



## Lewes District Council

### To all Members of the Cabinet

A meeting of the **Cabinet** will be held in the **Ditchling Room Southover House, Southover Road, Lewes** on **Monday, 21 March 2016** at **14:30** which you are requested to attend.

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

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

11/03/2016

Catherine Knight  
Assistant Director of Corporate Services

### Agenda

- 1 Minutes**  
To approve the Minutes of the Meeting held on 8 February 2016 and of the Special Meeting held on 17 February 2016 (copies previously circulated).
- 2 Apologies for Absence**
- 3 Declarations of Interest**  
Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct
- 4 Urgent Items**  
Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances as defined in Section 100B(4)(b) of the Local Government Act 1972
- 5 Public Question Time**

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

**6 Written Questions from Councillors**

To deal with written questions which councillors may wish to put to the Chair of the Cabinet in accordance with Council Procedure Rule 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 Reporting Back on Meetings of Outside Bodies**

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

**9 Reports from Officers**

**- Key Decision**

**9.1 Finance Update - Report and Appendix 1**

*Cabinet Member: Councillor Giles*

To consider the Report of the Director of Corporate Services (Report No 51/16 herewith – page 4).

**- Non-Key Decision**

**9.2 Portfolio Progress and Performance Report Quarter 3 (October - December 2015)**

*Cabinet Member: Councillor Merry*

To consider the Report of the Director of Business Strategy and Development (Report No 52/16 herewith – page 16).

**- Key Decisions**

**9.3 North Street, Lewes Proposed Property Acquisition of Springman House**

*Cabinet Member: Councillor Smith*

To consider the joint Report of the Director of Business Strategy and Development and the Director of Corporate Services (Report No 53/16

herewith - page 40).

**9.4 Refresh of the Coastal West Sussex and Greater Brighton Local Strategic Statement - Report**

*Cabinet Member: Councillor Jones*

To consider the Report of the Director of Business Strategy and Development (Report No 54/16 herewith – page 47).

**9.5 Lewes Leisure Centre Plant Replacement**

*Cabinet Member: Councillor Nicholson*

To consider the Report of the Director of Service Delivery (Report No 55/16 herewith – page 102).

**- Non-Key Decisions**

**9.6 Devolution of Open Spaces to Town and Parish Councils**

*Cabinet Member: Councillor Giles*

To consider the Report of the Director of Service Delivery (Report No 56/16 herewith – page 112).

**9.7 Ward Issues Raised by Councillors at Council**

*Cabinet Members: Councillors Franklin, Maskell and Nicholson*

To consider the Report of the Assistant Director of Corporate Services (Report No 57/16 herewith – page 124).

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

**Distribution:**

Councillors: P Franklin, B Giles, T Jones, R Maskell, E Merry, T Nicholson and A Smith

**Agenda Item No:** 9.1 **Report No:** 51/16  
**Report Title:** Finance Update  
**Report To:** Cabinet **Date:** 21 March 2016  
**Cabinet Member:** Councillor Bill Giles  
**Ward(s) Affected:** All  
**Report By:** Alan Osborne, Director of Corporate Services  
**Contact Officer(s)-**  
**Name(s):** Steve Jump  
**Post Title(s):** Head of Finance  
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**Tel No(s):** 01273 484043

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**Purpose of Report:**

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

**Officers Recommendation(s):**

**That Cabinet:**

- 1 Agrees the General Fund and Housing Revenue Account financial performance for the quarter ended 31 December 2015 as set out in section 4.
- 2 Agrees the Capital Programme financial performance for the quarter ended 31 December 2015 as set out in section 6.

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**Reasons for Recommendations**

- 1 A report on funding issues in relation to the Council's General Fund Revenue Account, Housing Revenue Account and Capital Programme is made to each meeting of the Cabinet to ensure that the Council's financial health is kept under continual review. It is essential to ensure that the Council has a sound financial base from which to respond to changing activity levels and demand for statutory services and to ensure that, when appropriate, its finances are adjusted in response to reducing income levels and inflationary pressures on expenditure.
- 2 The Council's Treasury Management function deals with very large value transactions on a daily basis. It is essential that the Council is satisfied that

appropriate controls are in place and in accordance with the Code of Practice on Treasury Management in the Public Services prepared by CIPFA (the Chartered Institute of Public Finance and Accountancy) and adopted by the Council.

## Information

### 3 Treasury Management

3.1 Treasury Management investment activity between 20 October and 31 December 2015 is summarised in the table below. All activity was consistent with the Council's approved Treasury and Investment Strategy for 2015/2016.

Type of investment	New investments	Matured investments	Average on deposit £m	Average return %
Short term deposits	£14.5m	£18.5m	8.78	0.53
Long term deposits	Nil	Nil	0.00	0.00
Treasury Bills	£11.0m	£5.0m	10.73	0.49
Money Market Funds	daily		4.78	0.57
Interest Bearing Accounts			2.46	0.35

3.2 No new borrowing was undertaken in the period. Long term borrowing remains at £56.6m.

3.3 In accordance with the Council's approved Treasury Strategy Statement, the Audit and Standards Committee reviews all treasury activity that takes place in order to confirm that it has been undertaken in accordance with the approved Strategy. Should the Audit and Standards Committee have any observations they would be recorded in its minutes and referred to Cabinet.

### 4 Financial Performance – Revenue budgets

4.1 Financial Performance at the end of Quarter 3 (December) 2015/2016 is shown below. Service details are shown at Appendix 1.

Activity	Full year budget £'000	End Qtr 3 Profiled Budget £'000	End Qtr 3 actual £'000	End Qtr 3 variance £'000
<b>Service Delivery</b>				
Housing and Environment	1,638	2,235	1,917	(318)
Planning and Revenues	1,716	(6,179)	(6,382)	(203)
Customer Service	1,482	1,423	1,382	(41)
Waste and Recycling	2,776	2,093	2,072	(21)
	7,612	(428)	(1,011)	(583)

<b>Activity</b>	Full year budget £'000	End Qtr 3 Profiled Budget £'000	End Qtr 3 actual £'000	End Qtr 3 variance £'000
<b>Business Strategy and Development</b>				
Business Strategy and Performance	673	520	528	8
Regeneration and Investment	1,022	638	336	(302)
Strategic Policy	545	354	301	(53)
	2,240	1,512	1,165	(347)
<b>Corporate Services</b>				
Property and Facilities	2,469	864	748	(116)
Legal	499	276	321	45
Democratic Services	899	583	438	(145)
Human Resources	538	340	342	2
Information Technology	1,565	1,068	1,125	57
Finance	990	590	505	(85)
Audit, Fraud and Procurement	310	200	204	4
	7,270	3,921	3,683	(238)
<b>Corporate Strategy and Programmes</b>	1,158	702	753	51
<b>Financing, interest, grants, etc</b>	(12,605)	(2,835)	(2,603)	232
<b>Central Support Service recharges</b>	(5,675)	(88)	(90)	(2)
<b>Housing Revenue Account</b>	0	(6,508)	(7,063)	(555)
<b>TOTAL</b>	<b>0</b>	<b>(3,724)</b>	<b>(5,166)</b>	<b>(1,442)</b>

**4.2** Financial performance in the third quarter resulted in a favourable net variation of £1,442,000. This builds on the Quarter 2 position reported to Cabinet in September. Key elements of this variation were:

	£'000
Employee costs – the savings delivery plan assumes a vacancy savings target of 2% for the year. At the end of Quarter 3, in year savings from vacant posts exceeded the target by 4%	(493)
Staff severance costs – costs incurred as part of corporate restructuring	93
Planning Development Control fees – income in Quarter has continued to exceed the profiled budget	(104)
Car parking income in excess of budget and reduction in management fee	(90)

	£'000
Business Rates local discount scheme - £370,000 has been earmarked to support a pilot scheme. At the end of Quarter 3 only 2 (minor) discounts have been awarded on application	(278)
Government grants received – funding has been received in respect of the Neighbourhood Planning process and electoral registration changes and costs associated with changes in the requirements for land charges fee setting	(173)
Recyclate sales – the budget for this income stream is £350,000. As reported at the end of Quarter 1 the market for recyclates is restricted. An overall shortfall against the budget for the year of £250,000 continues to be anticipated	172
Green Waste collection service – this trial service in Seaford has been operational since August	(25)
Housing Revenue Account stock condition survey and specialist support. Tender documents for the survey have been prepared and the activity is now likely to take place in summer 2016	(362)
Low value asset sales	(21)
Planned repairs at General Fund property eg offices, parks, etc	(95)
Other minor variances	(66)
<b>Total</b>	<b>(1,442)</b>

- 4.3 Spending activity in many service areas has continued to be slow in Quarter 3 and the 'gap' between budgeted and actual spend is expected to close in the remainder of the year. Trends in housing benefit awarded and associated government subsidy due are being kept under close review.

## 5 Financial Performance – Council Tax and Business Rates

- 5.1 Projected collectable income from Council Tax and Business Rates in 2015/2016 was used in assessing the Collection Fund position at 31 March 2016 reported to the last Cabinet meeting as part of the budget setting process. This is as follows:

	Total £'000	LDC share £'000
Council Tax Collection Fund projected surplus	(1,090)	(172)
Business Rates Collection Fund projected deficit	1,599	640

The Council Tax Collection Fund surplus and Business Rates Collection Fund deficit will be distributed/recovered in 2016/2017.

- 5.2 The outcome of appeals against business rate valuations remains a key risk. Successful appeals can be backdated to 2010 and the decisions of Valuation Tribunals elsewhere in England can trigger fresh appeals from certain categories of business (eg GP surgeries in 2015). In December 2015, 230 appeals against the LDC rating list were yet to be settled.

## **6 Financial Performance – Capital Programme**

**6.1** Appendix 2 gives details of the capital programme spending in Quarter 3, along with an explanation of progress where significant. Payments of £7.9m have been made in the year, of which £4.1m were made in Quarter 3.

**7 Financial Appraisal** - referred to under individual items above.

**8 Legal Implications** - there are no legal implications arising from this report.

## **9 Risk Management Implications**

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

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

## **10 Equality Screening**

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.

### **Background Papers:**

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

### **Appendices**

Appendix 1 – Financial performance Quarter 3 by service

Appendix 2 – Capital Programme 2015/2016 – Quarter 3



## Financial Performance Quarter 3 – Service details

	End Qtr 3 Profiled Budget £'000	End Qtr 3 actual £'000	End Qtr 3 variance £'000
<b>Service Delivery</b>			
Housing and Environment			
: Regulatory Services - Licensing	(150)	(181)	(31)
: Regulatory Services - Public Health	47	41	(6)
: Regulatory Services - Food Safety	2	2	0
: Regulatory Services - Environmental Protection	17	26	9
: Regulatory Services - Health and Safety	1	10	9
: Regulatory Services - Port Health	1	2	1
: Community Safety	7	9	2
: Emergency Planning	21	23	2
: Homelessness	175	152	(23)
: Housing Strategy, Enabling and Advice	15	13	(2)
: Private Sector Housing Renewal	9	3	(6)
: Salaries, management, admin costs	2,090	1,817	(273)
Sub-total	2,235	1,917	(318)
Planning and Revenues			
: Building Control	(254)	(155)	99
: Coast Protection	17	1	(16)
: Flood Defence	134	138	4
: Development Control	(573)	(670)	(97)
: Street Naming	6	8	2
: Regulatory Services - Environmental Protection	42	53	11
: Council Tax Support Scheme Mgt	0	0	0
: Local Tax Collection - Council Tax	89	121	32
: Local Tax Collection - Business Rates	6	2	(4)
: Housing Benefit Administration	(42)	(21)	21
: Housing Benefit	(7,099)	(7,099)	0
: Salaries, management, admin costs	1,495	1,240	(255)
Sub-total	(6,179)	(6,382)	(203)
Customer Service			
: Regulatory Services - Animal and Pest Control	13	7	(6)
: Cemeteries	(14)	(1)	13
: Open Spaces	271	203	(68)
: Sports and Playing Fields	191	184	(7)
: Vehicle Workshop	(88)	(23)	65
: Internal Corporate Support Unit	114	106	(8)
: Salaries, management, admin costs	936	906	(30)
Sub-total	1,423	1,382	(41)

	End Qtr 3 Profiled Budget £'000	End Qtr 3 actual £'000	End Qtr 3 variance £'000
Waste and Recycling			
: Recycling	591	797	206
: Waste Collection	751	603	(148)
: Street Cleansing	464	439	(25)
: Management and administration	214	169	(45)
: Robinson Road facility	73	64	(9)
Sub-total	2,093	2,072	(21)
<b>Service Delivery Total</b>	<b>(428)</b>	<b>(1,011)</b>	<b>(583)</b>
<b>Business Strategy and Development</b>			
Business Strategy and Performance			
: Voluntary Sector Support	195	193	(2)
: Print Plus service	(20)	13	33
: Salaries, management, admin costs	345	322	(23)
Sub-total	520	528	8
Regeneration and Investment			
: Tourism	106	112	6
: Culture and Heritage: Arts Development	1	8	7
: Economic Development	419	115	(304)
: Newhaven Enterprise Centre	(104)	(72)	32
: Salaries, management, admin costs	216	173	(43)
Sub-total	638	336	(302)
Strategic Policy			
: Planning Policy	26	9	(17)
: Planning Policy - Conservation	0	0	0
: Salaries, management, admin costs	328	292	(36)
Sub-total	354	301	(53)
<b>Business Strategy and Development total</b>	<b>1,512</b>	<b>1,165</b>	<b>(347)</b>
<b>Corporate Services</b>			
Property and Facilities			
: Investment Properties	(128)	(123)	5
: Industrial Estates	(500)	(506)	(6)
: Property Portfolio/Regeneration	387	436	49
: Public Conveniences	176	177	1
: Culture and Heritage - Newhaven Fort	84	98	14
: Indoor Leisure - Wave	456	396	(60)

	End Qtr 3 Profiled Budget £'000	End Qtr 3 actual £'000	End Qtr 3 variance £'000
: Car Parking	(244)	(335)	(91)
: Office Accommodation	393	335	(58)
: Salaries, management, admin costs	240	270	30
<b>Sub-total</b>	<b>864</b>	<b>748</b>	<b>(116)</b>
<b>Legal Services</b>	<b>276</b>	<b>321</b>	<b>45</b>
<b>Democratic Services</b>			
: Democratic Representation	220	190	(30)
: Electoral Registration	61	50	(11)
: Elections - LDC	90	105	15
: Elections - other	0	1	1
: Local Land Charges	(19)	(140)	(121)
: Salaries, management, admin costs	231	232	1
<b>Sub-total</b>	<b>583</b>	<b>438</b>	<b>(145)</b>
<b>Human Resources</b>			
: Recruitment and Training	88	47	(41)
: HR service	252	295	43
<b>Sub-total</b>	<b>340</b>	<b>342</b>	<b>2</b>
<b>Information Technology</b>	<b>1,068</b>	<b>1,125</b>	<b>57</b>
<b>Finance</b>			
: Treasury Management	38	32	(6)
: Salaries, management, admin costs	552	473	(79)
<b>Sub-total</b>	<b>590</b>	<b>505</b>	<b>(85)</b>
<b>Audit, Fraud and Procurement</b>	<b>200</b>	<b>204</b>	<b>4</b>
<b>Corporate Services Total</b>	<b>3,921</b>	<b>3,683</b>	<b>(238)</b>
<b>Corporate Strategy and Programmes</b>			
: Corporate Management	252	231	(21)
: Organisational Development	0	63	63
: Salaries, management, admin costs	450	459	9
<b>Corporate Strategy and Programmes total</b>	<b>702</b>	<b>753</b>	<b>51</b>
<b>Financing, interest, grants, etc</b>			
Contributions to the HRA re shared items	0	0	0
Interest payments and receipts	(58)	(67)	(9)

	End Qtr 3 Profiled Budget £'000	End Qtr 3 actual £'000	End Qtr 3 variance £'000
Town and Parish Council grant	118	119	1
Contributions to/from Reserves	0	(33)	(33)
Service Priority budget and savings target	(211)	0	211
Pensions accounting	63	121	58
Provision for Debt Repayment	0	0	0
Government Grants	(2,747)	(2,743)	4
Council Tax	0	0	0
Retained Business Rates	0	0	0
Use of Balance	0	0	0
<b>Total</b>	<b>(2,835)</b>	<b>(2,603)</b>	<b>232</b>
<b>Central Support Service recharges</b>	<b>(88)</b>	<b>(90)</b>	<b>(2)</b>
<b>Housing Revenue Account</b>			
Rent income	(11,597)	(11,600)	(3)
Charges for Services	(134)	(199)	(65)
Contributions towards expenditure	(31)	(39)	(8)
Community Amenities Contribution	0	0	0
Supervision and Management	631	161	(470)
Special Services	782	661	(121)
Repairs and Maintenance	2,402	2,534	132
Rents, rates, etc	143	139	(4)
Provision for irrecoverable debts	0	0	0
Capital accounting	0	0	0
Interest payments and receipts	1,296	1,280	(16)
Depreciation	0	0	0
Capital Programme funding	0	0	0
Transfer to/from HRA Balance	0	0	0
<b>Total HRA</b>	<b>(6,508)</b>	<b>(7,063)</b>	<b>(555)</b>
<b>TOTAL</b>	<b>(3,724)</b>	<b>(5,166)</b>	<b>(1,442)</b>

## THE CAPITAL PROGRAMME 2015/2016

Line No		Programme 2015/16	Approved Variations	Programme 2015/16	end Quarter 3 2015/16 spend	Remaining allocation	Comment
		£	£	£	£	£	
1	<b>HRA HOUSING INVESTMENT CAPITAL PROGRAMME</b>						
2	Construction of New Dwellings						
3	- Balcombe Road, Peacehaven	759,830		759,830	22,723	737,107	
4	- Grassmere Court, Telscombe Cliffs	506,550		506,550	15,579	490,971	
5	- Headland Way, Peacehaven	506,550		506,550	14,423	492,127	
6	- Hythe Crescent, Seaford	235,340		235,340	7,915	227,425	Schemes on former garage sites at tender stage (excl Waldshut Rd).
7	- Rectory Close, Newhaven	1,013,110		1,013,110	29,483	983,627	
8	- Valley Road, Newhaven	506,550		506,550	14,423	492,127	
9	- Waldshut Road, Lewes	289,160		289,160	7,145	282,015	
10	- Robinson Road - Project Development		280,000	280,000	103,946	176,054	See New Homes Project Cabinet report Jan '16
11	Improvements to Stock						
12	- Kitchen & Bathroom Renewals	600,000	26,577	626,577	260,332	366,245	
13	- Heating Improvement Programme	1,000,000		1,000,000	270,166	729,834	
14	- Electric Heating Sustainable Replacement	1,200,000		1,200,000	787,298	412,702	
15	- Window & Door Replacement Programme	600,000	7,685	607,685	467,457	140,228	
16	- Rewiring Programme	100,000		100,000	6,545	93,455	
17	- Roofing & Chimney Works	650,000		650,000	67,560	582,440	Annual programmes. See Capital Programme report
18	- Structural Works	105,000	17,528	122,528	97,549	24,979	Cabinet Feb' 16 - review of in-year capital investment
19	- Minor Insulation & Other Sundry Housing Works	70,000	(30,327)	39,673	16,299	23,374	will see approx £2m deferred until 2016/17
20	- Fire Precaution Works	300,000		300,000	39,254	260,746	
21	Digital TV Aerial and Cabling Work		33,000	33,000	32,052	948	
22	Adaptations for Disabled Tenants	350,000		350,000	334,725	15,275	
23	Environmental Improvements	120,000		120,000	37,430	82,570	
24	Housing Estates Recreation and Play Areas	50,000		50,000	1,321	48,679	
25	Rooms in Roof Conversions	150,000		150,000		150,000	Demand led
26	Door Entry Security Systems	50,000	57,784	107,784	58,871	48,913	
27	Right to Buy Buy Back Scheme	185,000		185,000	44,750	140,250	Demand led
28	<b>Total HRA Housing</b>	<b>9,347,090</b>	<b>392,247</b>	<b>9,739,337</b>	<b>2,737,246</b>	<b>7,002,091</b>	
29	<b>GENERAL FUND HOUSING INVESTMENT CAPITAL PROGRAMME</b>						
30	- Emergency Repair Grants	15,000	12,466	27,466	18,669	8,797	
31	- Empty Homes Initiative		5,920	5,920	120	5,800	
32	- Fuel Poverty Grants		3,505	3,505		3,505	
33	- Keep Warm in Winter	60,000	40,759	100,759	75,378	25,381	
34	- Mandatory Disabled Facilities Grants	600,000		600,000	222,924	377,076	Considering option of funding post to accelerate grant completion
35	- Home Trust Loans	60,000		60,000	5,700	54,300	
36	<b>Total General Fund Housing</b>	<b>735,000</b>	<b>62,650</b>	<b>797,650</b>	<b>322,791</b>	<b>474,859</b>	
37	<b>Total Housing Capital Programme</b>	<b>10,082,090</b>	<b>454,897</b>	<b>10,536,987</b>	<b>3,060,037</b>	<b>7,476,950</b>	

## THE CAPITAL PROGRAMME 2015/2016

Line No		Programme 2015/16	Approved Variations	Programme 2015/16	end Quarter 3 2015/16 spend	Remaining allocation	Comment
		£	£	£	£	£	
38	<b>GENERAL FUND CAPITAL PROGRAMME</b>						
39	WAVE Leisure Trust						
40	Environmental Improvements		9,800	9,800		9,800	
41	Lewes Leisure Centre - Roof Replacement		88,000	88,000		88,000	Building surveyor instructed. Project to take place 2016/17.
42	WAVE Energy Saving Initiatives		39,607	39,607	33,006	6,601	
43	Recreation Services						
44	Lewes - Convent Field Play Area & Landscaping		2,197	2,197		2,197	
45	Lewes - Southover Grange Maintenance Programme		46,750	46,750	15,950	30,800	
46	Lewes - Stanley Turner Recreation Ground Improvements		103,097	103,097	2,000	101,097	Expected start May 2016
47	Lewes - Streamside Fencing, Southover Grange Gardens		18,000	18,000	18,000		
48	Newhaven - Harbour Heights Play Area		39,000	39,000		39,000	
49	Newhaven - Bay View Play Area		35,000	35,000	12,947	22,053	
50	Peacehaven - Sports Pavilion, Pitches & Parking		489,971	489,971	201,810	288,161	Phase 2 of project underway. Funded from s106 Developer contribution.
51	Newick - New Play Area		44,650	44,650	42,244	2,406	
52	Seaford - Walmer Road Play Area Equipment		9,385	9,385		9,385	
53	Seaford - Downs Play Area Equipment & Landscaping		5,362	5,362	5,945	-583	
54	Flint Walls Repair		25,000	25,000	6,841	18,159	
55	Planning & Economic Development						
56	Flood Protection Schemes at Landport & Malling Deanery		4,870	4,870		4,870	
57	Coastal Defence Works						
58	Option Study Unit 13B - Groynes 18 & 19)		8,711	8,711	8,843	-132	
59	Newhaven Western Arm to Brighton Marina Scoping Study		10,069	10,069		10,069	
60	Newhaven Western Arm to Brighton Marina Implementation Plan		34,319	34,319		34,319	
61	Electric Vehicle Charge Points		1,822,000	900,000	898,557	1,443	Project completed
62	Newhaven Fort Refurbishment	50,000		50,000	4,280	45,720	Window replacement project in progress. Partnership with Wave Leisure.
63	Newhaven West Quay Street Lighting		24,100	24,100	24,094	6	
64	Disability Discrimination Act Works		3,850	3,850		3,850	
65	University Technical College Contribution		361,755	361,755	209,171	152,584	Project completed. Pending final notification of contingency, etc
66	Newhaven Growth Quarter Project		2,378,681	2,378,681	1,412,258	966,423	Project approaching completion (£700k paid Jan/Feb). On budget.
67	Construction of Avis Way Depot, Newhaven		3,500,000	3,500,000		3,500,000	Spend will be in 2016/17.
68	Photovoltaic Panel Housing Installation Programme	2,700,000		2,700,000	1,732,003	967,997	Project effectively complete (£300k paid Jan/Feb). 600 installations. Borrowing requirement reduced to c£2m.
69	Corporate Services						
70	Computer & IT Replacement Programme	50,000	15,648	65,648	57,512	8,136	

## THE CAPITAL PROGRAMME 2015/2016

Line No		Programme 2015/16	Approved Variations	Programme 2015/16	end Quarter 3 2015/16 spend	Remaining allocation	Comment
		£	£	£	£	£	
71	CIL System Implementation		25,000	25,000		25,000	System currently being implemented
72	Lewes House Site - Redevelopment Project		6,800	6,800	6,012	788	
73	New Service Delivery Model Technology	1,300,000		1,300,000		1,300,000	Available for EBC Service Integration
74	Agile Working - Newhaven Shared Facility		685,995	685,995	112,837	573,158	Project nearing completion. Anticipated outturn cost reduction £240k.
75	Corporate Buildings Capital Works						
76	Asset Backlog Repairs	150,000	(45,000)	105,000		105,000	
77	Lewes House External Works		57,120	57,120	277	56,843	
78	Southover Grange Depot (Structural Works)		20,000	20,000	9,123	10,877	
79	Stanley Turner Pavilion (Water/ Heating System Renewal)		40,000	40,000		40,000	See item 46 above
80	Seaford Cemetery Chapel	20,000	45,000	65,000		65,000	In progress - completion April 2016
81	Southover House Replacement Boiler		1,900	1,900	1,613	287	
82	Vehicle & Plant Replacement Programme	1,334,000		1,334,000	17,747	1,316,253	Purchase of Waste&Recycling vehicles to be deferred to 16/17 pending reshaping service
83	Food Waste Collection		177,112	177,112		177,112	
84	<b>Total General Fund Capital Programme</b>	<b>5,604,000</b>	<b>10,133,749</b>	<b>14,815,749</b>	<b>4,833,071</b>	<b>9,982,678</b>	
85	<b>TOTAL OVERALL CAPITAL PROGRAMME</b>	<b>15,686,090</b>	<b>10,588,646</b>	<b>25,352,736</b>	<b>7,893,108</b>	<b>17,459,628</b>	
86	<b>CAPITAL PROGRAMME FUNDING</b>						
87	Borrowing			9,388,085			
88	Capital Receipts			1,860,776			
89	Grants			3,495,488			
90	Reserves			8,647,124			
91	Capital Expenditure Financed from Revenue (General Fund)			49,107			
92	Capital Expenditure Financed from Revenue (Housing)			1,120,000			
93	Contributions - Planning (Section 106) Agreements			595,396			
94	Other External Contributions			196,760			
95	<b>TOTAL CAPITAL PROGRAMME</b>			<b>25,352,736</b>			

**Agenda Item No:** 9.2 **Report No:** 52/16  
**Report Title:** Portfolio Progress and Performance Report  
Quarter 3 (October - December 2015)  
**Report To:** Cabinet **Date:** 21 March 2016  
**Cabinet Member:** Councillor Elayne Merry, Portfolio Holder  
**Ward(s) Affected:** All  
**Report By:** Nazeya Hussain, Director of Business Strategy and  
Development  
**Contact Officer(s)-**  
**Name(s):** Sue Harvey  
**Post Title(s):** Strategic Performance Manager  
**E-mail(s):** [sue.harvey@lewes.gov.uk](mailto:sue.harvey@lewes.gov.uk)  
**Tel No(s):** 01273 471600 (Ext 6119)

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#### **Purpose of Report:**

1. To consider the Council's progress and performance in respect of key projects and targets for the third quarter of the year (October to December 2015 (Quarter 3)).

