



2006/07

DRAFT



Lewes District Council **The Council Plan**

Contents

| Part 1 | Page | Part 3 | Page |
|---|-------------|--|-------------|
| Key facts about the District | 1-2 | Key Aim 1: Objectives and outcomes | 49 |
| Foreword by the Leader | 3 | Key Aim 1: Strategies and plans | 50 |
| Ambition, aims and working principles | 4 | Waste collection and recycling | 51-54 |
| The Council and its political make-up | 5 | Street cleaning and dog nuisance | 55-57 |
| The elected councillors of Lewes District Council | 6 | Parks, open spaces, play areas and nature reserves | 58 |
| Accountability and decision-making | 7 | Monitoring and controlling pollution | 59 |
| Decision making arrangements | 8 | Protecting built and natural environments | 60 |
| Management arrangements | 9 | Planning applications and appeals | 61-63 |
| The Council Plan in brief | 10-14 | Planning enforcement and building control | 64 |
| Summary of progress and achievements 2006/07 | 15-19 | Key Aim 2: Objectives and outcomes | 65 |
| 3 Year Forward Plan (2007 to 2010) | 20-23 | Key Aim 2: Strategies and plans | 66 |
| Part 2 | | Tourism and cultural services | 67-68 |
| Key Strategies and Plans | 25 -26 | Regeneration in local communities | 69 |
| Community Strategy and Partnerships | 27 | Local transport and parking | 70 |
| Local Plan/Local Development Framework | 28 | Licensing and enforcement | 71 |
| Crime and Disorder | 29-30 | Key Aim 3: Objectives and outcomes | 72 |
| EMAS and Sustainability | 31-32 | Key Aim 3: Strategies and plans | 73-74 |
| Access and Equality | 33-35 | Housing needs and strategy | 75-76 |
| Workforce Profile 2007 | 36 | Homelessness and housing advice | 77-78 |
| Customers, Consultation and Communication | 37-38 | Private sector housing | 79-80 |
| Using our Resources (Finance and Assets) | 39 | Our tenants and their homes | 81-83 |
| Using our Resources (Staffing and Training) | 40 | Housing and council tax benefit | 84-87 |
| Using our Resources (IT) | 41 | Food safety | 88 |
| Using our Resources (Procurement) | 42-43 | Protecting public health and safety | 89-90 |
| Performance Management and Best Value | 44 | Elections and councillor services | 91 |
| Risk Management and Emergency Planning | 45 | Community sports and leisure services | 92-93 |
| Governance, Audit and Inspection | 46 | Public conveniences, cemeteries and allotments | 94 |
| | | An Opportunity to Comment/Our Customer Charter | 95 |

Council Plan 2007/08

Introduction

1

Facts about the District

| Our Population | | Education, Learning and Skills | |
|--|-----------------------|--|--------------|
| Population of the District (ONS 2005 mid year estimate) | 93,406 | Pupils leaving school with 5 or more A* to C GCSE passes (DFES 2005) | 51.1% |
| Population density | 319.5/km ² | % of population with no qualifications | 26.2% |
| Percentage of population over 75 | 11.6% | Percentage of population with a level 4/5 qualification | 20% |
| Percentage of population aged 15 and under | 18.7% | Decent and Affordable Homes | |
| Percentage of population with disability | 4.0% | Number of homes in the District (District Valuer, March 2007) | 42,052 |
| Percentage of population of black and minority ethnic origin | 2.1% | Percentage of dwellings which are owner occupied | 77.7% |
| Number of Super Output Areas within top 40% most deprived nationally (2004 Indices of Multiple Deprivation) | 7 out of 62 | Number of people on waiting list for a Council or RSL home as at 31 st March 2007 | 2023 |
| Number of Super Output Areas with levels of income deprivation affecting children in top 40% nationally (2004 Indices of Multiple Deprivation) | 16 out of 62 | Number of Council homes (March 2007) | 3,294 |
| Number of Super Output Areas with levels of income deprivation affecting older people in top 40% nationally (2004 Indices of Multiple Deprivation) | 8 out of 62 | Number of Registered Social Landlord properties available for rent (March 2006) | 1,375 |
| The Local Environment | | Number of Super Output Areas in top 20% most deprived due to significant barriers to housing and key local services (2004 Indices of Multiple Deprivation) | 14 out of 61 |
| Lewes District Council area | 292km ² | % of private sector housing stock classified as having at least one Category 1 hazard | 9.8% |
| Number of mini recycling points in the District | 109 | Average house price in District (semi-detached) (Land Registry Data September 2006) | £219,376 |
| Percentage of District in flood plains (Environment Agency Data 2000) | 25% | Average Band D Council tax level (April 2007) | £1,479.41 |
| Percentage of District in an Area of Outstanding Natural Beauty | 44% | Number of people claiming to be homeless (2006/07) | 340 |
| Number of Conservation Areas in the District | 35 | Number of homeless applications accepted (2006/07) | 51 |
| | | Financial Standing and Value for Money | |
| Number of listed buildings in the District | 1,713 | Independent assessment of by the Audit Commission (Annual Audit and Inspection Letter March 2007) | Good |
| Number of sites of Special Scientific Interest | 20 | | |
| Number of other environmentally sensitive areas | 9 | | |
| Km of coastline in the District | 14.5 | | |

(from 2001 Census unless stated otherwise)

Facts about the District

| Economic Wellbeing | | Local Transport | |
|---|---------|--|--------|
| Percentage of working population that is economically active | 84.5% | Percentage of households with one or more cars | 78.7% |
| | | Percentage of people who travel to work by car | 64% |
| % of working age population unemployed (ONS 2006) | 1.7% | Healthy, Safe and Active | |
| Number of VAT registered businesses in the area at the end of the year | 3,155 | Percentage of households with one or more person with a limiting long term illness | 33.8% |
| % of working population employed in service sector | 84.7% | Percentage of population providing unpaid care | 10% |
| % of working population employed in manufacturing | 11.4% | Percentage of the population feeling safe in their local area during the day (Perception of Crime Survey 2005/6) | 98.1% |
| | | Percentage of population within 20 minutes of 3 different sports facilities (Sport England 2006) | 68.8% |
| % of working age population claiming key benefits (ONS, February 2006) | 11.6% | Number of Council managed children's play areas | 32 |
| | | Number of Council managed public open spaces | 200 |
| | | The District Council | |
| % of children living in income deprived households (DWP 2003) | 13.1% | Number of electors on the Electoral Register (April 2007) | 74,250 |
| % of over 60s living in income deprived households (DWP 2003) | 9.7% | Voter turnout at 2006 District Council elections | 43.8% |
| | | Number of permanent postal voters (April 2007) | 7,477 |
| Average weekly income per employee (ONS/Annual Survey of Hours and Earnings 2005) | £363.90 | Number of elected Members of the Council | 41 |
| | | Number of full-time Council employees at 1 st April 2007 | 375 |
| | | Number of part-time Council employees at 1 st April 2007 | 124 |

(from 2001 Census unless stated otherwise)

Foreword by the Leader of the Council

Welcome to the Council Plan for the year 1 April 2007 to 31 March 2008

This Plan refers to the Council's achievements in 2006/07 and proposes the programme that the Council will follow to improve its services to the public.

