leisure		Handover of the management of the Fort to Wave Leisure has been postponed to allow time to address outstanding issues regarding staff transfer arrangements and historic grants. It is expected that the handover will be completed by the end of March 2015.

Project / Initiative	Current status	Update
Work to deliver a Public Realm Strategy for the District		The implementation of the Community Infrastructure Levy (see above) will provide an opportunity for Town and Parish Councils to implement public realm improvements.
Oversee delivery of S106 commitments for parks and open spaces		Improvements to Convent Field play area were completed in October 2014. The Centenary Park project (previously known as Big Parks project) is under construction. Recent activity includes progress on the Café, skate park and general landscaping.
Deliver at least 2 community/commercial events including 'Whizz Pop Bang' children's festival		Officers continue to explore new opportunities to deliver community/commercial events. The first Lewes District Business Awards event attracted both funding (through sponsorship) and support from a number of well-established local businesses. The children's festival (on Convent Field, Lewes) did not take place as planned due to poor ticket sales. The event organisers decided not to proceed.
Develop an Event Management Plan		A draft events policy and associated guidance note has been drawn up. It is anticipated that an Event Management Plan will be in place in early summer 2015, subject to any necessary approval.

The following projects have been completed as planned:

- Introduce cashless parking
- Tender for delivery partner for Locally Sorted digital platform




CABINET: STAKEHOLDER IMPROVEMENT PORTFOLIO





Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)





Key Performance Indicators


Key to Performance

-  - At or above target; projects that are completed/on track
-  - Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities
-  - Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 April-June	Q2 – July-Sept	Q3 – Oct - Dec	Current Status	Note
Average number of days to re-let Council homes (excluding temporary lets)	26 days	22 days	28 days	24 days		Performance has averaged at 25 days for the year so far, which is within target and an improvement over the same period last year (27 days).
Overall tenants satisfaction	88.5%	90.2%	87%	92.6%		The survey data is provided by an independent researcher each quarter.
Percentage of urgent repairs carried out within Government time limits	98%	97%	98%	98.6%		Performance is now being maintained at or above target.
Percentage of repairs noted as good or satisfactory by tenants	97.5%	96.8%	96.4%	98.7%		Tenants' satisfaction remains very high and is above target for the last quarter.

Portfolio Projects and Initiatives

Project / Initiative	Current Status	Update
Oversee effective contract monitoring		Work with iESE (Improvement and Efficiency South East) aimed at improving overall contract monitoring and management arrangements at the Council is progressing well.
Review community and voluntary sector grants to reflect need and corporate priorities		Service Level Agreements with the Citizens Advice Bureau, 3VA and Action in Rural Sussex have been reviewed. Meetings to discuss new draft SLAs took place in December 2014. Cabinet considered these new SLAs and recommended grant levels in February 2015.
Promote LEAP (Local Enterprise and Apprenticeship Platform) with stakeholders		At its November meeting, Cabinet agreed future working arrangements for apprenticeships and business start-up support under the LEAP brand. Discussions are underway with local Further Education colleges.
Engage with businesses through the Chambers of Commerce		The Council is a member of the Chambers of Commerce in order to strengthen links and support delivery of existing projects. Planning for the 2015 Lewes District Business Awards is underway.

Project / Initiative	Current Status	Update
Develop compacts with a range of private and 3rd sector organisations to make better use of Council facilities		COMPLETED: Southover House Partnership with the Citizens Advice Bureau, Sussex Community Development Association and East Sussex Credit Union was launched in November 2014. The results of this initiative will help inform plans for the shared facility in Newhaven. Public Wi-Fi has also been installed in Southover House Reception.

The following projects have been completed as planned:

- Ensure successful Annual Town and Parish Council Conference
- Ensure successful Annual Tenants Conference




CABINET: INTERNAL IMPROVEMENT PORTFOLIO 2014/15


Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)





Key Performance Indicators







Key to Performance

-  - At or above target; projects that are completed/on track
-  - Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities
-  - Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 April-June	Q2 – July-Sept	Q3 – Oct - Nov	Current status	Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	2.3 days	2.15 days	3.08 days		This is a cumulative KPI which is collected each quarter. The overall position at the end of December is 7.5 days, well below the level of sickness for the same period last year (9.5 days).
Satisfaction of staff - Proportion of staff who feel they are treated with fairness and respect at work	Data Only	-	-	57%	No target set	Overall staff satisfaction is measured through a series of questions in the annual staff survey which was conducted in October 2014.