#### **Officers' Recommendation(s):**

1. That progress and performance for the Quarter 3 period (October to December 2015) be considered and;
2. To consider any specific recommendations arising from the Scrutiny Committee held on 3<sup>rd</sup> March 2016 (*if any*) and decide whether each recommendation is agreed (*to be included at Appendix B to this report prior to final report circulation*).

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#### **Reasons for Recommendations**

3. To enable Cabinet to consider specific aspects of the Council's progress and performance and any recommendations arising from the Scrutiny Committee.

#### **Background**






4. It is of fundamental importance that the Council monitors and assesses its performance on a regular basis, to ensure we continue to deliver excellent services to our communities in line with planned targets. Alongside this, it is also vital to monitor progress with key strategic projects, to ensure the Council is delivering what it has committed to or has set out to achieve.



5. This report sets out the Council's performance against its targets and projects for the third quarter of 2015/16 (the period running from 1<sup>st</sup> October to 31<sup>st</sup> December 2015).
6. The Council has an annual cycle for the preparation, delivery and monitoring of its corporate and service plans. 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. The Scrutiny Committee has a key role in terms of maintaining oversight of the Council's performance and challenging areas of under-performance.
7. Following a period of public/stakeholder consultation the Council Plan for 2016 - 2020 has been adopted (at Full Council on 25 February 2016). The Plan sets out the Council's priority projects, intended outcomes and associated performance targets over the next four years. Progress against key projects and performance targets contained within the Plan will be reported to Members in quarterly reports starting in September 2016.

### **Performance in the Third Quarter of 2015/16**

8. Appendix A provides the detailed information on progress and performance for Members' consideration, clearly setting out where performance and projects are 'on track' and where there are areas of concern. Where performance or projects are not achieving targets/deadlines set, an explanation is provided, together with a summary of the management action being taken to address this. The Appendix is structured around the seven new Cabinet Portfolios adopted at the end of 2015.
9. The Council uses a Project and Performance Management System (Covalent) to record, monitor and report progress and performance. 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 agreed (usually +/- 5%) 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.

### **Portfolio Progress and Performance – Quarter 3 – 2015/16**

10. A summary of the third quarter's performance is as below:
  - 92% of the Council's key projects were either complete or on track at the end of the third quarter.
  - 70% of the Council's performance targets were either met, exceeded or within a 5% variance.
  - Only 7 indicators did not meet the planned targets.

- With regard to customer feedback during Quarter 3, 233 complaints were received and responded to, and 16 compliments were made by customers about council services.

**The Good News** –  Good progress on projects and service performance has been met or has exceeded target.

11. This section of the report highlights projects which have been successfully delivered, and areas where performance has been notably high or improved during the year.

#### Regeneration and Business Portfolio

11. The £2.5 million Newhaven Growth Quarter project is on track and approaching completion. This key partnership project (involving Basepoint, Sussex Downs College, Sussex Community Development Association and East Sussex County Council) is the result of a successful £1.9 million funding bid, led by the Council, that will see the delivery of significant additional space for business expansion and new business support facilities. Progress on the construction work can be followed at [www.growthquarterproject.com](http://www.growthquarterproject.com).
12. The Newhaven Enterprise Zone – The proposal to establish an Enterprise Zone in Newhaven was confirmed in the Government Spending Review announcement in November 2015. The project will get underway in 2017 and will unlock 8 strategic sites for business development and expansion, leading to new jobs for the area.
13. North Street Quarter – The Joint Venture with Santon to develop the North Street Quarter in Lewes took a major step forward with the granting of planning permission by the South Downs National Park Authority. This major regeneration project (partially on land owned by the Council) will deliver new homes, a health centre, new jobs, and commercial and leisure areas. Revenue generated from the sale of land will be re-invested in Council services.

#### Finance Portfolio

14. Newhaven Shared Facility – This project is complete. Saxon House opened to the public in January and offers a range of services and facilities to local residents. The new shared facility brings staff from the Council, police and fire service together under one roof, saving money and enabling more opportunities for multi-agency partnership working.

#### Housing Portfolio

15. Local Growth Fund – This project to bring forward 7 small scale sites owned by the Council for development is progressing well. The project is still at design/consultation stage but is expected to deliver up to 30 new Council homes for rent. Planning applications have now been submitted and these will be considered during February/March 2016.
16. Photovoltaic Panels - Solar Panels have been installed in 597 Council homes. This will save money for both tenants and Council tax payers alike as well as reduce our carbon footprint.

17. The time taken to process new council tax and housing benefits applications (14 days) continues to well exceed the target of 20 days.

#### Waste and Recycling Portfolio

18. The Waste Strategy – Seven new fleet vehicles are now in operation in the waste, recycling and street cleaning service. The vehicles will improve service quality, efficiency and safety compliance. Two of the new vehicles are electric, continuing our commitment to sustainable energy for our own operations, where practicable. A project manager has now been appointed and a communication plan has been developed, beginning with a middle page spread in the Spring issue of the Council's magazine (District News). The Garden waste collection is also being rolled out across the District, following a successful trial in Seaford. This starts in South Heighton, Denton and Newhaven from April 2016 and will extend to Peacehaven and Telscombe from the summer. It is intended to make the service available across the rest of the district during the next two years.

#### Planning Portfolio


19. The Council received 239 major and minor planning applications during the last quarter. All of these were determined within target.

#### People and Performance Portfolio

20. The Joint Transformation Programme which will see the integration of staff and services with Eastbourne Borough Council has commenced, a notable milestone being the appointment of a shared Chief Executive from January 2016. The project aims to deliver savings in the region of £2.9 million per year by March 2020.
21. The records management project which updated the Council's information governance policies and retention schedules, and worked to align these with Eastbourne is now complete.

#### Customers and Partners Portfolio


22. Dementia Friends – Funding has been approved by the Council to enable 3VA to provide new and enhanced co-ordination of Dementia Action Groups in the District. The Council continues to raise staff and councillor awareness of dementia through a training programme as part of its equality action plan.

**Areas for Improvement** –  Where performance has been very slightly below target (but within 5% tolerance) or the project is slightly off track.

23. The 'amber warning' is used to flag up any areas of performance or projects that have fallen very slightly below target levels, or where projects are slipping behind schedule or going slightly off-track for any reason. There are 3 performance areas which fell into this category in Quarter 3. Information about management action to address underperformance is set out in the appendix to this report. The 3 areas are:
  - Business Rates collection
  - Overall tenants satisfaction

- Urgent Council house repairs

24. There is 1 project has been discontinued and there is 1 project where actions have taken longer than the originally agreed timescale. Information about the reasons for this, along with the management action being taken, is set out within Appendix A.

**Areas for Improvement** –  Where performance was below target and/or projects were significantly off-schedule or revised:

25. Where service performance falls significantly below target levels, or a project becomes seriously off-schedule, the performance management system highlights this to managers straight away. High priority is then given to addressing these issues. There were 7 such areas at the end of Quarter 3. The management actions to address these are set out below:
26. Invoices – Training of over 30 officers who are involved in invoice processing took place in October/November 2015. Invoice performance is now being monitored monthly by managers and finance business partners. This is helping to identify specific trends or barriers to efficient processing which can then be addressed either through short term measures or longer-term action plans. This is a more dynamic and flexible approach which has identified, for example, the need for changes to or expansion of authorised signatories, to provide additional resilience. In the revenues service, where there have been particular issues, officers continue to work with suppliers to encourage them to aggregate multiple invoices. A particular area of focus has been in respect of VAT only invoices for bailiff services. It is anticipated that the Council will move to electronic processing in 2016/17 which should significantly improve processing times.
27. Council house re-lets - In addition to the management action described in the quarter two report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times. Processes are becoming more streamlined and improvement is expected in quarter 4. There is work underway to identify possible options to consider how bedsits within our sheltered accommodation might be improved to make them easier to let.
28. Household waste collected and recycling rate – These two performance measures are closely interlinked. By increasing recycling, we will reduce the amount of waste collected. This is being addressed through the waste strategy which is expected to improve recycling rates when the new service is in place by 2018. The successful green waste trial in Seaford will also continue and will also be rolled out to residents in South Heighton, Denton and Newhaven from April and Peacehaven and Telscombe from the summer. It is intended to make this service available across the rest of the district during the next two years.
29. Planning appeals – During Q3, two appeal decisions were received, both of which were allowed. This increased the overall percentage of appeals allowed this year to 33% - the annual target is to remain below this percentage. Decisions made on planning appeals continue to be reviewed and for any lessons to be learnt. This includes reporting back to the Planning Committee on the outcome of appeals that relate to decisions made by the Committee. This forms part of the continued learning and training for Councillors, particularly those who sit on the Planning

Committee. Recent training has included a session on making defensible decisions, held on the 8th January, and training specific to planning in the National Park, which took place on the 3rd March.

30. Net additional homes - The Council is accountable to Government on the delivery of homes in the district, despite it not being within Council control to deliver. Officers will continue to monitor and engage with developers to track the potential for implementation of extant permissions. The annual survey, which follows up on the completion of developments on smaller sites, is expected to add to the total for the year. This will be reflected in the next (Quarter 4) report.
31. Staff sickness – A further increase for Q3 means we have not met our annual target of 9 days for 2015/16 (currently standing at 9.06). Historically Q3 tends to be a high month with an increase in absences for cold and flu type illnesses. Short term absence makes up 36% of the total (up from 32% in Quarter 2) and long term makes up 64% (down from 68% in Quarter 2). Approximately 50% of the long term absence is in Waste and Recycling. 37% of the short term absence is in Waste and Recycling with the rest being evenly split across the Council. A comparatively higher level of sickness in the waste service is not unusual given the physical nature of the work, hazardous environments and challenging weather conditions. All long and short term absences across the Council are closely monitored. The Sickness Absence Management Procedure continues to be applied by line managers in consultation with HR. Managers in waste and recycling have received specific training on monitoring and managing sickness. Work is currently being undertaken to review the Council's Sickness Absence Policy.

### **Financial Appraisal**

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

### **Legal Implications**

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

### **Risk Management Implications**

34. **Risks:-** the Council fails to achieve its strategic objectives/performance targets; poor performance in service levels and quality may lead to greater customer dissatisfaction and an increase in complaints; significant project delivery failure might affect funding, and may create additional financial, political or legal risks; weak performance management and data quality leads to flawed decision-making which may be costly, inefficient or ineffective; poor communication of performance achievements and outcomes. Specific project risks are identified and managed by the relevant project manager.

**Risk Mitigation:-** effective arrangements are in place to identify, understand and address performance issues; appropriate communication and engagement with key

stakeholders and decision-makers regarding performance priorities and measures of success.

### **Equality Analysis**

35. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports.

### **Background Papers**

None

**Appendices** - Appendix A – Portfolio Progress and Performance Report (Quarter 3);

*Appendix B – Recommendations from Scrutiny Committee (if any)*

## PORTFOLIO PROGRESS AND PERFORMANCE – QUARTER 3 (October to December 2015)

### Key to Symbols



- Project is complete; Performance is at or above target



- Project is on track or yet to commence



- Project has issues causing significant delay or change to planned activities; Performance is below target but within 5% tolerance;



- Project is not expected to be completed in time or within requirements; Performance is below target.






- Project scope has changed/project has been discontinued.

**PLACE - GROWTH AND PROSPERITY**  
**Portfolio: Regeneration and Business**  
 Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Newhaven Growth Quarter	April 2016		Construction work is within budget and progressing well. The Sussex Downs College element is now complete and handed over. The Sussex Community Development Association (SCDA) rear extension is also complete. Front extension completed on 29 Jan 2016. The Newhaven Enterprise Centre is on target for completion by April 2016. A launch event is being planned for April.
Newhaven Enterprise Zone	March 2018		The next phase of the Enterprise Zone Newhaven Project is due to start April 2017 following a successful bid to Government. Eight key strategic, non-contiguous, sites are included. Some will come forward in the short-term, whilst others are much longer-term opportunities (possibly up to 2042). The project target date reflects the completion of specific short-term development/improvement schemes. Initial meetings have been held with landowners to discuss EZ and plans for individual sites. Locate East Sussex are currently drafting marketing proposals which should be completed by the end of February 2016.
Support for Business	March 2019		A European Regional Development Fund outline bid for business support services has been submitted by Prevista (on behalf of all Coast to Capital LEP authorities). The Council has identified match funding of around £100k to support the project. The detailed submission will be worked up once the outcome of the outline bid is known.
Lewes Business Awards	July 2016		Work has started on planning for the 2016 Lewes District Business Awards. The event is due to take place in July 2016. The target date (originally March 2016) has been revised to reflect this.




Project / Initiative	Target Completion	Current Status	Update
North Street Quarter	2021		The South Downs National Park Authority planning committee resolved to grant planning permission in December 2015 and the Section 106 Planning Agreement is being finalised. A report agreeing the Heads of Terms of the Joint Venture agreement, along with other commercial matters, was approved by Cabinet in January 2016. We continue to work with the existing tenants on relocation options, prioritised by phase.
Refreshed Regeneration Strategy	March 2016 (Revised date September 2016)		The Regeneration Strategy will be refreshed in line with the new Council Plan, which is expected to be adopted in February 2016. The target date has been revised to reflect this.
Newhaven Flood Alleviation Scheme	March 2016 (Revised date March 2019)		The business case (known as the Project Appraisal Report) was approved by the Environment Agency Executive Director of Operations in December 2015. The tender for the detailed design and construction phase was issued in November 2015; the contract will be awarded in April/May 2016. A planning application for the works has been submitted. The timeframe for this project is now clearer and the target date has been revised to reflect this.

# VALUE FOR MONEY



## Portfolio: Finance



### Portfolio Projects and Initiatives

Note: There is currently a process for monitoring the Council's financial performance including key targets. This is reported separately as part of the regular financial update reports to Cabinet.

Project / Initiative	Target Completion	Current Status	Update
Newhaven Shared Facility	November 2015		Construction is complete and the building became operational from 18 <sup>th</sup> January 2016. Visitors to Saxon House will be able to access planning, environmental health, and revenue and benefits services.

### Key Performance Indicators




KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of overpayments recovered	70%	68%	71%	70%		Performance is being maintained.
Percentage of invoices paid on time	98%	93%	90%	92%		Performance improved in October 2015 but dipped slightly in November and December. The Council has processed 11,738 invoices to date this year, of which 977 have been late payments. A significant proportion of late payments have been in revenue services where action is now being taken to address the problem (see below).
Performance Improvement Plan	Training of over 30 officers who are involved in invoice processing took place in October/November 2015. Invoice performance is now being monitored monthly by managers and finance business partners. This is helping to identify specific trends or barriers to efficient processing which can then be addressed either through short term measures or longer-term action plans. This is a more dynamic and flexible approach which has identified, for example, the need for changes to or expansion of authorised signatories, to provide additional resilience. In revenues, officers continue to work with suppliers to encourage them to aggregate multiple invoices. A particular area of focus has been in respect of VAT only invoices for bailiff services. It is anticipated that the Council will move to electronic processing in 2016/17 which should significantly improve processing times.					

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of Council Tax collected during the year	98.4%	30.3%	28.3%	27.9%		The target stated is for the year. Overall performance for the year to date is 86.5% which is on track to meet year end targets.
Percentage of Business Rates collected during the year	98.5%	33.2%	24.7%	28.5%		The target stated is for the year. Overall performance for the year to date is 86.4% which is slightly below the planned target for the year to date (87%). Although performance is down compared to the same period last year, forecasts are that business rate collection will reach 98% at the end of the financial year, slightly below target.





# PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE




## Portfolio: Housing

### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Local Growth Fund (Affordable Housing) Project	March 2017		The Department for Communities and Local Government has granted £2.3m additional Housing Revenue Account borrowing capacity to finance the building of 30 new affordable homes on 7 small sites owned by the Council. During Q3 detailed designs were drawn up and local consultations events took place in each Town in the District to show the plans and collect comments. Following consultation, amendments were made to several of the site designs, and one site (Waldshut Road, Lewes) is having a complete re-design to reflect the comments made by residents. Planning applications were submitted on the remaining 6 sites in December and expressions of interest were sought from prospective construction companies. Five of the six applications are due to be decided upon by the planning committee on 24th Feb - the sixth is likely to be heard at the March planning committee.
New Homes Project	March 2019		It was agreed at a meeting of Cabinet on 17 <sup>th</sup> February 2016 that the New Homes project in its current form be terminated. Alternative proposals for the delivery of new homes will now be developed and a report on options will be brought back to Cabinet in due course.
Photovoltaic Panels	March 2016		This project is now complete. 597 Council homes have been fitted with solar panels ahead of Government changes to the Feed in Tariff (FIT) which was substantially reduced in January 2016. The original programme was for 700 installations but this is now not commercially viable due to the changes in Government funding.

## Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
The number of days taken to process new housing benefit/ Council tax benefit claims	20 days	16 days	7 days	14 days		
Percentage of rents collected during the year (cumulative)	95%	93%	97%	95%		Levels of rent collected can vary throughout the year as rent officers are also targeting arrears from the previous year.
Total number of days that families need to stay in temporary accommodation (B&B)	18 days	0 days	0 days	0 days		
Total number of households living in bed and breakfast/emergency accommodation	50 or fewer	66	41	50		Although the number of people presenting as homeless in Quarter 3 increased, the number requiring to be placed in temporary accommodation remains within target. Data for January 2016 indicates increasing demand on temporary accommodation and options for tackling this are being investigated..
Average number of days to re-let Council homes (excluding temporary lets)	26 days	30 days	30 days	30 days		There were 42 Council properties relet during Quarter 3. 15 properties required major improvement work during the period which has brought accommodation up to a higher standard. As reported in Quarter 2, there remains a small number of sheltered bedsits for which there is less demand, making them harder to let. Performance in the last 2 months of quarter 3 improved due to smoother procedures, weekly void progress meetings and a dedicated officer to co-ordinate voids.
<b>Performance Improvement Plan</b>	In addition to the management action described in the previous report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times. Processes are becoming more streamlined and improvement towards target is expected in quarter 4. There is work underway to identify possible options to consider how bedsits within our sheltered accommodation might be improved to make them easier to let.					

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Overall tenants satisfaction	88.5%	93%	89%	87%		Q3 performance is slightly below target, although the average satisfaction for the year to date is over 89% which is above target. Generally satisfaction is high. The satisfaction survey is generated quarterly through a random sample of tenants. Specific comments or issues raised are responded to directly. Analysis has not found any specific reasons for this drop in satisfaction. Officers will continue to monitor and benchmark with other housing authorities to see if this is a trend elsewhere.
Percentage of urgent repairs carried out within Government time limits	98%	99%	95%	96%		Although slightly below target, performance is improving since the second quarter. Officers continue to work with contractors to ensure performance continues to improve.
Percentage of repairs noted as good or satisfactory by tenants	98%	97%	98%	98%		Tenants' satisfaction with the repairs service remains high. All tenants who require repairs to be carried out are surveyed. Around 50% of them respond. An online survey is being developed to make it easier and more efficient for tenants to give us feedback.


## CUSTOMERS - CLEAN AND GREEN DISTRICT



### Portfolio: Waste and Recycling

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Waste Strategy (Weekly Recycling and food waste, fortnightly refuse collection)	March 2018		Seven new fleet vehicles are now in operation in the waste, recycling and street cleaning service. The vehicles will improve service quality, efficiency and safety compliance. Two of the new vehicles are electric, continuing our commitment to sustainable energy for our own operations, where practicable. A project manager has now been appointed for the Waste Strategy and a communication plan has been developed, beginning with a middle page spread in the Spring issue of the Council's magazine (District News). The Garden Waste collection service, piloted in Seaford is now being rolled out more widely in the district.
Seaford Iconic Leisure	March 2019		The Council is working to support Seaford Town Council on this project. Soft market testing has been delayed while the Town Council work on the future of the existing cafe at the Salts. It is now expected to take place in early Spring 2016.

#### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
KG of household waste collected per household (cumulative)	500Kg or less	142Kg	143Kg	143Kg		The Council has limited control over this. Performance has been at a consistent level this year and is unlikely to meet the year-end target. In the year ahead the waste strategy aims to tackle this issue.



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of household waste sent for reuse, recycling and composting	30%	27%	26%	27%		As above
Performance Improvement Plan	These two performance measures (above) are closely interlinked. By increasing recycling, we will reduce the amount of waste collected. This is being addressed through the waste strategy which is expected to improve recycling rates when the new service is in place by 2018. The successful green waste trial in Seaford will also continue and will also be rolled out to residents in South Heighton, Denton and Newhaven from April and Peacehaven and Telscombe from the summer. It is intended to make this service available across the rest of the district during the next two years.					
Percentage of refuse bins/recycling boxes collected on time	99.9%	99.9%	99.7%	99.9%		





# PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE



## Portfolio: Planning

### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Adoption of the Core Strategy	February 2016		During the last quarter, the resumed hearing sessions for the Examination into the Core Strategy were undertaken (16 <sup>th</sup> and 17 <sup>th</sup> December). The Inspector requested further information on housing land supply, which has been provided. The Inspector's final report is due to be received in early Spring. Subject to the Inspector concluding that the plan is 'sound' it will then be adopted by the District Council and National Park Authority.
Neighbourhood Plans Target: to deliver at least 3 Neighbourhood Plans by 2017	March 2017		Good progress continues to be made. Following a successful referendum the Ringmer Neighbourhood Plan is going through the adoption process (due to be complete on the 25 <sup>th</sup> Feb). The Hamsey Neighbourhood Plan had a successful outcome at Examination and is expected to proceed to referendum in Spring 2016. A Neighbourhood Area designation has been made for Seaford during the last quarter.

### Key Performance Indicators






KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	75%	82%	100%		Continued good progress has been made with the determination of major planning applications.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	91%	84%	100%		Continued good progress has been made with the determination of minor planning applications.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of planning appeals allowed (LDC only)	Less than 33%	25% (4 appeals, 1 allowed)	20% (10 appeals, 2 allowed)	33% (12 appeals, 4 allowed)		During Q3, two appeal decisions were received, both of which were allowed. This increased the overall percentage of appeals allowed this year to 33% - the annual target is to remain below this percentage.
Performance Improvement Plan	Decisions made on planning appeals continue to be reviewed and for any lessons to be learnt. This includes reporting back to the Planning Committee on the outcome of appeals that relate to decisions made by the Committee. This forms part of the continued learning and training for Councillors, particularly those who sit on the Planning Committee. Recent training has included a session on making defensible decisions, held on the 8th January, and training specific to planning in the National Park, which took place on the 3rd March.					
Net additional homes provided in the District (cumulative)	227	10	16	36		The cumulative total at the end of Q3 is 62 housing completions on sites yielding 6 units or more (smaller sites are only monitored on an annual basis, which will significantly boost the end of year completions figures). As at the end of December, there were approximately 1,700 residential units that had been granted planning permission in the district but had yet to commence construction, or were under construction but had yet to be completed.
Performance Improvement Plan	The Council is accountable to Government on the delivery of homes in the district, despite it not being within Council control to deliver. Officers will continue to monitor and engage with developers to track the potential for implementation of extant permissions. The annual survey, which follows up on the completion of developments on smaller sites, is expected to add to the total for the year. This will be reflected in the next (Quarter 4) report.					


