

Cabinet

27 March 2019



Time and venue:

2.30 pm in the Ditchling Room at Southover House, Southover Road, Lewes, BN7 1AB

Membership:

Councillor Andy Smith (Chair); Councillors Elayne Merry (Deputy-Chair) Paul Franklin, Bill Giles, Tom Jones, Isabelle Linington, Ron Maskell and Tony Nicholson

Quorum: 4

Published: Tuesday, 19 March 2019

Agenda

1 Minutes of the meeting held on 8 March 2019 (Pages 1 - 4)

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. A supplementary report will be circulated at the meeting to update the main reports with any late information.

5 Public question time

To deal with any questions received from members of the public in accordance with Council Procedure Rule 11 (if any).

6 Written question 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 12 (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 Portfolio progress and performance report quarter 3 - 2018-2019

(Pages 5 - 28)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Elayne Merry

9 Finance update - performance quarter 3 - 2018-2019 (Pages 29 - 46)

Report of Chief Finance Officer
Lead Cabinet member: Councillor Bill Giles

10 Wave Leisure annual service delivery plans 2019/20 (Pages 47 - 82)

Report of Director of Tourism and Enterprise
Lead Cabinet member: Councillor Tony Nicholson

11 Devolution of open spaces to Town and Parish Councils (Pages 83 - 92)

Report of Director of Regeneration and Planning
Lead Cabinet member: Councillor Tony Nicholson

12 Equality and fairness annual report 2018 and action plan 2019

(Pages 93 - 108)

Report of Chief Executive
Lead Cabinet member: Councillor Elayne Merry

13 Exclusion of the public

The Chief Executive considers that discussion of the following items is likely to disclose exempt information as defined in Schedule 12A of the Local Government Act 1972 and may therefore need to take place in private session. The exempt information reasons are shown beneath the items listed below. Furthermore, in relation to paragraph 10 of Schedule 12A, it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. (The requisite notices having been given under regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.)

(Note: Exempt papers are printed on pink paper).

14 Public conveniences cleaning contract (Pages 109 - 114)

Director of Regeneration and Planning
Lead Cabinet member: Councillor Bill Giles

Exempt information reason 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information).

Information for the public

Accessibility: Please note that the venue for this meeting is wheelchair accessible and has an induction loop to help people who are hearing impaired. This agenda and accompanying reports are published on the Council's website in PDF format which means you can use the "read out loud" facility of Adobe Acrobat Reader.

Filming/Recording: 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.

Public participation: Please contact Democratic Services (see end of agenda) for the relevant deadlines for registering to speak on a matter which is listed on the agenda if applicable.

Information for councillors

Disclosure of interests: Members should declare their interest in a matter at the beginning of the meeting.

In the case of a disclosable pecuniary interest (DPI), if the interest is not registered (nor the subject of a pending notification) details of the nature of the interest must be reported to the meeting by the member and subsequently notified in writing to the Monitoring Officer within 28 days.

If a member has a DPI or other prejudicial interest he/she must leave the room when the matter is being considered (unless he/she has obtained a dispensation).

Councillor right of address: A member of the Council may ask the Leader, a Cabinet Member or the Chair of a committee or sub-committee any question without notice upon an item of the report of the Cabinet or a committee or subcommittee when that item is being received or under consideration by the Council.

A member of the Council may ask the Chair of a committee or sub-committee a question on any matter in relation to which the Council has powers or duties or which affect the District and which falls within the terms of reference of that committee or subcommittee.

A member must give notice of the question to the Head of Democratic Services in writing or by electronic mail no later than close of business on the fourth working day before the meeting at which the question is to be asked.

Democratic Services

For any further queries regarding this agenda or notification of apologies please contact Democratic Services.

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Special Cabinet

Minutes of meeting held in Ditchling Room at Southover House, Southover Road, Lewes, BN7 1AB on 8 March 2019 at 2.30 pm

Present:

Councillor Andy Smith (Chair)

Councillors Elayne Merry (Deputy-Chair), Bill Giles, Tom Jones, Isabelle Linington, Ron Maskell and Tony Nicholson

Officers in attendance:

Robert Cottrill (Chief Executive), Ian Fitzpatrick (Director of Regeneration and Planning), Becky Cooke (Assistant Director for Human Resources and Transformation), Catherine Knight (Assistant Director of Legal and Democratic Services), Oliver Dixon (Senior Lawyer and Data Protection Officer) and Simon Russell (Committee and Civic Services Manager)

Also in attendance:

Councillors Stephen Catlin (Leader of Independent Group) and Mike Chartier (Chair of Audit and Standards Committee)

77 Minutes of the meeting held on 11 February 2019

The minutes of the meeting held on 11 February 2019 were submitted and approved and the chair was authorised to sign them as a correct record.

78 Apologies for absence

Apologies for absence were reported from Councillor Franklin and visiting member Councillor Gardiner.

79 Declarations of interest

Councillors Smith and Maskell, Chief Executive and Assistant Director for Legal and Democratic Services declared a prejudicial interest in agenda item 6 (Potential withdrawal of a litigation claim against the council in relation to a property development scheme). They withdrew from the room whilst the item was considered. Councillor Merry chaired the meeting for the duration of the item.

80 Exclusion of the public**Resolved:**

That the public be excluded from the remainder of the meeting as otherwise there was a likelihood of disclosure to them of exempt information as defined in schedule 12A of the Local Government Act 1972. The relevant paragraph of schedule 12A and a description of the exempt information is shown below. (The requisite notice having been given under regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.)

81 Potential withdrawal of a litigation claim against the council in relation to a property development scheme

The Cabinet report explained that Karis Developments Limited and its subsidiary Karis Southern Housing Projects Limited had made a claim against the Council for £11.6 million. The basis of the claim was that the Council had wrongly terminated the New Homes Project, so depriving Karis of its share of the project profit.

The Council's legal advisors had advised the Council that Karis's claim was without merit and the Council accordingly resisted the claim and rejected all proposals from Karis that the case be settled on terms which involved the Council paying Karis any money.

Following an exchange of witness statements the Council and Karis were in a position to assess the factual evidence of the key individuals involved in the project and its termination, and to consider the strength or otherwise of their respective cases. An assessment of the evidence reinforced the Council's view that it had a very strong case.

Following the exchange of evidence and with a trial scheduled for April 2019, Karis initiated the withdrawal of its claim.

It was prepared to treat the project agreements as having been lawfully terminated, to withdraw the misfeasance allegations it had made against a councillor and officers and not repeat them, and to drop its claim once and for all without being paid any money by the Council.

The Council now had an opportunity to exit the litigation without making any payment to Karis, whilst bearing its own legal costs.

The Council's barristers advised that the advantages of settling the litigation on the above terms outweighed the risk of proceeding to a (very expensive) trial. Whilst it was highly likely that the Council would win its case at trial, this could not be guaranteed, and any award of costs was unlikely to cover more than 70% of what the Council would need to spend. There was a risk too that

Karis would arrange its affairs in a way which would make enforcement and recovery of these monies a long and problematic process.

Councillors Smith and Maskell, Chief Executive and Assistant Director for Legal and Democratic Services declared a prejudicial interest in this item. They withdrew from the room whilst the item was considered. Councillor Merry chaired the meeting for the duration of the item.

Resolved (Key decision):

It was resolved to agree to a discontinuance of the litigation on the basis that the Council makes no payment whatsoever to Karis, that Karis withdraws its misfeasance allegations and does not repeat them and that the project agreements are treated as lawfully terminated.

The Cabinet agreed that the Council would bear its own costs of the proceedings, save for those costs already paid to the Council by Karis during the course of proceedings, which the Council would retain.

This decision was made on the basis that neither party would bring any further action against the other including against any individual councillor(s) or officer(s).

The Assistant Director – Legal & Democratic Services was authorised to sign a settlement agreement reflecting the above terms.

In accordance with Scrutiny Procedure Rule 17 (a) as set out in the Council's Constitution, for reasons of urgency the above decisions shall not be subject to the call-in procedure.

Reasons for decision:

A discontinuance of the litigation was likely to be the least expensive option for council taxpayers.

Notes: (1) The report remained exempt. (2) Exempt information reasons 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information) and 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

The meeting ended at 2.39 pm

Councillor Andy Smith (Chair)

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Agenda Item 8

Report to:	Cabinet
Date:	27 March 2019
Title:	Portfolio Progress and Performance Report 2018/19 - Quarter 3 (Oct - Dec 2018)
Report of:	Ian Fitzpatrick, Director of Regeneration and Planning
Cabinet member:	Councillor Elayne Merry, Portfolio Holder
Ward(s):	All
Purpose of report:	To consider the Council's progress and performance in respect of key projects and targets for the third quarter of the year (Oct-Dec 2018) as shown in Appendix 1.
Decision type:	Non-key
Officer recommendation(s):	Consider progress and performance for Quarter 3 and any relevant recommendations made by the Scrutiny Committee.
Reasons for recommendations:	To enable Cabinet to consider specific aspects of the Council's progress and performance.
Contact Officer(s):	Name: Millie McDevitt Post title: Projects and Performance Lead E-mail: Millie.McDevitt@lewes-eastbourne.gov.uk Telephone number: 01273 085637 / 01323 415637

1 Introduction

- 1.1 The Council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. This cycle enables us regularly to review the Council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations.
- 1.2 It is important to monitor and assess progress and performance on a regular basis, to ensure the Council continues to deliver priority outcomes and excellent services to its customers and communities.
- 1.3 This report sets out the Council's performance against its targets and projects for the third quarter of 2018/19 (the period running from 1st October to 31st December 2018).

2 Performance in the third quarter of 2018/19

- 2.1 Appendix 1 provides a high level summary of progress and performance arranged by Cabinet portfolio. The summary shows where performance and projects are 'on track/on target' and where there are areas of risk, concern or under-performance. Where performance or projects are 'off track/below target', an explanation of the management action being taken to address this is also provided.
- 2.2 Detailed project/performance tracking information is recorded in the Council's performance management information system (Pentana (formerly known as Covalent)). The system uses the following symbols to indicate the current status of projects and performance targets:

-  = Performance that is at or above target;
-  = Project is on track;
-  = Performance that is slightly below target but is within an acceptable tolerance/projects where there are issues causing significant delay or change to planned activities;
-  = Performance that is below target/projects that are not expected to be completed in time or within requirements;
-  = Project has changed or been discontinued;
-  = Data with no performance target.

3 Portfolio Progress and Performance – Quarter 3

- 3.1 **The Good News for Quarter 3** –  Notable project milestones or service performance achieved include:

a) North Street Quarter: Demolition has begun on site.

b) Downs Leisure centre: Footprint has now been agreed and there will be a public consultation event in January.

c) Blue Services Hub: Planning is going ahead for this.

d) Sickness absence rates: Whilst marginally below target, should still be recognised as a notable achievement when compared to sickness rates previously experienced at LDC.

4. Issues

- 4.1 In Q3, areas of the Council's work which missed their targets including housing, benefits and calls. Focussed intervention work has been taking place and there is improvement in these service areas.. That said external pressures (such as the national housing crisis and Universal credit pressures) continue to affect the authority. Further details on some of these areas is provided below.

4.2 **a) Housing:** In this quarter, there was an average of 34 households in emergency accommodation. This is despite excellent work done by the teams which has resulted in more clients leaving emergency accommodation. The homelessness pressures project During this quarter 9 households were placed into EA and 8 households were taken out.

b) Benefits processing: Processing times were over target times in Q2, however through systematic management support of training and coaching, performance on processing new claims is improving and the latest figures show us heading to be within target for Q4.

c)Calls: As previously reported, a number of interventions are taking place. As a result, call handling times and abandonment figures have significantly improved and are heading to be within target for Q4.

5 Financial Appraisal

5.1 Project and performance monitoring and reporting arrangements are contained within existing estimates. Corporate performance information should also be considered alongside the Council's financial update reports (also reported to Cabinet each quarter) as there is a clear link between performance and budgets/resources.

6. Legal Implications

6.1 Comment from the Legal Services Team is not necessary for this routine monitoring report.

7. Risk Management Implications

7.1 It is important that corporate performance is monitored regularly otherwise there is a risk that reductions in service levels, or projects falling behind schedule, are not addressed in a timely way.

8. Equality Analysis

8.1 The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports or as part of programmed equality analysis. The equality implications of projects that form part of the Joint Transformation Programme are addressed through separate Equality and Fairness assessments.

9. Appendices

9.1 Appendix 1 – Portfolio Progress and Performance Report (Quarter three 2018/19).

10 Background Papers

[Council Plan 2016 to 2020](#)

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Lewes District Council Portfolio Progress and Performance Report Quarter 3 2018-2019 (Oct to Dec 2018)

Regeneration and Business Portfolio : Cllr Andy Smith – Projects and Initiatives

People and Performance Portfolio : Cllr Elayne Merry – Key Performance Indicators and Projects and Initiatives

Environmental Impact Portfolio : Cllr Isabelle Linington – Projects and Initiatives

Finance Portfolio : Cllr Bill Giles – Key Performance Indicators

Housing Portfolio : Cllr Ron Maskell - Key Performance Indicators and Projects and Initiatives

Planning Portfolio : Cllr Tom Jones - Key Performance Indicators and Projects and Initiatives

Waste and Recycling Transformation Portfolio : Cllr Paul Franklin - Key Performance Indicators and Projects and Initiatives

Customers and Partners Portfolio : Cllr Tony Nicholson - Key Performance Indicators and Projects and Initiatives

Key			
	Performance that is at or above target Project is on track		Performance that is below target Projects that are not expected to be completed in time or within requirements
	Project has been completed, been discontinued or is on hold		Performance that is slightly below target but is within an acceptable tolerance Projects : where there are issues causing significant delay, changes to planned activities, scale, cost pressures or risks
	Direction of travel on performance indicator : improving performance		Direction of travel on performance indicator : declining performance
	Direction of travel on performance indicator : no change		Data with no performance target

CPR LDC Regeneration and Business Portfolio: Councillor Andy Smith: 2018/19

Portfolio Projects and Initiatives

Portfolio Projects and Initiatives

Project / Initiative	Description	Target completion	Status	Update
North Street Quarter	Regeneration of the North Street Quarter area in Lewes to provide over 400 homes; health hub; car park and new commercial space.	Q1 2021/22		<p>The landowners have continued to work to finalise and agree the Land Collaboration Agreement, and to go to the market to secure a developer for the scheme. Phase 1 pre-commencement conditions were discharged by the planning authority (SDNP) in December 2018. Having discharged the relevant conditions (including those relating to heritage and archaeology) NSQL will begin demolition of buildings on its Phase 1 land (8 – 11 Phoenix Place) in Q4. Demolition is due to be completed by the end of February 2019. The remainder of the Phase 1 demolition will take place once a developer is on board.</p> <p>Applications for the NSQ Phase 2 and 3 Reserved Matters have been submitted to SDNP. LDC is in the process of securing the remaining third party freehold land interests at the site and has appointed an independent negotiator to progress this.</p>
Newhaven Port Access Road (ESCC Project)	A new road that will remove Port traffic from existing roads to enhance access and economic growth, as well as safeguarding existing residential areas from the impact of Port traffic.	Q1 2019/20		Translocation of newts completed before Christmas. Contractor commenced site mobilisation on 7 January and project remains on schedule.
Newhaven Enterprise Zone	NEZ covers 8 key sites of strategic importance with the aim of driving economic growth through the creation of up to 55,000m ² of new employment floorspace, refurbishing 15,000m ² of existing employment floorspace and creating / sustaining up to 2,000 FTE jobs over a 25-year period.	Q4 2041/42		This is progressing well. In year 1 5000m ² of employment space was refurbished. This is 1/3 of the 25 year target. The team is receiving increased enquiries for companies wishing to relocate to Newhaven with strong demand for new light industrial zone units. The business rate uplift has been higher than expected.
Newhaven Town Centre	Delivery of mixed use regeneration scheme within NEZ.	Q4 2020/21		<p>The outcome of the bid to Central Government's One Public Estate programme to fund the next stage of survey, feasibility study/options appraisal and develop a business case for the entire site will be announced in Q4.</p> <p>A Project Manager has been appointed on a short term contract to liaise with health care practitioners and receive firm commitments of their intentions to relocate to the new Health Hub. A second stakeholder meeting took place in February 2019.</p>

Project / Initiative	Description	Target completion	Status	Update
				Once the business case is developed for the entire site the scheme will go out for consultation with local residents currently scheduled for early summer (pre-school holidays). A decision on SELEP Local Growth Funding has been delayed and is expected in March 2019.
Downs Leisure Centre	Project to renovate the Downs Leisure Centre to better serve the community's health needs.	Q3 2020/21		Footprint for the Health Hub is now agreed, with the internal layout still in discussion with GP's and ESHT. Doctors to meet to discuss the detail of how they will work together in the new building. Wave Leisure has agreed with their Board to take over the lease of the Flint Barn to enable them to issue a licence to the 60's club as their current arrangement with Age Concern finished at the end of January 2019. Public consultation event scheduled for end of January.
Springman House- Blue light services hub	Relocation of key emergency services to create a blue light services hub that supports delivery of the North Street Quarter.	Q3 2019/20		The architect Corstorphine & Wright and LDC have worked with the Blue Light Services to develop a design for the Blue Light Hub that accommodates Sussex Police, ESFRS and SECAMB which is acceptable to all parties. The Fire Authorities Policy and Resources Panel met on the 17 January and have approved the latest scheme. Optional plans for the adjoining commercial site (Springman House) will now be explored.
Set up and Energy Services Company (ESCO) for North Street Quarter (LDC)	Establishment of an ESCO to support delivery of the North Street Quarter.	Q3 2019/20		Following the completion of the Heat Network Delivery Unit (HNDU) Study, it is necessary to consider the two recommended options further along with assessing the feasibility of establishing an Energy Services Company for North Street Quarter.