Quality of life in Lewes District is generally good. Compared to other areas in the UK, we have low levels of crime, pollution and traffic accidents and good overall levels of health and prosperity.

However, we face some significant challenges for the future such as how we can meet local housing demand, and how we can protect and enhance the environment. We also need to deal with specific issues that affect the health and prosperity of local communities. To make the most effective use of our resources as we tackle those issues we will continue to work with local partnerships and local communities.

We have a strong commitment to provide good quality services, to keep increases in council tax levels as low as possible and to use resources as efficiently and effectively as possible. We will continually look for service improvements and efficiencies to enable our councillors and staff to give the best possible service to the public.

In its latest annual Audit and Inspection Letter (March 2007) the Audit Commission rated us as a Council that is delivering positive improvements and which provides good, value for money services.

The Audit Commission scored us 3 out of 4 in our effectiveness in using resources and judged both our system of governance and our arrangements for financial management to be strong.

I would like to extend my thanks to councillors and staff for their continuing dedication and hard work on behalf of the people who live and work in the District. I look forward to the challenges of the year ahead.

I hope you find this Council Plan a useful and interesting summary of our work which has a strong focus on environmental issues. I would be grateful to receive any comments or feedback on it. See the inside back cover for details of how to give us your views.

Leader of the Council

Our ambition, key aims and working principles

Our ambition is to be recognised as a centre of excellence in environmental management and to make sustainable improvements in the quality of life of local communities.

Our key aims

1. To protect and enhance the quality of the environment
2. To support the housing, health and social needs of everyone in our communities
3. To promote a prosperous local economy

Our working principles - We want people to recognise us as a good, well performing council that

- Strives for continuous improvement in services and processes
- Delivers good value, efficient and effective services
- Looks after the local environment
- Consults with and listens to its customers
- Works effectively with partners in the local community
- Respects diversity and promotes access and equality
- Is open, honest and accountable
- Is a good employer that supports and develops its workforce

The Council and its Councillors

Lewes District covers an area of 292 square kilometres, much of which forms part of the Sussex Downs Area of Outstanding Natural Beauty. Our coastline is 14.5 km long. Half the District, including the historic County town of Lewes, is proposed to be included in the South Downs National Park.

The District comprises a large rural area and five main towns – Lewes, Peacehaven, Telscombe, Newhaven and Seaford most of which are located along the southern coastal strip. There are 28 parishes in the District.

Lewes District Council comprises 41 elected local councillors (30 men and 11 women) representing 21 wards.

The political composition of the Council is:
Liberal Democrat – 23
Conservative – 17
Independent - 1

*The Chair of the Council is **Councillor Michael Chartier** and the **Vice-Chair** is **Councillor Carla Butler** (subject to formal approval by Council on 23rd May)*



The elected councillors of Lewes District Council

| | | | | | | | | |
|---|---|--|--|---|--|---|---|--|
| <p>BARCOMBE & HAMSEY</p> <p>David Mitchell <i>LD</i></p>  <p>01273 400978</p> | <p>EAST SALTDEAN & TELSCOMBE CLIFFS</p> <p>Philip Howson <i>C</i></p> <p>01273 587947</p> | <p>LEWES CASTLE</p> <p>Michael Chartier <i>LD</i></p>  <p>01273 472019</p> | <p>NEWHAVEN, DENTON & MEECHING</p> <p>Carla Butler <i>LD</i></p> <p>01273 510368</p> | <p>NEWICK</p> <p>Jim Sheppard <i>C</i></p> <p>01825 724478</p> | <p>PEACEHAVEN EAST</p> <p>Susan Bratchie <i>C</i></p>  <p>01273 811695</p> | <p>PEACEHAVEN WEST</p> <p>Lynda Hallett <i>C</i></p>  <p>01273 583501</p> | <p>SEAFORD EAST</p> <p>Kevin Mayers <i>LD</i></p>  <p>01323 892653</p> | <p>SEAFORD SOUTH</p> <p>Bob Allen <i>LD</i></p>  <p>01323 896724</p> |
| <p>CHAILEY & WIVELSFIELD</p> <p>Sharon Davy <i>C</i></p>  <p>01444 831754</p> | <p>Ron Maskell <i>C</i></p> <p>James Page <i>C</i></p> | <p>David Gray <i>LD</i></p>  <p>01273 475480</p> | <p>Rod Main <i>LD</i></p> <p>David Rogers OBE <i>LD</i></p>  <p>01273 512172</p> | <p>OUSE VALLEY & RINGMER</p> <p>Chris Bowers <i>LD</i></p>  <p>01273 813722</p> | <p>Jacqueline Harrison-Hicks <i>C</i></p>  <p>01273 589430</p> | <p>Eileen Russell <i>C</i></p>  <p>01273 583471</p> | <p>Tony Nicholson <i>C</i></p>  <p>01323 891460</p> | <p>Bob Sinclair <i>LD</i></p>  <p>01323 893627</p> |
| <p>DITCHLING & WESTMESTON</p> <p>Tom Jones <i>C</i></p> <p>01273 846938</p> | <p>LEWES BRIDGE</p> <p>James MacCleary <i>LD</i></p> <p>James Daly <i>LD</i></p>  <p>01273 476449</p> | <p>Anni De Vecchi <i>LD</i></p>  <p>01273 479974</p> | <p>NEWHAVEN VALLEY</p> <p>Robbie Robertson <i>LD</i></p> <p>01273 517125</p> | <p>Paul Gander <i>C</i></p> <p>Peter Gardiner <i>LD</i></p>  <p>01273 814246</p> | <p>PEACEHAVEN NORTH</p> <p>Chris Bishop <i>C</i></p>  <p>01273 586633</p> | <p>PLUMPTON, STREAT, EAST CHILTINGTON & ST JOHN (WITHOUT)</p> <p>Thomas Hawthorne <i>LD</i></p> <p>01273 890829</p> | <p>SEAFORD NORTH</p> <p>Edward Collett <i>LD</i></p>  <p>01323 891307</p> | <p>SEAFORD WEST</p> <p>Barry Groves <i>C</i></p> <p>01323 896297</p> |
| <p>KINGSTON</p> <p>Melanie Cutress <i>LD</i></p>  <p>01273 605617</p> | | <p>Ian Elloart <i>LD</i></p> <p>01273 873148</p> | <p>Steve Saunders <i>LD</i></p> <p>01273 517125</p> | <p>Robert Worthington <i>C</i></p>  <p>01273 581896</p> | <p>SEAFORD CENTRAL</p> <p>Patricia Bennett <i>LD</i></p>  <p>01323 892881</p> | <p>Jon Freeman <i>LD</i></p> <p>01323 899256</p> | <p>Ian White <i>C</i></p> <p>01323 892276</p> | |