# VALUE FOR MONEY

## Portfolio: People and Performance

### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Joint Transformation Programme (previously known as the Shared Services Project) <i>- in partnership with Eastbourne Borough Council</i>	March 2019		Joint Transformation Programme workshops were undertaken during the period from November to January, involving staff from both Councils, to inform the detailed business case. Appointment of a Shared Chief Executive was agreed by both Councils and commenced in mid-January. The detailed business case and implementation plan are due for consideration by both Cabinets in April/May 2016.
Workforce Planning	March 2016		The HR team is continuing to consider correlation of policies and procedures and identify opportunities for alignment between Eastbourne and Lewes District Council.
Workforce Equality Profile	September 2015		Complete: Relevant workforce data has been collated and analysed.
Equal Pay Audit	September 2015 (Revised to March 2016)		Relevant workforce data has been collated and analysed but is considered to be too far out of date to be useful. Further data collection/cleansing is underway. Following agreement with the Portfolio Holder, the timetable for completion of this work has been extended. Work is now expected to be completed by end of March 2016 and will be published thereafter.
Records Management	December 2015		Complete: The review of the Records Management Policy and retention schedule has been carried out and is currently being implemented. This included an opportunity to start to align policies and procedures with Eastbourne Borough Council. A new post of Information Governance Officer started in February 2016. Work to ensure old records are disposed of or archived, in accordance with the Data Retention Policy, also continues and a new project to focus on this will commence shortly.





## Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	2.51 days	2.98 days	3.57 days		A further increase for Q3 means we have not met our annual target of 9 days for 2015/16 (currently standing at 9.06). Historically Q3 tends to be a high month with an increase in absences for cold and flu type illnesses. Short term absence makes up 36% of the total (up from 32% in Quarter 2) and long term makes up 64% (down from 68% in Quarter 2). Approximately 50% of the long term absence is in Waste and Recycling. 37% of the short term absence is in Waste and Recycling with the rest being evenly split across the Council. A comparatively higher level of sickness in the waste service is not unusual given the physical nature of the work, hazardous environments and challenging weather conditions.
Performance Improvement Plan	All long and short term absences across the Council are closely monitored. The Sickness Absence Management Procedure continues to be applied by line managers in consultation with HR. Managers in waste and recycling have received specific training on monitoring and managing sickness. Work is currently being undertaken to review the Council's Sickness Absence Policy.					

## CUSTOMERS – IMPROVED CUSTOMER SERVICE


### Portfolio: Customers and Partners




#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Devolution (Parks and Open Spaces)	March 2017		A report on the formal transfer of sites from 1 <sup>st</sup> April 2016 was considered by the Devolution Committee on 2 <sup>nd</sup> February 2016 and is also reported for consideration by Cabinet in March 2016. Subject to this decision, the first phases of transfers will take effect, with the remainder being transferred by the end of March 2017.
Flood Defences (Coastal)	March 2016		The first draft of the Coastal Implementation Plan was completed in September and presented to key stakeholders for their feedback. The Council's consultants are preparing a report which is expected to be considered by Cabinet in April/May 2016. At the time of report writing, application for the release of Environment Agency funding of more than £20,000 for monitoring coastal erosion is awaiting approval. The monitoring equipment and works will be purchased and carried out soon after.
Tourism Strategy	March 2018		The Tourism Strategy and Action Plan is now in its second year of implementation. Preparations are underway for Artwave 2016, which will take place in August/September. A refreshed, mobile enabled and user friendly visitor website ( <a href="http://www.staylewes.org">www.staylewes.org</a> ) has been launched. Twitter followers of @enjoylewes have now reached just under 5000. An application has been made to the European Agricultural Fund for Rural Development for the development of a rural tourism destination partnership, together with Brighton and Lewes Biosphere.
Event Management Plan	Feb 2016		An events calendar is included as part of the refreshed Stay Lewes website. An events policy has been drafted and a programme of events is being encouraged. The Enchanted Park event in Lewes at Christmas was well received.

Project / Initiative	Target Completion	Current Status	Update
Dementia Friends	March 2017		3VA has been funded to work with the Council to assist with supporting existing Dementia Action Groups in the District and setting these up in areas where they do not yet exist. Staff training and other internal awareness activities continue. Further Member training sessions are planned for early 2016, and the invitation to attend will be extended to local community groups.
Resident/Customer Engagement	November 2015 (Revised to March 2016)		The Engagement Strategy is due for adoption by the Cabinet Portfolio Holder for Customers and Partners in March 2016, informed by the Residents' Survey. The target completion date for this project has been extended to allow sufficient time for full engagement with the new Portfolio Holder for this area.

#### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Total number of customer feedback received; a) complaints; b) compliments	Data Only	a) 306 b) 6	a) 297 b) 19	a) 233 b) 16	Data Only	This data represents those complaints received and recorded through the Customer Hub.
Average time taken to answer telephone calls	30 seconds	25 seconds	19 seconds	29 seconds		Performance remains on track. Following comments made by members of Scrutiny Committee, officers have confirmed that action is being taken to (wherever possible and appropriate) enable the Council's telephone number to be displayed when customers are contacted by us. Further improvements to the telephony service will be made as the customer contact centre and telephony system is developed, as part of the Joint Transformation Programme.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Overall satisfaction with how the Council runs things	Baseline	-	63%	-	Data Only	The data was derived from a one-off Residents' Survey carried out in summer 2015.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	92%	100%		
The average number of days taken to remove reported fly-tips	Less than 2 days	2.2 days	1.8 days	2.0 days		Fly tip removal performance continues to be maintained.
Number of people receiving Dementia Awareness training	150 by 2017	40	0	5		The training aspect of this project has continued, with Dementia Friends information sessions delivered to councillors in October 2015. Further staff and councillor training sessions are planned in Spring 2016, and the invitation will also be extended to local community groups.

**Agenda Item No:** 9.3 **Report No:** 53/16

**Report Title:** North Street, Lewes: Proposed Property Acquisition of Springman House

**Report To:** Cabinet **Date:** 21<sup>st</sup> March 2016

**Cabinet Member:** Cllr Andy Smith

**Ward(s) Affected:** All Lewes Wards

**Report By:** Nazeya Hussain, Director of Business Strategy and Development  
Alan Osborne, Director of Corporate Services

**Contact Officer(s)-**

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### **Purpose of Report:**

This report seeks consent to negotiate and complete the purchase of a strategically important land interest at Springman House, North Street, Lewes. The purchase of the site is necessary to enable the delivery of the North Street Quarter by enabling the relocation of the fire station from its current location in North Street.

### **Officers Recommendations:**

- 1** To delegate authority to the Director of Business Strategy & Development, and, in conjunction with the Director of Corporate Services and Assistant Director of Corporate Services and in consultation with the Leader of the Council and the Cabinet Member for Finance to purchase Springman House, North Street, Lewes for no more than £2.76m either by itself or, preferably, through a joint purchase with its proposed development partner for the North Street Quarter.
- 2** To authorise the Director of Business Strategy & Development, and the Director of Corporate Services, in conjunction with the Assistant Director of Corporate Services to put Springman House into the joint venture arrangement.
- 3** To delegate authority to the Director of Business Strategy & Development, and the Director of Corporate Services, in conjunction with the Assistant Director of Corporate Services to enter into an agreement with East Sussex Fire and Rescue Service to provide a new fire station on the Springman House site as part of an arrangement to take ownership of the existing Lewes fire station. Such provision will either be at the Council's sole cost or the cost will be shared



with the Council's proposed development partner for the North Street Quarter, depending on what is most financially advantageous for the Council.

- 4 To delegate power to officers to negotiate terms with its proposed development partner on the North Street scheme, which allow the Council to recover a fair proportion of the costs set out at 1 and 3 above.

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## Reasons for Recommendations

- 1 To unlock the strategically significant North Street Quarter (NSQ) development in Lewes. NSQ is a £150m mixed use brownfield site that will deliver the following regeneration benefits to the area:

- 416 new homes, of which 40% will be affordable
- 140,000 sq. ft. of new workspace, including subsidised creative workspace
- 475 full time jobs,
- 100 full time construction jobs,
- A new modern health centre for 26,000 patients,
- Strategically important flood defences, completing the defence of Lewes,
- A public square hosting contemporary restaurants and alfresco riverside dining, a two tier riverside promenade and extensive new cycle paths and footpaths.

## 2 Information

### 2.1 *Background*

The most recent report to Cabinet on the North Street Quarter (NSQ) project was on 7<sup>th</sup> January 2016 and covered a number of the commercial and legal matters. It agreed the heads of terms of the Joint Venture agreement, set out the procurement approach for disposals, agreed to explore CPO powers to ensure site assembly and also agreed expenditure necessary to buy back leasehold interests on the council owned land. That report followed the decision to grant planning permission at the December 2015 meeting of the South Downs National Park Planning Committee.

### 2.2 *The Site*

Springman House is located on North Street in Lewes, but is outside of the site area for the North Street Quarter (NSQ) planning application. The site comprises a mid to late 20<sup>th</sup> Century office building, which was most recently used as an NHS administration building and remains in the ownership of the NHS. An open yard and smaller buildings behind Springman House are owned by South East Coast Ambulance Service (SECAmb) and are still in use as an ambulance depot.

- 2.3 The NSQ site includes the existing fire station on North Street, which is in phase two of the development occupying space that is intended for more valuable family houses. In line with the Infrastructure Delivery Plan, there has been a long standing proposal to relocate the fire station. The new fire station would be built concurrently with phase one of the development (from early 2017 to 2019) so ESFRS can relocate prior to the clearance of land for phases two and three.

Failure to relocate the fire station would impact on the return from the development and therefore the viability of the proposed scheme. The most likely impact would be a loss of affordable housing.

**2.4** There have been discussions with ESFRS, who are keen to move and the proposal achieves the recognised infrastructure need of moving the existing fire station from what is a flood prone site (until the NSQ development is completed) to a location on higher ground. An initial site appraisal looked at a number of possible sites and found that Springman House was the best option operationally for the ESFRS, no other workable locations have been identified. In addition, SECamb have indicated that they would like an ambulance stand included as part of any future fire station (or indeed any development on the site), but much reduced in size from the existing facility. ESFRS are happy to accommodate this.

## **2.5 *Marketing***

The NHS also successfully submitted an application for prior consent to convert the building to a residential use under the office to residential permitted development rights to maximise the value from the marketing process. Santon had been actively engaged with SECamb and the NHS since 2013 in order to acquire the site for the relocation of the Fire station at market value. Lewes District Council and East Sussex County Council also tried to engage with both parties since the start of 2015, prior to the marketing exercise, to secure a public sector acquisition of the site, with little response.

**2.6** Despite these early negotiations and contact, the NHS/SECamb undertook the joint marketing of their sites for disposal to the open market. That marketing process has now completed and they have an unconditional offer of £2.76m. Santon/LDC made offers in the marketing process, at first and Best And Final Offers stage, but we have been informed that our offers were considerably lower than other bidders. The values we bid at were informed by what we considered would be a market valuation assuming a reasonable scheme in planning terms.

**2.7** Following the January Cabinet meeting, where LDC agreed to explore the case for a CPO of the site, we were contacted by NHS/SECamb who wanted to meet to discuss the situation. Having established a price for the site through a competitive marketing process, they are confident that their current offer represents a true market valuation and are not willing to accept any less for the building. However, they have stated that LDC could step into the purchaser's positions on exactly the same terms. The NHS have also indicated they would want the completion of any deal to be done by 31<sup>st</sup> March 2016.

## **2.8 *Proposed Next Steps***

There is a need to relocate the existing fire station, as failure to do so will impact on the viability and the regeneration benefits of the NSQ development. Given the lack of other sites at present that meet the operational needs of the fire service, we need to pursue the purchase of Springman House to enable this. Our red book assessment of 'market value' for the site might well be less than the bid the vendors have received and the costs of completing the purchase and building a new fire station outweigh the value generated by the old fire station coming into our ownership (see Financial Implications, below).

**2.9** Notwithstanding this, it is considered necessary to buy Springman House to gain control of the fire station as the benefits from the entire NSQ development outweigh the lack of value that Springman House on its own offers at this price. If, as expected, the Springman House purchase does come at a net cost to the scheme then LDC and Santon will treat this as a 'development cost,' to be divided by the partners in line with our ownership (and profit) shares. Santon have agreed in principle to this shared-risk approach but the parties have not entered into a binding contract at present. The NHS requirement to complete a deal by a given deadline means there is a need to move quickly to secure the site.

**2.10** LDC and Santon will continue to assess the most efficient way to deliver the replacement fire station, including exploring options to better use the Springman House site so it also includes residential uses or seeking an alternative site with lower costs (subject to ESFRS agreement) freeing Springman House up for a residential development. Officers will return to Cabinet with a detailed proposal if one of these options appears to offer a better return than the existing proposal.

### **3 Financial Appraisal**

**3.1** GVA, acting as LDC's financial advisors for the deal, have looked at the value of Springman House in relation to the NSQ development. They have not done a detailed valuation due to the time pressures, but their initial analysis is that the Springman House site is going to be too expensive to warrant a relocation of the fire service in isolation. The cost of acquiring Springman House plus the cost of building the new fire station does not equate to the "value" being derived from owning the existing fire station site.

**3.2** Even if both parties bear the "excess" cost beyond its value to the scheme in proportion to their share of receipts, the Council would have to shoulder circa £1,170,000 of undervalue against an estimated £2,720,000 deficit. However, this has to be set against the fact it unlocks profit, income and regeneration benefits from the wider NSQ development.

**3.3** In the case of any subsequent disposal of the Springman House site to the Fire & Rescue Authority then when disposing of land at an undervalue, authorities must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people.

**3.4** All legal advice and associated costs such as valuation work will be funded from the previous cabinet report, approved on 7<sup>th</sup> January 2015.

### **4 Legal Implications**

**4.1** If the Council and its development partner become joint owners a trust of land will automatically be created. Therefore, we would need to enter a trust deed confirming the existence of the trust and setting out the proportions in which the co-owners hold the property. The proportions will be determined by the contributions to the purchase price.

- 4.2** We have considered whether there are any state aid issues arising from the fact that the purchase price is higher than our estimate of the value. The Council understands that the price of £2,760,000 is the result of a competitive process and so in principle there is no state aid issue here. However, it would be prudent to obtain copies of the offer documentation so that the information on price can be verified. It may be that the NHS and SECamb will want to provide redacted copies.
- 4.3** The preference in the event of a joint purchase is for the development partner to pay their share of the purchase price up-front rather than being billed by the Council at a later date. This avoids the need to create a separate contract for the payment of its share of the purchase price in an extremely tight timescale, and it also avoids any issues around state aid being given to the partner.
- 4.4** With reference to any subsequent disposal of the Springman House site to the Fire & Rescue Authority then local authorities are given powers under Section 123 of the Local Government Act 1972 to dispose of land in any manner they wish, including sale of their freehold interest, granting a lease or assigning any unexpired term on a lease, and the granting of easements. A disposal must be for the best consideration reasonably obtainable, unless the Secretary of State consents to the disposal.
- 4.5** It is recognised that there may be circumstances where an authority considers it appropriate to dispose of land at an undervalue. Authorities should clearly not divest themselves of valuable public assets unless they are satisfied that the circumstances warrant such action.
- 4.6** The Secretary of State has given a General Disposal Consent (England) 2003 which provides that specific consent is not required for the disposal of any interest in land that the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area. Disposals at less than best consideration are subject to the condition that the undervalue does not exceed £2,000,000.
- 4.7** The January Cabinet decision raised the potential for the council to use its compulsory purchase powers, and this potential still remains. However, the Compulsory Purchase Guidance (issued October 2015) provides some guidance on what costs a Council can take into account when assessing appropriate payments for land in advance of making a CPO. The guidance states: "*In order to reach early settlements, public sector organisation should make reasonable initial offers*". The guidance therefore recognises, that when determining appropriate payments for purchasing land, the wider costs of going through the CPO process and timescales can be taken into account in determining what is an appropriate sum.
- 4.8** CPO is intended to be a measure of last resort to secure land and the Secretary of State would expect the Council to demonstrate that it has taken reasonable steps to acquire the land by agreement. That the land was available for private acquisition at a price which the market was willing to pay, has the potential to weaken the CPO case.

- 4.9** If the Council were to consider the use of CPO powers, the absolute minimum time period for commencing the CPO process through to securing a confirmed CPO and vesting the land is likely to be in the region of 18 months, in reality this is usually much longer.

### **Risk Management Implications**

- 5** I have completed a risk assessment. The following risks will arise if the recommendations relating to Springman House are not implemented:
- (a)** If the Council is unable to acquire a suitable replacement site for the fire station, the North Street Quarter development may not come forward in its present consented form due to the need to give space over to a replacement fire station. This will impact the viability of the scheme and the regeneration benefits it delivers.
  - (b)** Lewes Fire Station will continue to be situated in a location that is vulnerable to flooding.

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

- The main risk for Springman House is that the cost of purchase plus building a new fire station will not be off-set by the additional value of the old fire station to the development when looked at in isolation. Our initial analysis shows that this is very likely to be the case. To mitigate this risk officers will explore options to extract maximum value from the Springman House site. Any deficit in value will be shared by the JV partners as a development cost and will be within the undervalue ceiling as described in the General Consent.
- The build cost risk for the new fire station will sit with the two partners. This will be mitigated through effective project management and value engineering. Any costs would be regarded as a development cost of the larger site.

If the recommendations are implemented, the residual risks that cannot be mitigated fully are:

- The risk, outlined above, relating to the costs associated with Springman House being higher than value it generates is not fully mitigated needs to be considered against the larger profits and benefits from the NSQ development as a whole.

### **Equality Screening**

- 6** Equality screening has been carried out for previous NSQ reports. This report raises no new equalities issues.

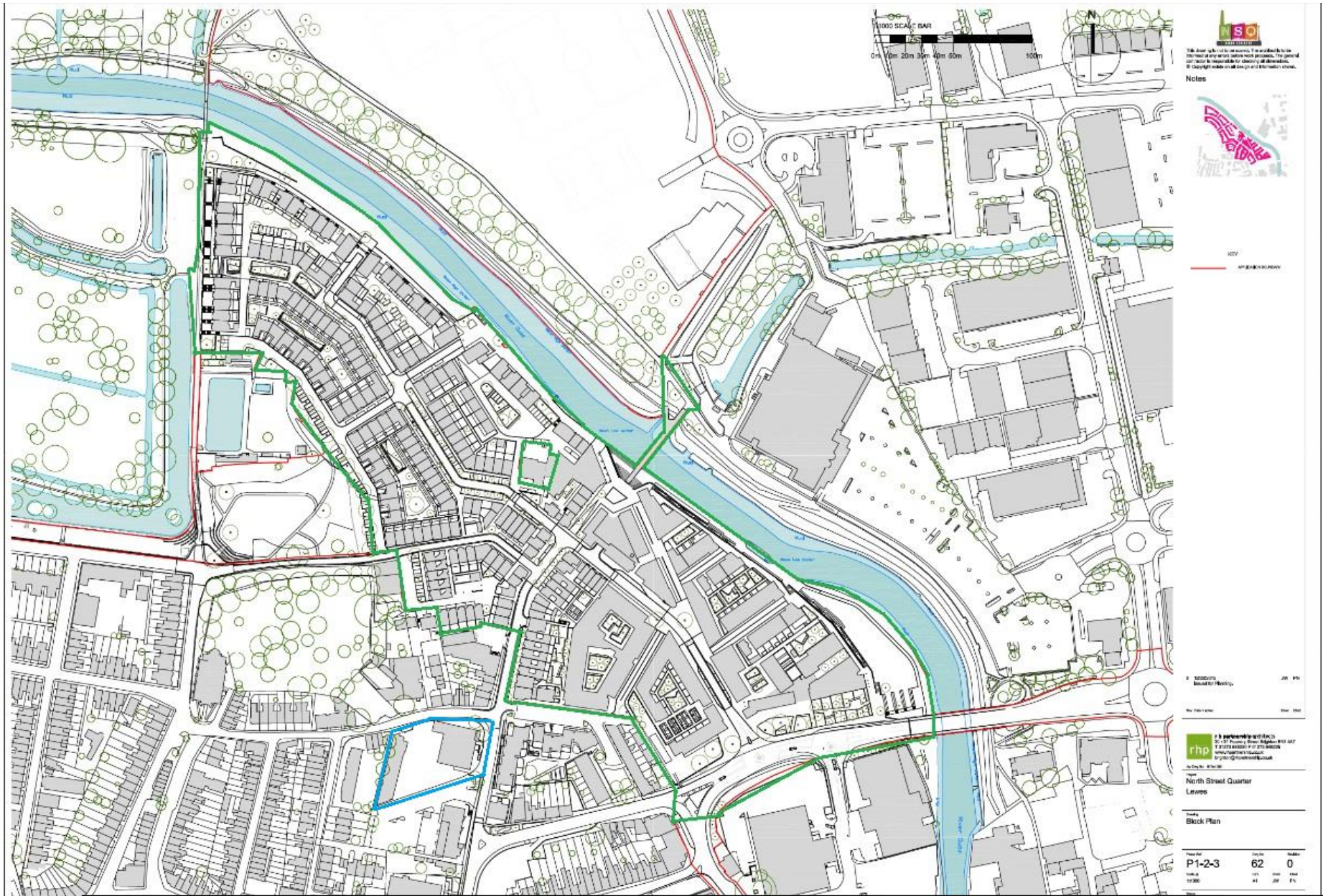
### **Background Papers**

- 7** Lewes Fire Station Site Appraisal

### **Appendices**

Appendix 1 – Plan of Springman House and the NSQ Site  
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# Appendix 1 – Plan of Springman House and the NSQ Site



Springman House edged Blue, NSQ Site edged Green  
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**Agenda Item No:** 9.4 **Report No:** 54/16  
**Report Title:** Refresh of the Coastal West Sussex and Greater Brighton Local Strategic Statement  
**Report To:** Cabinet **Date:** 21<sup>st</sup> March 2016  
**Cabinet Member:** Cllr Tom Jones – Lead Member for Planning  
**Ward(s) Affected:** All  
**Report By:** Director of Business Strategy and Development  
**Contact Officer(s)-**  
**Name(s):** Edward Sheath  
**Post Title(s):** Head of Strategic Policy  
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**Purpose of Report:** To seek endorsement of the refreshed version of the Local Strategic Statement prepared by the Coastal West Sussex and Greater Brighton Strategic Planning Board.

**Officers Recommendation(s):**

- 1 To endorse the refreshed version of the Coastal West Sussex and Greater Brighton – Local Strategic Statement, as attached in appendix 1.**

**Reasons for Recommendation**

- 1** To ensure that the key strategic planning issues and priorities for the Coastal West Sussex and Greater Brighton region are clearly up to date and are articulated and presented to key stakeholders and partners who can assist with the delivery of these priorities.

- 1 Background**

- 1.1** As a result of the Localism Act, the regional tier of the planning system was removed. This level of planning was used to co-ordinate strategic development and infrastructure needs/priorities across wide areas, often covering a number of local planning authorities. As a replacement to regional planning, local planning authorities are

required to work together to address strategic planning issues through the Duty to Co-operate<sup>1</sup>.

- 1.2 In early 2014, the District Council formally became a member of the Coastal West Sussex and Greater Brighton Strategic Planning Board. One of the key aims of this Board is to assist the local planning authorities in meeting the Duty to Co-operate when preparing their respective Development Plans. The Board is comprised of representatives from the authorities of Chichester, Arun, Adur Worthing, Brighton and Hove, Lewes, West Sussex and the South Downs National Park. More recently, both Mid Sussex and Horsham have also become members of the Board. Membership of the Board is comprised of these authorities as it is considered that they all share a number of common strategic planning issues (e.g. common Housing Market Areas).
- 1.3 During 2013 and 2014, a Local Strategic Statement (LSS) was prepared for the area covered by the Planning Board. Primarily the LSS was developed for two reasons. The first of these reasons was to aid all the planning authorities in undertaking effective strategic planning and meeting the Duty to Co-operate. The LSS was able to identify the strategic planning priorities and issues for the Planning Board area and set out how the authorities are collectively addressing these. The second reason for developing the LSS was that it would provide an overarching statement reflecting the ambitions of local authorities and their partners around sustainable growth. In turn, this would help establish a clear set of priorities for funding opportunities. In particular, this would include the identification of key infrastructure needs that will help unlock sustainable growth in the area.
- 1.4 The 2014 version of the LSS was endorsed by Cabinet in January 2014. Later on that year, the work of the Planning Board and the production of the LSS was recognised through the award of the Royal Town Planning Institute (RTPI) winner of 'Innovative planning practice in plan-making'.
- 1.5 Within the 2014 LSS there was a commitment to 'refresh' the document after two years. This refresh has now taken place and the LSS has been updated to reflect the change in strategic area covered (it now includes Mid Sussex and Horsham), the progress of Local Plans in the area and the implementation of the Greater Brighton City Deal. The LSS refresh was informed by key stakeholder workshops and was considered and approved by the Planning Board on the 18<sup>th</sup> January. For the LSS to have some 'weight' it now needs to be endorsed by all the authorities individually.

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<sup>1</sup> Paragraphs 178 and 179 of the National Planning Policy Framework set out the requirements for the Duty to Co-operate. See: <https://www.gov.uk/government/publications/national-planning-policy-framework--2>



## **2 Key changes to the Local Strategic Statement**

2.1 The refreshed LSS is appended to this report (Appendix 1). Key changes to the 2014 version, which are of particular relevance to Lewes District, are;

- A specific spatial priority for Newhaven. The LSS sets out a number of spatial priorities for particular sites/locations/areas within the Planning Board area. The 2014 version had a priority for the Greater Brighton City Region and a network of Growth Hubs, which included Newhaven. Given the potential of Newhaven to deliver significant employment growth that will not only benefit Lewes District but the wider region, and the recent Enterprise Zone announcement, it was considered by the Board that the town merited its own Spatial Priority. This is included within the refreshed LSS as Spatial Priority 8.

- A specific spatial priority for Rural Sussex. The previous version of the LSS was considered by the Planning Board to be quite urban focused. It was felt that the role the rural parts of the area play, particularly in terms the economy, and a number of the key challenges these areas face in the future (e.g. affordable housing delivery, connectivity, etc) should be specifically recognised in the LSS.