CPR LDC People and Performance Portfolio: Councillor Elayne Merry: 2018/19

Key Performance Indicators Portfolio Projects and Initiatives

Portfolio Projects and Initiatives

Project / Initiative	Description	Target completion	Status	Update
Joint Transformation Programme	A major programme to integrate the Eastbourne Borough Council and Lewes District Council workforces, and transform the service delivery model for both organisations. Deliver £2.7m savings while protecting services	Q4 2019/20		<p>The primary focus over the last quarter has been the final preparations for and the implementation of the new Housing system which went live week commencing 3 December 2018. Within the overall JTP, this piece of work has been, by far, the most challenging and complex of all the activities and colleagues across the councils worked incredibly hard to deliver this on time and to the required standard. The initial assessment is that the system was implemented effectively and the volume and severity of the issues being identified are not of the scale that could have been anticipated. Colleagues are working to resolve the issues that have been identified to ensure the full benefits of the system are realised.</p> <p>The JTP Phase 3 consultations and plans have progressed well since they were launched on 9 November 2018. The ICT consultation has concluded and the changes have been implemented and the consultation for Corporate Property will launch early in 2019.</p> <p>The teams working on delivering the aims of the JTP continue to listen and respond to feedback - mainly in relation to the joint website and the availability of staff on the phones. The Supporting Change Steering Group is driving this continuous improvement and the commitment is to ensure that all feedback is assessed and, where necessary, action is taken. Specific issues relating to the accessibility of documents for Planning applications have been identified within the quarter and targeted action has taken place to resolve these.</p> <p>The JTP tackles the same challenges and risks that all change management programmes of this scale and ambition face. Delivery of the transformation is being managed within budget and the £2.8m of savings for JTP Phases 1 and 2 have been achieved and the planned £400,000 of savings/additional income for Phase 3 are on target to be delivered.</p>
Vote 100	The project will organise events to mark the centenary of the Representation of the People Act 1918 which gave women the right to vote and to encourage greater diversity amongst public representatives.	Q3 2018/19		A further event held in Ditchling was successful and the project is now completed.
Lewes District Lottery	A lottery for good causes for Lewes District	Q4 2018/19		This is with the Gambling Commission. We are in communication with Gatherwell on a feasible start date.

**CPR LDC People and Performance Portfolio:
Councillor Elayne Merry: 2018/19**

**Key Performance Indicators
Portfolio Projects and Initiatives**

Key Performance Indicators

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Cumulative Target	Status	Value	Cumulative Target	Status		
Average days lost per FTE employee due to sickness	8.0 days	1.62 days	2.0 days		3.73 days	4.0 days		6.49	6.0 days			<p>This is the third quarter of reporting average days lost due to sickness for our entire staff group. 2.76 represents a slight increase from the same period last year which was 2.37, and is the highest quarterly figure so far this year (which was predicted given we're in the winter months). Only 3 employees were off for the whole of Q3 which is a decrease from Q1.</p> <p>The total days lost for Q1, 2 and 3 is 6.49. It is possible we will exceed the annual target of 8 days given Q4 absence tends to be similar to Q3, however the HR team are monitoring absences closely to ensure they are being appropriately managed.</p> <p>If we remove LDC Waste Services, the Q3 figure reduces to 2.35 and Waste Services on its own is 5.21 days for Q3.</p>

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CPR LDC Environmental Impact Portfolio: Councillor Isabelle Linington: 2018/19

Portfolio Projects and Initiatives

Portfolio Projects and Initiatives

Project / Initiative	Description	Target completion	Status	Update
Clear Futures: Joint Venture for Energy and Sustainability	A joint venture between Eastbourne and Lewes Council and a private sector organisation to deliver local energy and sustainability ambitions for the next 20-30 years. The Joint Venture will follow a programme of work.	Q1 2037/38		There are roughly 20 projects that are being progressed through the Joint Venture for Lewes and Eastbourne Councils. These are at various stages of development and new participants have joined.
Single use plastic (SUPs) reduction in council offices	Project aiming to reduce the amount of single use plastic items used in offices in LDC and EBC.	Q4 2018/19		<p>The project is now complete and has been successful in achieving the following objectives.</p> <ul style="list-style-type: none"> The use of SUPs in council offices, in relation to day to day activity reduced by 94%. During their working day, members and officers reduced usage of SUPs (e.g. plastic lined coffee cups, stirrers and carrier bags) by 93%. <p>Further details from the surveys:</p> <ul style="list-style-type: none"> Knowledge of single-use plastics : 83% in June which increased to 90% in December. Two thirds of respondents heard about SUPs and the issues surrounding them from internal council communications e.g. The Hub, Hub News, posters around the buildings. <p>An increase in the number of respondents advising they are no longer using take-away coffee cups, disposable cutlery, drinking straws, plastic bottles, cups or stirrers.</p>
Upper Ouse Flood Protection and Water	3 year programme of flood protection work across the District	Q4 2018/19		The project continues to develop. There is new focus on Ringmer, Wivelsfield, Isfield (floodplain of the river Uck and Ouse) and potentially work in Meeching valley in Newhaven.
Newhaven Flood Alleviation Scheme (Environment Agency)	Enabling the delivery of key infrastructure projects in Newhaven.	Q4 2018/19		No specific issues, but potential future issues subject to final legal agreements with key stakeholder. The majority of the flood control works is now complete.

CPR LDC Finance: Councillor Bill Giles: 2018/19 Key Performance Indicators

Key Performance Indicators

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
Percentage of Council Tax collected during the year - Lewes	97.06%	29.78%	30.04%		57.81%	58.28%		85.57	85.77%			0.2% below profiled target however this is an improvement from Q2 which was 0.47% below.
Percentage of Business Rates collected during the year - Lewes	98.50%	28.59%	29.18%		54.64%	56.37%		84.07%	85.05%			0.98% below target. This is due to large refunds earlier in the year suppressing collection. Direction of travel is positive from Q2.

CPR LDC Housing Portfolio: Councillor Ron Maskell: 2018/19

Key Performance Indicators Portfolio Projects and Initiatives

Portfolio Projects and Initiatives

Project / Initiative	Description	Target completion	Status	Update
Welfare Reform (Universal Credit)	To support those vulnerable residents affected by the government's welfare reform programme.	Q4 2019/20		The Full (Digital) Universal Credit Service went live across the whole of Lewes on 26 September. We have written to all Lewes District Council working age tenants to advise them of this and pointed out where they can get support to make a claim for UC. We have several support mechanisms in place. The Citizens Advice Bureau is providing Assisted Digital and Personal Budgeting Support. Brighton Housing Trust (BHT) is also assisting LDC tenants, IT for You volunteers at libraries are able to help people get online and set up email addresses and some Homes First staff have tablets and can help people in their own homes. We have also held awareness events for registered social and private sector landlords. Brighton Housing Trust (BHT) delivered a training session to councillors during November to compliment the session already delivered by DWP. There was meeting with the voluntary sector in mid-December to share initial findings on the impact on residents and to raise any major problems. Another landlord's forum and a meeting for the voluntary sector will be arranged in the new year.
Modular Accommodation	Delivery of modular housing options.	Q2 2018/19		There are 2 projects to deliver affordable modular accommodation. The first of these is nearing completion and will deliver 6 new affordable homes on a council owned site in Peacehaven. The second modular scheme will provide 13 new affordable homes in Fort Road, Newhaven – again due to be constructed in Newhaven. A planning application has been submitted, and all 13 homes should be complete by Q4 2019/20. These homes will primarily be used as temporary accommodation, but are built to be also suitable for permanent accommodation as local needs evolve over time.

CPR LDC Housing Portfolio: Councillor Ron Maskell: 2018/19

Key Performance Indicators Portfolio Projects and Initiatives

Key Performance Indicators

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
DFGs - Time taken from council receiving a fully complete application to the council approving the grant	28 days	7 days	28 days		14 days	28 days		10 days	28 days			The improvement over the quarters reflects tighter control of the processes under the authority's control. Occupational Therapists (OT) will start working within the Council from mid-February. The entire DFG process (target 100 days) will then be even more streamlined and enables a more holistic way of working with our disabled customers.
Number of Licensed HMO's Inspected per Quarter	8	0	2		4	2		3	2			New HMO legislation came in on 1 October 2018, removing the requirement of a licensable HMO to be 3 storeys or above. In anticipation of this we started inspecting the HMOs we knew would require a licence. Because of this legislation there has been an influx of applications which will continue for the next couple for months before the inspection rates return to average levels.
Percentage of rent collected during the year (cumulative)	96%	90.92%	92.74%		93.61%	95.3%		96.06%	95.6%			Rent arrears are currently being managed within an acceptable level given the wider economic context.
The number of days taken to process new housing/council tax benefit claims	23.0	36.1	20.0		50.0	20.0		36.7	23.0			<p>October to December</p> <p>The outturn of 36 days is a significant improvement on the Q2 figure of 50 days. We continue to make payments on account.</p> <p>Performance Improvement Plan</p> <p>An intensive project to look at performance was started in Q3. This resulted in several actions. One action has been co-location of the Caseworkers and Specialists who are working</p>

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
												<p>on benefits. This will enable more support to be given to caseworkers and allow the sharing of expertise across the whole team as multi skilling across systems takes place. This will also encourage the team to think as one team.</p> <p>The eClaim form is planned to go live at the beginning of April which will reduce the amount of data officers need to enter into the system thus reducing the time taken to assess a claim.</p> <p>Two new staff started at the beginning of January to fill vacant posts. They will be undergoing training for several weeks before being able to assist on assessment work.</p>
Days to process change of circs. (Housing / Council Tax Benefit)	8.0	9.0	8.0		12.0	8.0		13.1	8.0			<p>February outturn was 10.4 days, which shows an improvement on previous months. We expect this to be back to 8 days by the end of the quarter. When calculating the number of days taken to process claims, bank holidays have to be included but are not workable days so this has had an impact on performance out-turn.</p> <p>Oct to Dec commentary for Q3:</p> <p>Q3 outturn at 13 days is slightly above the Q2 figure however the focus in the third quarter has been on new claims to ensure we pay benefit to residents as quickly as possible.</p> <p>Performance Improvement plan: see above PI</p>
Total number of days that families need to stay in emergency (nightly paid) accommodation	70	0	70		0	70		0	70			<p>This PI relates to the number of days that families need to stay in non self contained B&B rooms.</p> <p>All families placed in self-contained accommodation.</p>
Total number of households living in emergency (nightly paid) accommodation	15	13	15		28.33	15		34	15			<p>In November Shelter reported that 320,000 people were estimated to be sleeping rough nationally – a 13,000 (or 4%) increase from last year.</p>

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
												<p>Whilst homelessness and demand for housing services is relatively low in Lewes district we are still feeling the effects of this national rise. By the end of Q3 there 37 households in Emergency Accommodation (EA). During this quarter 9 households were placed into EA and 8 households were taken out.</p> <p>Our Severe Weather Emergency Protocols (SWEP) was also activated during this quarter, on a number of occasions. SWEP provides emergency accommodation for rough sleepers when the 'feels like' temperature drops to 0°C or less. 1 person in the district was provided emergency accommodation under the SWEP.</p> <p>Homelessness Pressures Project (HPP) - designed to help reduce the pressures on our homelessness service - came to an end during this quarter. HPP delivered on a number of work-streams, including setting up a triage service, launching a landlord incentive scheme, establishing a Trainee Caseworker Programme and purchasing a number of properties for households in EA.</p> <p>The Housing Needs team has also developed a business plan which outlines how the service will continue to deal with the national changes over the coming months and years</p>
Average number of days to re-let LDC Council homes (excluding temporary lets)	25	27	25		32	25		26	25			<p>12 properties re-let: 2 were exceptional voids: one needed its flooring replaced and the other property had structural movement which required design work and underpinning. The average re-let time for minor voids was 16 days.</p> <p>Neighbourhood Management have put further monitoring measures in place to put greater scrutiny on the voids. We are also exploring additional ways to let hard-to-let properties</p>
Overall tenants' satisfaction		88.42%			90.83%			84.7%				

Portfolio Projects and Initiatives

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Project / Initiative	Description	Target completion	Status	Update
Neighbourhood Planning	Work with local communities on neighbourhood Plans, to guide future land use and identify where housing can be built.	Q4 2019/20		<p>Seaford : A 2nd pre-submission consultation (Reg. 14) ran between 1 November to 13 December 2018. Representations will be reviewed ahead of potential submission (Reg. 15) in the New Year.</p> <p>Newhaven : The draft Neighbourhood Plan has been finalised and submitted to LDC.</p> <p>Peacehaven and Telscombe : The consultation with the relevant bodies for the SEA Screening took place in Q3. The Steering Group are applying for funding and support via Locality for the next financial year.</p> <p>Ringmer : The Neighbourhood Planning Officer will attend a meeting in the Parish to further discuss the modification process of Neighbourhood Plans and the implications of the 3 and 5 year housing land supplies.</p> <p>Chailey : LDC has informally reviewed the draft pre-submission NP and provided feedback. A pre-submission consultation date has not been confirmed.</p> <p>Lewes Town (SDNPA-led and will form part of the SDNPA development plan, not LDC's) : The Examination of the LNP has finished and the SDNPA anticipates that the final draft of the Examiner's report will become available in the coming weeks. A decision on this document will then be made by the SDNPA's Planning Committee.</p> <p>General Neighbourhood Plan information : The Town/Parish Councils and Steering Groups have been advised of the updated five year housing land supply position as at 1 October 2018.</p>
The Local Plan (Part 2)	Local Plan Part 2 will allocate land for different types of development (including new housing and Gypsy and Traveller pitches) as well as land to be protected.	Q3 2019/20		<p>Full Council approved the submission of Local Plan Part 2 for independent Examination. A commitment was made for a Schedule of Minor Changes to be submitted alongside the Plan and for the Lead Members of each party to be consulted on its contents. This consultation took place on 10 January.</p>

Project / Initiative	Description	Target completion	Status	Update
				<p>The submission of the Plan is to be completed and this includes the publication of the full submission document. A dedicated examination webpage has been set up and will be regularly updated throughout the examination process.</p> <p>The examination begins on submission of the Plan and hearings usually take place after 3 months. These will be preceded by written matter statements in response to a series of questions posed by the Inspector. All correspondence with the Inspector will be through the Programme Officer and will be available on the examination webpage on the Lewes District Council website.</p>

CPR LDC Planning Portfolio: Councillor Tom Jones: 2018/19

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Key Performance Indicators

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
Percentage of major applications determined within 13 weeks (LDC only)	65%	No data provided	65%		40%	65%		66.67%	65%			2 of 3 major applications determined within 13 weeks.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	75.00%	69.64%	75.00%		54.17%	75.00%		75.00%	75.00%			36 out of 48 minor planning applications were determined within 8 weeks during Q3. Performance for Q3 is on target. It is anticipated that close monitoring of cases due for a decision will result in sustained performance.
Processing of other planning applications within 8 weeks (LDC/SDNP combined)	75.00%	82.44%	75.00%		71.19%	75.00%		72.50%	75.00%			87 applications out of 127 were processed within 8 weeks. Whilst performance did not hit the target for Q3, overall

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
												annual out-turn is still on track.
Percentage of all planning appeals allowed (officer/committee decisions)	10.0%	No data provided	10.0%		50.0%	10.0%		25%	10.0%			In Q3 a total of 4 appeal decisions were received. 3 were dismissed and 1 allowed (officer delegated decision). The allowed appeal was at Oaklea Warren. The Inspector considered that whilst conflicting with policy CT1, with no 5 year housing land supply the development would provide 4 much needed houses without material harm to the character or appearance of the area.
Outcome of planning appeals (Costs awarded (£))	n/a	No data provided	n/a		£1,000.00	n/a		£0	n/a			Following costs awarded in Q2, no costs awarded in Q3.
Number of appeals where the Inspector has considered that there has been unreasonable behaviour by the Local Planning Authority	0	0	0		1	0		0	0			
Number of major applications for new housing granted planning permission following appeal (LDC only)	0	No data provided	0		0	0		0	0			

Key Performance Indicators

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
The average no. of working days taken to remove reported fly tips	2	2.7	2		2.5	2		1.86	2			<p>Performance has improved from Q2 (2.5 days). A process has been implemented where the Neighbourhood Advisor completes a form on site identifying the size of the fly tip, its content, exact location, includes a photograph and sends directly to LDC waste and recycling. This ensures there are no delays in submitting the information. Q3 results have shown how effective the new process is.</p> <p>There is a marked increase in the number of fly tips compared with last year. October - 26 (12 last year), November - 15 (8 last year), December - 17 (7 last year). Q3 totalled 58 compared to 27 last year. The total no of fly tips for the year to-date is 145 (89 last year).</p> <p>Our review of this data for Q3 shows that the fly tips are fairly well spread across the District with no particular hot spots. Household waste has been the most common and there have been some items of furniture, mattresses and fridge freezers. There has also been a spate of Asbestos being fly tipped especially along the A26 corridor between The Hollow at South Heighton and Beddingham roundabout.</p> <p>In previous years fly tipping has declined through the winter but this year, possibly due to the mild weather, there has been no sign of this trend. There is increased signage at hot spots and high visibility patrols by Neighbourhood First Advisors. Two infra red CCTV cameras for use in Lewes District are on order and when they arrive they will be installed at either end of Underhill Lane, Ditchling which is a hot spot. The cameras are infra-red for 24 hour use.</p>

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
Percentage of household waste sent for reuse, recycling and composting	32.00%	37.58%	32.00%		37.07%	32.00%		38.74%	32.00%			Above target.