LD: Liberal Democrat *C*: Conservative *I*: Independent

01323 892868

Accountability and Decision Making

The Council's Constitution sets out our system of Governance. The Cabinet makes most of the business decisions but major policy decisions are made by the Council.

The Cabinet sets a Forward Plan of key decisions which is published on the Council's website.

The public can attend most of the Council's meetings and have access to agendas, reports and other documents and information (unless they contain confidential information).

The Cabinet comprises nine councillors and is chaired by the Leader of the Council. Six members of the Cabinet are Lead Councillors have responsibility for specific areas of activity called 'portfolios'. The other three Cabinet councillors are from the minority group and do not have portfolios.

The Cabinet makes decisions about the general business and services of the Council and also makes recommendations to Council on its overall policy programme and budget.

The Leader of the Minority Group is **Councillor James Page**.

Cabinet Lead Councillors and their portfolios

(subject to formal approval at Council on 23rd May)

Policy and Finance – Councillor Ann De Vecchi

Policy and financial strategy including the Council Plan, performance management and data quality, capital strategy and asset management, regeneration and economic development.

Staff and Corporate Services – Councillor Jon Freeman

Staffing, council buildings, council tax and business rates, housing benefits, communications/consultation, concessionary travel, councillors' allowances and civic expenses, electoral matters, equalities, estates and miscellaneous properties, land charges, IT and e-government, procurement and risk management.

Environment – Councillor Eddie Collict

Contaminated land, Eco-Management and Audit Scheme (EMAS), sustainability, climate change and Local Agenda 21, licensing, environmental/public health, port health, waste management (refuse collection and recycling), street cleansing and pest control.

Planning – Councillor Peter Gardiner

Building control, car parking, flood and coast defence, design and conservation, development control, planning policy, street naming and numbering and local transport.

Community – Councillor David Gray

Community Strategy and the Local Strategic Partnership, Crime Reduction Partnership, emergency planning/civil contingencies, Clean and Green service, abandoned vehicles, allotments, art galleries, cemeteries, sports development, community wardens, leisure facilities, dog and litter bins, Newhaven Town Centre and the Fort, other amenity services, parks and open spaces, public conveniences.

Housing – Councillor Steve Saunders

Homelessness and housing advice, Council housing and the Housing Revenue Account, Lifeline, renovation grants, rents, strategic housing services and working with housing associations to provide affordable housing.

Councillors without portfolio

Councillor James Page

Councillor Tony Nicholson

Councillor Ian White

Decision Making Arrangements (Subject to formal decision by Council on 23rd May)

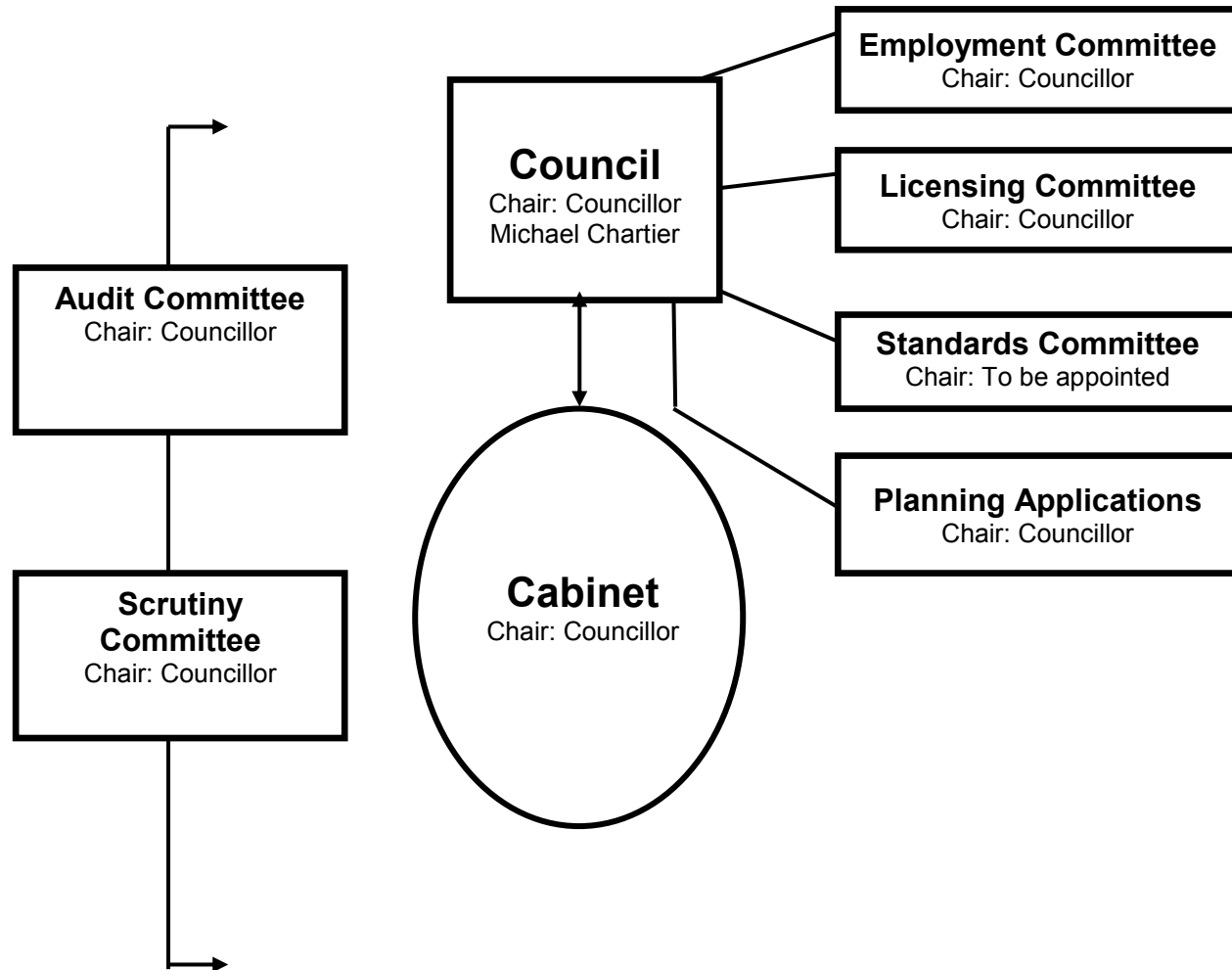
In addition to the Council and Cabinet, there are a number of committees, panels and working groups. These have either a scrutiny or a regulatory role or are appointed to work on specific issues.