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Develop LDC Organisational Development Strategy		The Nexus Transformation Programme has been established to take forward the Organisational Development Strategy, including organisational restructuring and business process remodelling to improve efficiency. Cross-party Nexus Transformation Board is overseeing the Programme.
Develop new Performance Management Framework and key performance measures that reflect core business and key priorities		A new Performance Management Framework has been established. Key service priorities and performance targets for 2015/16 and 2016/17 are currently being considered.
Reduce staff sickness		Levels of staff sickness are being very closely monitored and appropriate management action taken, which has seen an overall reduction in sickness levels compared to last year (see relevant performance measure above).
Review LDC recruitment processes		A partnership arrangement has been set up with Eastbourne Borough Council (EBC) and LoveLocalJobs.com. New competencies are being used as part of staff recruitment and opportunities are being taken to review and align processes with

Project / Initiative	Current status	Update
		EBC. A joint Human Resources Manager has been appointed.
Finalise review of Human Resources (HR) policies and procedures including review of appraisal procedure		The HR policy review is well underway and a number of key policies have been revised and approved through Employment Committee following staff consultation. A review of the appraisal process and management systems will take place over next 12/18 months.
Develop a more strategic approach to equality and diversity		An Equalities Action Plan was agreed at the September meeting of Cabinet. Equality themes have been highlighted and ward profiles are being prepared.
Complete self-assessment against Equality Framework, develop learning and refresh equality analysis		The Council's approach to equalities has been reviewed. A new programme of equality assessments is being drawn up and the process for carrying them out is being streamlined. Learning is being developed through a programme of staff training focussing on dementia awareness.
Update workforce equality profile and equality monitoring		This is due to be completed by the end of March 2015.
Undertake Equal Pay audit		This work was planned to be undertaken in January but has been deferred until later in 2015 in order to focus resources on other organisational change priorities.
Implement new Data Transparency Code		A new Government Data Transparency Code was issued in October 2014. The majority of mandatory requirements have been in place for some time with a range of data already being published on the Council's website. Work is being undertaken to address a small number of new/additional requirements.

The following projects have been completed as planned:

- Train staff on new Competency Framework
- Provide Action Learning Sets for staff to ensure learning is shared across the organisation
- Undertake Staff Survey
- Introduce programme of regular staff briefings
- Review HR service plan to ensure it remains fit for purpose
- Implement Health and Safety improvement plan

Agenda Item No: 9.8 **Report No:** 54/15
Report Title: Ward Issues Raised by Councillors at Council
Report To: Cabinet **Date:** 19 March 2015
Cabinet Members: Councillors Blackman and Franklin
Ward(s) Affected: Lewes Castle, Seaford South, Chailey and Wivelsfield
Report By: Assistant Director of Corporate Services
 Catherine Knight
Contact Officer(s)-
 Name(s): Trevor Hayward
 Post Title(s): Committee Officer
 E-mail(s): trevor.hayward@lewes.gov.uk
 Tel No(s): 01273 471600

Purpose of Report:

To respond to ward issues raised by councillors.

Officers Recommendation(s):

To note and agree the officer action detailed in the Report.

Reasons for Recommendations

To ensure that appropriate follow up action is taken.

Information

- The following ward issues were raised at the Council meeting on 25 February 2015:

<u>Councillor/Ward</u>	<u>Ward Issue Concerning</u>	
Councillor Chartier – Lewes Castle Ward	Councillor Chartier understood that a Board had been established to manage the joint venture with the Santon Group for the development of the North Street Quarter in Lewes.	