**CPR LDC Customers and Partners Portfolio:
Councillor Tony Nicholson: 2018/19**

**Key Performance Indicators
Portfolio Projects and Initiatives**

Portfolio Projects and Initiatives

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Project / Initiative	Description	Target completion	Status	Update
Devolution of Open Spaces	Work with new grounds maintenance contractor, Town and Parish Councils and local volunteers to maintain high quality public parks and community spaces.	Q4 2017/18		<p>The Newhaven Devolution sites are progressing and the proposed arrangements for Lewes Road Recreation Ground and Riverside Countryside Park were included for discussion at the Devolution Committee meeting held on 14 January 2019.</p> <p>East Chiltington: Hollycroft Field site also discussed at the Devolution Committee meeting on 14 January the minutes of which are now publicly available.</p> <p>The following sites are under discussion with Lewes Town Council ; Land at Mountfield Road (land not held in Trust) Land at Mountfield Road (land held in Trust) <i>Stanley Turner Recreation Ground</i> (land held in Trust)</p> <p>The decision on whether the above sites can be devolved will go to Cabinet (the land not held in Trust) and LDC Full Council and the Charity Commission (both pieces of land held in Trust) for approval.</p> <p>Full report elsewhere in this agenda.</p>
New Arts and Culture Brand and Tourism offer		Q4 2018/19		<p>A new Tourism & Arts Manager started on the 28th January, due to the vacancy created by the resignation of the previous post-holder. The priorities for the next six months are to increase Lewes's digital presence and develop the events programme.</p>

CPR LDC Customers and Partners Portfolio: Councillor Tony Nicholson: 2018/19

Key Performance Indicators Portfolio Projects and Initiatives

Key Performance Indicators

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KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
Number of new sign-ups to the Councils' social media channels	600	592	150		454	150		896	150			This is a joint target. Sign ups were high particularly during the period around Bonfire night.
Number of people registering for our email service		1,235	501		686	501		589	501			
Increase the percentage of calls to the contact centre answered within 60 seconds - Lewes	80%	38.33%	80%		21.92%	80%		51.63%	80%			In the wb 17 Dec average call answering times were 1min 9 secs. Oct to Dec commentary for Q3: The Customer Advisors have been working hard on improving the performance during December with the percentage of calls answered within 60seconds unfortunately decreasing slightly when compared to November. The percentage of calls answered for the Quarter has however gone up from 21.92% in Q2 to 51.63% for Q3 which is a vast improvement. The last recruitment event that took place in December filled all our vacancies with the remaining 7 due to start in January/early February where they will start with the 2 weeks class room based training; which has shown to be effective in speeding up the training

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
												<p>process overall.</p> <p>Performance Improvement Plan: Queue busting continues to take place to assist with answering calls within 60 seconds, with additional phone support being provided by back office teams. Although the need for this back office support has started to reduce, it is allowing calls to be answered quickly with a greater amount of staff being available to deal with queries efficiently and at first point of contact. The improved way of working that started back in October has continued to result in stats improving week on week. The additional support has also continued to allow Customer Advisors to concentrate on the training of the new starters who are all now taking calls in addition to those that also joined us in November. With our vacancies now full and new members joining</p>
Reduce the numbers of abandoned calls to the contact centre - Lewes	5%	24.71%	5%		27.92%	5%		16.27%	5%			<p>Wb 17 Dec, the call abandonment rate was 10.2%.</p> <p>Oct to Dec commentary for Q3: The Customer Advisors have been working hard on improving the performance during December with the number of abandoned calls decreasing for the month of December when compared to November. The percentage of abandoned calls for the Quarter has also gone down from 27.92% in Q2 to 16.27% for Q3 which is a huge improvement. The last recruitment event that took place in December filled all our vacancies with the remaining 7 due to start in January/early February where they will start with the 2 weeks class room based training; which has shown to be effective in speeding up the training process overall.</p> <p>Performance Improvement Plan: Queue busting continues to take place to assist with reducing the amount of abandoned calls, with additional phone support being provided by back office teams. Although the need for this back office support has started to reduce, it is allowing calls to be answered quickly with a greater amount of staff being available to deal with queries efficiently and at first point of contact. The improved way of working that started back in October has continued to result in stats improving week on</p>

KPI Description	Annual Target 2018/19	Q1 2018/19			Q2 2018/19			Q3 2018/19			Direction of travel between Q2 18/19 and Q3 18/19	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Target	Status		
												week. The additional support has also continued to allow Customer Advisors to concentrate on the training of the new starters who are all now taking calls in addition to those that also joined us in November. With our vacancies now full and new members joining us over the coming weeks, further improvement on reducing the number of abandoned calls is expected.
Improve our ranking compared to similar authorities in relation to all crime - Lewes	5	1	5		1	5		1	5			Lewes has maintained its ranking as the lowest area for crime per 1000 population with other areas in the most similar group. The Community Safety Partnership (CSP) is reviewing its objectives for the year ahead due to concerns about the level of organised and drug-related crime and the targeting of young people by County Lines. Funding will be targeted to address these issues. An application has been made to the Police and Crime Commissioner to merge the Eastbourne and Lewes CSPs.

Agenda Item 9

Body:	Cabinet
Date:	27th March 2019
Subject:	Finance update – Performance Quarter 3 2018/19
Report of:	Chief Finance Officer
Cabinet member:	Councillor Bill Giles (Cabinet Member for Finance)
Ward(s):	All
Purpose of the report:	To update members on the Council’s financial performance in Quarter 3 2018/19
Decision type:	Non Key
Recommendation:	Cabinet is recommended to <ol style="list-style-type: none">1. Agree the General Fund, HRA and Collection Fund financial performance for the quarter ended Dec 2018.2. Agree the amended capital programme as set out in Appendix 33. Agree the Treasury Management performance.
Reasons for recommendations:	To enable Cabinet members to consider specific aspects of the Council’s financial performance.
Contact:	Pauline Adams, Head of Finance Tel: 01323 415979 or email Pauline.Adams@lewes-eastbourne.gov.uk

1.0 Introduction

- 1.1** 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.
- 1.2** A report on the financial performance following the end of each quarter is made to Cabinet to ensure that the financial health of the General Fund(GF), Housing Revenue Account (HRA), Capital Programme and Treasury Management activities are kept under continual review.

2.0 General Fund

2.1 General Fund performance of the quarter is shown in the table below:

Department	Full Year Budget	Profiled Budget	Actual to 31st Dec 2018	Variance to date	Projected Outturn
	£'000	£'000	£'000	£'000	£'000
SUMMARY					
Corporate Services	5,158	3,834	3,833	(1)	26
Service Delivery	8,473	6,390	7,141	751	850
Regeneration, Planning & Assets	597	599	926	327	383
Tourism & Enterprise Services	626	429	466	37	52
Recharges to the Housing Revenue Account	(3,312)	(2,484)	(2,613)	(129)	(310)
Total Service Expenditure	11,542	8,768	9,753	985	1,001
Contingencies, etc	(302)	(292)	(125)	167	200
Capital Financing and Interest	5	(76)	(81)	(5)	
Grant Reallocation	0	0	(600)	(600)	(633)
Contributions to/(from) Reserves	907	680	197	(483)	(487)
Net Expenditure	12,152	9,080	9,144	64	81

Service Details are shown in **Appendix 1**

2.2 The position at the end of December shows a variance of £64k on net expenditure. The significant items to note are:

- The Council continues to incur additional costs for services relating to the homelessness and demand management. The primary cause of variance of £751k for Service Delivery directorate is due to additional temporary resource requirements and related costs. The Council has developed a longer term strategic approach to address future years' demand for these services.
- There has been a shortfall of £270k against an anticipated income of £1.040m for the quarter from industrial estates and commercial properties. This is partly due to loss of rental income re unlet commercial properties and in part caused by incurring additional running expenditure of about £200k, (largely relating to business rates payable on empty property),
- Whilst Waste collection income remains strong (£230k above budget for the quarter), this is off set by the reduction in recycling income.
- JTP transitional costs £129k is one off and will be met from planned use of reserves and anticipated future savings.
- During the period the Council has benefitted from a grant reallocation of £600k
- The above variations will require unwinding of contingencies and adjustments to the reserves. This is estimated to be £487k following review of the amounts required to be added to reserves

2.3 The projected outturn shows a variance of £81k on net expenditure of over £12 million, a variance of less than 1%.

2.4 The Council's 2018/19 Budget includes expected efficiency savings which due to timing have not been fully realised; this has been rolled forward to be achieved in 2019/20.

2.5 The amount held in the General Fund Uncommitted Reserve, which acts as a buffer against negative movement in the budget, is projected to be £2.1m at 31 March.

The projected balance of the General Fund Earmarked Reserves at 31 March 2019 is over £4 million.

The following table shows the movements in each Reserve for 2018/19 and the projected balance at the end of the year.

General Fund Reserves	Actual Balance at 1 April 2018	Contributions from General Fund Revenue Budget	Use for Capital and Revenue	Estimated Balance at 31 March 2019
	£'000	£'000	£'000	£'000
Earmarked				
Asset Management	(3,020)	(280)	1,668	(1,632)
Economic Regeneration	(300)	(373)	50	(623)
Revenue Grants and Contributions	(396)	0	0	(396)
Strategic Change	(3,350)	(225)	2,743	(832)
Vehicle and Equipment Replacement	(1,445)	(320)	577	(1,188)
Unallocated	(226)	226	0	0
Total Earmarked Reserves	(8,737)	(972)	5,038	(4,671)
General Fund Working Balance	(2,093)	0	0	(2,093)
Total General Fund Reserves	(10,830)	(972)	5,038	(6,764)

3.0 Housing Revenue Account

3.1 HRA performance for the quarter is as follows:

	Current Budget	Profiled Budget	Actual to 30th Dec 2018	Variance to date
	£'000	£'000	£'000	£'000
HRA				
Income	(16,429)	(12,247)	(12,247)	-
Expenditure	13,947	10,460	9,958	(502)
Capital Financing & Interest	2,170	1,628	1,628	-
Contribution to Reserves				-
Total HRA	(312)	(159)	(661)	(502)

A further breakdown is shown at **Appendix 2**.

3.2 The position at the end of December shows a variance of (£502k). The main variances to note are:

Spending on repairs and Aids & Adaptations, currently below budget by £284k, is demand led and fluctuates during the course of the year. Budget is expected to be achieved by year end.

Supervision & Management expenditure is below budget by £107k, primarily due to lower consultancy costs and a reduced uptake of the tenant transfer incentive scheme.

Other Services expenditure is below budget by £112k, predominantly due to postponed replacement of sheltered schemes fixture & fittings and reduced communal heating repairs costs.

4.0 Capital Expenditure

4.1 The detailed capital programme at Appendix 3, provides a summary of spend for quarter 3 compared to the allocation for 2018/19. The 2018/19 allocation has been revised to allow re-profiling of schemes from 2017/18. Brief comments are provided for each scheme and more detailed comments are provided below for larger schemes.

4.2 The Capital Programme for 2018/19 totals £21.884m compared to the original Capital Programme approved by Council 5 February 2018 of £32.407m. The changes to the Capital Programme are shown in the table below.

Capital Programme Summary 2018/19 - 2020/21	2018/19 £'000	2019/20 £'000	2020/21 £'000
Original Approved Budget 5 February 2018	32,407	12,515	11,418
Re-profiled from 2017/2018	16,203	-	-
Variations previously approved by Cabinet			
Improvements to Stock	(1,176)	-	-
Temporary Accommodation	2,200	-	-
Asset Development Newhaven	500	-	-
Asset Management	9	-	-
Avis Way Depot Facility, Newhaven	4,100	-	-
Coastal Defence Works	58	-	-
Commercial Property Acquisition & Development	(2,700)	-	-
Community Infrastructure	322	-	-
IT Block Allocation	3	-	-
Joint Transformation Programme (JTP)	700	-	-
North Street Quarter, Lewes	181	-	-
North Street Quarter, Lewes (Temporary Car Park)	700	-	-
Parks, Pavilions etc. (Remedial Works)	89	-	-
Robinson Road Enabling Works	170	-	-
Sutton Road, Seaford	17,200	-	-
Vehicle & Plant Replacement Programme	630	-	-
Variations requiring approval			
Mandatory Disabled Facilities Grants	204		
Mandatory Disabled Facilities Grants	(1,100)		
Magic Circle, The Maltings, Lewes	94		
Ashington Gardens Development, Peacehaven	120		
Re-profiled to 2019/2020			
Saxonbury Redevelopment	(1,400)	1,400	
LHIC (Loans for Delivery of Mixed Tenure Homes)	(2,500)	2,500	

Aspiration Homes (Loan for Delivery of Mixed Tenure Homes)	(16,000)	16,000	
NSQ (Temporary Car Park)	(700)	700	
Sutton Road Seaford	(18,600)	18,600	
Denton Island Commercial Development	(530)	530	
Construction of Avis Way Depot, Newhaven	(4,000)	4,000	
Temporary Accommodation	(2,100)	2,100	
Blue Light Services Hub	(3,200)	3,200	
Current Programme	21,884	61,545	11,418

4.3 Detailed comments on larger schemes:

Magic Circle, The Maltings – also known as the Peace Garden. Funding for this project is being provided in the following breakdown: £13,600 Friends of Lewes, £35k Lewes Town Council, £25k CIL and £20k Lewes District Council.

Ashington Gardens original budget was approved at an estimated £1.2m, the final sum has now been received and an additional £120k has been authorised to deliver the project.

5.0 Treasury Management

5.1 The Annual Treasury Management and Prudential Indicators were approved by Cabinet and Council in February 2019.

5.2 Economic Background

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity.

UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.

The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

5.3 Interest rate forecast

Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The risks to the interest rate forecast are considered firmly to the downside.

5.4 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2018/19 which included the Annual Investment strategy was approved by Council on 25 February 2019. It sets out the Council's investment priorities as being:

- Security of Capital;
- Liquidity;
- Yield.

The following table shows the fixed term deposits and tradeable investments held at 31 December 2018.