The **Audit Committee** ensures the Council's work is carried out in the best interests of the public and that public money is not wasted.

The **Scrutiny Committee** comprises 9 councillors. It meets twice a year to plan and oversee the work of Scrutiny Panels which are appointed on an ad hoc basis to carry out policy and performance reviews.

The **Standards Committee** comprises 9 members. 3 members are independent of the Council, 1 is a town/parish councillor and 5 are district councillors.

Details of all meetings can be found on the Council's website or by contacting the Democratic Services Team on 01273 471600.



Management Arrangements

Corporate Management Team

Overall responsibility for delivering services and implementing Council decisions rests with the Corporate Management Team:

John Crawford, Chief Executive

Head of Paid Service, Strategic and Corporate Planning,
Returning Officer, Electoral Registration Officer

Lindsay Frost, Director of Planning and Environmental Services

Planning and Building Control, Environment and Health, Waste and Recycling Services, Economic Development, Emergency Planning and Cultural Services

John Magness, Director of Finance and Community Services

Finance and Accountancy, Local Taxation, Benefits, Housing Needs and Strategy, Community Services, Audit and Performance

Alan Batty, Head of Democratic Services

Committee Administration, Councillor Services, Elections, Electoral Registration, Freedom of Information, Public Consultation and Press

John Clark, Head of Business Services

Human Resources, Information Technology, Graphic Design

Mike Keeping, Head of Housing Services

Council Homes, Tenants Services, Property & Architectural Services

Catherine Knight, District Solicitor

Legal Services, Estates and Local Land Charges,
Council's Monitoring Officer



Corporate Planning and Budget Cycle

We plan our budgets and work programmes to deliver core services and meet national and local priorities:

January/February

Assess priorities and set medium-term budget
Draft Departmental Service Plans

March/April

Finalise and publish Departmental Service Plans
Draft Council Plan

April/May

Draft Council Plan approved by Council
Commence staff appraisals

May/June

Council Plan published

July

Complete staff appraisals

September/October

Review of performance,
Plans and targets

November/December

Draft estimates for services
and council priorities

The Council Plan in Brief

This Council Plan sets out our recent achievements and our plans to improve services and performance in 2007/08. The Plan shows what we are doing to achieve our ambition, key aims and priorities for improvement.

Our priorities for service improvement

We have identified three medium-term priority areas where we will make special efforts to deliver outcomes that local people have said are really important to them:

- Improving waste management, recycling and street cleansing services;
- Working in partnership with Housing Associations to deliver affordable housing;
- Improving public access to services supported by information technology systems.

In addition to these main priorities we have also targeted some specific areas where we will make improvements. We have allocated sufficient resources to enable priorities and other service improvements to be realised, both in the year ahead and over the medium term.

Our aim is to deliver high performing, low cost services that provide good value for money. This will enable us to keep council tax increases in low single figures whilst at the same time making improvements to our services, many of which are legally required.

We will continue to focus on providing services and information to a high standard and make them as accessible as possible to meet the needs of different groups in the community.

Our Forward Plan 2007 to 2010

We have a forward plan of key projects and actions over the next 3 years. Our Medium Term Finance Strategy takes account of the resources needed to fund this work programme.

Our Forward Plan is supported by a number of strategies and service plans. The purpose of some of our key corporate strategies and plans is explained below.

Medium Term Finance Strategy

Our Medium Term Finance Strategy looks ahead 3 years and sets out how the Council aims to balance its resources to meet statutory responsibilities and national and local priorities. A key objective of the Strategy is to keep Council Tax increases below 5% each year. We also aim to make efficiency savings of at least 2.5% per year. To achieve these efficiency savings we will:

- Improve our procurement practices to reduce costs by working with other councils, organisations and partnerships;
- Invest in Information Technology to improve efficiency;
- Secure additional funding from Government to improve performance; and
- Reduce unit costs in our high volume, transaction based services.

The Government's Comprehensive Spending Review in Autumn 2007 will make some important changes to local government finance. For the first time we will know our Revenue Support Grant for the following 3 financial years. We will need to ensure that our priorities, budgets and council tax levels are in line with this.

Efficiency Statement 2007/08

We expect to find the following efficiency savings in 2007/08. The savings are either reinvested or used to deliver low council tax rises:

| Service area/activity | Efficiency target (£) |
|------------------------|-----------------------|
| Environmental services | 35,300 |
| Local transport | 8,050 |
| Corporate services | 23,700 |
| Other | 133,100 |
| Procurement | 10,400 |
| Total | 210,550 |

Additional Funding 2007/08

The following funding has been made available to improve core services and support community projects:

| Service Area | Resources |
|---|--------------------------------|
| Free bus travel in Sussex for over 60s | £92,000 |
| Contaminated land management | £36,000 |
| Improving Council assets | £278,000 |
| Investment in training and faster benefit processing | £47,000 |
| Implementing smoke free premises legislation | £38,630 |
| Major Partnership Projects | Resources |
| Gateway Hub for new business start ups in Newhaven (with SEEDA) | Grants of £4.3m secured |
| All weather pitch at Seaford | Grant of £0.3m applied for |
| Indoor leisure facilities improvement and major repairs (with Wave Leisure) | Investment of £0.26m generated |
| Evaluation of East Sussex shared service centre for revenues and benefits | £20,000 |

Funding our Priorities 2007/08

We have made the following additional funding available to meet our three main priority areas:

Improving waste management, recycling and street cleansing services to defined standards

- We are planning to spend £3.2 m on these services in 2007/08;
- We have set aside money to pay for the replacement of heavy vehicles as they reach the end of their useful lives;
- Previous investment in recycling is leading to falling refuse collection tonnages. This efficiency saving is built into the 2007/08 estimates.