- Reconfirmation of the objective to narrow the gap between the planned housing provision and the assessed level of housing need. In particular, this will focus on longer-term (post 2025) housing needs of the sub-region. This will inform a full review of the LSS.

2.2 The refreshed LSS has also taken into consideration background evidence papers that have been prepared on the subjects of the economy, the housing market and the transport system<sup>2</sup>. These papers served a dual purpose of informing the refreshed LSS and the work and priorities of the Greater Brighton Economic Board.

## **3 The future role of the Strategic Planning Board in strategic planning**

3.1 It is becoming clear, both through Government announcements and policy and through outcomes from examinations into development plans, that going forward more will be expected of local planning authorities in discharging the Duty to Cooperate. In the case of the Planning Board area, undoubtedly the key issue that local planning authorities need to consider in discharging the Duty to Cooperate is the issue of meeting housing needs. This is due to the significant gap between the projected housing need of the area and the level of housing growth that authorities are able to currently plan for in a sustainable manner.

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<sup>2</sup> All 3 background papers can be reviewed at: <http://present.brighton-hove.gov.uk/ieListDocuments.aspx?CId=855&MId=5735&Ver=4>

- 3.2 The authorities within the Planning Board area consider that once the ‘refreshed’ version of the LSS is agreed then work should commence on a full review of the LSS. This review will need to consider the issue of meeting longer term housing needs and influence reviews of the strategic level development plan policies of the individual local planning authorities. Such a commitment is referred to in the Lewes District Joint Core Strategy. Spatial Policy 1 states, *“a review of Spatial Policies 1 and 2 will be undertaken by the District Council and National Park Authority on completion of cross-authority working to consider longer-term options for strategic development both within the Sussex Coast Housing Market Area and in adjoining areas if any of these options are demonstrated to be deliverable within Lewes District.”*
- 3.3 It might be the case that the reviewed version of the LSS is afforded formal development plan status itself<sup>3</sup>, although this is open for discussion amongst all the authorities on the Planning Board. In this regard, in April the Planning Board will consider a report that will set out the likely scope, timescales for production and format/status of the reviewed LSS. This will be reported back to Cabinet in due course.

#### **4 Financial Appraisal**

- 4.1 No direct costs will be incurred as a result of implementing the recommendations of this report. The District Council makes a financial contribution towards the work of the Strategic Planning Board and this will be reviewed in the next financial year.

#### **5 Legal Implications**

- 5.1 Through Section 33A of the Planning and Compulsory Purchase Act 2004, as inserted by Section 110 of the Localism Act 2011, the Duty to Co-operate is a legal duty on local planning authorities to cooperate with other prescribed bodies on strategic planning matters. Developing and implementing the refreshed LSS will aid the District Council to meet the legal requirements of the Duty to Cooperate.

#### **6 Risk Management Implications**

- 6.1 I have completed a risk assessment. The following risks will arise if the recommendations are not implemented, and I propose to mitigate these risks in the following ways:

<b>Risk</b>	<b>Mitigation</b>
That the District Council is unable to demonstrate that it has complied with the Duty to Co-operate and therefore its policy documents, such as the	That the recommendations of this report are approved, which provide the framework for helping the District Council meet the legal and

<sup>3</sup> The current version of the LSS does not have development plan status. By having such status means that the LSS will be utilised in the consideration of planning applications in the district.

<p>Core Strategy and Site Allocations document, are considered unsound by a Planning Inspector who conducts the Examination. This increases the time that the district does not have an up-to-date development plan in place. Such a course of action will also run the risk of a significant cost for appointing an Inspector for additional examinations.</p>	<p>soundness tests for the Duty to Co-operate.</p>
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## 7 Equality Screening

- 7.1 The original LSS was subject to an equalities initial screening. As no potential negative impacts were identified, a full equality impact assessment was not required. This position has not considered to change with the refreshed version of the LSS.

### Background Papers

Report to Cabinet 6<sup>th</sup> January 2014 (agenda item 9.4) – Coastal West Sussex and Greater Brighton Local Strategic Statement - <http://lewes.cmis.uk.com/cmis5/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/505/Meeting/496/Committee/183/Default.aspx>

### Appendices

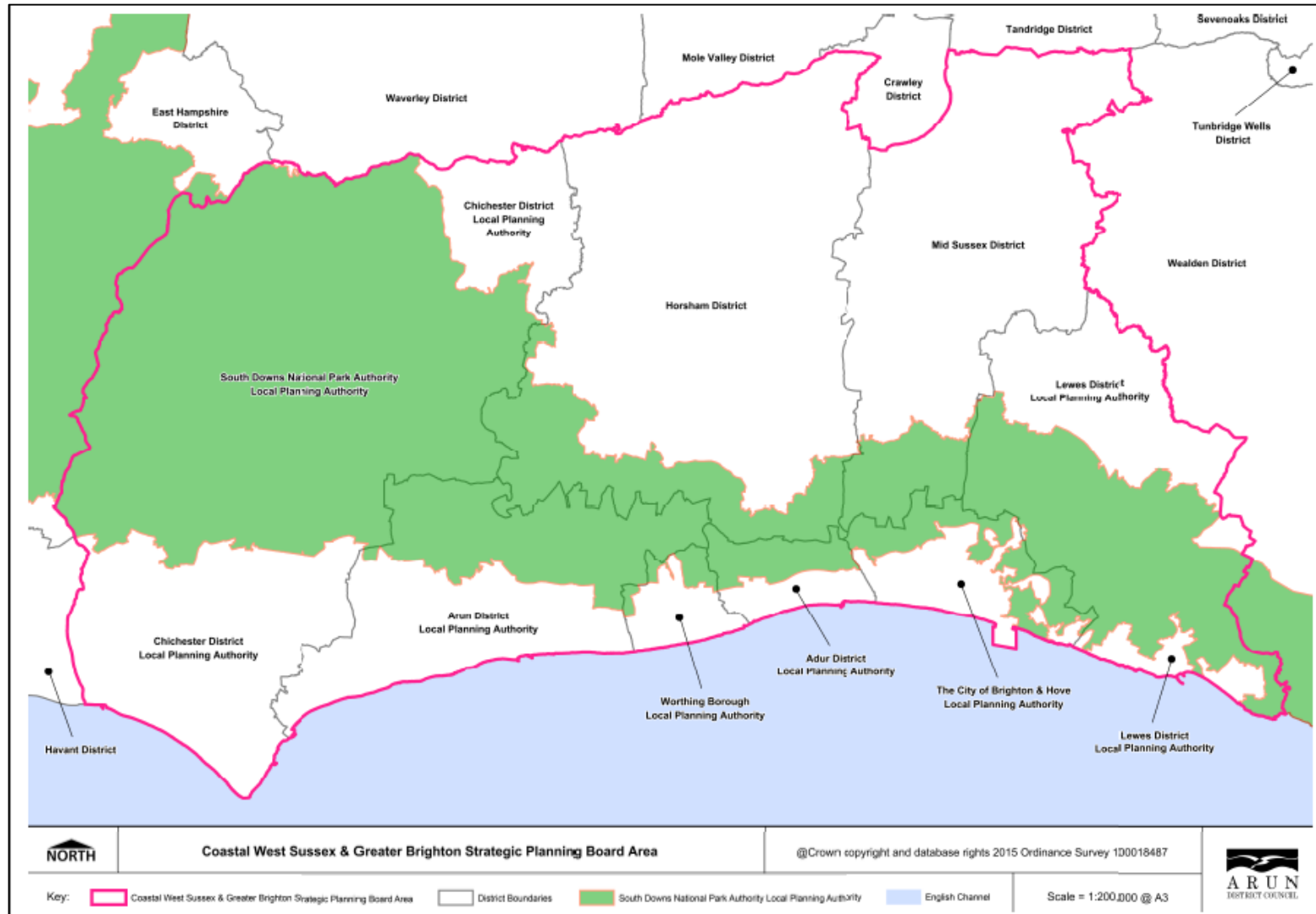
Appendix 1 – Coastal West Sussex and Greater Brighton – Local Strategic Statement (Updated January 2016)

# **Coastal West Sussex and Greater Brighton Local Strategic Statement**

**(Updated January 2016)**

**Delivering Sustainable Growth 2015-31**





# Coastal West Sussex and Greater Brighton Local Strategic Statement for Delivering Sustainable Growth 2015-2031

## 1. Introduction

- 1.1 In October 2012 the local planning authorities (LPAs) in Coastal West Sussex, together with Brighton & Hove City Council and Lewes District Council (CWS&GB) agreed to establish a new Strategic Planning Board to facilitate joint work on strategic planning priorities. The Board's remit (see Annex 1 for Terms of Reference) is to:
- (1) identify and manage spatial planning issues that impact on more than one local planning area within CWS&GB; and
  - (2) support better integration and alignment of strategic spatial and investment priorities in CWS&GB, ensuring that there is a clear and defined route through the statutory local planning process, where necessary.
- 1.2 In 2015 the area covered by the Board expanded to include both Mid Sussex and Horsham Districts, reflecting the functional strategic relationship these areas have with Coastal West Sussex and Greater Brighton.
- 1.3 The Board, which comprises lead councillors from each of the LPAs<sup>1</sup> works in an advisory capacity with all decision-making through the individual member authorities (Memorandum of Understanding is attached as Annex 2). Working closely with the Coastal West Sussex Partnership (CWSP) and the Greater Brighton Economic Board<sup>2</sup>, the Board's role is to ensure that strategic planning and investment issues are addressed locally through the relevant local authorities and organisations, and within a wider context, particularly through the Coast to Capital Local Enterprise Partnership (C2CLEP).<sup>3</sup> It also has responsibility for providing a framework for aligning strategic spatial and investment priorities with the business plans of other public and private sector bodies operating in the CWS&GB area.
- 1.4 The *Local Strategic Statement for Coastal West Sussex and Greater Brighton (LSS)*, is the main vehicle for taking forward the Board's work on behalf of the LPAs. This sets out the long term *Strategic Objectives* and the *Spatial Priorities* for delivering these in

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<sup>1</sup> The Strategic Planning Board represents the following local planning authorities - Adur, Arun, Brighton & Hove, Chichester, Horsham, Lewes, Mid Sussex & Worthing – as well as West Sussex County Council and the South Downs National Park Authority

<sup>2</sup> The CWSP (<http://www.coastalwestsussex.org.uk/>) and GBEB (<http://www.brighton-hove.gov.uk/content/press-release/greater-brighton-economic-board>) bring together organisations and people from the business, education and public sectors to work collectively on economic issues that affect the area. The GBEB has responsibility for overseeing delivery of the Greater Brighton City Deal.

<sup>3</sup> All of CWS&GB is within the C2C LEP area (<http://www.coast2capital.org.uk/>) but Lewes is also within the South East LEP area (<http://southeastlep.com/>)

the short to medium term. Many are already being addressed through the planning system albeit at very different stages, but all will benefit from a coordinated approach across the area, both in terms of planning and investment. Some will be considered ambitious given the significant challenges to be addressed, particularly in the short to medium term, and many will require new and innovative solutions to funding. But they also reflect the local planning authorities' clear aspirations for long term sustainable growth to meet the existing and future needs of the residents and workforce in the CWS&GB area.

- 1.5 The LSS focuses on the strategic issues that are shared across CWS&GB or that will impact on the long term sustainability of the area, providing an overlay for local plans and the business priorities of key stakeholders. Unlike local plans, however, the LSS is not a statutory document and therefore relies on the voluntary consensus of all partners around the shared ambitions and priorities. A number of stakeholders have therefore been involved in its preparation, particularly those with a role to play in its delivery.
- 1.6 The LSS and its update (see Paragraph 1.7), builds upon the long term aims and objectives of successive strategic plans for the area and was largely informed by the following key strategic research:
- *Duty to Cooperate Housing Study* (GL Hearn on behalf of the Coastal West Sussex Authorities, May 2013<sup>4</sup> - <http://www.adur-worthing.gov.uk/media/media,114125,en.pdf>)
  - *Developing an Employment and Infrastructure Strategy* (Parsons Brinkerhoff on behalf of the CWSP, Feb 2012<sup>5</sup> - <http://www.coastalwestsussex.org.uk/wp-content/uploads/2012/04/consolidated-strategy-and-appendix-1-2.pdf>)
  - *Advice to Support the Development of a Delivery and Investment Framework* (GVA on behalf of the CWSP, March 2013 - <http://www.coastalwestsussex.org.uk/wp-content/uploads/2013/07/Coastal-West-Sussex-Strategic-Investment-Framework-GVA-Final-Report.pdf>)
  - *Background papers to support sustainable growth in the Greater Brighton and Wider Coastal West Sussex area, (Background Paper 1: Economy, Background Paper 2: Housing Market, Background Paper 3: Transport System* - Nathaniel Lichfield & Partners (NLP), May 2015<sup>6</sup> - <http://present.brighton-hove.gov.uk/ieListDocuments.aspx?CId=855&MId=5735&Ver=4>
- 1.7 The LSS was agreed by the Board and endorsed by each of the constituent authorities in 2013 (see Annex 3). In 2015 the LSS was updated to reflect the change in strategic area covered, which now includes Horsham and Mid Sussex, and to take account of local plan progress and implementation of the Greater Brighton City Deal which was at

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<sup>4</sup> Excludes Horsham and Mid Sussex

<sup>5</sup> Excludes Brighton & Hove, Lewes, Horsham and Mid Sussex

<sup>6</sup> Excludes Horsham

an early stage when the *LSS* was initially prepared. The updated Strategic Objectives cover the period 2015 to 2031 and the Spatial Priorities cover the period 2015-2025.

- 1.8 The Board felt it was important to balance having an up to date and ‘fit for purpose’ strategic framework with the need to support the current round of local plan reviews which are delivering the *LSS* priorities. The 2015 review was therefore managed as a focused ‘refresh’ rather than a full review. The shared ambition set out in the *LSS* is still considered to provide a reasonable approach to the significant challenges the area faces, particularly in terms of housing provision, infrastructure delivery and balancing competing demands for land.
- 1.9 In addition to the updated Strategic Objectives and Spatial Priorities, new sections have been included to provide a more robust response to the *LSS* implementation to ensure that the local authorities’ ambitions can be delivered on the ground within the anticipated timeframe. Critical to its implementation will be the wide range of powers and interventions that are being developed through the devolution deals<sup>7</sup>. The approach to implementation in the *LSS* will therefore be reviewed and updated on an ongoing basis through its *Monitoring and Delivery Framework* in Annex 4 to ensure that it fully captures the opportunities arising through the devolution process.
- 1.10 Whilst the focus is currently on delivery of the short to medium term priorities, it is acknowledged that, in time, a full review of the *LSS* will be needed to address the longer term issues and that this may require a different spatial strategy. This will need to be accompanied by an up to date strategic evidence base to help the local authorities ensure that their approach continues to be in the best interests of the people that live and work in the area, and provides a sustainable approach to growth. A report setting out a potential way forward will be presented to the Board in early 2016.

## Why develop a Strategic Framework for Coastal West Sussex and Greater Brighton?

### *Delivering long term sustainable growth*

- 1.11 Achieving long term sustainable growth in CWS&GB depends on addressing the key strategic planning issues in an integrated and deliverable way. The *LSS* provides an opportunity for the LPAs and partners to come to a consensus on what ‘sustainable growth’ means for the area, and what the short, medium and long term priorities are. An overarching statement reflecting the ambitions of local authorities and their partners around sustainable growth:
- provides a framework for integrating and aligning the investment priorities and business plans of both public and private sector bodies;
  - establishes a clear set of priorities for funding opportunities; and

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<sup>7</sup> Two devolution deals impacting on the CWS&GB area are being negotiated. The Three Southern Counties Deal and the Greater Brighton Deal both include a range of interventions to help deliver long term sustainable growth in the area, many of which will contribute to the successful delivery of the *LSS*.



- provides a mechanism for contributing to and coordinating work on strategic planning and economic activity in the wider area.

### ***Effective strategic planning & the Duty to Cooperate***

- 1.12 Managing strategic issues which impact on more than one local planning area has always been part of the plan preparation process. Since 2011, planning strategically has been guided by the Localism Act's 'Duty to Cooperate'<sup>8</sup>. This requires LPAs to demonstrate how they have engaged '*constructively, actively and on an on-going basis*' with neighbouring authorities and other organisations in the development of strategic planning policies. The statutory bodies bound by the Duty are listed in Local Plan Regulations<sup>9</sup>. Further guidance on how the Duty should be met is set out in the National Planning Practice Guidance.<sup>10</sup>
- 1.13 Although the Duty to Cooperate is a legal requirement where compliance is tested through the Local Plan Examination process, the strategic content of a plan and the way in which the evidence and policies have been developed is also fundamental to the plan's soundness. The LSS has already proven to be an important mechanism for LPAs in CWS&GB to manage strategic issues, and forms key evidence to demonstrate that strategic cooperation has been an integral part of local plan-making across the area, and that this is being managed on an on-going basis.

### **Links with other plans, strategies and organisations**

- 1.14 Implementation of the LSS depends on LPAs playing a key role in ensuring that it is properly tested through the statutory planning process and the local community have been consulted, particularly where Neighbourhood Plans are being prepared. But it also depends on building consensus with a wide range of other public and private sector bodies and organisations to ensure that they align their business plan priorities accordingly. Critical to the successful implementation of the LSS is a coordinated approach to investment, particularly on infrastructure funding. The LSS therefore sets out specific actions for implementing each of the *Strategic Objectives* and *Spatial Priorities*, all of which rely on close cooperation with key stakeholders. These form the basis of the *LSS Monitoring and Delivery Framework* which will be updated on a regular basis.
- 1.15 The LSS has already played an important role in informing the C2C LEP's priorities in the Strategic Economic Plan (SEP) and associated bids to the Government's 'Local Growth Fund' and Growth Deal<sup>11</sup> and will continue to inform any further rounds and reviews of the SEP.

<sup>8</sup> <http://www.legislation.gov.uk/ukpga/2011/20/section/110/enacted>

<sup>9</sup> Local Planning Regulations 2012: Duty to Cooperate: <http://www.legislation.gov.uk/uksi/2012/767/part/2/made>

<sup>10</sup> <http://planningguidance.communities.gov.uk/blog/guidance/duty-to-cooperate/what-is-the-duty-to-cooperate-and-what-does-it-require/>

<sup>11</sup> <http://www.coast2capital.org.uk/strategic-objectives/strategic-economic-plan.html#sthash.qpxuJRpP.dpbs>

- 1.16 The LSS is also considered to be a key plank of the Greater Brighton City Deal, agreed in 2013, which covers most of the LSS area<sup>12</sup>. The deal transfers specific powers, funding and responsibilities to the local authorities in return for a commitment to support growth. It focuses on the area becoming a hub for Creative Innovation that prioritises growth in innovative low carbon, high-tech and creative businesses, and includes the development of a network of growth hubs. Although the Deal focused on the Greater Brighton part of the wider sub-region, it has enabled opportunities to support the regeneration and sustainable growth of the whole CWS&GB area.
- 1.17 The freedoms and flexibilities given to local authorities as part of the City Deal are now being developed through a proposed devolution agreement between the local authorities and Central Government for the devolution of further responsibilities to support growth. The deal aims to facilitate a more focused approach to facilitating the use of the tightly constrained land opportunities in Greater Brighton, particularly brownfield sites and publicly owned land and assets, and to ensure that a range of housing is provided, particularly to support the needs of first time buyers.
- 1.18 A complementary approach to supporting growth is also being negotiated as part of the Three Southern Counties prospectus which covers the wider Coastal West Sussex area.
- 1.19 In 2016 a Place Plan will be agreed for each of the West Sussex local authority areas to help West Sussex County Council manage its investment priorities to support growth more effectively. These will be aligned with the district and borough local plans and will therefore be key to the delivery of the LSS' strategic planning and infrastructure priorities.
- 1.20 In implementing the LSS, local authorities will take account of the wider economic priorities, particularly around the skills agenda, recognising that a key part of improving economic performance and addressing social inequalities is improving skills and access to training and education. This is a priority in the CWSP's Strategy (*Sustaining Growth through Partnership*) and for the GBEB. Although the LSS focuses on 'spatial priorities', the LPAs will continue to work with partners to align its priorities with wider economic objectives thus ensuring a holistic and integrated approach is taken to delivering sustainable economic growth.
- 1.21 A large part of the CWS&GB is within the South Downs National Park. This is a significant asset to the area in terms of its contribution to the overall quality of life, as well as enhancing investment opportunities by providing a high quality environment and visitor attraction. The local authorities will therefore need to work closely with the SDNPA to ensure that the ambitions for sustainable growth are delivered in a way that compliments the SDNP's role and functions and are reflected in the SDNPA's Partnership Management Plan.<sup>13</sup>

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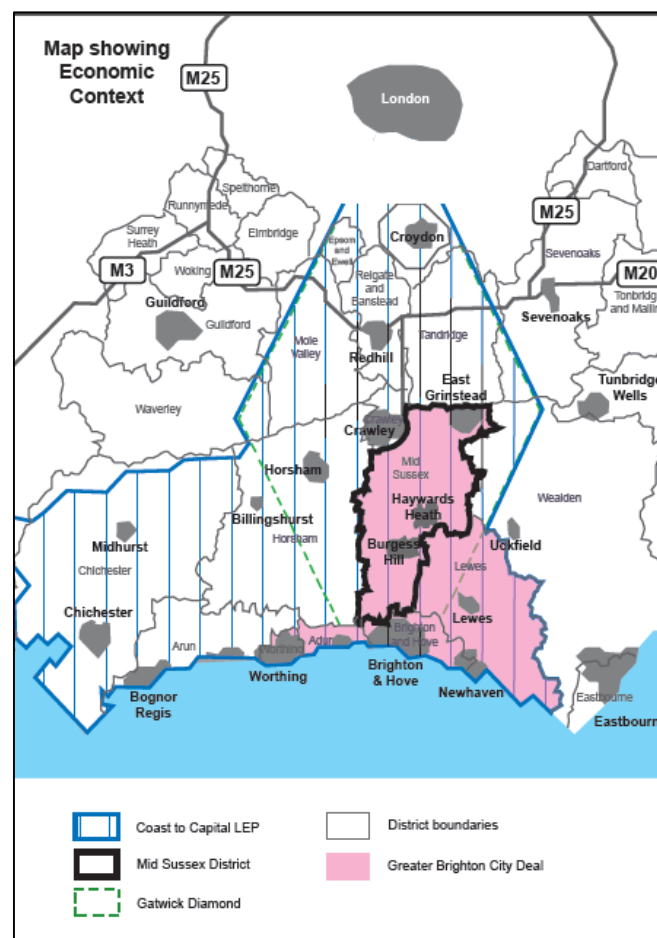
<sup>12</sup> The Greater Brighton City Deal local authority partners are Brighton & Hove City Council, Adur, Lewes and Mid Sussex District Councils, Worthing Borough Council and East & West Sussex County Councils

<sup>13</sup><http://www.southdowns.gov.uk/national-park-authority/our-work/key-documents/partnership-management-plan/>

- 1.22 Contributing to the strategic planning priorities is a core objective of the Sussex Local Nature Partnership (SLNP). The high quality environmental and ecological assets of CWS&GB are recognised as having a valuable role in supporting the health and well-being of the local community as well as sustainable economic growth. The LPAs will work with SLNP on an on-going basis to ensure that investment in the area's natural capital continues to be a priority.

## 2. Coastal West Sussex & Greater Brighton: The Place

- 2.1 The Coastal West Sussex and Greater Brighton sub-region comprises a number of settlements along the coast, bounded by Chichester in the west and Seaford in the east, and Horsham and Burgess Hill to the north, beyond the South Downs National Park (SDNP). The sub-region has experienced significant population growth in recent years, with migration from London playing a big part. The resident population is just over 1 million and is forecast to grow by at least 15% over the next 20 years.
- 2.2 The main urban areas vary in size and character, with the offer to residents and employers different in each. The largest settlement is the vibrant and cultural city of Brighton with a population of 281,600<sup>14</sup>. Other centres include the historic places of Arundel, Chichester and Lewes, the growth area of Burgess Hill, the villages of Horsham district at the foot of the Downs, the seaside places of Bognor Regis, Littlehampton, Shoreham by Sea along with its successful commercial port, Worthing and the “Seahaven” area of Lewes District which includes the Port of Newhaven.
- 2.3 Mid Sussex and Horsham Districts also have a strong relationship with the Gatwick Diamond sub-region to the north, particularly Horsham Town itself and Burgess Hill which has strong links north and south along the A23 / London-Brighton mainline corridor.



<sup>14</sup> Population based on 2012 Sub-national population projections

- 2.4 The area boasts a very high quality environment, with the SDNP covering a large part of the northern CWS&GB and a high concentration of other national landscape, ecological and environmental designations, including the Chichester Harbour and High Weald AONBs and several SSSIs and SPAs. These distinguishing assets make a major contribution to the attractiveness of the area as a place to live and work. They are also highly regarded by local businesses and are key factors in decisions to invest or locate in the area.
- 2.5 The sub-region is relatively well served by both roads and public transport with rail services connecting the main towns along the coast, as well as providing good connections north towards London and Gatwick Airport, particularly from Brighton and Worthing. However, the road network along the main east-west routes, is heavily congested restricting access to the main centres during peak periods. As this has had a major impact on the regeneration and investment potential of CWS&GB, tackling the main bottlenecks is a priority for all those that live and work in the area.
- 2.6 Like its towns, the coastal economy is diverse with a wide range of businesses servicing different sectors. The area is home to some of the country's leading companies in advanced manufacturing and horticulture as well as Shoreham Harbour and Newhaven Port which are two of the region's most successful commercial ports. The tourism and culture sectors are also major contributors to the area's economic success, with the SDNP on its doorstep and several seaside resorts, including Brighton which is the biggest employment centre in the area and also has a growing high-tech and media industry which impacts on a large proportion of the sub-region (Greater Brighton).
- 2.7 However, the level of skills and educational attainment of the resident workforce is generally lower on average than that of the wider South East which has restricted access to jobs for many. Average household income also reflects this and with house prices generally in line with the wider area, access to the housing market is restricted, particularly for younger people and families. This relatively unique position within the affluent South East has been the subject of successive strategic and local policy interventions aimed at regenerating the coastal communities. These have aimed to improve accessibility within the area, harness the area's high quality environmental assets; reflect the distinctiveness character and roles of the different parts of CWS&GB; improve the overall quality of the built environment; and increase opportunities for residents to access both housing and jobs.