Ref	Counterparty	Date From	Date To	Days	Principal £	Int Rate %
FIXED TERM DEPOSITS						
TL240618	Thurrock BC	02 Oct 18	02 Apr 19	182	£2,500,000	0.900
TL241218	Eastbourne BC	22 Oct 18	23 Jan 19	93	£2,000,000	0.700
TL241418	Thurrock BC	14 Nov 18	14 May 19	181	£3,000,000	0.900
TL241818	Thurrock BC	09 Nov 18	11 Feb 19	94	£5,000,000	0.730
TL242018	Eastbourne BC	03 Dec 18	01 Mar 19	88	£3,000,000	0.750
TL242318	Debt Management Office	17 Dec 18	02 Jan 19	16	£3,000,000	0.500
					£18,500,000	

In addition to the fixed term deposits, the Council has made use of the following Deposit accounts and Money Market Funds:

	Balance at 31 Dec 18 £m	Average balance £m	Current Int Rate %
Instant Access			
Santander Business Reserve Account	£2,000	£1,195	0.65
Lloyds Bank Corporate Account	£1,108	£1,276	0.65
Goldman Sachs Sterling Liquid Reserves Fund	£3,000	£2,554	0.87
Deutsche Managed Sterling Fund	£2,000	£2,635	0.85

Approved limits within the Annual Investment Strategy were not breached during the

quarter ending 31 December 2018.

5.5 Investment performance

Treasury Management investment performance at the end of Quarter 3 is shown in the table below, along with the average 7-day London Interbank Bid (LIBID) Rate. All activity was consistent with the Council's approved Treasury and Investment Strategy for 2018/2019.

Type of Investment	Average return Qtr1 18/19 %	Average return Qtr2 18/19 %	Average return Qtr3 18/19 %
Fixed Term Deposits	0.59	0.58	0.67
Treasury Bills	n/a	0.65	0.66
Bonds & Certificates of Deposit	0.65	0.69	0.69
Money Market Funds	0.56	0.68	0.82
Interest Bearing Account	0.40	0.65	0.65
Total Investments	0.53	0.65	0.70
7 day LIBID Benchmark	0.36	0.54	0.54

5.6 Borrowing

The current account with Lloyds Bank remained in credit throughout the period. No temporary borrowing for cash-flow management purposes took place.

There has been no change in the total value of the Council's long term borrowing in the reporting period, which remains at £56.673m.

5.7 Compliance with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

During the quarter to 31 December 2018 the Council has operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices.

6.0 Collection Fund

6.1 The Collection Fund records all the income from Council Tax and Non-Domestic Rates and its allocation to precepting authorities

6.2 The Collection fund for the year is as follows:

	Council Tax £'000	Business Rates £'000
Balance B/fwd 1.4.18	(781)	1,949
(Deficit recovery)/Surplus distributed	839	(780)
Debit due for year	(72,431)	(25,448)
Payments to preceptors	72,003	24,213
Designated area payment		101
Allowance for cost of collection		135
Transitional Relief		(527)
Allowance for appeals		(263)
Write offs and provision for bad debts	(36)	229
Estimated balance 31.3.18	(406)	(391)
Allocated to:		
CLG	-	(196)
East Sussex County Council	(291)	(35)
Lewes District Council	(61)	(156)
Sussex Police	(35)	-
East Sussex Fire & Rescue	(19)	(4)
	(406)	(391)

- 6.3 The allocation to preceptors reflects the operation of the Collection Fund for Council Tax and Business Rates which are distributed on different bases under regulations. The distributions for the estimated balance calculated at quarter 3 will be made in 2019/20. Any changes in quarter 4 will be made in 2020/21.
- 6.4 Council Tax performance is predicted to be a £406k surplus for the year. As the aim of the collection fund is to break even the surplus represents an overachievement of £464k for the year. This is due to the result of a combination of factors including better performance against the collection allowance forecast within the Council Tax base. The estimated balance as at 31.3.18 represents 0.56% of the gross debit.
- 6.5 The predicted Business Rate surplus of £391k for the year represents an in year overachievement from business rate income of £1.5m. This is as a result of a number of business rate backdated appeals settled, resulting in a reduction in the value of the provision required. The total number of appeals outstanding against the 2010 rating list as at 30.12.18 was 36 with a total rateable value of £4.7m.

With the introduction of the new 2017 rating list the procedure for making appeals has been changed, which is intended to speed up the process, reduce the number of appeals and provide some certainty on the financial implications to local authorities. The valuation office is yet to publish any data relating to these appeals, therefore an estimate has had to be calculated based on experience from the previous appeals system.

The estimated surplus balance as at 31.3.18 represents 1.54% of the total debit for the year.

7.0 Financial appraisal

- 7.1 All the financial implications are contained within the body of the report.

8.0 Legal implications

8.1 There are no legal implications arising from this report.

9.0 Equality analysis

9.1 This Finance update is a routine report for which detailed Equality Analysis is not required to be undertaken. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports.

10.0 Conclusion

10.1 The General Fund is currently predicting an adverse variance of £705k and will require an injection from reserves to provide a balanced budget for year end. The main variances are due to additional expenditure on unlet properties and an delay in the achievement of efficiency savings. . The HRA budgets are on target. Capital expenditure is in line with expectations.

10.2 Treasury Management performance is on target and all activities were within the approved Treasury and Prudential Limits.

Appendices

- **Appendix 1 – General Fund detail analysis by service**
- **Appendix 2 – Housing Revenue Account**
- **Appendix 3 – Capital Programme**

Background papers

None

To inspect or obtain copies of background papers please refer to the contact officer listed above.

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General Fund Service Details

Appendix 1

Departments and Services	Full year budget £000	at 31 December 2018		Variance £000
		budget £000	actual £000	
Corporate Management	486	341	322	(19)
Emergency Planning	24	24	21	(3)
Corporate Management	510	365	343	(22)
Audit and Counter Fraud Shared Service	242	182	191	9
Financial Shared Service	646	450	450	0
Organisational Development Programme	254	249	259	10
Pension Costs	569	427	424	(3)
Treasury Management and Bank Charges	55	23	11	(12)
Strategic Finance	1,766	1,331	1,335	4
Democratic Representation	283	212	200	(12)
Democratic Shared Service	324	243	251	8
District Council Elections	8	7	9	2
Registration of Electors	66	57	48	(9)
Legal Shared Service	465	307	307	0
Local Land Charges	(77)	(57)	(53)	4
Legal and Democratic Services	1,069	769	762	(7)
Human Resources Shared Service	241	181	205	24
Staff Recruitment, Training and Welfare	115	29	29	0
Human Resources	356	210	234	24
Information Technology	1,457	1,159	1,159	0
Corporate Services Total	5,158	3,834	3,833	(1)
Animal and Pest Control	31	23	22	(1)
Building Control	(67)	(50)	34	84
Case and Specialist Shared Service	1,962	1,474	1,731	257
Cemeteries	(11)	(6)	(24)	(18)
Coast Protection	18	14	15	1
Council Tax Collection	(57)	(44)	(84)	(40)
Council Tax Reduction Scheme Admin.	(39)	3	1	(2)
Customer and Neighbourhood Shared Service	1,206	910	1,036	126
Environmental Protection	21	16	15	(1)
Flood Defences and Land Drainage	145	7	41	34
Food Safety	3	2	0	(2)
Health and Safety	21	22	22	0
Licensing	(186)	(140)	(215)	(75)
Non-Domestic Rates Collection	(104)	19	11	(8)
Parks and Open Spaces	375	258	249	(9)
Port Health	2	1	1	0
Public Health	40	34	29	(5)

Departments and Services	Full year budget £000	at 31 December 2018		Variance £000
		budget £000	actual £000	
Sports and Playing Fields	244	182	173	(9)
Street Naming, Numbering and Closures	5	4	(6)	(10)
Town and Parish Council Grants	141	141	141	0
Travellers Sites	17	17	18	1
Customer First	3,767	2,887	3,210	323
Contribution to Housing Revenue Account	180	135	135	0
Homelessness	9	102	105	3
Homes First Shared Service	1,726	1,298	1,621	323
Housing Benefit Administration	78	57	43	(14)
Housing Benefit Payments and Subsidy	(356)	(492)	(492)	0
Housing Strategy	51	38	36	(2)
Private Sector Housing Renewal	1	1	(2)	(3)
Homes First	1,689	1,139	1,446	307
Waste and Recycling Management and Admin.	366	275	344	69
Recycling	1,326	1,004	1,129	125
Waste Collection	957	744	514	(230)
Street Cleansing	613	525	465	(60)
Vehicle Workshop	(245)	(184)	33	217
Waste and Recycling	3,017	2,364	2,485	121
Service Delivery Total	8,473	6,390	7,141	751
Car Parking	(490)	(397)	(373)	24
Depots	97	84	121	37
Estates and Property Shared Service	542	407	527	120
Industrial Estates	(668)	(388)	(290)	98
Investment Property	(910)	(652)	(480)	172
Office Accommodation	316	225	225	0
Parks and Cemeteries Buildings	52	49	49	0
Public Conveniences	226	166	170	4
Regeneration Property Portfolio	200	200	213	13
Surplus Assets	59	54	68	14
Estates and Property	(576)	(252)	230	482
Business Planning Performance Shared Service	561	454	422	(32)
Community Safety	20	227	227	0
Voluntary Sector Support	247	(14)	(14)	0
Business Planning and Performance	828	667	635	(32)
Development Control	(525)	(290)	(354)	(64)
Planning Policy	166	(5)	(7)	(2)
Planning Shared Service	228	172	169	(3)
Planning	(131)	(123)	(192)	(69)

Departments and Services	Full year budget £000	at 31 December 2018		Variance £000
		budget £000	actual £000	
Business Support	201	113	128	15
Economic Development	192	106	101	(5)
Newhaven Enterprise Centre	(168)	(84)	(136)	(52)
Regeneration Shared Service	251	172	160	(12)
Regeneration	476	307	253	(54)
Regeneration and Planning Total	597	599	926	327
Arts Development	7	7	8	1
Tourism	141	112	122	10
Tourism	148	119	130	11
Leisure Centres and Swimming Pools	374	231	231	0
Newhaven Fort	104	79	105	26
Wave Leisure	478	310	336	26
Tourism and Enterprise Services Total	626	429	466	37
Adjustment to the Housing Revenue Account	(3,312)	(2,484)	(2,613)	(129)
TOTAL SERVICE EXPENDITURE	11,542	8,768	9,753	985
Corporate Efficiency Savings	(300)	(225)	(125)	100
JTP Efficiency Savings Target	(93)	(70)	0	70
Service Priorities	91	3	0	(3)
Contingencies	(302)	(292)	(125)	167
Capital Financing Costs	205	0	0	0
Interest and Investment Income	(200)	(76)	(81)	(5)
Capital Financing and Interest	5	(76)	(81)	(5)
Contingencies and Contribution to Reserves	1,850	1,388	1,388	0
Grant reallocation	0	0	(600)	(600)
Use of Reserves for non-recurring expenditure	(943)	(707)	(1,190)	(483)
Contributions to/(from) Reserves	907	680	(403)	(1,083)
NET EXPENDITURE	12,152	9,080	9,144	64

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HOUSING REVENUE ACCOUNT - BUDGET SUMMARY	2018/19			
	BUDGET £'000	BUDGET Q3 £'000	Actual Q3 £'000	Forecast £'000
Income				
Dwelling Rents	(14,431)	(10,823)	(10,823)	(14,431)
Non-Dwelling Rents	(457)	(343)	(343)	(457)
Charges for Services and Facilities	(1,237)	(928)	(928)	(1,237)
Contributions towards Expenditure	(204)	(153)	(153)	(204)
Total Income	(16,329)	(12,247)	(12,247)	(16,329)
Expenditure				
Repairs and Maintenance	4,400	3,300	3,016	4,400
Supervision and Management	1,702	1,277	1,181	1,702
Special Services	1,313	985	862	1,313
Rents, Rates, Taxes and Other Charges	173	130	142	173
Increase in Impairment of Debtors	95	71	71	95
Depreciation of Fixed Assets				
- Dwellings	4,826	3,619	3,619	4,826
- Other Assets	815	611	611	815
Amortisation of Intangible Assets	6	5	5	6
Debt Management Costs	47	35	35	47
Joint Transformation Programme (JTP) Contribution	150	112	112	150
Joint Transformation Programme (JTP) Efficiency Savings	(156)	(117)	(117)	(156)
Estimated Central Service Costs				
Total Expenditure	13,371	10,028	9,537	13,371
Net Cost of HRA Services	(2,958)	(2,219)	(2,710)	(2,958)
HRA share of Corporate and Democratic Core	576	432	432	576
Net Operating Cost of HRA Services	(2,382)	(1,787)	(2,278)	(2,382)
Capital Financing and Interest Charges				
Interest Payable	1,866	1,400	1,400	1,866
Interest Receivable	(45)	(34)	(34)	(45)
Amortised Premiums and (Discounts)	-	-	-	-
Reversal of Depreciation and Amortisation	(5,647)	(4,235)	(4,235)	(5,647)
Transfer to Major Repairs Reserve	5,647	4,235	4,235	5,647
Repayment of Internal Borrowing	-	-	-	-
Revenue Contribution to Capital	349	262	262	349
Total Capital Financing and Interest Charges	2,170	1,628	1,628	2,170
(Surplus)/Deficit for the year	(212)	(159)	(650)	(212)
Working Balance at 1 April	(1,939)			
(Surplus) or Deficit for the year	(312)			
Working Balance at 31 March	(2,251)	-	-	-
Allocation of Working Balance:				
- General Working Balance	(1,456)			
- Special Projects	(520)			
- Self Insurance	(275)			
Working Balance at 31 March	(2,251)	-	-	-

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Line No.		Original Programme 2018/19 £'000	Current Programme 2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
1	General Fund Housing Investment Capital Programme					
2	Mandatory Disabled Facilities Grants	920	638	1,001	1,001	1,001
3	Private Sector Housing Grants	135	245	135	135	135
4	Temporary Accommodation		100	2,100		
5	Total General Fund Housing	1,055	983	3,236	1,136	1,136
6						
7						
8	GENERAL FUND CAPITAL PROGRAMME					
9	LDC/Aspiration Homes - loans to facilitate delivery	15,000	1,500	18,500		
10	JTP		913			
11	Regeneration					
12	Commercial Property acquisitions and developments	4,000	2,500	4,000	4,000	4,000
13	North Street Quarter	3,400	769	3,900		
14	Asset Development - Newhaven	1,000	1,600			
15	Asset Development - Seaford	1,300	83	18,600		
16	Avis Way Depot		100	4,000		
17	Denton Island			530		
18	Waste					
19	Vehicles	156	986	964	227	-
20	Other Equipment	71	978			
21	Specialist					
22	Coastal Defence Works		166			
23	Air Quality Monitoring Station Newhaven	80	80			
24	Flood Protection Measures	136	188	136	136	136
25	Tree Survey Works	10	10			
26	IT					
27	IT Block Allocation	150	153	150	150	150
28	Asset Management					
29	Asset Management - Block Allocation	250	247	250	250	250
30	Asset Management - Other works		854			
31	Robinson Road Depot - Priority works	55	250			
32	Parks, Pavilions etc. – Remedial works	50	854	50	50	50
33	Newhaven Fort - Major repairs and improvements	50	210	50	50	50
34	Indoor Leisure Facilities - Major repairs and improvements	50	240	50	50	50
35	Newhaven Square – Completion of fit out works	100	100			
36	CIL		322			
37	Finance Transformation			100		
38						
39	Total General Fund Capital Programme	25,858	13,103	51,280	4,913	4,686
40						
41	TOTAL CAPITAL PROGRAMME REQUIREMENT	26,913	14,086	54,516	6,049	5,822
42						
43						
44	FUNDING AVAILABILITY					
45	Borrowing	24,700	6,862	4,000	4,000	4,000
46	Capital Receipts	135	548	135	135	135
47	Disabled Facilities Grant	920	638	1,001	1,001	1,001
48	General Fund Reserves	1,022	4,324	1,614	777	550
49	Capital Expenditure Financed from Revenue	136	490	136	136	136
50	Community Infrastructure Levy (CIL)		373			
51	Developer Contributions (S106)		351			
52	Other Capital Contributions		500			
53	Total Funding Availability	26,913	14,086	6,886	6,049	5,822

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Report to:	Cabinet
Date:	27 March 2019
Title:	Wave Leisure Annual Service Delivery Plans 2019/20
Report of:	Phillip Evans, Director of Tourism and Enterprise
Cabinet member:	Councillor Tony Nicholson
Ward(s):	All
Purpose of report:	To seek Cabinet approval for the 2019/2020 Annual Service Delivery Plans for Leisure and Newhaven Fort proposed by Wave Leisure Trust
Decision type:	Non-Key
Officer recommendation(s):	(1) That Cabinet approves the Annual Service Delivery Plan for Leisure as set out in the report. (2) That Cabinet approves the Annual Service Delivery Plan for Newhaven Fort as set out in the report.
Reasons for recommendations:	The management agreement between the Council and Wave Leisure requires Cabinet to approve the Annual Service Delivery Plans.
Contact Officer(s):	Name: Mark Langridge-Kemp Post title: Interim Head of Property and Facilities Shared Service E-mail: mark.langridge-kemp@lewes-eastbourne.gov.uk Telephone number: 01323 415876

1 Introduction

- 1.1 The Council provides Wave Leisure Trust (WLT) with an Annual Service Statement that sets the framework for WLT to produce an Annual Service Delivery Plan (ASDP) for consideration by Cabinet. The latest ASDP are attached to this report at Appendix A (for the leisure service) and Appendix B (for Newhaven Fort).