<u>Councillor/Ward</u>	<u>Ward Issue Concerning</u>	
	<p><u>Suggested action to be taken by the Council:</u> Could the Council be advised as to who were the members of that Board and details of the Scheme of Delegation that the Board had from the Council to make decisions on its behalf?</p>	DBSD
<p>Comment by Chief Officer (Director of Business Strategy and Development):</p> <p>LDC have signed an Interim Agreement with Santon Group as a precursor to the full Joint Venture agreement. That Interim Agreement sets out how the parties will form a Shadow Joint Venture Board solely with the purpose of agreeing the final scheme to proceed to planning, and followed Cabinet agreement of 24th April 2014 to the signing of such an agreement.</p> <p>That Cabinet report also set out LDC’s prioritised objectives for any scheme at North Street and authorised the Director of Business Strategy and Development, in consultation with the Council Leader, to approve the submission of a joint planning application on behalf of the Santon Group and the District Council providing that such application met those objectives. The Shadow Joint Venture board met on 26 January 2015 and has agreed the planning application, which has been submitted. In line with the Cabinet delegation, the Director of Business Strategy and Development and the Chief Executive represented LDC on the Joint Venture Board with the Council Leader in attendance.</p> <p>A report was prepared to formally enact the execution of the delegated powers and a note was taken of the Shadow JV Board meeting.</p> <p>The full Joint Venture board will only come into existence once the final joint venture agreement is signed. The full make up of the eventual board is yet to be decided and a further Cabinet report will be prepared to sign off any Joint Venture agreement. The issue of future Board representation will be covered in that report.</p>		
Councillor Adeniji – Seaford South Ward	<p>Dog fouling had got worse in Seaford over the winter months. The Council had recently joined the “We are Watching You” campaign relating to raising awareness of dog owners who allowed their pets to foul in public places without cleaning-up behind them.</p> <p><u>Suggested action to be taken by the Council:</u> Councillor Adeniji felt that there was a need to provide more Dog Wardens in Seaford to help deter dog owners from not cleaning-up after their pets have fouled. Therefore, would the Council give consideration to training Seaford Town Council employees or volunteers to become Dog Wardens?</p>	DSD

<u>Councillor/Ward</u>	<u>Ward Issue Concerning</u>	
<p><u>Comment by Chief Officer (Director of Service Delivery):</u></p> <p>The Animal Welfare Officers work closely with partner agencies to investigate incidents of dog fouling. Lewes District Council has worked proactively with the Police in Seaford and the local Police Community Support Officers have been authorised for over a year to issue fixed penalty notices to offenders in respect of dog fouling. It would be possible to have discussions with Seaford Town Council and investigate the possibility of authorising the Town Council so that any existing enforcement staff they have may also undertake this function.</p> <p>Lewes District Council encourages members of the public to contact us about any offenders who allow their dogs to foul so that we can thoroughly investigate the matter further.</p>		
<p>Councillor Davy – Chailey and Wivelsfield Ward</p>	<p>Some years ago, the Council had asked the Trustees of Chailey and Wivelsfield Village Halls to help to find some space from where materials for recycling could be collected. Unfortunately, the car park surfaces at those Halls had not been constructed to withstand the weight of the vehicles that were used for such collection and, consequently, the car parks had been damaged by those vehicles for which, for some time, no action had been taken to admit responsibility or provide funding for the necessary repairs to be undertaken.</p> <p>Councillor Davy had subsequently been asked to assist with resolving the problem.</p> <p><u>Suggested action to be taken by the Council:</u> That the Council's Director of Service Delivery, Gillian Marston; and the Waste Operations Manager, Greg Martin, be thanked for their help in resolving the matter; and that Councillor Franklin be thanked for his support in respect of the issue.</p>	<p>DSD</p>
<p><u>Comment by Chief Officer (Director of Service Delivery):</u></p> <p>Thanks have been passed to LDC officers and Councillor Paul Franklin for their help and support in resolving the matter at the Chailey and Wivelsfield Village Hall Car park.</p>		

Financial Appraisal

2 None arising from this Report.

Legal Implications

3 None arising from this Report.

Sustainability Implications

- 4 I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is an administration Report.

Risk Management Implications

- 5 I have not completed the Risk Management Checklist as there is no need to undertake a risk assessment.

Equality Screening

- 6 I have not completed the Equality Analysis checklist as this Report is free from the requirement to do so.

Background Papers

- 7 None

Appendices

- 8 None