Working in partnership with housing associations to deliver affordable housing

- We continue to work with housing associations to secure housing capital investment for the District. The number of planned completions in 2007/08 will be around 64 units.

Improving public access to services supported by IT

- In 2006 we set up a new corporate document imaging and post handling operation and there is a phased programme for transferring work to this unit during 2007/08. The cost is met from within existing budgets. Online submission and tracking of planning applications will be achieved during the year.
- We are making a contribution to the cost of an improved customer access point in Seaford working with the Police, Seaford Town Council and the Citizens Advice Bureau enabling a range of local services to be provided at one location.

Managing Our Resources

Capital Strategy and Assets

The Council owns land, buildings and other assets worth over **£294 million**. Our Capital Strategy sets out how we will attract and invest money on new or improved services and facilities. The 3-year Capital Programme shows what investment is planned and how it will be funded.

Our **Asset Management Plan** sets out priorities for maintaining our assets and making best use of them to meet the needs of staff and service users. We will not keep hold of assets unless they produce revenue income or contribute to service delivery. We are open to proposals to transfer or devolve assets to other bodies where this would improve services to the public.

Information Technology

We aim to use IT to make our services and information as accessible as possible. Our **Information Management Strategy** sets out how we manage information and make best use of IT for the benefit of customers, staff and councillors. It sets out what we plan to do to improve our IT systems and ensure staff have the necessary capacity and training.

Staffing

The Council employs 375 full-time and 124 part-time staff. Their knowledge and skills are an important resource. As an **Investor in People (IIP)** employer, we aim to offer job opportunities, training and development to keep staff up to date with the skills and knowledge relevant to their work and wider corporate initiatives.

Our **Human Resources Strategy** and **Workforce Development Plan** set out how we plan to maintain and develop the skills and capacity we need to provide and improve services and respond to future changes and challenges.

Working in Partnership

Priorities for the District

We are a partner on the **Local Strategic Partnership (LSP)** which oversees the delivery of a number of community initiatives. The LSP comprises a wide range of partners including Town and Parish Councils, Primary Care Trusts, the Police, East Sussex County Council, the Environment Agency, Sussex Enterprise and South Downs Council for Voluntary Services. There are also five **Area Partnerships** covering the main towns and the rural parishes in the District. The LSP's vision for the District is set out in the **Community Strategy** and is supported by 7 priority themes:

- Reducing **health** inequality and encouraging physical activity;
- Reducing **crime and anti-social behaviour**;
- Increasing access to quality **housing** for everyone regardless of tenure;
- Encouraging **economic prosperity** and employment;
- Improving **learning and skills** for everyone;
- Protecting the **environment**; and
- Ensuring **access** to facilities that meet local needs.

We work in partnership with many organisations in the public, private, voluntary and community sectors and contribute to a number of projects and programmes aimed at improving local quality of life, especially in the more deprived parts of the District.

Many of our services and partnership projects have been tailored to meet the needs of specific groups in the community such as children and young people, older people, people with disabilities and people from minority ethnic groups.

Community Strategy

The **Community Strategy** is aimed at improving the quality of life of local people, especially those in most need. All of the partners on the Local Strategic Partnership are working together to develop action Plans and targets for improvements in the 7 priority theme areas. The Council supports and helps co-ordinate the work of the LSP and the Area Partnerships. The Community Strategy is due to be reviewed and updated in 2007/08.

Local Area Agreement

A **Local Area Agreement (LAA)** was signed in April 2006 between the Government, East Sussex County Council and a wide range of other statutory agencies and organisations in East Sussex. It is a 3 year plan, which aims to deliver a range of outcomes across the County. Specific targets in the LAA relate to issues in the Lewes District and involve the work of the Council, namely:

- improving services for children and young people;
- promoting healthy lifestyles;
- improving services for older people;
- supporting low income families through grants and benefits;
- tackling homelessness and improving access to affordable homes in the District; and
- reducing levels of waste, fly-tipping and abandoned vehicles.

We are playing our part in the LAA and contributing to achievement of the targets in a variety of ways as set out in this Council Plan and in individual Departmental Service Plans. Performance indicators in this Plan that are currently relevant to the LAA are marked with (LAA).

Local Development Framework

Once finalised, the **Local Development Framework (LDF)** will replace the **Local Plan** for the District. It will become a portfolio of documents which sets out the vision, policies and proposals for land use and development in the District over the next 20 years. To date the process has involved wide ranging community consultation and, once approved by the Secretary of State, the LDF will show how local housing, business, transport and other local community needs will be met from the land available.

The LDF is intended to support the community vision, needs and priorities as set out in the **Community Strategy**.

Community Safety

Reducing crime and dealing with problems of anti-social behaviour are important issues for local people. The Crime Reduction Partnership comprising the Council, Sussex Police and other agencies and organisations has drawn up a 3 year **Crime Reduction Strategy** to March 2008, which sets out local actions and targets aimed at reducing crime, the fear of crime and anti-social behaviour problems.

The Emergency Plan

The **Emergency Plan** has been drawn up in consultation with key agencies and organisations likely to be involved in a major incident such as the emergency services, other public authorities and community and voluntary organisations. It sets out how the Council will mobilise its staff and resources to respond to a major incident. Our main role is to support the emergency services immediately after an accident or emergency and then help local communities to return to normal. The Council will aim to keep its essential services running despite diverting staff and other resources to help with the incident. Our **Business Continuity Plan** ensures we can continue to run key services in the event of an incident.

EMAS and Sustainability

Being sustainable means managing things in such a way as to meet the needs of today without adversely affecting future generations. The Council aims to be sustainable in everything it does. Our approach is set out in our **Sustainability Strategy** and **Action Plan**. We use the **Eco Management and Audit Scheme (EMAS)** to monitor and measure our environmental performance and through our **Local Agenda 21** work provide advice and support to local communities who want to find more sustainable ways of living and working. The Council has also made a commitment to mainstreaming sustainability through a European project called **Managing Urban Europe (MUE) 25**.

Equality and Diversity

We want to ensure we provide equality of opportunity, prevent unlawful discrimination and promote good access to services and information, particularly in relation to recruitment, employment and service delivery. Our **Comprehensive Equality Policy** guides our actions and decisions and explains how we intend to identify and respond to the needs of different groups in the community. We have also adopted specific schemes to promote race, disability and gender equality. We plan to fully meet Level 2 of the **Equality Standard for Local Government** in 2007/08.

We are an active partner in the '**Connecting Communities Plus**' project led by Sompriti (a local support group for Black and Minority Ethnic (BME) people). The aim of the project is to ensure BME people can access and make better use of local public services and employment opportunities.