2 Proposal

2.1 ASDP Leisure Services 2019-2020

The ASDP Leisure Services is aimed to complement and support the Council's objectives to promote healthy lifestyles by developing a district wide leisure strategy. The LDC Annual Service Statement framework focuses on three core

outcomes:

- Increasing participation and reducing health inequality
- Improving accessibility and social inclusion
- Reducing environmental impact.

Within each of the three core outcomes the Council has set down a number of key priorities for 2019/2020. Wave is encouraged to augment existing networks and partnerships and seek to establish new relationships to deliver services that will be of benefit to the local community.

The plan underpins the Council's strategic aims and objectives. Emphasis is placed upon encouraging participation in rural communities and for families on a low income, particularly among Council tenants. WLT is encouraged to provide activities aimed at opportunities for increasing physical activity for older people to reflect the District's ageing population which is above the national average in every band over 50.

2.2 ASDP Newhaven Fort 2019/2020

On 1st May 2015 WLT was granted operational management responsibility for the Newhaven Fort. The four priorities for 2019/2020 are for WLT to:-

- 1) Enhance the regeneration opportunities in Newhaven by increasing the number of visitors to Newhaven Fort and generating local job opportunities.
- 2) Maintain and grow the heritage and educational potential of Newhaven Fort in a way which is accessible to the general public.
- 3) Improve the current facilities on offer.
- 4) Minimise the ongoing liabilities of the Council and potentially produce a revenue stream for the Council.

In order to achieve the above four LDC priorities, WLT has identified three separate but interlinked areas for the Newhaven Fort Management and Operational Team to focus on, namely:

- Experience
- Education
- Events

3 Outcome expected and performance management

- 3.1 Target and Outcomes are outlined within the ASDPs. If the proposed plans for 2019/2020 are approved by Cabinet, WLT will be notified of the Council's agreement and the plans will form part of WLT's contractual responsibility to deliver on behalf of the Council. At the end of 2019/20 an Annual Performance and Monitoring Report will provide key examples and outcomes for each of the

Wave actions .

- 3.2 The Council will monitor and evaluate WLT's performance against the plan. There will be a quarterly review of performance along with monitoring of the agreed performance indicators. WLT recognise that the plan should be numerate where possible with realistic and achievable outcomes; where it is not possible to measure outcomes statistically, alternative success criteria will be employed to measure the benefits to the community.

4 Corporate plan and council policies

- 4.1 The ASDPs meet the spirations of the Council Plan 2016-2020 by delivering improvements for customers and communities, providing value for money services, and supporting resilient, healthy and engaged communities.

5 Financial appraisal

- 5.1 The Council provides WLT with an Annual Service Fee in return for which the Trust helps the Council achieve its aims and objectives as detailed in this report and appendices. The Annual Service Fee for 2019-2020 was approved by Cabinet in September 2018. The Service Delivery Plan as provided by WLT therefore has no additional financial implications.

6 Legal implications

- 6.1 The existing relationship between WLT and the Council is based on a contract in the form of a Funding and Management Agreement (FMA). The FMA requires WLT to deliver detailed and enforceable service obligations as the primary driver of the relationship. This includes an obligation on the part of WLT to submit Annual Service Delivery Plans for approval by the Council.

7 Risk management implications

- 7.1 Risk management screening has been completed and there are no additional risks to mitigate.

8 Equality analysis

- 8.1 Equality, accessibility and equality of opportunity are the building blocks of the Annual Service Delivery Plans. The key components of the plans have been designed to increase participation across a number of disadvantaged groups, reduce health inequality, improve accessibility and social inclusion and education. The plans detail how these aims will be achieved and take account of equality of opportunity to ensure that services are accessible as widely as possible and reflects the diversity of the local community.

9 Appendices

- Appendix A – WLT Proposed Annual Service Delivery Plan Leisure 2019/2020
- Appendix B – WLT Proposed Annual Service Delivery Plan Newhaven Fort 2019/2020

10 Background papers

The background papers used in compiling this report were as follows:

- WLT Proposed Annual Service Delivery Plan (Leisure and Newhaven Fort) as appended to this report.



wave
Live life

Wave Leisure Trust

Annual Service Delivery Plan 2019/2020

"Inspiring Active Lifestyles"



www.waveleisure.co.uk

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Annual Service Delivery Plan (2019/20)

On an annual basis Lewes District Council (LDC) is required to furnish Wave Leisure Trust (Wave) with an "Annual Service Statement" that provides the Trust with a framework to produce an Annual Service Delivery Plan.

The Annual Service Delivery Plan that Wave produces complements and supports the Council's objective to promote healthy lifestyles by developing a district wide leisure strategy. The Council recognises that reducing hazards like cold houses and falls in homes could save the NHS over £1 million in treatment costs.

The Council has committed to improve the condition of both private and council homes to prevent accidents and ill health. They will continue to work with the NHS and other partners in the county to improve the health and wellbeing of Lewes District residents.

Besides the major contributions to ill-health prevention from housing programmes, LDC will work with local communities and companies to provide sport and recreation facilities where people need them. As a result, the Council has set the following objectives for Wave in relation to the Leisure contract.

The LDC Annual Service Statement framework focuses on three core outcomes, namely:

- 1. Increasing Participation and Reducing Health Inequality.**
- 2. Improving Accessibility and Social Inclusion.**
- 3. Reducing Environmental Impact.**

Within each of the three core outcomes, LDC has provided a number of "Key Priorities" that define the requirements further.

Aligned to the LDC Outcomes and Key Priorities, Figures 3 to 5 presents Wave's response to the LDC Service Statement, presenting the specific actions to be implemented to ensure that the LDC's requirements are achieved. The Plan is also a demonstration of Wave's shared commitment to the priorities and the valuable partnership that exists between LDC and Wave.

At the end of 2019/20, the Annual Performance and Monitoring Report will provide Key Examples and Outcomes for each of the Wave Actions defining successful delivery.

Figure 1: "Inspiring Active Lifestyles" Strategy

Strategy

Purpose

"Inspiring Active Lifestyles"

Vision

"To be at the heart of the improvement of health and wellbeing in our communities."

Objectives

"By **engaging with partners** Wave Leisure, an established charitable trust, will agree a shared programme of activities to **deliver to the community**. Wave aspires to **achieve excellence** in the delivery of services which will provide **customers with choice** and inspire active lifestyles. The ultimate objective is to create a **sustainable business** contributing towards the long term health and wellbeing of our community.



Appendix A

Figure 2: Delivering to National Outcomes.

Wave recognises the influence of Government Outcomes on its *“Delivering to our Community”* objective and as such has developed a model of delivery which encompasses, not only the three core LDC Annual Service Statement outcomes but also, the five outcomes of the Department of Digital, Culture, Media and Sport, linking to improved public health and sustainable communities, as shown in Figure 2. With this approach, Wave is also addressing Public Health England’s priorities of Improving health and wellbeing and reducing inequalities.

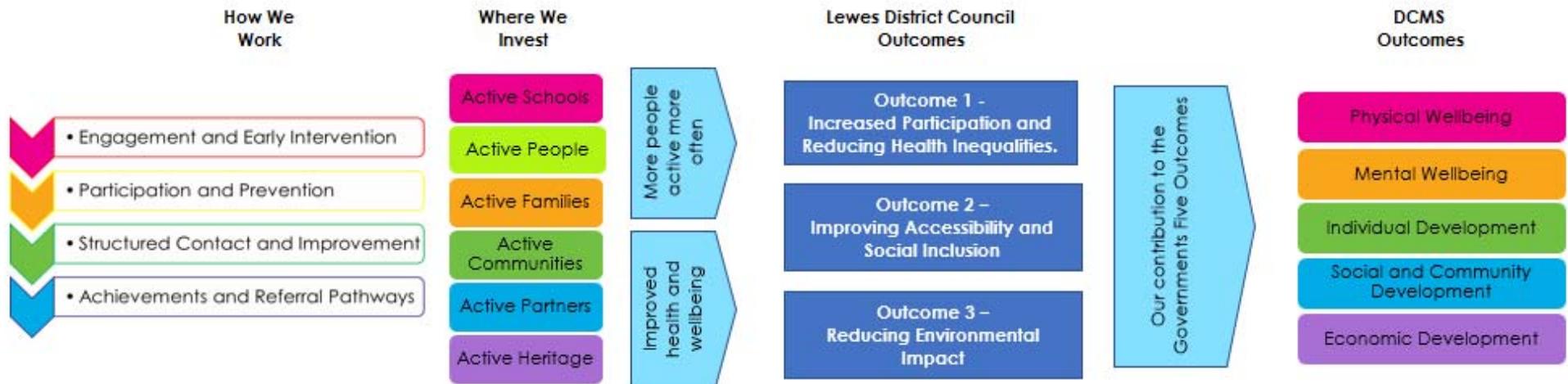


Figure 3: Outcome 1 - Increasing Participation and Reducing Health Inequality

LDC Key Priority 1

“Provision of activities to meet the needs of the aging population of the District, inclusive of outreach work to provide opportunities of increasing participation and wellbeing, particularly in the rural communities, where people need them.”

Wave Actions	Measure	Target	Outcome
Continue to develop and implement activities, which encourage Older Peoples participation, designed to develop confidence and encourage engagement in regular activity both within centres and through outreach.	Number of people engaged	504	
	Total number of attendances	24,958	
	Number of new weekly activities introduced	5	
	Number of taster sessions introduced	4	
Deliver and support activity, within rural communities, which supports the participation of older people to gain, regain or maintain participation in physical activity, as part of a healthy lifestyle both mentally and physically.	Number of rural locations engaged.	6	
	Number of sessions delivered	115	
	Number of people engaged.	70	
	Total number of attendances.	914	
	%age of participants identified as engaging in further activity.	74%	
Attend the Seniors Forum meetings and Networking Events, ensuring that Wave is aware of the latest issues relating to the older person’s agenda.	Wave representation at Seniors Forum meetings.	3	
Continue to provide, and support, opportunities of engagement in activity, as part of National Older Peoples Day particularly aimed at those who are currently not engaged in physical activity.	Number of activities available.	24	
	Number of new people engaging in activities.	31	
	Total Number of attendances in activities	1,185	
	%age of participants identified as engaging in further activity.	74%	
Continue to provide Walking Sports and develop other opportunities with partners, such as Football Clubs, Sussex County Cricket Club and Netball NGB.	Number of weekly activities	5	
	Total number of people registered	127	
	Total number of attendances	2,274	

Continue to provide and develop Wave's Strength and Balance Programme (Falls Prevention) alongside commissioned falls prevention services, within Wave facilities and in community settings.	Number of weekly activities.	9	
	Total number of people registered	105	
	Total number of attendances	2,355	
	%age of participants reporting feeling more confident to participate in regular activity.	74%	
Maintain and expand Healthy Walk opportunities for older people, developing new walking opportunities and sessions to encourage participation from the older person living in rural settings.	Number of weekly walks provided.	4	
	Total number of people registered	123	
	Total number of attendances	3,185	

Key Priority 2

“Seek to develop new partners as well as enhancing existing relationships with the Council and other key partners, to increase the availability and take up of positive activities for children and young people with the aim of encouraging greater participation by young children and families on a low income.”

Wave Actions	Measure	Target	Outcome
Continue to develop and implement activities which encourage children, young people and family participation, designed to promote positive health and wellbeing activities, including those at risk of involvement in nuisance and anti-social behaviour, across the District.	Total number of attendances from Children and Young People	247,295	
	Number of new supported weekly activities introduced	12	
	Number of taster sessions introduced	25	
Continue to implement a diverse programme of “Reach Out” activities, targeting children and young people who are otherwise disengaged from mainstream activities due to low income.	Number of activities provided.	51	
	Number of people	452	
	Number of attendances	9,279	
	%age of participants identified as engaging in further activity.	49%	
Continue to organise a range of taster courses for children and young people to try new activities and feed into established Clubs, linked to schools and colleges.	Number of taster sessions.	470	
	Number of people	454	
	Total number of attendances.	4,429	
	Number of children transferring into established Clubs.	55%	
Continue to expand and develop whole of family participation activities and events, across sites and in communities	Number of regular activities provided	9	
	Number of activity events	4	
	Total number of attendances	2,151	

Key Priority 3

“Provide a varied programme of activities including taster sessions that positively encourage and promote physical activity, particularly amongst those who are not currently active.”

Wave Actions	Measure	Target	Outcome
Develop and implement referred into activity opportunities with partner organisations, for those with a diagnosed health condition.	Total number of referrals made.	1,000	
	%age of referrals attending an activity opportunity.	70%	
	%age of participants reporting feeling more confident in attending regular activity.	75%	
	%age of participants identified as engaging in further activity.	60%	
Continue to be an active participant within Community, Voluntary Sector and Stakeholder led Health Partnerships, ensuring Wave is aware of the latest issues related to supporting people for improved health and wellbeing, both physically and mentally.	Wave representation at Health Partnership events	12	
Deliver “Change4Life” days providing opportunities for children and families to participate in activity at no cost.	Number of Events	4	
	Total number of participants.	850	
Increase the number of programmes to support those with a diagnosed health condition, for adults, children, young people and families.	Total number of attendances	3,744	
	Number of new regular weekly activities introduced	3	
	Number of regular activities provided	10	
	Number of people	708	
Continue to provide a range of supporting mechanisms to encourage activity participation to address barriers accessing activity.	Number of sites with Journey Plans available	4	
	Number of sites offering creche and childcare facilities.	3	
	Number of regular offsite exercise programmes being delivered.	16	

Continue to proactively reach out into GP Surgeries across the District to encourage participation and provide patient engagement opportunities on site.	Number of participants engaged on GP referral pathway.	123	
	%age participants attending a further wellbeing activity.	54%	

Key Priority 4

“Provision of a range of holiday activities for children and young people of all age ranges.”

Wave Actions	Measure	Target	Outcome
Continue to deliver and support holiday activity programmes in Seaford, Lewes, Newhaven and Peacehaven.	Total number of holiday programmes delivered.	28	
	Total number of participants.	8,770	
In order to diversify the holiday programme, ensuring the delivery remains fresh and dynamic, Wave will continue to engage with partners involved in the delivery of each holiday programme.	Total number of delivery partners.	16	
Ensure that funding is secured for all holiday programmes for each of the towns in the District.	Funding secured.	60%	
Work with resident and community associations to be able to make a holiday activity available to children and young people who are unable to access a Wave site.	Number of activities	134	
	Number of People	410	
	Number of attendances	4,850	
To develop and implement holiday activities which are inclusive of parents and/or carers to encourage family participation in regular activity.	Number of activities.	8	
	Number of people	280	
	Total number of attendances.	1,700	

Key Priority 5

"Give due regard to the Equality Act 2010, particularly when there is a change to Policy; project development or where new services are being provided or where existing services are discontinued."

Wave Actions	Measure	Target	Outcome
Wave recognises that discrimination can occur and will ensure that no individual will be unjustifiably discriminated against. This includes, but not exclusively, on the basis of gender, race, nationality, ethnic or national origin, religious or political beliefs, disability, marital status, social background, family circumstance, sexual orientation, gender re-assignment, spent criminal convictions, age or for any other reason.	Number of Claims	0	

Key Priority 6

“Provide opportunities and activities for residents on low income, which are either outreach or centre-based and which include rural communities.”