## Opportunities and Challenges

- 2.8 CWS&GB offers considerable opportunities for residents and businesses. Local authorities and partners are keen to promote CWS&GB as an area that is 'open for business'. Proposals to transform the economy are highlighted in both the devolution deals covering the area as well as CWSP's Strategy. These include the major regeneration of Shoreham Harbour, and the new business opportunities at Brighton

Airport, Shoreham and Enterprise Bognor Regis, as well as the newly created Enterprise Zone at Newhaven<sup>15</sup>.

- 2.9 However, many of the opportunities now and in the future also bring challenges; ensuring development is properly supported by the right infrastructure is one; transforming the area through the successful delivery of high quality development without destroying the very environment that attracts both people and businesses to the area in the first place, is another; and delivering new homes to meet all different types of needs is another.

***Tackling the infrastructure deficit and building on the infrastructure dividend***

- 2.10 CWS&GB is, on paper, a highly accessible place. In reality, its infrastructure foundations are under severe pressure and have been for a number of years. Significant improvements are being made and more are in the pipeline, all of which aim to address existing deficits in infrastructure and increase opportunities for growth. Improvements to the existing road network are already increasing opportunities for development and enhancing the attractiveness of the sub-region to investors. Existing bottlenecks on the A27 are being targeted and the Bognor Regis Relief Road, which will facilitate development at Enterprise Bognor Regis and strategic housing sites, is already under construction.
- 2.11 The Government has acknowledged the importance of improving the transport infrastructure in and to CWS&GB and has signalled further commitments to investment<sup>16</sup>. These improvements, together with roll-out of superfast broadband across the whole area, a priority for both residents and businesses,<sup>17</sup> and the promotion of alternative modes of travel, aim to increase the long term sustainability of the area and support its regeneration and growth prospects.
- 2.12 But considerably more investment in infrastructure is needed to both address existing capacity problems and open up new opportunities. Additional, potentially more major, improvements for instance to the A27, A29 and A259 will be needed in the long term. For example, the possibility of an Arundel Bypass is being explored and is likely to improve movement in CWS&GB generally and the viability of potential sites, particularly to the north-west of Littlehampton.
- 2.13 The relatively good railway network both along the coast and north towards London also enhances the infrastructure 'offer' of the area. However improvements are needed to address capacity issues, to improve accessibility and journey times to main

<sup>15</sup> Newhaven Enterprise Zone was established in late 2015

<sup>16</sup> As part of the Government's July 2013 Spending Review, 'Investing in Britain's Infrastructure' was published - [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/209279/PU1524\\_IUK\\_new\\_temple.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/209279/PU1524_IUK_new_temple.pdf) This sets out details of the Government's commitments to infrastructure spending and includes: Government funded Feasibility Study for the A27 (incl. Arundel and Worthing; upgrading of junctions on Chichester Bypass; and improvements of M23 Junctions 8-10 which will link the Greater Brighton City Region more efficiently to Gatwick Airport and the M25.

<sup>17</sup> West Sussex CC is currently working with partners to deliver super-fast broadband across the county by 2016 [http://www.westsussex.gov.uk/your\\_council/news\\_and\\_events/news/2013\\_archive/may\\_2013/superfast\\_broadband\\_to\\_44000.aspx](http://www.westsussex.gov.uk/your_council/news_and_events/news/2013_archive/may_2013/superfast_broadband_to_44000.aspx).

towns within and outside of the area, particularly to the rest of the Coast to Capital area and London, and to ensure that rail transport can genuinely compete with cars as a more sustainable travel option. Network Rail has already identified some significant gaps where improvements are considered a priority<sup>18</sup>. These include addressing capacity problems for peak services for example on routes to and from London.

- 2.14 Many of the infrastructure challenges faced in the sub-region can be addressed with the right funding and cooperation but they are expensive and some will take a long time to deliver. The LSS, together with the delivery strategies emerging from the devolution commitments, aim to put in place a coherent strategy to address this, even if it is recognised that, whilst there are potential ‘quick wins’ which can be delivered in the next 5 to 7 years, many of the barriers will take a concerted and collaborative approach over a number of years to address.

### ***Delivering a good choice of high quality sites***

- 2.15 CWS&GB offers a number of unique opportunities to deliver high quality strategic sites for both residential and business use, such as Shoreham Harbour and Enterprise Bognor Regis. But much of the area is already intensively developed due to fact that it is tightly bound between the SDNP and the sea, and opportunities to deliver new, high quality, sustainably located strategic sites outside the town centres are increasingly limited without some form of major infrastructure or policy intervention. As well as general improvements to infrastructure to meet existing deficits and enhance the area’s future potential, therefore, significant targeted investment is also needed to support the delivery of strategic sites.
- 2.16 Regeneration of town centres continues to be a priority and makes an important contribution to development needs, especially in areas to the east where land supply is particularly constrained. However, there is increasing pressure to use commercial sites for housing, which been exacerbated by changes in ‘permitted development rights’ and other national policies aimed at making this easier.<sup>19</sup> Making the best use of town centre sites as well as getting the balance right between residential and commercial development, will be an essential part of ensuring long term sustainability of the whole area. Part of the challenge will be making sure that town centres continue to be seen by investors as an attractive offer, which will help deliver some of the more difficult sites and the choice of homes and commercial properties that are needed.
- 2.17 There are potentially more development opportunities in the west of CWS&GB, particularly in Chichester and Arun Districts where the gap between the SDNP and sea is wider, and to the north, beyond the SDNP. However, there are still some considerable challenges in relation to the transport and waste water treatment capacity issues, and in terms of flooding (coastal, river and surface water) which will need to be addressed before their full potential can be realised. There is also a high concentration of environmental and landscape designations in these areas which will need to be

<sup>18</sup> South East Route : Sussex Area Route Study 2015 (Network Rail)  
<https://www.networkrail.co.uk/long-term-planning-process/south-east-route-sussex-area-route-study/>

<sup>19</sup> <https://www.gov.uk/government/news/new-measures-to-breathe-life-into-empty-buildings-and-boost-growth>

managed carefully to ensure that development does not compromise these vital assets.

***Meeting the housing needs of a growing population***

- 2.18 The high concentration of national environmental and landscape designations in CWS&GB make an essential contribution to the overall quality of life and enhance the attractiveness of CWS&GB as an area to invest in and as a business location. But, together with the constrained geography and infrastructure of the area, there are also major obstacles to the long term growth potential of the area. This position was confirmed in the GL Hearn study which concluded that the number of new homes being planned for and delivered is well below the ‘objectively assessed needs’ of the area (as required by the NPPF). A similar conclusion was reached in the more recent NLP background paper which highlighted the fact that a 50% increase in current completions would be needed to meet objectively assessed needs.
- 2.19 A number of actions to address the significant short – medium term delivery issues are being taken forward through the devolution process and will form key components of the LSS delivery framework. These aim to maximise the potential of all suitable land in the sub-region and make existing sites ‘work harder’. These will also help ensure that new housing is provided to meet all sectors of the community, including affordable housing<sup>20</sup>.
- 2.20 In the longer term, the tight labour supply and restrictions on new housing present a major challenge to meeting the CWS&GB’s full economic potential and to its sustainability as this will limit opportunities for in-migration to support job growth, placing pressure on surrounding areas. The local authorities therefore recognise that a new, robust approach to planning across the area will be needed to address this and are therefore committed to working together to develop a joint understanding of the issues and potential responses to these, including long term spatial options. However, given the advanced stage in the development of many of the local plans and the need for a coherent approach which is underpinned by a robust shared evidence base, the outcome of this joint work will inform the next full review of the LSS which will provide a framework for the next round of local plan reviews.

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<sup>20</sup> The definition of affordable housing will include Starter Homes (homes provided for sale at a discount) through changes to NPPF proposed December 2015.



### 3. Coastal West Sussex & Greater Brighton: Delivering Sustainable Growth

- 3.1 The vision for CWS&GB reflects long term aspirations of the LPAs and partners to support regeneration of the area, providing the jobs and homes needed for its residents and businesses, whilst protecting the high quality environment that provides the essential foundations for *sustainable* growth.

#### Vision for a sustainable future

By 2031 Coastal West Sussex & Greater Brighton will be a place:

- where businesses will want to locate and grow, with a thriving economy supporting a wide range of employment opportunities, high quality, commercially viable sites and a high level of skill and education attainment;
  - which offers a choice of housing to meet the changing needs of the population, with access to a decent home for everyone;
  - which is easy to travel around, with excellent transport links both around CWS&GB and to major destinations in the wider South East;
  - where high quality digital communication plays a key role in supporting the way we live and do business;
  - where residents, businesses and visitors continue to benefit from CWS&GB's high quality natural environment; and
  - where each town continues to play a different role with its distinctive character, opportunities and 'sense of place'.
- 3.2 LPAs will work closely with both public and private sector partners to proactively pursue realisation of this vision through an agreed set of *Strategic Objectives* and *Spatial Priorities* which will be reflected in local plans and other relevant plans and strategies. These will also form the basis for influencing spending priorities, particularly those included in the C2C LEP's Strategic Economic Plan. The *Strategic Objectives* are considered to be long term objectives and will be delivered over the lifetime of the local plans (up to 2031). The *Spatial Priorities* will provide a short to medium term strategic focus for delivering the objectives and will inform the initial priorities set out in *Monitoring and Delivery Framework*.
- 3.3 The *Spatial Priorities* are based on existing or emerging local plans and previous work undertaken by the CWS Partnership, particularly the Parsons Brinkerhoff study referred to in Paragraph 1.6. This highlighted four strategic locations where a 'place-based' approach would help to coordinate activity, focus investment and unlock the potential of important employment and housing sites. These areas form the basis of the short to medium term *Spatial Priorities* across the area (2015-2025), although some of the proposals have evolved since then. The *Spatial Priorities* also reflect the ambitions to support hubs promoting 'Creative Innovation' in the Greater Brighton area which is the focus of the GBEB. It is important to recognise that these are considered to be 'strategic' priorities where the benefits will be shared across CWS&GB and do not exclude pursuit of other more local priorities in each LPA area.

- 3.4 Although reference is made to specific projects and schemes, these will be addressed in more detail through the *Monitoring and Delivery Framework* to allow flexibility in potential solutions and to ensure the *LSS* is responsive to changes, particularly funding and policy changes.

### **Strategic Objectives 2015-2031**

- 3.5 The following *Strategic Objectives* aim to facilitate improved accessibility within and across the CWS&GB labour and housing markets; promote strategic development opportunities in town centres and other sustainable locations; and protect the high quality environmental and landscape assets of the area.

#### **STRATEGIC OBJECTIVE 1: DELIVERING SUSTAINABLE ECONOMIC GROWTH**

Local planning authorities will work with their partners to support sustainable economic growth by:

- Recognising that each part of the sub-region has a unique role to play in contributing to growth and ensuring that strategic support is focused on meeting their particular needs.
- Identifying and giving priority to the development of the strategic employment sites required to deliver the *Spatial Priorities*, working through partnership to break down the barriers to delivery, improve their viability and realise their full potential.
- Promoting the continued regeneration of brownfield land ensuring that there is a wide range of sites and premises to meet the diversity of business needs and a good balance between commercial and residential development.
- Enhancing the overall quality and choice of well-located employment sites and premises by enabling the provision of new sites and making better use of existing sites.
- Ensuring there is a good supply of accommodation to support the expansion of small and medium firms within the sub-region.
- Facilitating the development of a network of Growth Hubs to support creative and technology innovation identified in the Greater Brighton City Deal.
- Providing an environment that attracts high skilled jobs and enhances employment opportunities for existing residents through access to high quality training and education.

Local planning authorities will also continue to supporting the wider economic initiatives aimed at improving the skills and education of the resident workforce, ensuring a holistic and integrated approach is taken to delivering sustainable economic growth.

## Implementing Strategic Objective 1

The Strategic Planning Board will work with its partners to:

- (1) Address land supply issues as part of a wider approach to sustainable growth which covers support for priority sectors and skills issues, as defined through the West Sussex Place Plans and the ongoing work of the Greater Brighton Economic Board.
- (2) Assess the role and character of all main settlements and their particular contribution to supporting growth within the sub-region.
- (3) Develop a robust strategic evidence base to assess the long term needs of sites in the sub-region and ensure that a flexible supply of employment land and premises is available to support key sectors and to meet the full life cycle of businesses in the area. This will include a review of existing sites to identify whether there are opportunities to make better use of these sites.
- (4) Identify any barriers to the delivery of key strategic sites and potential options for addressing these.

3.6 The Coastal West Sussex and Greater Brighton Authorities are committed to delivering long term economic growth and have set out their ambitions in the devolution proposal. The sub-region has one of the fastest growing economies in the wider South East<sup>21</sup> and is forecast to continue to grow, with Brighton and Hove, Chichester and Mid Sussex expected to experience significant growth.<sup>22</sup> The role of the LSS and local plans in the sub-region is to ensure that growth is sustainable, with a variety of good quality land and premises provided in the right place and supported with the right infrastructure. This continues to be a significant challenge as land supply becomes increasingly restricted and competition for available sites gets tougher, particularly in relation to the national drive to significantly increase housing delivery.

3.7 Strategic Objective 1 (SO1) aims to ensure that sufficient, good quality employment land to support the authorities and their partner's ambitions for growth is identified, helping to ensure a better balance between jobs and homes, reducing the proportion of residents that commute out of the sub-region every day, and supporting the indigenous firms to expand and remain within the area. A key aspect of this is the GBEB's ambitions to develop a number of 'growth hubs' in Brighton, Shoreham, Worthing, Burgess Hill and Newhaven (see Spatial Priorities for further details).

3.8 SO1 also reflects the recognition that, whilst economic activity is increasingly focused on a relatively small part of the sub-region, particularly on Brighton<sup>23</sup>, there is a need to 'spread the growth' wider. However, not all places within the sub-region will have the same role or make the same contribution to growth. Implementing this objective will therefore require further work to explore what the role and contribution each part of the

<sup>21</sup> Between 2009-13 employee job growth was 4.8%, higher than the Gatwick Diamond area, the Solent and Thames Valley Berkshire LEP areas, and double the overall growth of the C2C LEP area [NLP Economy Background Paper, May 2015]

<sup>22</sup> Forecast growth to 2031 – B&H (29%), Chichester (20%), Mid Sussex (18%) and 57,000 new jobs across the sub-region (excludes Horsham) [NLP Economy Background Paper, May 2015]

<sup>23</sup>[NLP background paper concluded that most economic activity and growth is currently focused on relatively small part of the GBCWS – 1/3 of total jobs in just 5% of the area (Brighton and Chichester) with growth forecast to continue along existing trends]

sub-region makes to support growth and help identify (and protect) the supply and type of employment land needed to support their particular needs.

## **STRATEGIC OBJECTIVE 2: MEETING STRATEGIC HOUSING NEEDS**

Local planning authorities will work proactively together and with their partners to narrow the gap between the planned housing provision of 4,000 new homes per annum to the assessed needs of 5,700 within the sub-region by:

- Giving priority to infrastructure investment that enables the delivery of the *Spatial Priorities* and opens up new, longer term development opportunities.
- Maximising the potential of existing sites and regeneration opportunities to deliver housing, without compromising the other *Strategic Objectives*, particularly in relation to enhancing the choice and quality of employment sites.
- Developing a long term strategy for the sub-region that considers all sustainable and deliverable spatial options for meeting needs.

Each local planning authority will continue to look for opportunities for further development to meet their assessed needs in the short to medium term, particularly as a result in infrastructure investment. This will be tested through the development of their local plan and any changes highlighted as a result of this will be managed through the monitoring and review process associated with the *Local Strategic Statement*.

It is essential that a wide choice of housing is provided but priority will be given to homes that meet the needs of low-paid workers, young people and families to sustain the economically-active population of sub region and support the economy. Particular encouragement will also be given to meeting the housing needs of the ageing population.

### **Implementing Strategic Objective 2**

The Strategic Planning Board will work with its partners to:

- (1) Review the delivery of strategic housing for the period 2015-2025 across the sub-region and develop a shared approach to maximising the potential of all available sites, including intensification of existing and proposed sites where possible. This will include a strategy for addressing any potential barriers to the delivery of strategic sites, working with the Coast to Capital LEP to ensure these are a priority in Growth Plans and any future funding bids.
- (2) Develop a strategy for narrowing the gap between housing delivery and the longer term (post 2025) housing needs of the sub-region, looking at all alternative sustainable options and how these will support the sub-region's growth aspirations. As part of this process, the LPAs will take account of the work being done to consider the role each place has in delivering long term sustainable growth, including the need to ensure a good supply of diverse, high quality employment land. The results of this work will inform a full review of the LSS.

(3) Ensure that housing provision within the sub-region meets, as far as possible, the specific housing needs of the area, with a clear emphasis on delivery of affordable housing.

3.9 Since the LSS was first approved by the local authorities in 2013, the gap between the planned annual housing provision and the objectively assessed needs (OAN) has narrowed which is mainly due to the progression of local plan reviews for the area. However, as Table 1 clearly demonstrates, there continues to be a significant challenge in terms of turning planning permissions and site allocations into housing on the ground with completions over the last five years falling short of the planned provision. Although the number of new homes completed during 2014/15 has increased, there is still a significant shortfall, and it is important that partners work proactively together to further narrow the gap between housing delivery and the objectively assessed housing needs of the sub-region in the long term.<sup>24</sup>

**Table 1: Indicative Comparison of Housing Needs against Maximum Potential Supply Levels**

LPA	OAN (net, dpa)	LP Target (net, dpa)	Average Completions 2010/11-2014/15 (net, dpa)	Annual Completions 2014/15 (net, dpa)
Adur	291	180	119	96
Arun	750	580***	574	655
B&H	1500	650***	397	581
Chichester*	505	435	303	351
Horsham	650	800***	517	854
Lewes	520	345***	204	277
Mid Sussex	695	800***	523	630
SDNP**	244	160***	96	171
Worthing	636	200	230	351
<b>TOTAL CWS&amp;GB</b>	<b>5,791</b>	<b>4,150</b>	<b>3,147</b>	<b>3,782</b>

\* excludes SDNP

\*\* disaggregated figure for CWS&GB part of SDNP

\*\*\* Provisional figures

3.10 The local authorities are doing everything possible to meet the needs within the current local plan strategies and are working together and with partners through the devolution process address delivery issues. These will be critical to the success of the LSS and

<sup>24</sup> NLP Housing Background Paper concluded that delivery of the current planned housing will need a concerted effort from all LPAs with a 50% increase over rate of completions in recent years required.

will therefore form a key plank of its implementation as they are taken forward and developed. However, it is recognised that, whilst these new emerging interventions will help deliver more housing in the short to medium term, there will be increasing constraints on land supply within the sub-region, particularly if the high quality environment is to be retained. This is a significant economic asset and any damage to it could have an adverse impact on potential investment into the area.

- 3.11 CWS&GB authorities will therefore work together to develop a shared approach to long term development needs. This will also take account of any major new opportunities that will have potential as a result of long term infrastructure improvements in the area. Any implications arising from this work would be taken into account in a future round of local plan reviews.
- 3.12 It is not just about the number of new homes provided; it is equally important to ensure that these are high quality and meet the varied needs of the sub-region's residents. Continued population growth is forecast and, although there are differences in terms of type of housing needed in different parts of CWS&GB, affordability is a key factor across the whole area. The local authorities will therefore work together to ensure that the new homes provided support the needs of those living and working in the area, particularly in relation to affordability, with a good mix of tenure delivered.

### **STRATEGIC OBJECTIVE 3: INVESTING IN INFRASTRUCTURE**

Local planning authorities will work with their partners to enable and facilitate improvements to the capacity of infrastructure required to meet both existing capacity deficits and to provide new infrastructure needed to open up opportunities for sustainable growth. Priorities will be:

- Delivering the new and improved infrastructure required to support the *Spatial Priorities*.
- Improvements to road infrastructure aimed at providing faster, more efficient east-west movement along the A27/ A259 Corridor and north-south linkages between them, and better access to strategic sites and Growth Hubs identified in the Greater Brighton City Deal proposal.
- Enhanced rail service infrastructure, including the removal of level crossings and new interchanges along the Coastway Rail Line and north on the London-Brighton mainline towards major destinations in the South East, particularly London and Gatwick Airport. Support a high speed Brighton Mainline to enhance national and international connections to the region.
- To support changes in travel behaviour by increasing opportunities for sustainable modes of transport that can compete effectively with private cars including a region wide Bus Network, bus priority and 'park and ride'.
- Ensure that wider community infrastructure needs, including health and education, are addressed, particularly in relation to strategic developments.

- Deliver smart infrastructure including roll-out of Superfast Broadband across the sub-region, with a particular focus on rural areas and the provision of Ultrafast Broadband in key Growth Locations.
- Facilitate delivery of both waste water treatment and sewerage network capacity to overcome constraints, and address poor surface water drainage which adversely impacts on the performance of the infrastructure. .
- Improving coastal and river flood defences and surface water management.
- To protect waste infrastructure which is key to ensuring sufficient capacity for waste management.
- To protect viable mineral infrastructure which is key to ensuring a steady and adequate supply of minerals for construction and industrial uses.
- Maintain and enhance the provision of Green Infrastructure, particularly where it plays an important 'strategic gap' role and provides a strategic connections across the sub-region and into the South Downs National Park.

### **Implementing Strategic Objective 3**

The Strategic Planning Board will work with its partners to:

- (1) Develop a common approach to Identifying strategic infrastructure needs across the sub-region, both to support the delivery of the existing LSS priorities and to open up new opportunities for growth across the sub-region as a whole. This will build upon the strategic infrastructure frameworks being developed by West Sussex and East Sussex and the infrastructure plan being developed by the GBEB.
- (2) Explore all options for delivery of the infrastructure priorities, including ensuring that these are highlighted as a priority through both C2CLEP and SELEP's economic plans and funding.
- (3) Ensure that a comprehensive approach to infrastructure is taken to support the place-shaping role of local authorities and ensure that development contributes to sustainable communities.
- (4) Develop a holistic and integrated approach to Green Infrastructure (GI), linking networks (e.g. South Downs Green Infrastructure Framework which identifies priorities for GI across the sub-region with the National Park acting as a green living lung) across the sub-region and ensuring that GI priorities are reflected in the wider work to identify and support the role and character of individual places, as proposed under SO1.

3.13 Long term sustainable growth of CWS&GB depends on addressing the 'infrastructure deficit', particularly in relation to east-west movements along the A27 where DfT have identified capacity, reliability, severance, air quality and road safety issues which will constrain growth in the future<sup>25</sup>. Since the LSS was initially agreed, some progress has

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<sup>25</sup> Highways Agency, 2014, A27 Corridor Feasibility Study

been made with work underway to deliver improvements on the A27 at Chichester, Arundel and Worthing. Improvements are planned for the A24 (between Ashington & Southwater), A29 (to improve access between A27 and Bognor Regis), A284 (Lyminster Bypass to deliver better communications between Arundel and Littlehampton) and A259 (to relieve congestion between Littlehampton and Angmering). Work is also underway to deliver the GBEB's ambition for an integrated Greater Brighton 'city-region' transport system and to improve connectivity to Gatwick/London.

- 3.14 More will be needed, however, to address both the current infrastructure issues and open up new opportunities for growth, and all will be competing for an ever-decreasing funding pot. It is therefore vital that strategic infrastructure priorities are managed in a coordinated way and a common set of priorities are established across the sub-region. The Strategic Planning Board is therefore working with East Sussex and West Sussex County Councils, and the GBEB to develop a long term infrastructure plan for the area which will help deliver development in the right locations. Improved cooperation with other infrastructure providers/facilitators will also have to be addressed, particularly in relation to utilities companies and government departments/agencies.

#### **STRATEGIC OBJECTIVE 4: MANAGING ENVIRONMENTAL ASSETS AND NATURAL RESOURCES**

Local planning authorities will work with their partners to deliver sustainable growth within the environmental limits by:

- Managing and investing in the environmental assets and nationally and internationally (UNESCO Biosphere) designated landscapes that make a significant contribution to the overall quality of life in the area and to its economic success.
- Conserving and enhancing the natural beauty, wildlife and cultural heritage of the National Park and promoting opportunities for the understanding and enjoyment of the special qualities of the National Park by the public.
- Conserving and enhancing the natural beauty of the Chichester Harbour AONB and High Weald AONB, having regard to their respective AONB Management Plans.
- Reducing the environmental and ecological impact of growth where development is necessary.
- Recognising the Social, Economic and Environmental qualities and benefits of the area's coastal location.
- Recognising the importance of natural capital and the role of ecosystem services across the sub-region which can both enhance and complement opportunities for growth.
- Protecting and enhancing the character and distinctiveness of individual settlements.
- Protecting potentially economically viable mineral resources from sterilisation.