Consultation and Communication

We aim to keep residents, staff, partners, businesses and visitors well informed about what the Council is doing. We also give people a number of opportunities to influence the quality and nature of local services. Our **Consultation and**

Communication Strategy explains how we will do this, ensuring the views of minority groups are taken into account.

Risk Management

Risks are events that, if they occur, might have a detrimental impact on the provision of key services and achievement of the Council's objectives. The **Risk Management Strategy** sets out our approach to identifying, assessing and mitigating risk. Service managers are responsible for ensuring risks are identified and included on the Council's risk register.

Procurement and Best Value

The **Procurement Strategy** sets out how we will seek the best possible value for money when we purchase goods and services. It takes account of sustainability, the need to promote equality and diversity and the use of IT solutions wherever practicable.

Best Value requires us to look at a range of options for delivering and improving our services. Sometimes our services are provided by an external agency, organisation or private company, a change which could have an impact on the terms and conditions of Council staff. We operate within guidelines set out in the **National Code of Practice on Workforce Matters** for the transfer and protection of staff. From April 2006 the Council's leisure services staff were transferred to Wave Leisure, a Charitable Trust. This transfer was in accordance with the Code and TUPE requirements.

Performance Management

The **Performance Management Framework (PMF)** sets out how we ensure we remain focussed on improving services and performance through effective service planning and review mechanisms. The PMF sets out the roles and responsibilities of councillors, managers and staff in relation to performance management and data quality.

Progress and achievements 2006/07 – High level summary

| Protecting and enhancing the quality of the local environment – What did we say we would do? | | |
|--|-------|---|
| Carry out waste reduction, re-use and recycling publicity campaigns. | Green | A number of publicity campaigns were carried out during the year focussing on waste minimisation. New leaflets giving advice on avoiding waste were produced along with local publicity as part of the national 'Recycle Now' campaign. |
| Adopt a 'Sustainable Waste Strategy' for the District. | Green | The Strategy was adopted in May 2006. |
| Complete 'Clean Streets' projects in the District. | Green | A successful Clean Street project was completed in Seaford involving a beach clean up, new litter bins and advice on responsible dog ownership. A similar project has commenced in Peacehaven. |
| Launch a new 'Clean and Green Team' to tackle problems of litter, fly-tipping and abandoned vehicles. | Green | The Clean and Green Team was launched in August 2006 in response to the new Clean Neighbourhoods duty. The Team has focussed on the removal of untaxed and abandoned vehicles. |
| Switch to a 'Green' energy tariff. | Green | The Council switched to green electricity in June 2006. |
| Publish the Local Development Framework Core Strategy and Preferred Options for consultation. | Green | The Core Strategy and Preferred Options were published for consultation in September 2006. |
| Publish a 'Climate Change Strategy' for consultation. | Green | A draft Climate Change Strategy was published for consultation in August 2006 and subsequently adopted and launched in February 2007. |
| Introduce new and improved signage for local nature reserves, parks and gardens. | Green | New and improved signs have been erected at Landport Bottom in Lewes, Lake Park in Peacehaven and The Drove, Newhaven. |
| Introduce computerised vehicle tracking equipment to improve the efficiency and effective of street cleaning and refuse collection rounds. | Amber | Computerised vehicle tracking equipment is now in operation in the Council's street sweeping fleet. Equipment has yet to be installed in the refuse collection vehicles. |
| Extend glass recycling in Seaford and Peacehaven so that the remaining 10 glass recycling rounds can be introduced. | Amber | Glass recycling has been extended into Seaford but progress in Peacehaven has been delayed whilst negotiations with the land owners are completed. |
| Achieve 'Green Flag Award' for at least one of our public parks. | Red | This project has not progressed in 2006/07 due to other work priorities. |

Progress and achievements 2006/07 – High level summary

| Supporting and promoting cultural diversity and a prosperous local economy – What did we say we would do? | | |
|--|-------|---|
| Work with SEEDA to develop an Enterprise Gateway Hub at Denton Island, Newhaven. | Green | A new Business Centre for Newhaven is under construction. The £4 million development will provide 2,000 square meters of office, studio and workshop space. The Centre is due to open in the Autumn. |
| Sign up to and meet the requirements of a new Concordat aimed at supporting Small and Medium Sized Enterprises. | Green | The SME Concordat was signed in April 2006. Since then the Council has made more information about doing business with the Council available on its website including contract notices and a standardised Pre Qualification Questionnaire. In March 2007 the Council was presented with a Federation of Small Businesses award for its small business friendly procurement practises. |
| Publish a policy and procedure for gambling in the District following the introduction of new legislation. | Green | The Council's Gambling Policy was adopted in December 2006. Details are published on the website. |
| Work with East Sussex County Council and the owners of Newhaven Port to secure the future of the port and support the social and economic needs of the surrounding area. | Green | Successful negotiations with the owners of Newhaven Port were completed and formal development proposals for the Port and surrounding area are being drawn up. |
| Open a new Seaford Tourism and Information Centre in partnership with the Town Council, Police and Citizens' Advice Bureau. | Amber | Work on a new 'one stop' Information Shop is progressing well. Due to open in 2007, the Information Shop will provide a range of services and information for the local community. |

Progress and achievements 2006/07 – High level summary

| Supporting the housing, health and social needs of everyone in our local communities – What did we say we would do? | | |
|--|-------|---|
| Complete major improvement works to children's play area and open space at the Downs Recreation Ground, Seaford. | Green | Refurbishment of the play area was completed in June 2006 providing new equipment, landscaping, seating area and pathways, making the play area more accessible for wheelchairs and pushchairs. |
| Improve children's play area at Hillcrest Court, Newhaven. | Green | New play equipment has been installed. |
| Improve public open space at The Drove, Newhaven. | Green | The Drove Open Space is now completed. The site has become an established environmental area, with ponds and wildflower areas. |
| Commence drainage improvements for football pitch at Malling Recreation Ground, Lewes. | Green | A new drainage system was completed in November 2006. |
| Provide new affordable homes in the District in partnership with Housing Associations. | Green | 49 new affordable homes were provided in Ringmer, Seaford and Lewes. A further 22 will be provided once the scheme for 14 new affordable homes at the Baxter's site, Lewes and the scheme for 8 homes at Woods Ground, Wivelsfield are completed. |
| Support a scheme to provide 4 special needs homes in the District. | Green | The scheme, led by Southdowns Housing Association, provides accommodation for people with learning disabilities and mental health problems. 3 out of the 4 homes in Newhaven and Seaford have been completed with the 4 th due to be completed in 2007/08. |
| Establish a supported housing scheme in the District for homeless young people and care leavers. | Green | A housing scheme for homeless 16 to 21 year olds and care leavers was opened in partnership with East Sussex County Council. |
| Launch a pilot mediation service to help reduce homelessness in the District. | Green | The pilot scheme was launched towards the end of 2006/07 and is being developed. The service will continue in 2007/08. |
| Improve the appearance and facilities at the Council's leisure centres. | Green | Improvements were made to Downs Leisure Centre and Seaford Head Pool |
| Aim to reach target of 15,000 concessionary bus passes in circulation in the District. | Green | Over 18,000 bus passes were issued in 2006/07. We expect this number to continue to grow over the coming months. |
| Commence improvement works to Eastside Allotment site in Newhaven. | Green | A new dew pond and drainage ditches have been installed at the allotment site. |
| Introduce online access to council tax and benefits information and payment services. | Amber | Online payment of council tax, rents and other payments is now available via the Council's website. Access to personal council tax and benefits records will be available in 2007 once appropriate levels of security are in place. |