Wave Actions	Measure	Target	Outcome
Through 2017/18 Wave will continue to initiate and develop programmes of activity in isolation and by partnering key stakeholders, for example LDC Housing Services, Tenants of Lewes District (TOLD), Action in rural Sussex, 3VA and Active Sussex. Sport, Physical Activity and Health and Wellbeing Programmes will be both centre based and in other community and rural settings.	Number of programmes provided.	25	
	Number of people engaged	2,975	
	Total number of attendances	27,717	
Continue to support and develop ‘Open Spaces’ community events particularly using spaces near areas of social housing, working with Lewes District Council Housing Services, social housing landlords, tenant and resident participation groups and local community groups.	Number of Open Spaces events.	20	
	Number of attendances	2,000	
Seek to develop further activity programmes in or accessible to residential care settings (such as warden controlled, care and rest homes).	Number of residential care settings engaged	5	
	Number of activities delivered in a residential setting	30	
	Number of people engaged	40	
	Total number of attendances	250	
Continue to work with Resident and Community Associations to support consultation and engagement activities, to further support to development of activities which are accessible to those less likely to engage with physical activity.	Number of events.	3	
	Number of engagements	30	
	Total number of attendances	60	

Key Priority 7

"Provide opportunities to engage with the rural population, increasing access to activities."

Wave Actions	Measure	Target	Outcome
Continue to work with Action in rural Sussex, South Down National Park Authority (SDNPA), Parish Councils and Community Transport Lewes Area (CTLA) to rural proof provision of services by identifying barriers to accessing services and creating opportunities for participation in regular activity.	Number of activities provided	10	
	Number of people	60	
	Total number of attendances	914	

Figure 4: Outcome 2 – Improving Accessibility and Social Inclusion

Key Priority 1

“Ensuring activities are accessible by the whole community, but working particularly with people and families on a low income, ensuring that activities are provided in such a way to meet the needs of specific groups within the community.”

Wave Actions	Measure	Target	Outcome
Continue to work with partner organisations to expand the range of accessible activities available for disabled people.	Number of targeted activities provided.	40	
	Number of people engaged	171	
	Total number of attendances across all activities by disabled people.	14,932	
Continue to develop and expand on the activities available which are mixed activities at low or no cost, specifically engaging children and young people with special educational needs and disabilities, their sibling and parents or carers to access regular activity.	Number of sessions delivered.	72	
	Number of people	85	
	Total number of attendances.	1,000	
	%age of participants reporting they are engaging in a new regular activity.	38%	
To further develop and deliver low or no cost access to supported and coached Holiday Activities, specifically targeting those in low income households.	Number of attendances	4,850	
To continue to provide the Para Games, in active partnership, at Downs Leisure Centre, providing competitive opportunities for people with disabilities to engage in activities.	Number of participants.	30	
	%age of participants reporting engaging in further activity.	55%	

Key Priority 2

“Working with partners to identify appropriate funding to support sessions and activities that could be offered free to users at the point of delivery as a means of overcoming lack of income as a barrier to participation.”

Wave Actions	Measure	Target	Outcome
Continue to work in partnership with key stakeholders to develop targeted programmes designed to encourage greater levels of physical activity by individuals and groups of people for whom lack of income is a barrier to participation.	Number of delivery partners	30	
Identify and apply for funding to support activity diversification and delivery	Number of funds applied for.	12	
	Number of successful applications	6	
Continue to provide and promote the “Wave Leisure Trust Community Fund” to enable individuals and groups to obtain funding to support activity.	“Wave Leisure Community Trust Fund” provided and funds distributed.	£3,000	
Continue to work with local Councils to provide Summer Holiday Schemes at low or no cost to those where income is a barrier to participation.	Number of Council’s participating.	4	
	Number of Holiday Schemes.	4	
	Total number of attendances	4,150	
Continue to offer a wide range of discounted and subsidised rates across the product range to encourage participation.	Price list published with discounted rates applied.	Completed	
Continue to work with Active Sussex to support access for young people and young adults at low or no cost.	Number of funded programmes.	7	
	Total number of participants.	200	
Working with partners, develop resources which provide information and instructions to participate in free to access activities, to include instructional and ideas.	Number of seperate activity topic resources created.	4	

Key Priority 3

“Promote opportunities for workforce development to encourage training and skills development for individual staff.”

Wave Actions	Measure	Target	Outcome
Provide placements on relevant training programmes to ensure Wave has a robust succession plan which will guarantee the continued and uninterrupted expected service delivery standards and provide career enhancement and progression opportunities to the staff.	All statutory training requirements achieved.	100%	
	No of placements.	5	
Provide specific training and qualification opportunities for all contracted staff.	Number of participants graduating.	100%	
Capture data in all key areas to inform and guide the ongoing development of HR Strategy.	Key areas.	6	
	%age of key areas captured.	100%	
Continue to provide opportunities for Volunteers and ensure that they feel valued and part of the Wave Team.	Number of volunteers.	85	
	Number of volunteer events.	2	

Key Priority 4

“Explore opportunities to increase non-centre based activity to further reduce access barriers and to encourage participation from current non-users.”

Wave Actions	Measure	Target	Outcome
Deliver activities in community settings, targeting people who have no access or currently do not access centres.	Number of activities delivered in community settings.	25	
	Number of people engaged	1,700	
	Total number of attendances	7,480	
Continue to work with Schools to provide a range of; breakfast, lunch and after school clubs within schools and outdoor play areas.	Number of clubs.	55	
	Number of people	413	
	Total number of attendances	4,429	
Seek to develop further activity programmes in or accessible to residential care settings (such as warden controlled, care and rest homes).	Number of residential care settings engaged	5	
	Number of activities delivered in a residential setting	30	
	Number of people engaged	40	
	Total number of attendances	250	
Work with CTLA to address transport as an identified barrier for individuals to participate in regular activity, where an activity is centre based.	Number of centres offering journey plans for participation in session.	All	

Key Priority 5

"To assist Lewes District Council with undertaking ongoing equalities assessments and monitoring."

Wave Actions	Measure	Target	Outcome
Co-operate fully with LDC regarding any required Equalities Assessments and Monitoring.	Number of assessments.	100% Completed	

Figure 5: Outcome 3 – Reducing Environmental Impact

Key Priority 1

“Continue to look for opportunities to increase recycling for customers and staff wherever possible.”

Wave Actions	Measure	Target	Outcome
<p>Wave will continue to provide recycling facilities for Wave staff to re-cycle paper, cardboard, plastic bottles and printer and photocopier cartridges.</p> <p>Additionally, there are facilities for customers to re-cycle plastic bottles. These facilities are audited for effectiveness each year as part of Wave Leisure’s Internal Environmental Audits programme and annual external audits conducted by SAI Global.</p>	Number of staff paper recycling bins across Wave.	15	
	Number of customer plastic recycling bins across Wave	8	
	Number of Mixed Recycling bins across Wave	5 x 1100 litre bins 2 x 240 litre bins	
	Number of printer and photocopier cartridge recycling bins.	4	
	Rating result at each site from internal audit.	Satisfactory	
	Investigate opportunities for food waste recycling at cafe outlets.	2 sites	
	Rating result from external audit.	Conforming	

Key Priority 2

“When planning future investment with the Council, identify opportunities to reduce energy usage and help to reduce CO₂ emissions. When replacing plant and equipment, cleaner and energy efficient technology should be considered that will help to generate future efficiency savings.”

Wave Actions	Measure	Target	Outcome
Ensure that all works consider “Green” factors including efficiency, CO ₂ emissions, and up to date technology.	“Green factors” to be included as a standing agenda item on all pre-works meeting agendas.	100%	
	“Green” factors to be identified and implemented or explained why unachievable.	100%	
In partnership with LDC, investigate energy efficient plant and equipment options. Where possible Wave will obtain grants and/or loans to install more energy efficient equipment and plant.	Number of more energy efficient plant and equipment options identified.	3	
	Number of more energy efficient plant and equipment options implemented.	1	
	Number of grants identified.	1	
Closely monitor energy use through its half-hourly Automatic Meter Readings (AMR’s) to ensure sound performance monitoring.	Energy measured via half-hourly automatic meter readings (AMRS).	100%	
	Energy performance to be reported within the CEO’s quarterly and annual reports.	100%	
Continue the accreditation to the “Social Enterprise Mark” which demonstrates ongoing commitment to people and plant.	“Social Enterprise Mark”	Retained	
Maintain standards in line with ISO 14001.	Maintenance of ISO 14001 registration.	Retained	



wave
Live life

Wave Leisure Trust

Newhaven Fort Annual Service Delivery Plan 2019/2020

"Inspiring Active Lifestyles"

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Annual Service Delivery Plan (2019/2020)3

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Background

On an annual basis Lewes District Council (LDC) is required to furnish Wave Leisure Trust Ltd (Wave) with an "Annual Service Statement" that provides the Trust with a framework to produce an Annual Service Delivery Plan.

On 1st May 2015 Wave was granted operational management responsibility for the Newhaven Fort. This plan sets out the key actions that Wave will focus on for the 2019/2020 financial year.

The Fort procurement exercise focused on four core outcomes, namely:

1. Enhance the regeneration opportunities in Newhaven by increasing the number of visitors to Newhaven Fort and generating local job opportunities.
2. Maintain and grow the heritage and educational potential of Newhaven Fort in a way which is accessible to the general public.
3. Improve the current facilities on offer.
4. Minimise the ongoing liabilities of the Council and potentially produce a revenue stream for the Council.

Annual Service Delivery Plan (2019/2020)

In order to achieve the four LDC outcomes, Wave has identified three separate but interlinked areas for the Fort Management and Operational Team to focus on within this Plan, namely:

1. Experience.
2. Education.
3. Events.

The key actions in this Plan are detailed under these three headings and will, if successfully implemented, meet the LDC four core outcomes. To ensure consistency and a positive compound effect, several of the key actions are a continuation of those used in prior years. The targets are however increasing year on year as the Fort develops.

Heritage Lottery Fund Heritage Grant

In March 2017, LDC in partnership with Wave, was awarded a "Round 1 pass" from the HLF, Heritage Grants scheme with funding of £157,000 being secured. This enabled the procurement of a professional team of specialist architects, designers and project managers who worked extensively on a Round 2, aimed at securing funds for the restoration of the Fort and the creation of a sustainable visitor attraction. The application was due to be submitted on 4th December 2018.

This "Development" phase of the Newhaven Fort Renaissance Project produced a number of positive outcomes. LDC, as the custodian of the Fort, has now got a much clearer insight into the condition, opportunities and challenges of this heritage asset and Scheduled Monument and feels much better informed and positioned to address the short, medium and longer-term future of the Fort.

However, LDC recognised through this process that the Renaissance Project as proposed was at significant risk because of undercapitalisation. The size of the overall funding required to make the project successful (including implementing the medium-term maintenance requirements) was, in reality, greater than the resources currently on offer. Rather than progress with an undercapitalised and potentially compromised project that may well fail to achieve, LDC decided to defer from a Round 2 HLF submission to a later date and recognised that a more considered and holistic economic solution needs to be identified and delivered with a broader range of partners.

Appendix B

Figure 1: Outcome 1 - Experience LDC Key Priority 1

“To improve the overall visitor experience at the Fort, making it a great destination for all the family and one which encourages repeat visits”

Wave Action	Measure	Target	Outcome
Deploy visitor feedback/satisfaction system to track experience and identify areas for improvement.	System deployed with at least 150 responses received.	150	
Measure the percentage of visitors rating their visit as “good” or “excellent”.	Percentage of visitors rating their visit as good or excellent	80%	
Achieve positive Trip Advisor ratings from visitors.	Rating of minimum of 4 out of 5 stars from 2018/19 respondents.	4.0 stars or above	
Continue with new Season Ticket pricing strategy based on less than 2 visits per year to encourage sales.	Increase season ticket holders by 2% from 2018/19 numbers. (Target based on 18/19 year end forecast)	256	
Increase the number of family visits through the implementation of a stimulating and vibrant programme of activities and targeted promotions.	Family ticket sales increase by 2% from 2018/19 levels. (Target based on 18/19 year end forecast)	6,000	
Promote the benefits of Gift Aid on season tickets/admissions to maximise revenue from each UK Taxpayer visit.	Amount of Gift Aid recovered from HMRC.	£5,000	
Implement measures in Tea Rooms such as menu development, special offers, to encourage greater usage and spend per head	Spend per head achieved (target based on 2% increase of 18/19 forecast).	£2.19	
Implement measures in the Shop such as improved displays, new product ranges, promotional pricing, to encourage greater sales and spend per head.	Spend per head achieved (target based on 2% increase of 18/19 forecast).	£0.85	
Through improved marketing and promotion, increase visitor sales.	Spend per head achieved (target based on 2% increase of 18/19 forecast).	£4.28	

Figure 2: Outcome 2 – Education

LDC Key Priority 2

“To ensure that the educational offer for schools is current, relevant and one which children will find interesting and fun.”

LDC Key Priority 3

“To ensure that the exhibits and displays are well presented to maximise their educational value.”

Wave Action	Measure	Target	Outcome
In 2017, Educational Consultants (“Heritec”) were appointed, funded as part of the HLF Transition Fund bid to review all aspects of the educational offer and recommend new activities for implementation. This work included the implementation of a promotional campaign to attract more schools which commenced in the spring of 2017 and remains ongoing.	Maintain alignment to Heritec’s review work and resulting action plan and enhance where appropriate to ensure the programme remains current, relevant and one which children will find interesting and fun.	100%	
Increase the number of school pupil visits from 2018/19.	School pupil visits to increase (target based on 2% increase from 2018/19 forecast at year end)	4,620	
Increase the number of schools that visit the Fort.	Schools visits to increase (target based on 2% increase from 2018/19 forecast at year end)	103	
Implement a tracking system that allows simple analysis of visiting schools.	System to monitor key metrics such as; Local Education Authority, number of children, year group and purpose of visit.	100%	
Design and prepare updated pre-and post-visit resources for primary school visits covering WW1 and WW2.	Resources developed with good feedback received from schools on relevance to national curriculum.	100%	
Further develop the “Handling Box” experience to enable more than one school to visit concurrently.	To develop 3 more “Handling Boxes” with artefacts/props from WW2/Home Front.	100%	
Provide a range of exhibits/objects on a “Hands-On Table” for Fort visitors with interpretation provided from staff/volunteers.	Hands-On Table available every day of public opening.	266 days	
Implement a school visit ‘offer’ for the new Ancient History Education Centre.	To attract minimum 10 primary schools (c.300 children) to visit the new resource and using their feedback to make improvements to the visit/learning outcomes.	10 schools 300 children	
Increase number visits by international/foreign	Number of international students to increase (target	1,300	

language students by 2%.	based on 2% increase from 2018/19 forecast at year end)		
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Figure 3: Outcome 3 – Events

LDC Key Priority 4

“To provide and promote a wide range of appealing events to attract more visits.”

Wave Action	Measure	Target	Outcome
Develop an events Marketing Strategy for 2019 to clearly identify the approach to external communications with existing and potential customers.	Marketing Strategy developed and implemented.	100%	
Promote a wide number of appealing events.	Internal (Fort organised)	12	
(All targets based on 2% increase from 2018/19 forecast at year end)	External hire	7	
	Partnership (Fort/Partner Collaboration)	7	
Increase attendance at events	Internal (Fort organised)	800	
(All targets based on 2% increase from 2018/19 forecast at year end)	External hire	1,900	
	Partnership (Fort/Partner Collaboration)	600	
Achieve income target for events.	Target achieved (target based on 2% increase from 2018/19 forecast at year end).	£16,550	
During October half term, promote Halloween activities to attract family visitors.	Increase gross income generated over the 9 days of half term by 2% above 2018 actual.	£18,900	
Promote the Fort as a venue for Paranormal adventures/ghost hunts.	Increase number of bookings from 2018/19 by 10%	9	
Actively market the Fort as a wedding venue.	Number of wedding bookings secured.	3	
Promote “Talks in the Tea Rooms” to engage and entertain.	Number delivered.	4	

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- Report to:** Cabinet
- Date:** 27 March 2019
- Title:** Devolution of open spaces to Town and Parish Councils
- Report of:** Ian Fitzpatrick, Director of Regeneration and Planning
- Cabinet member:** Councillor Tony Nicholson
- Ward(s):** All
- Purpose of report:** For Cabinet to note progress and consider recommendations from Devolution Committee regarding next steps in the process for devolution of open spaces
- Decision type:** Key
- Officer recommendation(s):** That Cabinet agrees the following recommendations from Devolution Committee:
- (1) To enter into a lease/management arrangement for Riverside Country Park with Newhaven Town Council on terms to be agreed and to be reported to Cabinet before completion of that lease/management agreement.
 - (2) To amend the existing boundary line at Lewes Road Recreation Ground, Newhaven to reflect the boundary of the previous landfill site to enable devolution of the Lewes Road Recreation Ground to Newhaven Town Council
 - (3) To vary the standard form of overage provision to allow a specific development, commensurate with the use of the site, to take place at Lewes Road Recreation Ground, Newhaven.
 - (4) The in principle devolution to Lewes Town Council of Mountfield Road Pleasure Ground and and Stanley Turner Recreation Ground, subject to:
 - i) exploring with the Charity Commission the substitution of Lewes Town Council as sole charitable trustee in place of Lewes District Council
 - ii) consideration of the future management arrangements of the car park at Mountfield Road.
 - iii) officers reporting back to Cabinet for final agreement on final terms of devolution.
 - (5) To devolve Hollycroft Field to East Chiltington Parish

Council on the basis that the whole of the site including grass verges will be transferred, subject to due diligence and associated matters on the part of the Parish Council and agreement on the future maintenance of the site

Reasons for recommendations: To further progress the devolution of open spaces to Town and Parish Councils

Contact Officer(s): Name: Mark Langridge-Kemp
Post title: Interim Head of Property and Facilities Shared Service
E-mail: mark.langridge-kemp@lewes-eastbourne.gov.uk
Telephone number: 01323 415876

1 Introduction

1.1 Devolution Committee has the remit to consider devolution of open spaces and provide recommendations to Cabinet. In 2015, Devolution Committee recommended to Cabinet a list of open spaces that could potentially be devolved to Town and Parish Councils.