#### **Implementing Strategic Objective 4**

The Strategic Planning Board will work:

- (1) With the Sussex Local Nature Partnership to develop a robust approach to conserving, enhancing and expanding the Natural Capital of the sub-region.
- (2) To ensure that proposed developments /strategic priorities do not compromise valuable mineral resources needed to support long term growth in the sub-region.

- 3.15 The environment makes a significant contribution to the quality of life in CWS&GB and its high quality with one National Park and two Areas of Outstanding Natural Beauty, is an important factor in investment decisions and a major asset to its ongoing economic success. The LSS aims to strike the right balance between ensuring that the environmental quality of the sub-region is protected and, where possible enhanced, with the need to deliver development to support its growth. Although this is proving increasingly challenging as land availability diminishes, it will continue to be a core objective of the local authorities as the LSS is implemented and reviewed.
- 3.16 As part of the ongoing joint work across the area to provide a sustainable environment, work is underway to integrate green infrastructure into development and to raise the importance of natural capital and the role of ecosystem services across the sub-region. Ecosystem Services are the benefits people and society get from the natural environment such as water resources and dark night skies and can both enhance and complement opportunities for growth. This is a priority for the Sussex Local Nature Partnership which recognises that *“Growth in Natural Capital is the fundamental prerequisite for enhancing the services provided by ecosystems and so underpins the economic and social well-being of Sussex”*.

## Spatial Priorities 2015-25

3.17 The following *Spatial Priorities* set out a framework for investment and strategic planning for the period 2015-2025. Although many of these will be challenging, particularly in terms of the funding needed for new and improved infrastructure, they are considered to be achievable within the next 10 years with the benefit of a coordinated and flexible approach to delivery.

### **SPATIAL PRIORITY 1: SHOREHAM HARBOUR AND BRIGHTON AIRPORT, SHOREHAM**

Local planning authorities will work with their partners to support the development of the strategic employment and housing sites, including Brighton Airport, Shoreham and Shoreham Harbour, identified in the Adur Local Plan by giving priority to the infrastructure improvements needed to enable the sites to be delivered.

*Shoreham Harbour:* Priorities for meeting the significant regeneration opportunities to provide new homes and jobs will include:

- Improved road access to and from the A27 and A259 and to local transport infrastructure including public transport, walking and cycling.
- Improved flood defences.
- Consolidated port activities in the eastern harbour arm and safeguarding sufficient capacity at mineral wharves to ensure a steady and adequate supply of minerals to meet foreseeable future demands.

*Brighton Airport, Shoreham:* Priorities for securing new employment floorspace and job opportunities will include improved road access from the A27, which will also facilitate access to a new strategic mixed use site. Development potential should take into account the landscape setting and views of the Airport from the River Adur and the South Downs National Park, biodiversity and heritage assets of the area and the need to protect and preserve the green gap between Lancing and Shoreham.

Taking account of the opportunities on the fringe of the urban areas to meet future housing needs, the Green Gap between Lancing and Shoreham will be protected to preserve the character of Lancing and Shoreham and its role promoted as Strategic Green Infrastructure.

### **Implementing Spatial Priority 1**

The Strategic Planning Board will:

- (1) Support the preparation of the Joint Area Action Plan for Shoreham Harbour to provide a sound planning policy basis for future decision-making.
- (2) Work with the LPAs to implement the Joint Area Action Plan for Shoreham Harbour and in taking forward these priorities through the Local Plans.
- (3) Work with the LPAs in taking forward these priorities through the Local Plans.
- (4) Work with the Greater Brighton Economic Board to ensure that the strategic priorities are aligned with the Greater Brighton Infrastructure Plan (and Greater

- Brighton Pipeline), Housing & Property Investment Plan and skills strategy as they are developed.
- (5) Where relevant, work with West Sussex County Council and Local Infrastructure Boards to ensure that the strategic priorities are included in the West Sussex Growth Plan and related Place Plans
  - (6) Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address these as soon as possible.
- 3.18 Shoreham is one of Greater Brighton's growth hubs and offers significant regeneration opportunities providing high quality employment land, and in the case of the Harbour, a major contribution to housing needs of the wider community in this central coastal area.<sup>26</sup> They also offer an opportunity for a coordinated approach to the delivery of infrastructure improvements that are needed to realise their full development potential and for opening up further longer-term opportunities. Both sites are promoted as 'growth hubs' to support the wider priorities of the GBEB.
- 3.19 Shoreham Harbour development includes 1,400 new homes, 23,500sqm of new and improved employment generating floorspace, a package of measures to improve highway infrastructure (including improvements to the A27), as well as new social and physical infrastructure, a comprehensive upgrade to existing flood defences and a renewable energy hub.
- 3.20 The proposals for Brighton Airport in Shoreham are focused around an enhanced business offer for the area. The Airport offers significant opportunities for high value-added businesses given its attractive environment and relatively easy access to the A27. The proposals include 15,000sqm of employment floorspace at the Airport, together with 10,000sqm of employment floorspace and 600 new homes at adjacent New Monks Farm. Both developments will be supported by a new junction onto the A27.
- 3.21 Spatial Priority 1 emphasises the need to balance the delivery of housing and employment to meet identified needs and to facilitate regeneration (accompanied by appropriate and timely infrastructure delivery) alongside the limited capacity of the area to accommodate further growth.

## **SPATIAL PRIORITY 2: CHICHESTER CITY/TANGMERE/ BOGNOR REGIS**

Local planning authorities will work with their partners to support the development of the strategic employment and housing sites identified in the Chichester and Arun Local Plans by giving priority to the infrastructure improvements needed to enable the sites to be delivered. Priorities will include:

- Improvements to the A27 at Chichester.

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<sup>26</sup> A Joint Area Action Plan (JAAP) for Shoreham Harbour is being prepared by Brighton & Hove City and Adur District Councils and West Sussex County Council and is due to be submitted for consultation in Spring 2016

- Improvements to north-south links including the A259 between Chichester and Bognor Regis and the A29.
- Co-ordination of improvements required to help stimulate and maximise investment opportunities in Bognor Regis Town Centre and Seafront.
- Supporting the delivery of Enterprise Bognor Regis
- Supporting the delivery of key strategic development sites in the wider Bognor Regis and Chichester area including critical highways and transport infrastructure essential to the delivery of those sites.
- Support and facilitate delivery of infrastructure schemes identified in the Chichester area to provide wastewater treatment capacity for new development, and meet water quality objectives.
- Improved surface water management, particularly around Bognor Regis and the southern part of Chichester, including the Manhood Peninsula, taking the opportunity to maximise the potential for green infrastructure and recreation provision
- Consideration of long term secondary school infrastructure provision to serve new development in Chichester and Arun.

## **Implementing Spatial Priority 2**

The Strategic Planning Board will:

- (1) Support the LPAs in taking forward these priorities through the Arun and Chichester Local Plans.
- (2) Work with West Sussex County Council and the Local Infrastructure Boards to ensure that the strategic priorities are included in the West Sussex Growth Plan and related Place Plans.
- (3) Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address within the timescale set out in the local plans.
- (4) Support the LPA in its work with Southern Water to find solutions to wastewater capacity in Chichester which can facilitate the early delivery of the strategic development sites.

3.22 Several strategic employment and housing sites are located within the Chichester/ Tangmere/ Bognor Regis area. The sites include the major employment land opportunity in Bognor Regis (Enterprise Bognor Regis) which could provide a significant amount of new jobs to support the coastal economy and major mixed-use housing/employment sites in Chichester/Tangmere. All of these are reliant on improvements to transport infrastructure, improved approaches to travel demand and in most cases, mitigation of environmental impacts, particularly to address the potential impact on the Chichester and Langstone Harbours SPA and Pagham Harbour SPA.

3.23 Although issues around waste water capacity present significant challenges in this area, the local authorities are already working together with the relevant organisations to find solutions. An upgrade to the Tangmere Waste Water Treatment Works is underway and due to be completed by the end of 2017. In Arun, issues related to

surface water impact on sewerage systems are being addressed through a Surface Water Management Plan. A coordinated approach on an ongoing basis, particularly between the two District Councils, will be required in planning and delivering these sites and the associated infrastructure if their full potential is to be realised.

### **SPATIAL PRIORITY 3: LITTLEHAMPTON**

Local planning authorities and their partners will work together to coordinate transport and other infrastructure improvements in Littlehampton to address existing capacity issues and enhance further opportunities for the delivery of strategic employment and housing sites. Priorities will include:

- Construction of the Lyminster Bypass (southern and northern sections) and improvements to the A259.
- Improvements to rail connections along the Arun Valley and to London.
- Improvements to River Arun flood defences.
- Further consideration of the strategic development potential at West Bank.
- Support for new housing and employment opportunities proposed in an emerging Ford Parish Neighbourhood Plan to deliver up to 1500 homes
- Construction of a cycleway between Arundel and Littlehampton to provide a sustainable transport link between the National Park and the Coast
- Maximising the economic and infrastructure benefits of the proposed Arundel Bypass

#### **Implementing Spatial Priority 3**

The Strategic Planning Board will:

- (1) Support the LPA in taking forward these priorities through the Arun Local Plan.
- (2) Work with West Sussex County Council and Local Infrastructure Board to ensure that the strategic priorities are included in the West Sussex Growth Plan and related Place Plan.
- (3) Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address within the timescale set out in the local plan.

3.24 Although not related to any specific sites, the Parsons Brinkerhoff report (referred to in Paragraph 1.6) concluded that transport improvements in and around Littlehampton (including construction of the Lyminster Bypass) are likely to help investor confidence both for employment and residential uses. The strategic contribution to development in CWS&GB will therefore be a rebalancing of the local economy and therefore reduced dependency on other parts of the area for local shopping and employment opportunities.

3.25 Arun District Council has undertaken a Feasibility Study to examine the potential for strategic development at West Bank, Littlehampton, looking specifically at the

constraints from flood risk and highways. Further consideration will be given to the requirements to make this viable in the medium to long term. Further development will be provided through the Ford Neighbourhood Plan which has at its heart the opportunity to provide new housing and employment opportunities around new community facilities. These proposals will support the rationale for improved road and rail infrastructure and improved recreation facilities.

#### **SPATIAL PRIORITY 4: WORTHING'S KEY TOWN CENTRE SITES**

Worthing Borough Council will work with its partners to co-ordinate the infrastructure and transport improvements required to help stimulate and maximise investment opportunities in the Town Centre. Priorities to help secure sustainable economic regeneration and improve economic performance will include:

- Regeneration of the seafront and improved linkages with the town centre.
- Regeneration of key gateway sites in and around the town centre including Union Place and Teville Gate
- Increased vitality in the town centre, including creating new flexible retail floorspace.
- Improved levels of accessibility and connectivity.
- The delivery of new employment floorspace on currently contaminated land at Decoy Farm to potentially relocate existing businesses at Shoreham Harbour and encourage new business growth and investment.

#### **Implementing Spatial Policy 4**

The Strategic Planning Board will:

- (1) Work with the LPA in taking forward these priorities through the Worthing Local Plan review.
- (2) Work with the Greater Brighton Economic Board to ensure that the strategic priorities are delivered through implementation of the Greater Brighton City Deal and are aligned with the Greater Brighton Infrastructure Plan, Housing & Property Investment Plan and skills strategy as they are developed.
- (3) Work with West Sussex County Council and Local Infrastructure Board to ensure that the strategic priorities are included in the West Sussex Growth Plan and related Place Plan.
- (4) Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address these as soon as possible.

3.26 Worthing is identified as a growth hub supporting the wider economic ambitions of the GBEB. Although the Borough is constrained by limited opportunities for expansion, given the South Downs to the north and the sea to the south, it needs to remain competitive and secure regeneration. The key focus therefore continues to be the regeneration of sites, particularly those in and around the town centre, building on the successful delivery of a number of significant sites in recent years. These have helped to meet many of the aspirations incorporated within the town centre and seafront masterplans.

- 3.27 The new Local Plan will continue to support the drive for significant public and private investment into Worthing to help fund town centre, seafront, transport, commercial and residential development but consideration will also have to be given to the scope for further development opportunities on the fringe of the built up area to meet future housing needs as part of the local plan review.

### **SPATIAL PRIORITY 5: GREATER BRIGHTON CITY REGION**

The local authorities within the Greater Brighton City Region will work with their partners to:

- co-ordinate and deliver the infrastructure and transport investment needed to support a network of Growth Hubs focusing on creative and technology innovation;
- identify strategic employment sites needed to support the priority sectors and higher value industries, and to ensure a good supply and range of commercial accommodation to support growth of small to medium firms.

Critical to delivery of the City Region's growth aspirations will be improvements to infrastructure. Priorities will be to facilitate east-west movement along the coast, particularly through the Coastal Transport System and improvements to the A27 where most development is proposed, and an integrated city-region transport system with good connectivity to Gatwick Airport and London through a high speed Brighton Mainline. Improvements will include delivery of Intelligent Transport Systems, smart infrastructure and investment in a region-wide Bus Network.

#### **Implementing Spatial Priority 5**

The Strategic Planning Board will:

- (1) Work with the LPA in taking forward these priorities through the Local development Plans and any subsequent reviews
  - (2) Work with the Greater Brighton Economic Board to ensure that the strategic priorities are delivered through implementation of the Greater Brighton City Deal and are aligned with the Greater Brighton Infrastructure Plan, Housing & Property Investment Plan and skills strategy as they are developed.
  - (3) Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address these as soon as possible.
- 3.28 Brighton is the main focus of economic activity in the sub-region and has experienced the greatest employment growth in recent years, particularly in relation to finance and business, and media and technology sectors. The local authorities are now building on the success of the Greater Brighton City Deal, agreed in 2013, by developing new tools and mechanisms to help maximise the potential of all sites in the area to support long term sustainable growth. This includes ongoing development of a network of Growth Hubs (Brighton, Worthing, Shoreham, Newhaven and Burgess Hill) to support

creative and technology innovation, linked to the expertise within the area's universities. Although focussed on the Greater Brighton part of the sub-region, the ongoing work of the GBEB offers significant opportunities to boost the economic success of the whole coastal area.

## **SPATIAL PRIORITY 6: BRIGHTON - SEAFRONT AND BRIGHTON CITY CENTRE**

Brighton City Council will work with its partners to support the regeneration of Brighton City Centre and the seafront to secure its role as a key driver for the sub-region's economy. To facilitate and support the timely delivery of key strategic site allocations in the City Plan and to maximise opportunities for new housing, modern office space, leisure and tourism related development, particularly in the City Centre, Valley Gardens and Brighton Seafront.

### **Implementing Spatial Priority 6**

The Strategic Planning Board will:

- (1) Work with the LPA in taking forward these priorities through the City Plan and any subsequent reviews
- (2) Work with the Greater Brighton Economic Board to ensure that the strategic priorities are delivered through implementation of the Greater Brighton City Deal and are aligned with the Greater Brighton Infrastructure Plan, Housing & Property Investment Plan and skills strategy as they are developed.
- (3) Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address these as soon as possible.

3.29 The redevelopment of Central Brighton and its seafront will play a significant role in the wider City Region objectives to support growth, with a focus on leisure and tourism projects. This will also open up significant opportunities for much needed housing delivery. The key projects include:

- *Brighton City Centre* – including Circus Street, Edward Street Quarter and Royal Sussex County Hospital in the Edward Street/Eastern Road Development Area; bring forward 20,000sqm of B1a office space through a portfolio of sites in the New England Quarter Development Area; and significant mixed employment and residential development at Preston Barracks/University site.
- *Valley Gardens* – a Coast to Capital LEP funded priority infrastructure improvement scheme
- *Brighton Seafront* – a range of strategic sites including the Brighton Waterfront scheme which will comprise a minimum of 20,000sqm retail floorspace in the sub regional shopping centre at Brighton Centre/Churchill Square including re-provision of an arena/conference centre at Black Rock. A minimum of 2,000 new dwellings are identified at Brighton Marina; and provision of a new sports centre and 400 new homes at King Alfred and RNR site.



## **SPATIAL PRIORITY 7: BURGESS HILL**

Mid Sussex District Council will work with its partners to maximise the opportunities of the Burgess Hill Growth Area, supporting delivery of a revitalised town centre; 5,000 new homes both within and on the edge of the town; a new business park; and a new science and technology park. This development will need to be supported by:

- New transport infrastructure, including a sustainable transport package to improve access within Burgess Hill, a new cycle link between Burgess Hill and Haywards Heath, construction of a new northern link road and A2300 corridor improvements between Burgess Hill and the A23;
- New community infrastructure including two primary schools, a secondary school, neighbourhood facilities and a centre for community sport;
- Improvements to wastewater treatment capacity and odour management; and
- Ultrafast broadband to premises for new housing, employment and retail development.

### **Implementing Spatial Priority 7**

The Strategic Planning Board will:

- Work with the LPA in taking forward these priorities through the Mid Sussex District Plan.
- Work with the Greater Brighton Economic Board to ensure that the strategic priorities are delivered through implementation of the Greater Brighton City Deal and are aligned with the Greater Brighton Infrastructure Plan, Housing & Property Investment Plan and skills strategy as they are developed.
- Support the work of the Burgess Hill Development Board to ensure that the strategic priorities in the West Sussex Growth Plan and related Place Plan are delivered.
- Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address these as soon as possible.

3.30 Burgess Hill is a key growth area for the Greater Brighton City Region and the Gatwick Diamond. Significant development is proposed both within the existing town and in a strategic location to the north of the town (the Northern Arc) and a proposed new business park and science park to the west along the A2300. The vision is to create a fully sustainable, 21<sup>st</sup> century town focused around a high quality, vibrant and accessible town centre, supported by necessary community facilities, employment opportunities and access to green open space underpinned by a state of the art transport network and digital infrastructure.

## **SPATIAL PRIORITY 8: NEWHAVEN**

Lewes District Council will work with its partners to provide significant new development and regeneration at Newhaven to support the long term growth of the Greater Brighton City Region and to improve the overall accessibility and efficiency of the town, including its strategically important Port. This will be aided by the designation of Newhaven as an Enterprise Zone with the priority being to deliver 70,000 sqm of employment floorspace and 1,700 new homes. Key to the success of the town's regeneration will be improvements to the Town Centre and improved connectivity with areas outside the town centre ring road.

### **Implementing Spatial Priority 8**

The Strategic Planning Board will:

- Work with the LPA in taking forward these priorities through the Lewes District Local Plan.
- Work with the Greater Brighton Economic Board to attract inward investment and to ensure that the strategic priorities are aligned with the Greater Brighton Infrastructure Plan, Housing & Property Investment Plan and skills strategy as they are developed.
- Highlight any potential barriers to delivery of the strategic sites and work with Coast to Capital LEP and other partners to address these as soon as possible.

3.31 The regeneration of Newhaven is a strategic priority for the Greater Brighton Economic Board and as such, eight strategic sites in the town were announced for Enterprise Zone status in 2015. Significant new development and regeneration of the town will be delivered by 2030, including:

- 70,000 sq. m of new and refurbished/upgraded employment floorspace, with a focus on providing space that allows for smaller business to expand and to take advantage of certain emerging innovative sectors, including the renewable energy and marine and environmental technologies.
- 1,700 new homes
- A reconfigured and expanded Port, including the provision of a deep sea berth and improved accessibility through a new Port Access Road.
- The provision of flood defences, which will benefit much of the towns existing commercial areas.
- Town centre improvements, including improved connectivity with areas outside the town centre ring road and improvements to the ring road and connecting transport corridors.

## **SPATIAL PRIORITY 9: RURAL SUSSEX**

The local authorities and the South Downs National Park Authority will work together with partners to ensure that the rural parts of the sub-region benefit from long term sustainable growth through:

- Supporting delivery of affordable housing.
- Improving connectivity between the priority sectors of the rural economy, including tourism, leisure, agriculture and horticulture.
- Identifying priority infrastructure needs to support rural businesses, including home-workers, particularly in relation to communications infrastructure which improves accessibility to the main employment centres within the sub-region.
- Facilitating a good supply of small business, retail and community facilities to support the sustainability of rural communities,
- Supporting existing and proposed land management and land based businesses that protect and enhance the landscape character of the countryside
- Safeguarding mineral sites and areas with potentially economically viable minerals from alternative forms of development to ensure a steady supply of minerals for use in construction and industrial purposes
- Improving access to the South Downs National Park particularly by sustainable modes of transport from key gateway locations

### **Implementing Spatial Priority 9**

The Strategic Planning Board will:

- (1) Work with the LPAs, the Rural Partnership and other partners to identify the strategic development contribution of rural areas towards supporting long term sustainable growth of the sub-region and how this should be reflected in the relevant local plans and in the devolution proposals as they are taken forward and developed. This will inform the assessment of the role and character of the sub-region which is proposed as part of the implementation of Strategic Objective 1.
- (2) Work with West Sussex County Council and Local Infrastructure Boards to ensure that the strategic priorities are included in the West Sussex Growth Plan and Place Plans.

3.32 A significant proportion of the CWS & GB sub-region is rural, much of which is designated as part of the SDNP or is within the two AONBs. These areas already contribute significantly to the overall economy of the area, particularly with regards to tourism and leisure, but also in other priority sectors such as horticulture. In many parts of the rural area, small businesses are considered to be the lifeblood of the economy and contribute significantly to the local communities and a significant number of residents are 'homeworkers'.

3.33 The LSS aims to ensure that these areas do not stagnate and that the rural economy is supported as much as the wider economy, for example, through ensuring that they are

properly connected, particularly with broadband and other telecommunications. It is vital that as part of this approach, the need to support growth and therefore new development is balanced with the need to protect and enhance the significant landscape and environmental assets of these areas.

## 4. Monitoring and Delivery

- 4.1 The *Strategic Objectives* and *Spatial Priorities* set out in the *LSS* will be implemented through a number of different routes and by different organisations working together, often with the local authorities in a lead coordinating role. Most, if not all of the short to medium term priorities are already reflected in existing or emerging local plans or other planning processes. As such, many partners, particularly the Statutory Bodies, are actively engaged in the development of the local plans. It is envisaged that the *LSS*, together with the local plans will increase investor confidence over time and delivery of some of the more challenging aspects of the *LSS* will become more viable.
- 4.2 A number of specific measures are being taken forward through the devolution process and it is important that the *LSS* priorities are fully reflected in these. A coordinated approach to delivery will therefore be key, ensuring that interventions, funding and other delivery mechanisms are fully aligned. The Strategic Planning Board will therefore continue to work closely with the Greater Brighton Economic Board, the Coastal West Sussex Partnership and the two LEPs to ensure that the *LSS* is aligned with their priorities.
- 4.3 Progress in implementing the *LSS* is set out in the *Monitoring and Delivery Framework* (see Annex 4). This is an evolving framework and will be regularly updated, reflecting the priorities and ongoing development of new tools and mechanisms taken forward through both the local planning process (e.g. the Infrastructure Delivery Plans and the West Sussex Place Plans) and strategic partnerships. This will also be used as a bidding document (together with the *LSS*) to raise the profile of CWS&GB and access funding from the C2C LEP (and SELEP) and will inform the next reviews of their strategic economic plans.
- 4.4 Engagement with the authorities in the wider area will be key to developing a sustainable approach to meeting the long term needs in CWS&GB, as set out in *Strategic Objective 2*. As such discussions will be initiated with the adjoining authorities to take the *LSS* review forward as soon as possible.
- 4.5 The Strategic Planning Board (SPB) will be responsible for monitoring implementation of the *LSS*, ensuring the priorities are being progressed through the relevant key plans and strategies, particularly local plans, and identifying any potential obstacles that have not already been picked up through other processes or through the *Monitoring and Delivery Framework*.
- 4.6 A progress report on each of the *Spatial Priorities* should be made to the SPB on a 6 monthly basis, setting out how these are being taken forward through the relevant local plans and through the business priorities of other key partners. This should also set out any potential risks to delivery that have been highlighted through the *Monitoring and Delivery Framework*.

- 4.7 The SPB's Planning Officers' Group should be tasked with ensuring that a proper monitoring framework for the LSS is put in place as soon as possible following formal approval and endorsement by the individual local authorities. This should clearly identify lead officers for each of the *Strategic Objectives* and *Spatial Priorities*.

# COASTAL WEST SUSSEX & GREATER BRIGHTON STRATEGIC PLANNING BOARD

## Terms of Reference

September 2015

### 1. Aims and Objectives

**(1) The Strategic Planning Board will identify and manage spatial planning issues that impact on more than one local planning area within Coastal West Sussex and the Greater Brighton area.<sup>27</sup>**

- 1.1 Local Planning Authorities are required by law through the Duty to Cooperate to *'engage constructively, actively and on an on-going basis'* on planning matters that impact on more than one local planning area ('strategic planning matters'). This duty is further amplified in the National Planning Policy Framework (NPPF) which sets out the key 'strategic priorities' that should be addressed jointly<sup>28</sup>.
- 1.2 The Strategic Planning Board (SPB) is responsible, on behalf of the CWS and Greater Brighton Authorities, for identifying the sustainable development issues that impact on more than one local planning area and agreeing how these should be prioritised and managed (covering the whole local plan cycle from plan-making, through to delivery and monitoring)
- 1.3 As part of this process, the SPB should review existing 'strategic priorities' being progressed through the current local plans and identify areas which are likely to be vulnerable in the legal tests applied under the Duty to Cooperate.

**(2) The Strategic Planning Board will support better integration and alignment of strategic spatial and investment priorities in the Coastal West Sussex and Greater Brighton area, ensuring that there is a clear and defined route through the statutory local planning process, where necessary.**

- 1.4 In order to maximise development potential and investor confidence in the wider CWS and Greater Brighton area there should be a clear strategic planning vision which helps integrate spatial and infrastructure investment priorities. The SPB will be responsible for developing the vision and will work jointly on the economic regeneration with the Coastal West Sussex Partnership Board and Greater Brighton Economic Board to integrate with long term investment priorities and ensure that these are aligned with other public and private sector investment plans.
- 1.5 The Board will also work closely with the CWS Partnership Board and the Greater Brighton Economic Board (GBEB) on any work that is already underway and is relevant to the Board's strategic planning role.