Progress and achievements 2006/07 – High level summary

| Being recognised as a good and well performing council – What did we say we would do? | | | |
|--|---|-------|--|
| Efficiency and Resources | Complete Use of Resources and Value for Money self-assessments. | Green | The Council updated its assessments as previous assessments had been high scoring. The Council maintained its score of 3 out of 4 for its Use of Resources assessment in 2006/07. |
| | Complete an analysis of skills and experience needed for senior management posts. | Red | This is due to be carried out under the Council's Workforce Development Plan but has been deferred until 2007/08 due to other work priorities. |
| | Undergo an Investor in People accreditation inspection. | Green | The Council's inspection was completed later than planned and the Council has continued to retain this accreditation. |
| Information Technology | Commence Phase 1 of new Document Management System. | Green | Phase 1 of the Document Management System has been successfully implemented in planning, housing and finance. |
| | Install two Information Kiosks in the District. | Green | New internet kiosks providing free online information and services were installed in local shops in Newick and Newhaven. The kiosks were provided through the Access East Sussex Partnership with national E-government funding. |
| | Introduce new online planning and licensing services. | Amber | Both of these new systems have been installed and are undergoing security testing. Public access to new online planning services is scheduled for October 2007. Public access to licensing is due to be available in July 2007. |
| | Complete a review of telephone facilities and services. | Amber | A review of telephone facilities and services commenced and work to look at long term telephone/customer management systems is due to be completed in the Autumn 2007. |
| Partnership Working | Provide new flood defences in the Cliffe area of Lewes. | Amber | Discussions are continuing with the Environment Agency on the design of new flood defences in Cliffe with a view to submission of a planning application later in 2007. |
| | Carry out street consultations in parts of the District. | Green | Street consultations have been carried out in a number of towns and villages by Crime Reduction Partnership Local Action Teams. |
| | Publish a Community Safety Handbook | Green | A Community Safety Handbook was published by the Crime Reduction Partnership (CRP) and distributed to every household in the District. |

Progress and achievements 2006/07 – High level summary

| Being recognised as a good and well performing council – What did we say we would do? | | | |
|--|--|-------|---|
| Equality and Diversity | Complete remaining equality impact assessments of Council services and functions. | Amber | Equality assessments have been carried out in a number of service areas in 2006/07. The remainder of the programme will be completed by July 2007. |
| | Produce and publish a Disability Equality Scheme. | Green | A Disability Equality Scheme and Action Plan was published in November 2006 ahead of the Government's deadline. The Scheme sets out how we intend to improve access and opportunity for disabled people and promote disability equality. |
| | Improved disabled access to Castle Hill Nature Reserve, Newhaven. | Green | A new 'Access for All' footpath was completed in October 2006. |
| Consultation and Communication | Launch series of new service standards leaflets. | Green | A range of new service standards leaflets was launched setting out the Council's commitment to customer focussed services and providing information about service standards in its key service departments. |
| | Review and update the A to Z guide to Council services. | Green | A review of the guide was carried out in conjunction with East Sussex County Council. |
| Scrutiny and Review | Carry out a scrutiny review of the Council's partnership arrangements. | Green | The review was completed and reported to Cabinet in February 2007. |
| | Carry out a scrutiny review of housing benefits. | Green | The review was completed and reported to Cabinet in October 2006. |
| | Carry out a scrutiny review of Newhaven Fort. | Green | The review was completed and reported to Cabinet in April 2007. |
| Performance Management and Best Value | Complete 3 yearly statutory satisfaction surveys in accordance with national guidance and timetable. | Green | Satisfaction surveys of residents, planning service users, benefits service users and Council tenants were carried out in accordance with statutory guidelines and timescales. The residents and benefits surveys were jointly procured by all of the district and boroughs in East Sussex. |

Forward Plan 2007/08 – Key projects and activities

| Service Area | Spring 1 st Quarter (April to June) | Summer 2 nd Quarter (July to Sept) | Autumn 3 rd Quarter (Oct to Dec) | Winter 4 th Quarter (Jan to March) |
|----------------------------------|---|--|--|---|
| Waste Management | Carry out Phase 2 of the Waste Reduction campaign | | Submit joint Waste Strategy to Government department (DEFRA) | Complete vehicle tracking and reschedule refuse collection rounds. |
| Recycling | | | | Investigate and introduce a recycling scheme for the 4,000 residents of flats in the District |
| Street Cleaning | | | Carry out autumn leaves composting in partnership with the Composting Company. | Introduce rescheduled street cleaning rounds. |
| EMAS and Sustainability | Eco Management and Audit Scheme (EMAS) surveillance visit | | Develop integrated action plan to support MUE25 project. | |
| Pollution Control | | Consider options for noise control service arising from new legislation. | Review and publish Contaminated Land Strategy for the District. | Undertake detailed assessment of air quality in the Newhaven area. |
| Planning Services | Introduce planning guidance on construction and demolition waste | Investigate and purchase LDF Project management Software | Consult on revised LDF Core Strategy | Submit Core Strategy to Government Office |
| | Commission consultants to identify sites for gypsies and travellers | Report outcome of Planning Satisfaction Survey Prepare draft Enforcement Strategy | Consider consultants report on sites for gypsies and travellers. | Joint training event for district and town/parish councils |
| | Induction training for councillors on planning | Joint training event for district and town/parish councils | Complete LDF Monitoring Report | |
| | Agree next tranche of Conservation Area Appraisals | Complete GIS data capture for all planning records | Publish draft Conservation Area Appraisals for consultation | Publish final Conservation Area Appraisals |
| Parks and Open Spaces | Complete drainage works at Malling Recreation Ground, Lewes | | Publicise outcome of Green Flag and Landscape Awards | |
| Culture and Tourism | | Organise annual Artwave Festival | Produce new visitor guide as part of Enjoy Sussex marketing partnership | Organise annual Soundwave Festival |
| | | Launch new tourism website under Enjoy Sussex tourism marketing partnership | | Complete relocation of Seaford TIC |
| Regeneration and Local Transport | Appoint consultants to develop parking strategy. | Consider Planning Vision for North Street area of Lewes | Consider consultants' report on parking strategy | Report to Cabinet on parking strategy. |
| | | | Complete Denton Island Business Centre development | |
| Licensing | Implement new policy on Gambling. | Introduce a Taxi Drivers Competency Strategy | | Consult on and review Council's Licensing Act policy. |
| | | | | Develop a 10 year taxi/private hire strategy. |