1.2 Devolution Committee last met on 14th January to discuss progress and in particular devolution matters in relation to Newhaven Town Council, Lewes Town Council and East Chiltington Parish Council. The Committee made a number of recommendations that it wished to be considered by Cabinet in order that the Council can further the devolution agenda. This report provides an update on progress and outlines Devolution Committee recommendations.

2 Proposal

2.1 Devolution to Newhaven Town Council (NTC)

Five sites are contained within the initial wave of transfers being progressed; these are:-

- a) East Side Recreation Ground
- b) Avis Road Recreation Ground;
- c) Drove Park Recreation Ground;
- d) Lewes Road Recreation Ground;
- e) Valley Road Play Area.

These transfers are actively being dealt with by LDC and NTC solicitors who are working to resolve various issues, some of which involve third party rights (e.g. in relation to access rights).

Transfers at East Side Recreation Ground and Valley Road Play Area should be

in a position to be progressed imminently and a verbal update on the state of play will be made at the Cabinet meeting.

Lewes Road Recreation Ground is being dealt with in conjunction with Riverside Country Park and this report deals with that site below.

NTC has decided that it would like the devolution of Castle Hill and Meeching Down to take priority over the remaining sites and for work on their transfer to be undertaken next, once the first phase of devolution has been achieved. LDC has agreed to commence work on the transfer of these sites by producing a Report on Title for NTC's reference.

Riverside Country Park and Lewes Road Recreation Ground

Riverside Country Park covers approximately 18 hectares of open space. The majority of the site is owned by ESCC but around one third is within the freehold of LDC, along with Lewes Road Recreation Ground. The land at Riverside Park is not physically divided between the different ownerships and has therefore been viewed as one entity.

The site was historically used as a landfill but the tip was closed in 1981 when restoration work began. The tip included the north-east corner of Lewes Road Recreation Ground. Riverside is now a Site of Nature Conservation Interest which NTC manage, although no official management agreement appears to have ever been put in place.

ESCC currently monitors the site (both ESCC and LDC owned parts) six times a year due to the inherent risks of the historic waste. A detailed assessment of the site was undertaken in September 2018 to quantify the main risks:

- Leachate (liquid draining from the landfill) which is migrating down the site. Modelling suggests that this could continue for the foreseeable future;
- Landfill Gas which will deplete over time.

ESCC considers the site relatively low-risk and safe to be used by the public on designated pathways. Advice is that the landfill material should be left undisturbed and caution should be exercised with regards to any excavation or build on the site. Whilst this is sound advice at this point in time, an extreme weather phenomenon could change this position very quickly.

ESCC is currently in the process of transferring management of a number of their open space sites and have been in discussion with NTC regarding an agreement (management agreement/lease) for the ESCC owned part of the site. NTC has been clear that it is not in a position to take on any future liabilities and ESCC has agreed to retain the freehold and liabilities associated with the landfill. It is proposed that a similar arrangement be put in place on the LDC owned land that mirrors these arrangements. ESCC has confirmed that it cannot take liabilities on for the site as a whole therefore LDC would need to retain liability for its portion of the site, which in reality would be no different to the current situation.

This would leave the land known as Lewes Road Recreation Ground to deal with. NTC has said it would like this site to be devolved to them minus the portion of land in the north-east corner of the site that is known to have been used as previous landfill, which would then reside as part of the wider agreement for Riverside.

Cabinet is asked to agree:

- entering into a lease/management arrangement for Riverside Country Park on terms to be agreed and to be reported back to Cabinet before completion of that lease/management agreement;
- amending the existing boundary of Lewes Road Recreation Ground to reflect the boundary of the previous landfill site and devolving to NTC in line with the Council's adopted usual form of transfer subject to the amendments discussed below.

The template transfer document the Council uses for devolution includes provision for overage in the event that planning permission is granted for certain types of development. NTC has said that it may wish to construct a building in the style of the Linklater Pavilion at Lewes Road Recreation Ground. In order that LDC can ensure that it fulfils its statutory duties in relation to obtaining best value the Council will need to ensure that the use will secure the promotion or improvement of the economic, social or environmental well-being of the local area, and on the basis that the increase in value of the land will not exceed certain limits. The Council will also need include provision to ensure that the primary use of the site is open space/recreation ground.

Cabinet is asked to agree:

- variation of the standard form of overage provision to allow a specific development at Lewes Road Recreation Ground, commensurate with the use of the site.

2.2 **Devolution to Lewes Town Council (LTC)**

LDC has proposed to LTC that some of the sites from the 2015 devolution list of open spaces are suitable for negotiation and early devolution including Timberyard Play Area, The Paddock Play area (including WCs) and Bell Lane. However, LTC has declined to proceed with the transfer of these sites.

LDC is the sole charitable trustee of Mountfield Pleasure Ground Trust and Stanley Turner Recreation Ground. LTC has asked the Council to consider terms upon which LTC might assume the Trusteeship of the Mountfield Pleasure Ground Trust (which includes Convent Field), including the off-street car park and that it may be interested to assume the Trusteeship of the Stanley Turner Trust in a future tranche of devolution.

The car park at Mountfield Road is an integral part of the Council's parking strategy and the future operational arrangements of the car park will need to be considered as part of the consideration of transfer of the trusteeship.

Cabinet is asked to agree:

- The in principle devolution to Lewes Town Council of Mountfield Pleasure Ground and Stanley Turner Recreation Ground, subject to:
 - i) exploring with the Charity Commission the substitution of Lewes Town Council as sole charitable trustee in place of Lewes District Council
 - ii) consideration of the future management arrangements of the car park at Mountfield Road.
 - iii) officers reporting back to Cabinet for final agreement on final terms of devolution.

2.3

East Chiltington Parish Council (ECPC)

ECPC has confirmed that it wishes to proceed with devolution of land at Hollycroft Field.

Cabinet is asked to agree:

- devolution of Hollycroft Field on the basis that the whole of the site including grass verges will be transferred, subject to due diligence and associated matters on the part of ECPC and agreement on the future maintenance of the site.

3 Consultation

- 3.1 Devolution Committee considered these matters at its meeting on 14th January 2019 and agreed to recommend them to Cabinet for consideration.

4 Corporate plan and council policies

- 4.1 Thriving Communities: supporting the Council's aim to help local communities become stronger and more resilient
- 4.2 Quality Environment: working with Town and Parish Councils to protect green spaces for the future.

5 Financial appraisal

When an asset is devolved, the cost of ownership passes from LDC to the local Town or Parish Council and its value will be removed from the Balance Sheet. Under the local government accounting framework, this technical accounting 'loss' will have no impact on the Council's revenue budgets.

As the Newhaven sites have not yet transferred, it is proposed that the District Council levies special expenses for these sites for 2019/20. If the transfers happen before March 31 2020, which is still anticipated, and the same contractor is retained, then the District Council would still pay for these sites and it would not be deemed necessary to transfer funds mid-year. If the NTC were to

implement different arrangements, then the District Council would need to reimburse NTC pro rata.

Special expenses details for 2019/20 have been finalised. The transfer of Landport Bottom to Lewes Town Council will reduce the charge for special expenses in Lewes in 2020/21. The charge was £5,650 in 2018/19 .

Maintenance liabilities for Riverside Park are to be agreed between ESCC, LDC and NTC. If NTC takes on day to day responsibilities then the site will be treated as part of their precept rather than being subject to special expenses. As NTC have already set their precept for 2019/20 this would not be an issue until 2020/21.

6 Legal implications

There are no additional legal implications arising as a result of this report.

[3675-LDC-KS 22 February 2019]

7 Risk management implications

There are no additional risks to the Council as a result of the recommendations of this report.

8 Equality analysis

An equality analysis has been undertaken and and has not identified any equality impacts.

9 Appendices

None

10 Background papers

The background papers used in compiling this report were as follows:

- Devolution Committee 14 January 2019: Minute extract

**Lewes District Council**

Meeting: Devolution Committee
Date: 14 January 2019
Subject: Devolution of Open Spaces to Town and Parish Councils
Report of: Mark Langridge-Kemp, Interim Head of Property and Facilities

The Cabinet is asked to consider the minute and resolution of the Devolution Committee held on 14 January 2019 as set out below.

Minute extract
Devolution Committee – 14 January 2019

The Committee considered the report of the Interim Head of Property and Facilities Shared Service, which provided an update on progress of devolution requests from Town and Parish Councils within the district.

The Lawyer provided a progress update on the Newhaven sites listed under paragraph 2.1:

- East Side Recreation Ground - A form of wording for the transfer document had been agreed and was awaiting signature.
- Avis Road Recreation Ground – Legal are endeavouring to deal with third party issues
- Drove Park Recreation Ground – Legal are endeavouring to deal with third party issues .
- Valley Road Play Area – The transfer is awaiting signature.

The Lawyer confirmed that the terms were to be agreed by Lewes District Council (LDC) and Newhaven Town Council (NTC) solicitors to ensure the appropriate access rights would be in place.

The Committee noted that NTC had requested the devolution of Castle Hill and Meeching Down, take priority after the completion of the first “wave” of sites. Preliminary work on the transfer of these two sites had commenced.

Paragraph 2.3 of the report stated that there was currently no official management agreement in place for the Riverside Country Park. The

Committee noted that East Sussex County Council (ESCC), who own the majority of the freehold of the site and LDC who own the rest of the site propose that an agreement is put in place to regularise the management of the whole site with NTC by way of a lease/management arrangement. NTC had declined to take freehold ownership of the site due to the level of liabilities associated with the former landfill site. The Committee agreed to recommend to Cabinet that the Council enters into a lease/management arrangement for Riverside Country Park on terms to be agreed, subject to clarification being given to Cabinet regarding the maintenance/special expenses liabilities. The Interim Head of Property and Facilities confirmed that he would seek clarification. If approved, confirmation of the lease/management arrangement terms would be reported back to Cabinet before completion of the lease/management agreement

NTC had requested that land known as Lewes Road Recreation Ground be devolved to the Town Council with a variation to the boundary to reflect the boundary of the previous landfill site. A variation to the standard form of transfer document was proposed so that specific development, commensurate with the use of the site, could take place at that site. A caveat would be put in place to preserve primary use of the site as open space/ recreation ground.

The Committee acknowledged the ownership of Landport Bottom to Lewes Town Council (LTC) was completed on 19 June 2018.

It was noted that LTC had declined to proceed with acquiring Timberyard Play Area, The Paddock Play area (including WCs), and Bell Lane. However, LTC has expressed interest in assuming the Trusteeship of the Mountfield Pleasure Ground Trust (which included Convent Field), and including the off-street car park, and the trusteeship of the Stanley Turner Recreation Ground.

The Committee agreed to recommend to Cabinet devolution of land at Mountfield Road (that was not held in trust) and to lease the car park back to Lewes District Council. The Committee noted that subject to Cabinet agreement, officers will seek approval from the Charity Commission in relation to whether Lewes Town Council can be substituted as sole charitable trustee in place of Lewes District Council in respect of the area at Mountfield Pleasure Ground that is held in trust along with the Stanley Turner Recreation Ground.

The Committee agreed to progress devolution of land at Hollycroft Field to East Chiltington, subject to agreement that the whole of the site including grass verges will be transferred. This was subject to due diligence and any legal constraints highlighted as a result.

The Chair noted in particular the financial implications of the report, that there were no legal implications arising from the report, and the risk implications.

Resolved:

(1) That the progress on Devolution be noted;

To recommend to Cabinet:

(2) That the lease/management arrangement for Riverside Country Park with Newhaven Town Council on terms to be agreed and to be reported to Cabinet before completion of that lease/management arrangement;

(3) Amending the existing boundary line at Lewes Road Recreation Ground, Newhaven to reflect the boundary of the previous landfill site to enable devolution of the Lewes Road Recreation Ground to Newhaven Town Council, in line with the Council's adopted usual form of transfer subject to amendments referred to in paragraph 2.5 of the report;

(4) That the variation of the standard form of overage provision to allow a specific development, commensurate with the use of the site, to take place at Lewes Road Recreation Ground, Newhaven as outlined at paragraph 2.5 of the report, be agreed;

(5) Devolution to Lewes Town Council of that part of the land at Mountfield Road that is not held in trust and to lease the car park back to Lewes District Council; and

(6) That the devolution of Hollycroft Field to East Chiltington Parish Council, be agreed on the basis that the whole of the site including grass verges will be transferred, subject to due diligence and associated matters and agreement on the future maintenance of the site.

Reasons for decisions:

To note the progress of the devolution of open spaces within the District and to agree the next steps for further progress.

For a copy of the report please contact Democratic Services

Tel. (01273) 471600.

E-mail: committees@lewes-eastbourne.gov.uk

A copy may be downloaded on the Council's website by following the link below:

<http://democracy.eastbourne.gov.uk/mgGeneric.aspx?MD=CommitteesLanding&bcr=1>

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Report to:	Cabinet
Date:	27 March 2019
Title:	Equality and Fairness – Annual Report
Report of:	Chief Executive
Cabinet member:	Councillor Elayne Merry
Ward(s):	All
Purpose of report:	The report sets out progress against the Council’s current Equality Objectives and 2018/19 Action Plan and seeks approval of an Action Plan for 2019/20.
Decision type:	Key decision
Officer recommendation(s):	(1) That Cabinet note the Annual Report of activities carried out in 2018, set out at Appendix A (2) That Cabinet approve the Action Plan proposed at Appendix B.
Reasons for recommendations:	To promote equality and fairness and eliminate discrimination, ensuring fair access to services and opportunities and comply with the Council’s duties under the Equality Act 2010.
Contact Officer(s):	Name: Pat Taylor Post title: Strategy and Partnerships Lead – Thriving Communities E-mail: pat.taylor@lewes-eastbourne.gov.uk Telephone number: 01323 415909

1 Introduction

1.1 The council has statutory equality responsibilities, both as an employer and in the provision of public services under the Equality Act 2010.

1.2 The Public Sector Equality Duty requires the council, in the exercise of its functions, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act;
- advance equality of opportunity between people who share a protected characteristic (as specified in paragraph 1.3 below) and people who do not share it (for example by meeting specific needs; minimising difficulties

faced or encouraging participation in public life); and

- foster good relations between people who share a protected characteristic and people who do not share it.

1.3 The protected characteristics covered by the Equality Duty are:

- age
- disability
- gender reassignment
- marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex (gender)
- sexual orientation

1.4 Specific duties which came into force in 2011 require public bodies, such as the council, to publish information annually which shows their compliance with the general Equality Duty. This report details progress against LDC's Equality Objectives during 2018/19 and summarises some of the equality related work undertaken. This enables Members to scrutinise the council's work in this area, and ensure that the council is fulfilling this duty.

1.5 The council reviewed its Equality Objectives in 2017/18 and agreed the following objectives at its meeting on 5th February 2018:

Objective 1: We will ensure that equality and diversity is at the heart of everything we do and that good practice is embedded in the councils' culture and work.

Objective 2: We will build respect and understanding of each other across our communities by working with them to tackle prejudice, discrimination and hate crime.

Objective 3: We will promote fairness and accessibility.

2 Proposal

Action Plan 2018 to 19

2.1 Cabinet is asked to note the actions taken to promote equality and fairness in 2018/19 as set out in Appendix A and summarised in the following paragraphs.