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<sup>27</sup> The Coastal West Sussex and Greater Brighton area covers the local planning areas of Adur, Arun, Chichester, Worthing, the South Downs National Park Authority, West Sussex County Council, Brighton and Hove, Mid Sussex and Lewes.

<sup>28</sup> 'Strategic priorities' that Local Planning Authorities have a Duty to Cooperate on are defined in Paragraph 156 of the National Planning Policy Framework (NPPF).

## 2. Membership and Accountabilities

- 2.1 The Strategic Planning Board provides a forum for Local Planning Authorities to manage issues that impact on more than one local planning area, developing the necessary evidence base and ensuring wider corporate and other relevant matters are fully taken into account. Although there is a clear emphasis on reaching a common approach on key strategic policies, the SPB is an advisory body, therefore any decisions on taking forward outputs from its work programme (e.g. shared evidence or research) will be the responsibility of individual Local Planning Authorities and the statutory planning process.
- 2.2 Core membership of the SPB will comprise representatives from Adur, Arun, Chichester, Worthing, Lewes, West Sussex County Council, Brighton & Hove City Council, Horsham, Mid Sussex and the South Downs National Park Authority. Each authority will be invited to contribute to the work programme and to consider strategic planning issues that impact on the wider area. Others may be invited to attend on an occasional basis if an issue being considered is likely to have a significant impact on the authority's planning area. Each constituent authority will be represented on the SPB by the relevant holder of the planning portfolio to ensure confidence of authority and commitment to resources.
- 2.3 Regular feedback and briefings to the constituent members' political and corporate leadership should be used as a way of ensuring wider ownership and support for the Strategic Planning Board's work as it progresses. There should also be appropriate liaison between the Local Planning Authorities representatives of the SPB, the CWS Partnership Board and the GBEB.
- 2.4 The Chairman of the Board will be elected on an annual basis to ensure fair and equal opportunities amongst the constituent member authorities. The Chairman may stand for re-election but may only stand for a maximum of two years. Given the potential close working between the SPB and the CWS Partnership Board, the chairman should have a place on the CWS Partnership Board, should he or she desire, to provide a link between the two bodies.

## 3. Ways of Working

- 3.1 Refer to Diagram in Annex 1 for details of working arrangements. The SPB will agree a work programme, including steering and management arrangements for each project, on an annual basis. This could include setting up 'task and finish' groups for specific projects, either reporting directly to the SPB or on a shared basis with the CWS Partnership Board and GBEB. The SPB will meet four times a year at times to best suit the work programme. Additional meetings may be called if workload justifies. In the interests of transparency, notes of the Strategic Planning Board's meetings will be publically available.
- 3.2 The CWS & GB Planning Officer Group will work on behalf of the CWS & GB Strategic Planning Board, the CWS Partnership Board and the GBEB to provide either direct advice, support or to deliver agreed projects.



- 3.3 Good project management principles should be applied, such as risk management, particularly around political sensitivities and funding, and keeping the work programme under review to ensure that it is meeting the agreed objectives and the identified priorities remains relevant.

#### 4. Key relationships

- 4.1 **CWS Partnership Board and Greater Brighton Economic Board:** The SPB will work closely with the CWS Partnership Board and the GBEB to ensure the long term integration of strategic planning and investment priorities. Local Planning Authority leaders and chief executives should be invited to attend periodically arranged meetings to ensure corporate buy-in for the priorities and work programme.
- 4.2 **Coast to Capital LEP:** The LEP plays a key support role on economic development and regeneration and is responsible for major funding streams, such as the Local Growth Fund. It is also identified in Local Planning Regulations as a body that Local Planning Authorities need to take account of in meeting its 'Duty to Cooperate' obligations. Although the C2C LEP's role in strategic planning has yet to be determined, any support provided to the Local Planning Authorities is likely to use the existing local partnership areas, such as Coastal West Sussex. Through the CWS Partnership Board and the GBEB, the SPB should ensure regular liaison with the LEP Board and provide advice on strategic planning and investment priorities for the CWS & GB area, particularly through the preparation and delivery of a strategic planning and investment framework.
- 4.4 **Other Key Partners:** A number of key bodies and organisations will be necessary to support the work of the SPB either through direct support/advice or through joint projects. Most of these will be subject to the legal requirements of the 'Duty to Cooperate' and may well already be involved in the other partnerships mentioned above. Key bodies include the Environment Agency, Highways Agency, Homes and Communities Agency. Private sector infrastructure providers, particularly utility companies, will also be key partners particularly in terms of ensuring alignment between investment plans and priorities.

#### 5 Technical Support

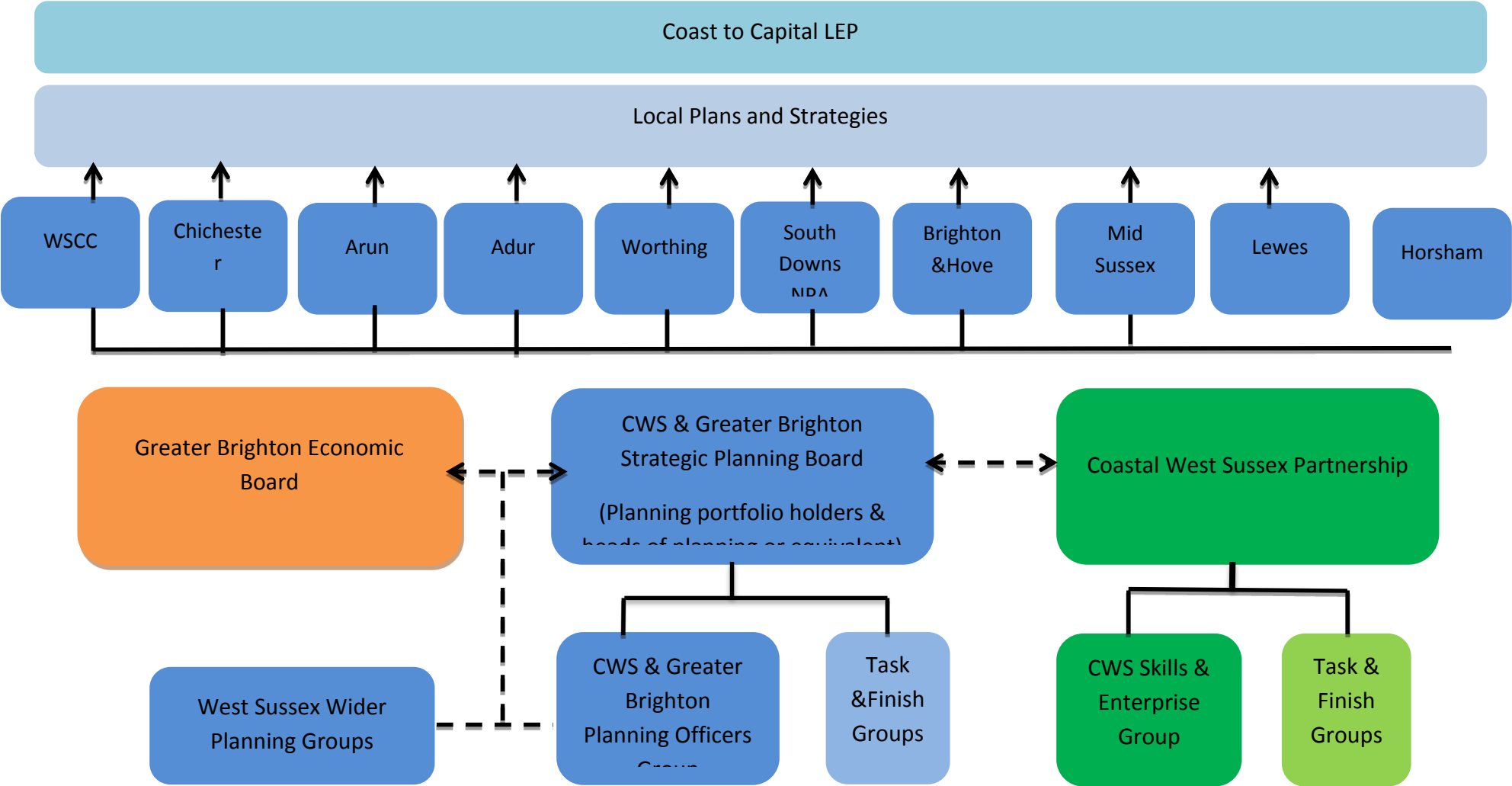
- 5.1 The SPB will be supported by an officer group with representatives from each of the constituent Local Planning Authorities. The group will act as a steering group for each identified project and will establish suitable technical support and project management arrangements for each. This may involve the use of 'task and finish' groups and could include the use of external expertise e.g. from key statutory bodies identified in paragraph 3.6 above or the use of consultants. The group will therefore also be responsible for any necessary joint procurement arrangements. Where joint projects with the CWS Partnership Board and or GBEB are commissioned, appropriate joint steering and technical arrangements should be established with clear lines of responsibility and accountability.
- 5.2 A representative of the officer group will attend the Strategic Planning Board meetings and provide regular progress updates on the work programme to the Chairman. A

representative(s) of the officer group will also be identified as the main liaison with key partners.

- 5.3 In establishing the new support arrangements, the opportunity should be taken to identify where key skills and expertise lie within the Local Planning Authorities and partners, and share these where it is practical to do so. The identification of 'lead' experts can be used to develop a relationship with other organisations on behalf of the partners.

## **6. Review**

- 6.1 It is important to keep arrangements flexible to respond to changes in planning policy, changes in priorities and work programmes and to move forward from plan policy development stages to implementation which may require changes.



## COASTALWEST SUSSEX & GREATER BRIGHTON<sup>29</sup> AUTHORITIES

### MEMORANDUM OF UNDERSTANDING<sup>2</sup>

#### INTRODUCTION

This Memorandum of Understanding establishes a framework for co-operation between the ten Local Planning Authorities with respect to strategic planning and development issues.

Local Planning Authorities are required by law through the Duty to Cooperate to '*engage constructively, actively and on an on-going basis*' on planning matters that impact on more than one local planning area ('strategic planning matters'). The duty is further amplified in the National Planning Policy Framework (NPPF) which sets out the key 'strategic priorities' that should be addressed jointly<sup>3</sup>.

#### PARTIES TO THE MEMORANDUM

The Memorandum is agreed by the following Local Planning Authorities:

- Arun District Council
- Adur District Council
- Brighton and Hove City Council
- Chichester District Council
- Horsham District Council
- Mid Sussex District Council
- South Downs National Park Authority
- Lewes District Council
- West Sussex County Council
- Worthing Borough Council

#### LIMITATIONS

The Local Planning Authorities recognise that there will not always be full agreement with respect to all of the issues on which they have agreed to cooperate. For the avoidance of doubt, this Memorandum will not restrict the discretion of any of the Local Planning Authorities in the determination of any planning application, or in the exercise of any of its statutory powers and duties, or in its response to consultations, as this MoU is not intended to be legally binding.

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<sup>29</sup> The Coastal West Sussex and Greater Brighton area covers the local planning areas of Adur, Arun, Chichester, Worthing and the South Downs National Park Authority with West Sussex County Council, Brighton and Hove, Mid Sussex and Lewes.

<sup>2</sup> This paper is based on work from the Gatwick Diamond

<sup>3</sup>'Strategic priorities' that Local Planning Authorities have a Duty to Cooperate on are defined in Paragraph 156 of the National Planning Policy Framework (NPPF).

## **OBJECTIVES**

The Memorandum has the following broad objectives:

- To help secure a broad but consistent approach to strategic planning and development issues across the Coastal West Sussex and Greater Brighton area.
- To identify and manage spatial planning issues that impact on more than one local planning area within Coastal West Sussex and the Greater Brighton area.
- To ensure that the local planning and development policies prepared by each Local Planning Authority are where appropriate informed by the views of other Local Planning Authorities across the Coastal West Sussex and Greater Brighton area.
- To ensure that decisions on major applications, that are larger than local planning applications are informed by the views of other Local Planning Authorities across the Coastal West Sussex and Greater Brighton area.
- To support better integration and alignment of strategic spatial and investment priorities in the Coastal West Sussex and Greater Brighton area, ensuring that there is a clear and defined route, where necessary, through the statutory local planning process.

## **STRATEGIC PLANNING AND DEVELOPMENT ISSUES**

The Local Planning Authorities will jointly:

- Prepare, maintain and update a Local Strategic Statement which provides a broad strategic direction for the Coastal West Sussex and Greater Brighton area and establishes areas for inter-authority cooperation on strategic issues.
- Develop and implement a programme for jointly addressing strategic planning and development issues.
- Maintain liaison with the Local Enterprise Partnership(s) on the work they are undertaking.
- Consider the options for more formalised mechanisms and processes for strategic planning.

## **POLICY DOCUMENTS**

Each Local Planning Authority will:

- ❖ Notify the Councils party to the MoU at each consultation stage in the preparation of its local development documents and in the case of a County Council, City Council and the National Park Authority, plans relevant to their statutory functions; Waste and Minerals and local transport.
- ❖ Notify the Councils of consultation on any other policy document which, in its view, would have a significant impact on strategic planning or development within the Coastal West Sussex & Greater Brighton area.
- ❖ If requested, meet with and discuss any issues raised by one or more of the other Local Planning Authorities and take into account any views expressed on those issues.

Any response from the Coastal West Sussex Partnership Board or the Greater Brighton Economic Board will be made by the Chairman and is independent from the individual Local Planning Authorities.

## **DEVELOPMENT MANAGEMENT**

Each Local Planning Authority will:

- ❖ Notify the Council's party to the MoU of any major planning applications, from within its area or on which it is consulted by a Local Planning Authority from outside its area, which would, in its view, have a significant impact on the strategic planning and development of the Coastal West Sussex & Greater Brighton area, having particular regard to the Local Strategic Statement agreed by the Councils and take into account any views expressed in determining the application.

Any response from the Coastal West Sussex Partnership Board or the Greater Brighton Economic Board will be made by the Chairman and is independent from the individual Local Planning Authorities.

## **LIAISON**

The Members of the CWS & Greater Brighton Strategic Planning Board will meet quarterly, or more frequently when appropriate, in order to;

- ❖ Maintain and update the Local Strategic Statement and the joint work programme.
- ❖ Monitor the preparation of policy documents across the Coastal West Sussex & Greater Brighton area and discuss strategic issues emerging from them.
- ❖ Review work undertaken jointly by the Coastal West Sussex & Greater Brighton Local Planning Authorities.

The CWS & Greater Brighton Planning Officer Group will work on behalf of the CWS & Greater Brighton Strategic Planning Board and the CWS Partnership Board to deliver the agreed work programme.

## **TIMESCALE**

The SPB have reviewed the MoU and this revised document is intended to run for a year from January 2016 to be reviewed in January 2017.



Signed by the CWS & Greater Brighton Strategic Planning Board parties

Adur District Council	
Signed by	
Name Cllr	Date / / 2015
Arun District Council	
Signed by	
Name Cllr	Date / / 2015
Brighton and Hove City Council	
Signed by	
Name Cllr	Date / / 2015
Chichester District Council	
Signed by	
Name Cllr	Date / / 2015

Horsham District Council	
Signed by	
Name Cllr	Date / / 2015
Lewes District Council	
Signed by	
Name Cllr	Date / / 2015
Mid Sussex District Council	
Signed by	
Name Cllr	Date / / 2015
South Downs National Park Authority	
Signed by	
Name Cllr	Date / / 2015
West Sussex County Council	
Signed by	
Name Cllr	Date / / 2015
Worthing Borough Council	
Signed by	



Name Cllr

Date / / 2015

### Annex 3: Formal Endorsement of the Local Strategic Statement

Adur & Worthing	<p><b>Original LSS (Oct 2013):</b></p> <p>Joint Strategic Committee: 3 December 2013  <a href="http://www.adur-worthing.gov.uk/media/media,119295,en.pdf">http://www.adur-worthing.gov.uk/media/media,119295,en.pdf</a></p> <p><u>Decision:</u></p> <p>The Joint Strategic Committee:-          (i) noted and approved the Coastal West Sussex and Greater Brighton Local Strategic Statement;          (ii) noted and approved the Coastal West Sussex and Greater Brighton Memorandum of Understanding;          (iii) noted and approved the Agreement for Joint Working between all Local Planning Authorities in West Sussex together with Brighton and Hove City Council, Lewes District Council and the South Downs National Park Authority.</p> <p><b>Updated LSS (Jan 2016):</b>          XXXXXXXXXXX</p>
Arun	<p><b>Original LSS (Oct 2013):</b></p> <p>Full Council: 8 January 2014  <a href="http://www.arun.gov.uk/mediaFiles/downloads/83329178/Minutes_080114_2014_Final.pdf">http://www.arun.gov.uk/mediaFiles/downloads/83329178/Minutes_080114_2014_Final.pdf</a></p> <p><u>Decision:</u></p> <p>The Council resolved that the Coastal West Sussex and Greater Brighton Local Strategic Statement be adopted.</p> <p><b>Updated LSS (Jan 2016):</b></p> <p>Local Plan Sub-Committee: 19 January 2016</p>
Brighton & Hove	<p><b>Original LSS (Oct 2013):</b></p> <p>Economic Development &amp; Culture Committee: 23 January 2014  <a href="http://present.brighton-hove.gov.uk/Published/C00000705/M00004664/\$\$\$Decisions.doc.pdf">http://present.brighton-hove.gov.uk/Published/C00000705/M00004664/\$\$\$Decisions.doc.pdf</a></p> <p><u>Decision:</u></p> <p>The Committee resolved to approve the Coastal West Sussex and Greater Brighton Local Strategic Statement including the ToR and MoU</p> <p><b>Updated LSS (Jan 2016):</b>          XXXXXXXXXXX</p>
Chichester	<p><b>Original LSS (Oct 2013):</b></p> <p>Cabinet: 7 January 2014  <a href="http://www.chichester.gov.uk/index.cfm?articleid=22978">http://www.chichester.gov.uk/index.cfm?articleid=22978</a></p>

	<p><u>Decision:</u> Cabinet resolved the Coastal West Sussex and Greater Brighton Local Strategic Statement be agreed.</p> <p><b>Updated LSS (Jan 2016):</b> XXXXXXXX</p>
Horsham	<p><b>Original LSS (Oct 2013): NA</b></p> <p><b>Updated LSS (Jan 2016):</b> XXXXXXXX</p>
Lewes	<p><b>Original LSS (Oct 2013):</b></p> <p>Cabinet: 6 January 2014 <a href="http://cmispublic.lewes.gov.uk/Public/Meeting.aspx?meetingID=657">http://cmispublic.lewes.gov.uk/Public/Meeting.aspx?meetingID=657</a></p> <p><u>Decision:</u> Cabinet agreed to endorse the Coastal West Sussex and Greater Brighton – Local Strategic Statement.</p> <p><b>Updated LSS (Jan 2016):</b> XXXXXXXX</p>
Mid Sussex	<p><b>Original LSS (Oct 2013): NA</b></p> <p><b>Updated LSS (Jan 2016):</b> Council: 27 Jan 2016</p>
SDNP	<p><b>Original LSS (Oct 2013):</b></p> <p>Endorsement of LSS delegated to Director of Planning</p> <p><b>Updated LSS (Jan 2016):</b> XXXXXXXX</p>
West Sussex CC	<p><b>Original LSS (Oct 2013):</b></p> <p>Executive Decision: 23 January 2014 <a href="http://www.westsussex.gov.uk/your_council/meetings_and_decision-making/executive_decisions.aspx">http://www.westsussex.gov.uk/your_council/meetings_and_decision-making/executive_decisions.aspx</a></p> <p>Cabinet Member for Highways and Transport agreed the LSS on behalf of the Council</p> <p><b>Updated LSS (Jan 2016):</b> XXXXXX</p>





**Agenda Item No:** 9.5 **Report No:** 55/16  
**Report Title:** Lewes Leisure Centre Plant Replacement  
**Report To:** Cabinet **Date:** 21 March 2016  
**Cabinet Member:** Cllr Tony Nicholson  
**Ward(s) Affected:** Lewes Priory, Lewes Bridge, Lewes Castle  
**Report By:** Gillian Marston, Director of Service Delivery  
**Contact Officer(s)-**  
**Name(s):** Bee Lewis  
**Post Title(s):** Head of Property & Facilities  
**E-mail(s):** [bee.lewis@lewes.gov.uk](mailto:bee.lewis@lewes.gov.uk)  
**Tel No(s):** 01273 661101

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#### **Purpose of Report:**

To advise Cabinet of the requirement to replace the Air Handling Unit and the boilers at Lewes Leisure Centre and to seek approval to go to tender and let the contracts for replacement of the associated plant.

#### **Officers Recommendation(s):**

- 1 To seek authority to replace the Air Handling Units at Lewes Leisure Centre and to authorise the Director of Corporate Services to waive Contract Procedure Rule 6 for the reasons set out in paragraph 3.6, awarding the contract to Recotherm Ltd.
- 2 To seek approval to go out to tender and award the contract for the replacement of the heating and hot water boilers at Lewes Leisure Centre.

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#### **Reasons for Recommendations**

- 1 In July 2014 Hamsons JPA carried out a conditions survey on Lewes Leisure centre building and the mechanical and electrical plant and reported that the Swimming Pool Air Handling Unit (AHU) was life expired, but functional. The surveyor noted that there was some deterioration internally with a high risk of component failure.
- 2 The same report in July 2014 also identified that the boilers and heating system are 24 years old and life expired. Wave Leisure have reported that a 17% increase in gas consumption since April 2015, which would indicate that the boilers are no longer operating efficiently.

## Information

### 3

#### Air Handling Units

- 3.1** Lewes Leisure Centre is a purpose-built structure built in 1985. The current Air Handling Unit manages the humidity of the air in the Swimming Pool Hall.
- 3.2** In November 2013, the extract fan supports and bearings failed causing damage to the motor casing and fan outlet mounting plate. Because of the age and general condition of the AHU, major repairs were not the most viable or cost effective option. Accordingly, a decision was made to replace the failed extract fan with a new extract fan and motor which would be suitable for permanent installation in a future new AHU. In January 2014, a new extract fan and motor was supplied and installed by a specialist manufacturer of Pool Hall AHUs.
- 3.3** HMC Engineering Services were contracted to provide a specification and costs to replace the existing Air Handling Unit. HMC recommend a Recotherm Ltd AHU. Because the access to the plant room is restricted the AHU can be delivered as a “flat-pack” and assembled on site, avoiding the need to remove/replace cladding and/or roof panels. The Recotherm unit will also minimise the need to remove/replace other items of adjacent plant and equipment.
- 3.4** The unit incorporates heat recovery techniques and variable (demand based) air volume control to reduce the air flow during out of hours to minimise running costs and carbon emissions. The Recotherm AHU can accommodate the replacement extract fan previously fitted.
- 3.5** Previous installations of Recotherm units at other locations have achieved a minimum of 15% savings over a typical refrigerate unit.
- 3.6** If approved, the works can be undertaken during the summer months and will negate the requirement for a shutdown of the Leisure Centre Pool and additional temporary mechanical ventilation.
- 3.7** The Contract Procedure Rules require the Council to obtain four tenders for works of this value. However, there are very few suppliers of this type of equipment. HMC have undertaken a thorough investigation of the types of products that are available and are of the opinion that the Recotherm product is the best to operate in the harsh environment of a pool hall. It is highly likely that Recotherm would be the only suppliers who could match the specification produced for any tender and so it is recommended that the Contract Procedure Rules are waived for the procurement of the AHUs.

### Boilers and Heating System

- 3.8** HMC Engineering Services were also contracted to provide a specification and costs to replace the existing boilers.
- 3.9** HMC has recommended installing three Hamworthy modular boilers with a combined capacity of 750kw. The selection of 3 boiler modules each with a nominal output of 250kW, is based on assessment of the existing load, which is estimated to be in the order of 600kW.
- 3.10** The proposed new boiler configuration gives greater security of service when one boiler is out of service.
- 3.11** If in future, the Leisure Centre was extended and there was a need for additional boiler capacity, the proposed configuration could be increased by an additional 3 boiler modules, giving a total nominal capacity of 1.5mW (which is nearly twice the existing capacity of 800kW).
- 3.12** Hamworthy boilers have previously been installed at Downs Leisure Centre and Peacehaven Leisure Centre in recent years and both installations have been trouble-free.
- 3.13** Hamworthy Modular Boilers are ErP (Energy Related Products) Directive and Building Regulations 2013 part L Compliant with a gross seasonal efficiency of 95%.

### **Financial Appraisal**

#### **4**

- 4.1** Lewes Leisure Centre is subject to a Joint Use Agreement (JUA) with East Sussex County Council for the use of the sports hall and other facilities to be accessed by Priory School. As a result, some of the project and capital costs are the responsibility of ESCC under the terms of the JUA.

### Air Handling Units

- 4.2** The cost of replacing the AHUs is estimated at £65,000. This figure includes consultancy design fees; removal of existing AHU; and to supply and install the new AHU, leaving it operational.
- 4.3** As the swimming pool is not in the dual use agreement with ESCC they do not contribute to these works and the liability resides with LDC.

### Boiler and Heating System

- 4.4** The new boilers are estimated to cost £95,000. This figure includes three new boilers; necessary changes to pipework; associated plant; and consultancy design fees.