Forward Plan 2007/08 – Key projects and activities

| Service Area | Spring 1 st Quarter (April to June) | Summer 2 nd Quarter (July to Sept) | Autumn 3 rd Quarter (Oct to Dec) | Winter 4 th Quarter (Jan to March) |
|-----------------------------------|--|---|--|---|
| Housing Strategy and Homelessness | Scheme for 46 affordable homes in Peacehaven commences. | Complete mediation service review. | Prioritise RSL capital funding bids for new affordable housing schemes. | Complete a review of homelessness in the District. |
| | | Scheme for 12 affordable homes at Sandringham Close, Seaford commences. | Complete a review of all temporary accommodation. | Scheme for 24 affordable homes at Lewes House site, Lewes commences. |
| | | | Scheme for 18 affordable homes with Chailey Heritage commences. | Develop action plan to reduce use of temporary accommodation in line with Government targets. |
| Private Sector Housing | | Complete licensing of all Houses in Multiple Occupation in the District and related enforcement project | | Scheme for 14 affordable homes at Barn Close, Seaford commences. |
| Housing Services | | | | Promote House MOT scheme to at least 100 homes in the District. |
| | | | | Submit Chartermark re-assessment for Housing Services |
| Environmental Health | Introduce online complaints system | Commence Summertime Noise Patrols with the Police | Implement Bonfire Safety Plan in partnership with other agencies and organisations | Achieve Decent Homes Standard for all Council homes |
| | Complete an equality impact assessment | Introduce and promote Health Act 2006 in relation to smoking in public places. | Introduce online applications for environmental health services | Year 2 Chartermark surveillance visit |
| | Approve annual Food Safety and Health and Safety Plans | Joint pest control inspection/advice programme in 2 town centres. | | Complete the Safer Food, Better Business project |
| Sports and local facilities | | Complete works to convert former bowls area at Downs Leisure Centre for wider public use | Replace All Weather pitch at The Downs Leisure Centre, Seaford | Improve the gymnasium at Meridian Leisure Centre, Peacehaven |
| Efficiency and Resources | 2006/07 Gershon savings report sent to Minister | | Review and update of the Procurement Strategy | Council medium term budget and spending priorities established |
| | | | Review Council budget and priority programme as part of national Comprehensive Spending Review | Continue roll-out of electronic purchase ordering across the Council |
| | Approve and publish draft annual accounts | | Report on Council's non housing property portfolio | Publish Council Tax leaflet |
| Information Technology | Enable public access to online council tax records. | Enable public access to online licensing system. | Enable public access to new online planning system. | Complete Electronic Document Management System in planning. |
| | Commence corporate records management project in Financial Services. | | | Make decision on replacement of Mayrise customer services system |
| Partnership Working | Commence review of Community Strategy with LSP. | Introduce internal guidance on governance procedures | Publish updated Sustainable Community Strategy | Meet our targets under the Local Area Agreement |

Forward Plan 2007/08 – Key projects and activities

| Service Area | Spring 1 st Quarter (April to June) | Summer 2 nd Quarter (July to Sept) | Autumn 3 rd Quarter (Oct to Dec) | Winter 4 th Quarter (Jan to March) |
|-----------------------------|--|---|--|--|
| Consultation and Democracy | Encourage high voter turnout in May District Council elections Induction training for new Council | Determine future scrutiny review programme | | |
| Equalities | New Gender Equality duty comes into effect | Complete all remaining equality impact assessments and reach Level 2 of Equality Standard | Begin work towards Level 3 of the Equality Standard | |
| Audit & Performance | Publish Annual Council Plan | Performance and Data Quality Audit completed | | Publish Performance Summary Annual Audit Management Letter received |
| Emergency Planning and Risk | Finalise updated Lewes District Council Emergency Plan | | Review and test Business Continuity Plan. Publish LDC plan for influenza pandemic | |

Forward Plan 2008 to 2010 – Key projects and activities

Key Aim: Protecting and enhancing the quality of the environment

- Complete Phase 3 of Waste Reduction Campaign
- Introduce compulsory kerbside recycling (subject to decision)
- Introduce additional household items to kerbside recycling scheme (subject to decision)
- Undergo EMAS re-verification inspection
- Complete 3 further inspections of land under the Environmental Protection Act 1990
- Review and update the Contaminated Land Strategy
- Submit LDF Core Strategy for Public Examination
- Commence work on new Cliffe Flood Defences (led by Environment Agency)

Key Aim: Supporting and promoting cultural diversity and a prosperous local economy

- Support and promote Tom Paine Bi-Centenary festival (2009).
- Implement national concessionary fares scheme from April 2008.

Key Aim: Supporting the housing health and social needs of everyone in our communities

- Prioritise Registered Social Landlord (RSL) capital funding bids for new affordable housing schemes
- Launch an up to date Housing and Homelessness Strategy for the District
- Approve Food Safety and Health and Safety plans for the District
- Seek renewal of Charter Mark accreditation in Environmental Health
- Commence major refurbishment of fitness suite at Lewes Leisure Centre in partnership with Wave Leisure

Being seen as a good, well performing council

- Publish annual efficiency statement and report to Minister
- Complete annual Use of Resources and Value for Money assessments
- Complete Electronic Document Management System project across the Council
- Publish Annual Council Plan and Performance Summary in line with national timetable
- Replace Mayrise customer services database
- Vacation of 3A Fisher Street as part of office accommodation review
- Complete records management project across the Council
- Carry out statutory Residents Satisfaction Survey (2009/10).