2.2 Phase 2 of the Joint Transformation Programme was completed early in 2018 with the establishment of integrated service delivery teams working across both Lewes and Eastbourne councils.

2.3 To support the integration of services a Joint Equality and Fairness Planning Group has been established to enable senior officers to review the council's

work on equality and fairness, and oversee the process for assessing the impact of decisions and services on groups protected under the Equality Act and identified as needing particular consideration.

- 2.4 In addition a Joint Equality and Fairness Stakeholder Group has met to provide an external view from members from a range of protected groups across both Eastbourne and Lewes on the council's policies and services. This group has reviewed proposals and contributed comments on these and on service reviews in development.
- 2.5 Work to align policies and procedures has been undertaken during this year with a number of joint policies and procedures presented to Members for their consideration and approval. These have all been supported by Equality and Fairness analyses.
- 2.6 Key policies and procedures reviewed and assessed during the year for their impact on groups protected under the Equality Act were the:
- Christmas Working Policy
 - Flexitime Policy
 - Travel Policy
 - Joint Agile Working Policy
 - Equality Monitoring Policy
 - Safeguarding Policy
 - Code of Conduct
 - Dignity at Work Policy
 - Recruitment Policy
 - Unreasonable and unreasonably persistent complainant policy
 - JTP Phase 3 consultation and restructure process.
- 2.7 In addition to these policy reviews, service teams within the councils have begun reviewing their functions and how these impact on groups protected under the Equality Act. An update on progress is included within the Action Plan update at Appendix A.
- 2.8 A programme of staff training was developed and delivered during the year covering:
- Equality and Fairness – delivered to all service delivery staff
 - Equality and Fairness analysis and reviews – for staff responsible for service development, reporting and service reviews
 - Access training – delivered to Neighbourhood First staff to enable them to carry out inspections and audits.
- 2.9 The council has also considered a range of planning policies and development proposals, and policies designed to address environmental issues. Officers work closely with local access groups to ensure all new developments address the needs of disabled people.
- 2.10 Eastbourne Borough Council, which is the primary employer for staff delivering Lewes District Council services, also published its Gender Pay Gap report in April 2018. As reported in June 2018, this showed that, at 31st March 2017, the

council's workforce consisted of 488 women and 423 men. The figures showed that the council had a mean gender pay gap of 3.5% and a median pay gap of -8.6%. There was a reasonably even, but not equal percentage of men and women in posts in the lower quartile, the lower middle quartile and the upper quartile. In the upper middle quartile there are significantly more females.

- 2.11 As well as the policy and service reviews carried out, which are designed to eliminate discrimination and to advance equality of opportunity, the council has continued its work to foster positive relations between protected groups and other community members. In 2018 a major focus of work in Lewes was the centenary of the Representation of the People Act 1918 and the extension of the vote to some women. Four events were organised to celebrate this anniversary and to encourage women and people from under-represented groups to become more involved in local decision-making and the political process.
- 2.12 The council also provides funding to Sussex Community Development Association for its Sompriti project, to work with local black and minority ethnic residents to integrate them in community activities.
- 2.13 The council's work with Syrian refugees also continues. To date the Council has identified housing for twenty-eight people in the Lewes district, ensured they had basic furniture and equipment they would need, and arranged transport from the airport, translation services and appointments with key services, such as GP surgeries, schools, colleges, job centres and banks. We continue to provide ongoing, intensive support, in partnership with the statutory services and voluntary organisations to help them integrate into their communities with a particular focus on English language learning and pathways into work. We have been offered a further two properties and are on track to meet our government target to house forty individuals by the Spring 2019.

Action Plan 2019/20

- 2.14 Cabinet is asked to approve the action plan proposed for 2019/20. This is attached at Appendix B.
- 2.15 Following council's adoption of the new Joint Equality Monitoring policy in 2018, a key task in 2019/20 will be the review of equality monitoring data collected within our different services. The council needs to ensure that the new systems developed for recording service activity and outcomes are recording and reporting on equality data appropriately and in line with the policy.
- 2.16 Work reviewing the impact on different members of our community of council services will also continue with a full programme of service reviews.
- 2.17 The council is also committed to continuing its engagement with members and representatives of groups protected under the Equality Act.
- 2.18 We will also continue our work with a range of partners to promote awareness of Domestic Abuse through the White Ribbon Campaign and will review our own policies and procedures, and contribute to the development of a local domestic abuse strategy and commissioning plans.

3 Outcome expected and performance management

- 3.1 Annual action plans provide a mechanism for the council to oversee its performance in meeting the requirements of the Equality Act. The development of each action plan is designed to cover any areas needing review or development in the year ahead.
- 3.2 Progress delivering the action plans is monitored at quarterly meetings of the Equality and Fairness Planning Group which is chaired by the Chief Executive and includes officers representing Human Resources, Unison, and internal audit as well as an officer from each of the council's directorates.

4 Consultation

- 4.1 The council consulted on its Equality and Fairness Policy and Equality Objectives in 2017 and has consulted on its Equality Monitoring Policy in 2018. Comments received were considered and amendments incorporated into the final policies and objectives at that stage.
- 4.2 The proposed Action Plan was circulated to members of the council's Equality and Fairness Stakeholder Group. One member asked that reference be made to the governments proposals for a Gender Recognition Act in the Action Plan and action has been added to 'take account of the outcome of the consultation...and amend policies and monitoring text as appropriate.'
- 4.3 Officers will continue consulting with members of the Equality and Fairness Planning Group and Stakeholder group on proposals and service delivery during the coming year in line with the procedures established for this in 2018.

5 Corporate plan and council policies

- 5.1 The council's work on equality and fairness contributes to our corporate aims of promoting resilient, healthy and engaged communities and designing services to meet our customers needs.
- 5.2 The extensive work we are doing to review our policies and services, and their impact on different residents including those protected under the Act and others who might face barriers demonstrates the council's commitment to promoting equality and fairness in all our work.

6 Business case and alternative option(s) considered

- 6.1 Under the Public Sector Equality Duty the council is required to publish information annually which shows their compliance with the general Equality Duty. This report demonstrates the council's compliance and allows the council's performance and plans to be reviewed and scrutinised.

7 Financial appraisal

- 7.1 There are no additional financial costs associated with this report. The proposal

to integrate governance and procedures for overseeing compliance with the Council's duties under the Equality Act is in line with the broader project to integrate Eastbourne Borough Council and Lewes District Council services to realise savings through the efficient use of resources.

8 Legal implications

8.1 The statutory framework for equalities and the Council's obligations under this legislation is set out in the Introduction (section1) of this report.

Failure by the Council to comply with its public sector equality duty and other relevant provisions of the Equality Act 2010 could render it liable to legal action.

Lawyer consulted 14.02.19

Legal ref: 008058-JOINT- OD

9 Risk management implications

9.1 The following risks will arise if the recommendations are not implemented:

- Failure to comply with statutory obligations under the Equality Act 2010 and
- Increased risk of incurring vicarious liability for acts of discrimination, harassment or victimisation in the event of litigation.

No new risks will arise if the recommendations are implemented.

10 Equality analysis

10.1 The Annual Report and Action Plan are designed to ensure the council fulfils its duties and takes a proactive approach to equality and fairness across all sections of our community including but not limited to groups covered by the Equality Act 2010. No groups will be affected negatively.

10.2 There is evidence of changes to the ethnic profile of residents in the local area and the need to take this into consideration in the development and delivery of services is noted.

10.3 A full Equality and Fairness Analysis has been completed and is available from the report author.

11 Appendices

- Appendix A – Updated Equality Action Plan 2018 to 19
- Appendix B – Proposed Equality Action Plan 2019 to 20

12 Background papers

[Equality Act 2010: guidance - GOV.UK](#)

[Equality and Fairness Policy](#)

[Equality Objectives 2018 to 2021](#)

[Consultation Report on Equality Objectives 2018](#)

Equality and Fairness Analysis – please contact the report author

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Appendix A

LDC Equality and Fairness Action Plan 2018/19

Ref	Action	Lead Officer	Target date	
1.	Review and report on equality profile in relation to recruitment and development of staff	Head of Human Resources	December 2018	In hand
2.	Publish Gender Pay Gap report	Head of Human Resources	April 2018	Completed
3.	Establish joint Equality and Fairness Planning Group with EBC	Strategy and Partnerships Lead – Thriving Communities	March 2018	Completed
4.	Establish joint Equality and Fairness Stakeholder Group with EBC	Strategy and Partnerships Lead – Thriving Communities	March 2018	Completed
5.	Identify representatives of women’s interests to join Equality and Fairness Stakeholder Group	Strategy and Partnerships Lead – Thriving Communities	March 2018	Completed
6.	Continue supporting Sompriti to ensure effective engagement with BAME communities	Strategy and Partnerships Lead – Thriving Communities	December 2018	Grant allocated and activities monitored.
7.	Identify approaches to engagement which encourage participation by young people, women, people living in rural areas, faith communities, BAME communities and LGBT people and increase the proportion of responses from these groups	Customer Communications and Engagement Lead	December 2018	Ongoing. Officers attended meetings of the Your Town Project, the Children and Young People’s Trust and ESCC Take Over Day.
8.	Provide training and guidance on Equality Duties and Equality Analysis for Heads of Service, Managers and Team Leader, Project Managers and members of Planning Group and Stakeholder Group	Strategy and Partnerships Lead – Thriving Communities	May 2018	Completed.
9.	Arrange training on Access Issues to Neighbourhood First teams and ensure	Strategy and Partnerships Lead	June 2018	Completed

Ref	Action	Lead Officer	Target date	
	Neighbourhood Officers are able to respond confidently and effectively to customer enquiries relating to access issues	– Thriving Communities		
10.	Promote 'White Ribbon' Activities and implement action plan in partnership with EBC and Domestic Abuse Working Group.	Specialist Advisor – Community Safety	Dec 2018	Completed – White Ribbon status confirmed.
11.	Promote activities commemorating the centenary of the Representation of the People's Act 1918	Customer Communications and Engagement Lead	Dec 2018	Completed
12.	Review and align LDC/EBC Equality Monitoring Policies for JTP	Strategy and Partnerships Lead – Thriving Communities	April 2018	Completed.
13.	Work with voluntary sector partners to promote equality and fairness through training and network meetings	Strategy and Partnerships Lead – Thriving Communities	Decr 2018	Ongoing – 3VA cover this within their programme of training for voluntary sector organisations.
14.	Implement a 3-year programme of functional reviews following completion of Phase 2 JTP	Strategy and Partnerships Lead – Thriving Communities	April 2018 to 2021	Forms and process agreed – reviews are now ongoing. See 20 below.
15.	Monitor use and quality of translation and interpreting services	Strategy and Partnerships Lead – Thriving Communities	Dec 2018	Ongoing. Council Hub information on BSL services improved following consultation with DeafCOG and other BSL speakers.
16.	Undertake self-assessment against Equality Framework for Local Government	Strategy and Partnerships Lead – Thriving Communities	Deferred pending completion of	n/a

Ref	Action	Lead Officer	Target date	
			JTP (2019/20)	
17.	Carry out a programme of service reviews: <ul style="list-style-type: none"> Projects and Performance monitoring Communications Community Grants Tourist Information Services Marketing Homelessness Services Housing Grants and Loans Customer Advice services – telephone and reception Business rate setting and collection Household waste collections, recycling, bulky waste, trade waste 	Responsible service leads for: <ul style="list-style-type: none"> Performance and Programmes Customer Advice Strategy and Partnerships – Thriving Communities Tourism and Enterprise Tourism and Enterprise Homes First Homes First Customer Advice Functional lead – Growth and Prosperity with Accounts manager Waste collection services 	<ul style="list-style-type: none"> 31st Dec 18 31st March 19 31st Dec 18 31st March 19 31st March 19 31st Dec 18 31st March 19 31st Dec 18 31st Dec 18 	<ul style="list-style-type: none"> Completed In hand – discussed with stakeholder group Sept 18 Completed In hand – will be discussed with stakeholder group March 19 In hand – will be discussed with stakeholder group March 19 To be merged with review of housing options in 2019/20 In hand – discussed with stakeholder group June 18 In hand – discussed with stakeholder group Dec 18 To be merged with review of Council Tax setting and collection in 2019/20 Deferred pending recruitment of new service manager

Ref	Action	Lead Officer	Target date	
	<ul style="list-style-type: none"> Recruitment 	Human Resources	31 st Dec 18	Deferred to 2019 to allow time for alignment of key staffing policies required as part of JTP.
	<ul style="list-style-type: none"> Committees and Councillors 	Democratic Services	31 st March 19	Deferred until after local elections
	<ul style="list-style-type: none"> Rent setting and collection 	Strategy and Partnerships – Thriving Communities	31 st Dec 18	Completed – presented to stakeholder group Dec 18
	<ul style="list-style-type: none"> Budgeting 		31 st Dec 18	Agreed this needs to be incorporated into Service and Financial Planning process ensuring responsible service heads assess impact of any budget proposals.

Appendix B

LDC Draft Equality and Fairness Action Plan 2019/20

Ref	Action	Lead Officer	Target date
1.	Review equality information collected and used within different service areas.	Strategy and Corporate Projects Officer – Thriving Communities with Heads of Service	March 2020
2.	Update/improve information on local community profiles	Strategy and Corporate Projects Officer – Thriving Communities	March 2020
3.	Continue working to encourage participation of young people, women, faith communities, BAME communities and LGBT people.	Strategy and Corporate Projects Officer – Thriving Communities with Customer Communications & Engagement Lead	March 2020
4.	Ensure new council members have access to high quality information and training on the Public Sector Equality Duty and procedures	Strategy and Corporate Projects Officer – Thriving Communities	June 2020
5.	Provide training and guidance on Equality Duties and Equality Analysis for new staff within the council	Strategy and Corporate Projects Officer – Thriving Communities	Sept 2020
6.	Review policies and procedures on domestic abuse, and maintain White Ribbon status	Strategy and Partnerships Lead – Housing and Communities with Strategy and Corporate Projects Officer – Thriving Communities	March 2020
7.	Continue funding for projects which promote the inclusion of BAME people in community activities.	Strategy and Corporate Projects Officer – Thriving Communities	February 2020
8.	Review and monitor use and quality of translation and interpreting services	Strategy and Corporate Projects Officer – Thriving Communities	March 2020

Ref	Action	Lead Officer	Target date
9.	Integrate equality and fairness review to service and financial planning process, including setting fees and charges	Projects and Performance Lead	August 2019
10.	Complete year 1 service reviews <ul style="list-style-type: none"> • Communications • Housing Grants and Loans • Tourist Information • Marketing 	Responsible service leads for: <ul style="list-style-type: none"> • Business Planning and Performance • Housing Needs • Tourism and Leisure 	March 2019
11.	Carry out 'year 2' service reviews: <ul style="list-style-type: none"> • Consultation and Engagement • Homelessness / housing options • Business rate and council tax setting and collection • Committees and Councillors • Regeneration, business advice & support • Community Safety • Planning Policy Development • Sports and Leisure Facilities • Seafront Services • Art, cultural and heritage services • Tenant Participation and Involvement • Customer Contact – on-line services • Parks and Gardens management • Health and Safety advice and inspections • Private housing inspection and licensing • Food hygiene and inspection • Access Advice • Response to neighbor complaints – e.g. noise, 	Responsible service leads for: <ul style="list-style-type: none"> • Customer Communications & Engagement • Housing Needs • Functional Lead- Growth & Prosperity / Accounts Manager • Democratic Services • Economic Development • S&PL – Housing and Communities • Planning Policy • Tourism and Leisure with Wave Leisure Trust • Tourism and Leisure • Tourism and Leisure • Neighbourhood Housing • Customer Advice • Specialist Advice • Specialist advice • Housing Needs • Specialist Advice • Neighbourhood First • 	June 2019

Ref	Action	Lead Officer	Target date
	graffiti, abandoned vehicles <ul style="list-style-type: none"> • Staff Development • Electoral services 	<ul style="list-style-type: none"> • Specialist Advice (Private) / Neighbourhood Housing (Council) Human Resources • Human Resources • Democratic Services 	
12.	Take account of the outcome of the consultation on the current proposed reform of the Gender Recognition Act when published and amend policies and monitoring text as appropriate.	Strategy and Corporate Projects Officer – Thriving Communities	Depends on outcome of consultation
13.	Undertake self-assessment against Equality Framework for Local Government	Strategy and Corporate Projects Officer – Thriving Communities	Deferred pending completion of JTP (2019/20)

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

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