- 4.5** As the sports hall is covered by the Joint Use Agreement, up to 42% of 27% of the total project cost can be recharged to East Sussex County Council. With a total project costs of £95,000 the figure that can be recharged to ESCC equates to £10,773. ESCC have confirmed that this is their understanding also.
- 4.6** LDC will initially pay the estimated costs of £95,000 and then recover the estimated £10,773 from ESCC on completion. The overall estimated cost to LDC will be £84,227.
- 4.7** Funding for both the AHUs and the Boilers can be met from reserves.

## **Legal Implications**

The Legal Services Department has made the following comments:

### **5**

- 5.1** As the value of this contract is less than the services threshold of £172,514 the Council's Contract Procedure Rules (CPRs) apply. Normally, the current CPRs would require the Council to advertise and obtain four tenders. However, Recotherm is a specialist supplier and it is unlikely that a further three suppliers would be able to meet the same specification and efficiency.
- 5.2** Cabinet are asked to approve a waiver for not following the Council's Contract Procedure Rules by going out to tender to appoint the service providers for this work but to award the contract to Recotherm Ltd. It is considered that this approach will be efficient and offer value for money. However, if the final quote is above the OJEU threshold, it will trigger a full tender exercise.

## **Risk Management Implications**

### **6**

- 6.1** The following risks will arise if the recommendations are not implemented, the proposal to mitigate these risks are:
- 6.2** The loss of boilers would close the entire site, potentially losing all revenue for a lengthy duration whilst works are carried out which will impact on Wave Leisure Trust and also the school use of the facility. The method of replacement will either avoid a closure of the centre or allow for any closure to be managed and advertised, thus reducing the financial and reputational risks for Wave. If the boilers are not replaced and they failed, an emergency closure would be more likely.
- 6.3** The loss of the current AHUs may result in the closure of the swimming pool, leading to loss of revenue for a lengthy duration whilst works are

carried out. The methodology for replacing the AHUs during the summer months removes the need for a closure of the pool.

### **Equality Screening**

7 Please see Appendix 1

### **Background Papers**

8 None

### **Appendices**

9 Appendix 1: Equality Impact Assessment

## Appendix 1: Equality Analysis Report Template

<b>Title:</b>	<b>Replacement of Plant at Lewes Leisure Centre</b>
<b>EA Lead :</b>	<b>Bee Lewis, Head of Property &amp; Facilities</b>
<b>EA Team:</b>	
<b>Date Commenced:</b>	<b>24<sup>th</sup> February 2015</b>
<b>Target Completion Date:</b>	<b>24<sup>th</sup> February 2015</b>
<b>Reason for assessment:</b>	<b>Report to Cabinet</b>

### **Context and Scope**

1. What are the main purposes and aims of the service/project/decision?

To assess the equalities impact of the recommendations contained within the report to Cabinet concerning the replacement of plant equipment at Lewes Leisure Centre.

2. What effect does it have on how other organisations operate and what commitments of resources are involved?

The recommendations, if approved, will enable ongoing provision of a sports and leisure service at Lewes Leisure Centre (LLC). LLC is a wet and dry facility which opened in 1991. The facility is in generally good condition and is dual-use with Priory School. The school and tertiary college have exclusive use of the main hall and gymnasium during term-time weekdays. Facilities include a



free-form leisure pool and training pool; a gym; soft play area and outdoor athletics track.

3. How does it relate to the demographics and needs of the local community?

Lewes shows household income levels in excess of the national index for all ranges above £30,000 per annum and is particularly high in terms of residents earning over £60,000 per annum. Lewes is primarily composed of ABC1 social groups and is below the index for social groups D and E. The population is significantly older than the national average, particularly those above 60.

4. How does it relate to the local and national political context?

The catchment area loosely follows the profile of Lewes District, from East Dean to Saltdean along the coastal strip and to the villages north of Lewes. There are considerable variances between groups with one or more characteristics which are protected under the Equalities Act, 2010.

Wave Leisure facilities receive an average of 995,000 visits per year. That translates to each and every person in the district visiting the facilities on average just under 10 times per year

10,185 people are cardholders of Wave Leisure, meaning that approximately 10% of the district holds a Wave Leisure card.

97% of the adult population feel as though regular activity is important. This is a rise of 1% since the last survey in 2010. However only 44% of people think they are taking enough exercise, with 14% stating that they definitely aren't undertaking enough activity. This is on par with the national average, although the statistics show that less than half of those feel as though they are actually undertaking enough activity.

5. Is there any obvious impact on particular equality groups?

	Race (includes ethnic or national origins, colour, & nationality)			Disability (includes mental & physical)			Gender (includes gender reassignment)			Pregnancy (includes maternity & paternity)			Sexual Orientation (includes heterosexual, homosexual & bisexual)			Religion & Belief (includes all faiths, beliefs & agnostic)			Age (includes all age groups)		
Impact	Positive	Negative	None	Positive	Negative	None	Positive	Negative	None	Positive	Negative	None	Positive	Negative	None	Positive	Negative	None	Positive	Negative	None
Tick if relevant			Y	Y			Y			Y					Y			Y	Y		

6. How does it help to us meet our general duties under the Equality Act 2010?

Leisure, health and wellbeing applies to everyone, whether they have protected characteristics or not. Provision of, and participation in, the leisure service has a positive impact on physical and mental wellbeing.

7. What is the scope of this analysis?

Adopting the recommendations would lead to positive impacts for a number of people with protected characteristics, in particular disability, pregnancy and age.

## Information gathering and research

8. What existing information and data was obtained and considered in the assessment?

Equality Impact Assessment of the Leisure Service carried out in May 2015

9.

What gaps in information were identified and what action was undertaken/is planned to address them?

None identified

10. What communities and groups have been involved and what consultation has taken place as part of this assessment?

Consultation is not required as service provision will not change.

## Analysis and assessment

11. What were the main findings, trends and themes from the research and consultation undertaken? n/a

12. What positive outcomes were identified? n/a

13. What negative outcomes were identified? n/a

## Action planning

14. The following specific actions have been identified: *(see paragraph 25 of the guidance)* n/a

## Summary Statement


On 24<sup>th</sup> February 2016 an Equality Analysis was undertaken by Bee Lewis, Head of Property & Facilities on the proposals for buying in the lease at Newhaven Square to give the Council control of the vacant properties.

Due regard was given to the general equalities duties and to the likely impact of the project on people with protected characteristics, as set out in the Equality Act 2010.

The assessment identified:

No major changes are required. The EA demonstrates the project is robust, there is little potential for discrimination or adverse outcomes, and opportunities to promote equality have been taken.

## Approval

Director	Gillian Marston
Signed	
Dated	24 <sup>th</sup> February 2016

**Agenda Item No:** 9.6 **Report No:** 56/16  
**Report Title:** Devolution of Open Spaces to Town and Parish Councils  
**Report To:** Cabinet **Date:** 21 March 2016  
**Cabinet Member:** Cllr Bill Giles  
**Ward(s) Affected:** Newhaven Valley, Newhaven Denton & Meeching, Barcombe & Hamsey, Lewes Bridge  
**Report By:** Gillian Marston, Director of Service Delivery  
**Contact Officer(s)-**  
**Name(s):** Bee Lewis  
**Post Title(s):** Head of Property & Facilities  
**E-mail(s):** [Bee.lewis@lewes.gov.uk](mailto:Bee.lewis@lewes.gov.uk)  
**Tel No(s):** 01273 661101

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#### **Purpose of Report:**

To seek approval for the transfer of a number of open space assets to Newhaven Town Council and Hamsey Parish Council

#### **Officers Recommendation(s):**

- 1 That Cabinet authorises the Director of Service Delivery to transfer land to Newhaven Town Council and Hamsey Parish Council as detailed within this report, subject to the limitation set out below.
  - 2 The Director shall not transfer a site if there are any unwithdrawn objections relating to that site arising out of the of advertisement process carried out under section 123 of the Local Government Act 1972.
  - 3 To note the current position relating to the transfer of Malling Recreation Ground to Lewes Town Council (LTC) and to approve the recommendation to retain the grant payable to LTC in lieu of the Special Expenses charge for 2016-2017 until such time that agreement may be reached.
- 

#### **Reasons for Recommendations**

- 1 At the meeting on 2 February 2016, Devolution Committee agreed to recommend to Cabinet that the sites detailed within this report be transferred to Newhaven Town Council and Hamsey Parish Council.



## Information

### 2

#### Newhaven Town Council and Hamsey Parish Council

- 2.1** Special Expense charges for open spaces and recreation areas have been a key driver generating discussions on the devolution of open space assets with Town and Parish Councils.
- 2.2** When a Town or Parish Council takes on a devolved asset, it will include the running and administrative costs within its own precept (budget). This means that the cost is included in the local town or parish council tax. Because Lewes District Council no longer owns the asset, it incurs no cost of ownership and the Special Expenses charge will end.
- 2.3** To enable the land transfers, there is a considerable amount of background work involving Legal Services, Property, Finance, and Parks which must take place prior to the finalising of agreements between the parties.
- 2.4** All assets will transfer at nil consideration on an existing use valuation subject to an overage clause. "Overage" allows a seller to share in certain increases in the value of the property after it has been sold. The overage obligation here will require the town or parish council to make a payment to the District Council, representing a share of the increased value of the property, in the event that planning permission is granted for development other than the existing use. An example of the latter would be development of the land for housing. Public sector bodies are required to sell at the best consideration that can reasonably be obtained and overage provisions can be included for this purpose. The overage formula to be used is:
- (A-B) x 50% = C where  
A = Enhanced Value; and  
B = Base Value (i.e. open space value).  
C = Overage Payment, except that were C is a negative sum, C shall be nil.
- 2.5** Negotiations with Newhaven Town Council (NTC) are progressing and it is proposed that the following sites are transferred to NTC as soon as possible with a target completion date of April 2016:
- (a)** Eastside Rec & Allotments
  - (b)** Riverside Park (see para 2.7 below), including Lewes Road Recreation Ground.
  - (c)** Valley Road Play Area
  - (d)** Avis Road Rec

- (e)** Drove Park
- (f)** Denton Rec/Cricket Club
- 2.6** Additionally, it is proposed to transfer the play area known as the Malthouse, Cooksbridge, to Hamsey Parish Council as soon as possible with a target completion date of 1<sup>st</sup> April 2016.
- 2.7** The northern part of the land at Riverside Park is known to be a former municipal waste site and therefore additional due diligence is required. However, NTC is keen to make progress and it would be possible to transfer the southern part of the site known as Lewes Rd Rec which was not part of the waste site prior to the transfer of the northern part of the site. On this basis, Cabinet is asked to approve the transfer of Lewes Rd Rec to NTC as soon as possible with a target completion date of 1<sup>st</sup> April 2016, with the northern half of the site known as Riverside Park to be transferred at the earliest opportunity thereafter.
- 2.8** Each party to the transfer will undertake its own diligence to ensure that all facts are established and understood prior to concluding the transaction.
- 2.9** The sites proposed for transfer are public open space and must be advertised as a disposal under Section 123 of the Local Government Act 1972 before any final decision is taken on the disposal, so that proper consideration is given to any objections received. The public advertisement process will not end until after the date of the Cabinet meeting. It is therefore recommended that Cabinet authorises the Director to transfer the sites subject to there being no unresolved objections.

#### Lewes Town Council

- 2.10** It has not been possible to reach agreement with Lewes Town Council with regard to the transfer of the recreation ground at Malling Brooks. The main area of contention relates to overage. Both Devolution Committee and Cabinet have been clear that all assets are to transfer with overage provision.
- 2.11** Both Councils were anticipating transfer of Malling Rec and Landport Bottom prior to the start of the 2016-2017 financial year and as a result, no provision for Special Expenses has been made. It is therefore recommended that LDC retain the grant payable to LTC (£53,000) for the 2016-2017 financial year in lieu of Special Expenses. However, should it be possible to agree a transfer, the grant is to be paid to LTC pro-rata.
- 2.12** If it is not possible to reach agreement with LTC in 2016-2017, it is recommended that Special Expenses will recommence in 2017-2018.

## Financial Appraisal

### 3

**3.1** When an asset is devolved, the cost of ownership passes from this Council to the local Town or Parish Council.

**3.2** The following financial information is summarised below:

- (a)** A statement of the revenue/capital financial impact of the transfer;
- (b)** A list of any associated reserves/balances that could be considered for transfer, including Developer contributions (s106 deposits) that are held;
- (c)** A statement of the asset values (existing use) being transferred.

<b>Location</b>	<b>Financial Impact of transfer</b>	<b>Reserves /Balances</b>	<b>Asset Value (Existing Use)</b>
Eastside Rec & Allotments	(1) £19,390.13 (2) £780 (4) £290	n/a	£75,000
Riverside Park	(1) £247.81	n/a	£225,000
Valley Road Play Area	(1) £2,477.78 (2) £780	n/a	£10,000
Avis Road Rec	(1) £4,844.76 (2) £780	n/a	£20,000
Drove Park	(1) £908.15 (3) £4,147.20	n/a	£30,000
Denton Rec/Cricket Club	(1) £4,377.84 (4) £150	n/a	£30,000
The Malthouse	(1) 102.12 (2) £780	n/a	£10,000

(1) Grounds maintenance contract costs transferring to Parish Council

(2) Play area inspection costs transferring to Parish Council

(3) Ranger costs transferring to Parish Council

(4) Income from lease(s) transferring to Parish Council

**3.3** The cost of maintaining the sites has been removed from the Council's budget for 2016/17 on the assumption that these sites will be devolved at the beginning of the year.

## **Legal Implications**

**4**

**4.1** The legal implications are contained within the body of this report.

## **Risk Management Implications**

**5**

**5.1** Should it not be possible to agree terms, the matter will be reported to the next meeting of Devolution Committee for a recommendation to Cabinet at a future date.

## **Equality Screening**

**6**

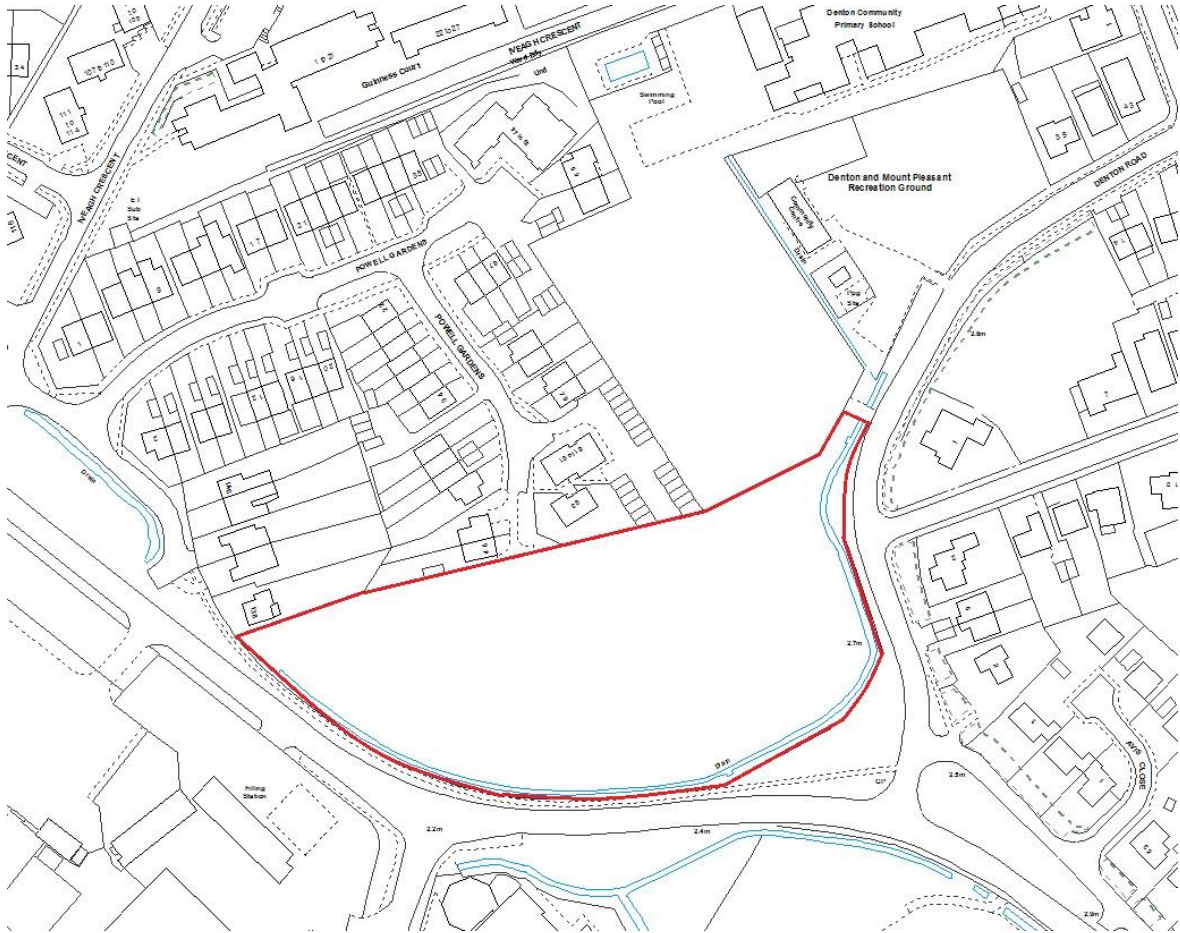
**6.1** I have carried out an Equality Impact Assessment. There are no equality implications as a result of this report as the land will be transferred on an existing use basis and the report relates to a change of ownership only.



## **Background Papers**

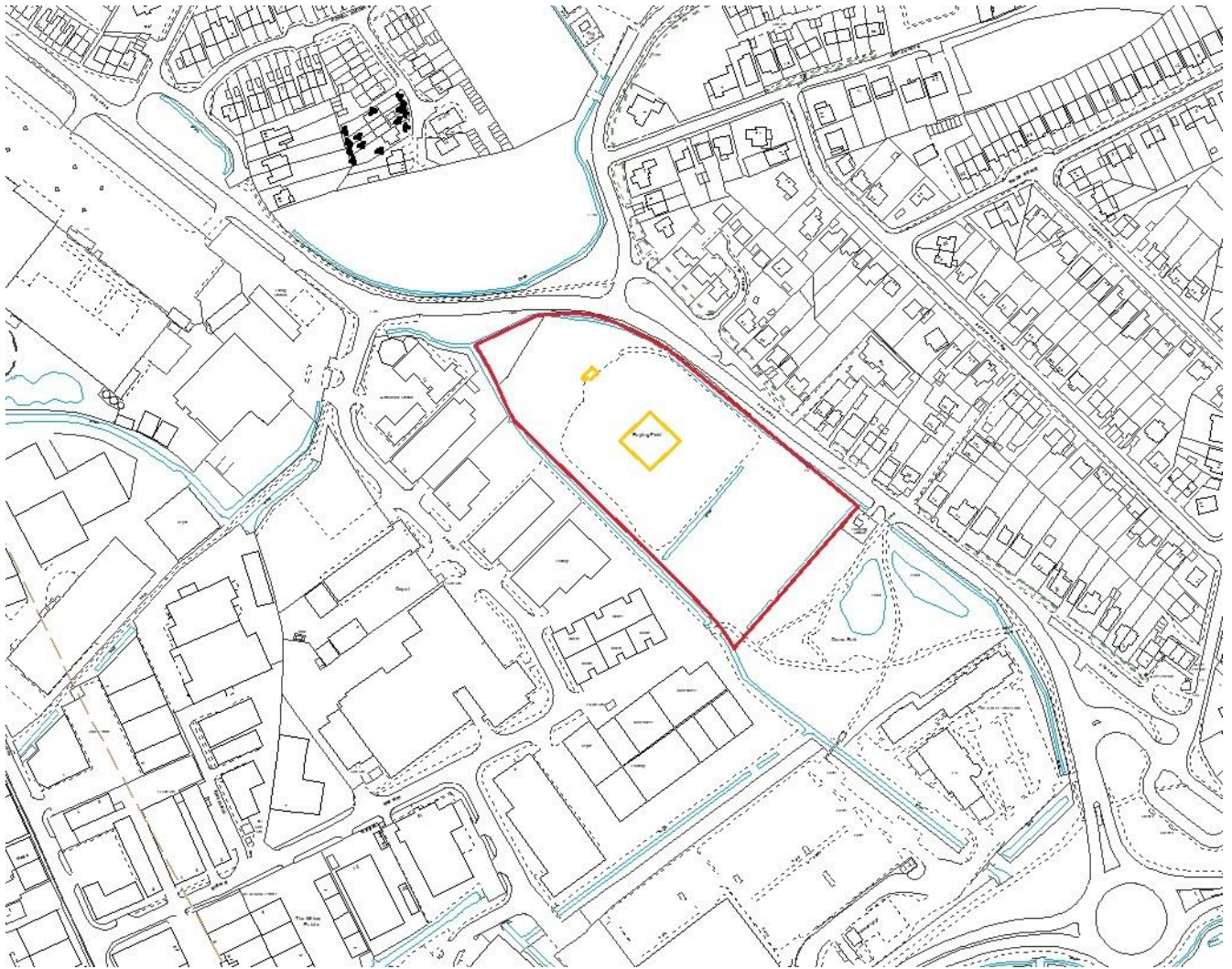
**7** None



## **Appendices**

**8** Appendix A: Plans of the sites to be transferred.





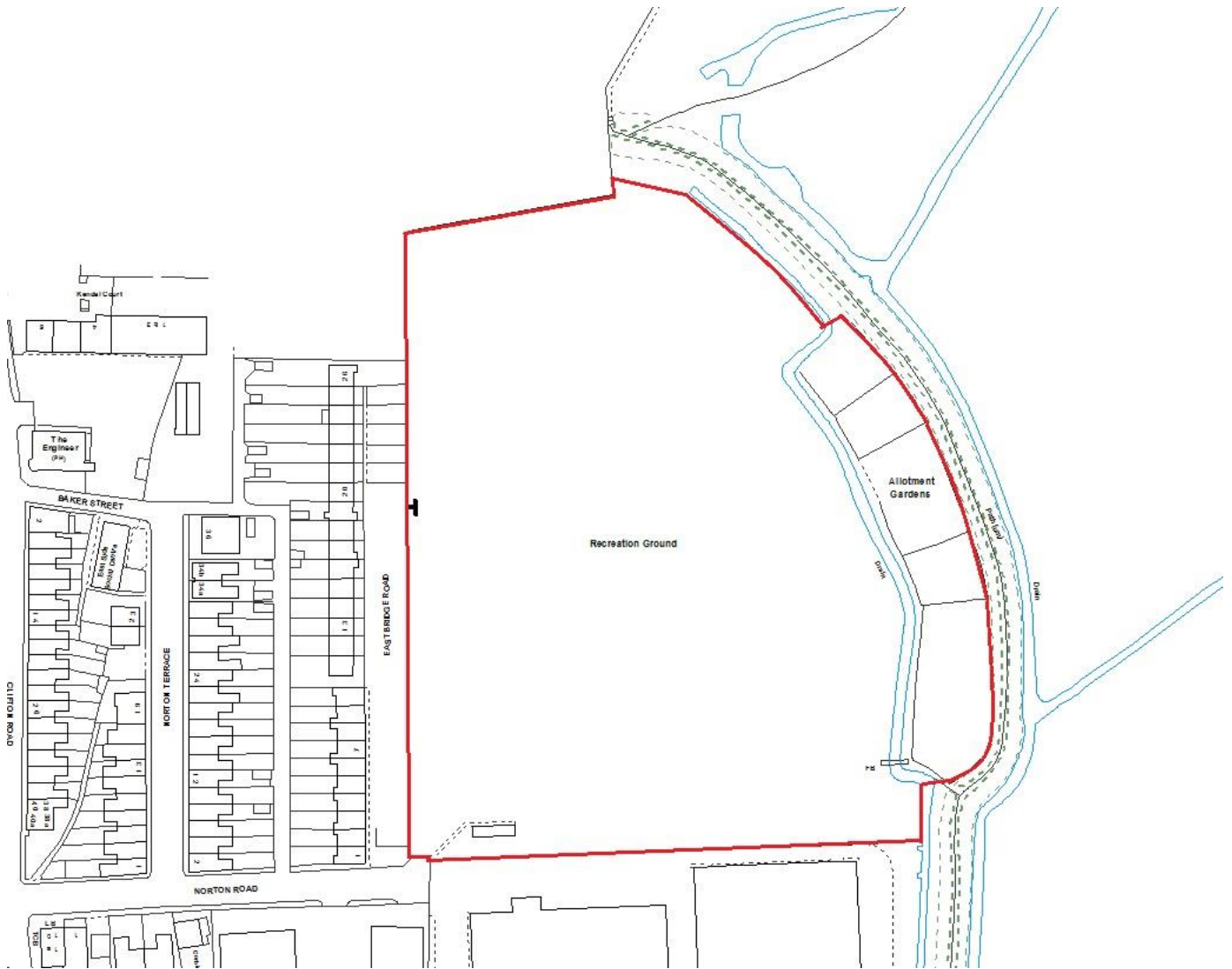
 <b>Lewes District Council</b> <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  <b>Property, Contracts &amp; Facilities</b>	<b>Avis Rd Rec, Newhaven</b>			<b>N</b> 
	<b>545211/102173</b>	<b>DP 429</b>	<b>SCALE: 1:1250</b>	<b>PLAN NO.</b> <b>E07/16</b>
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 Lewes District Council <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  Property, Contracts & Facilities	Denton Rec, Newhaven			N 
	545211/102173	DP 959	SCALE: 1:2500	PLAN NO. E08/16
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 <b>Lewes District Council</b> <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  <b>Property, Contracts &amp; Facilities</b>	<b>Drove Park, Newhaven</b>		<b>N</b> 
	<b>545211/102173</b>	<b>DP 843</b>	<b>SCALE: 1:1250</b>
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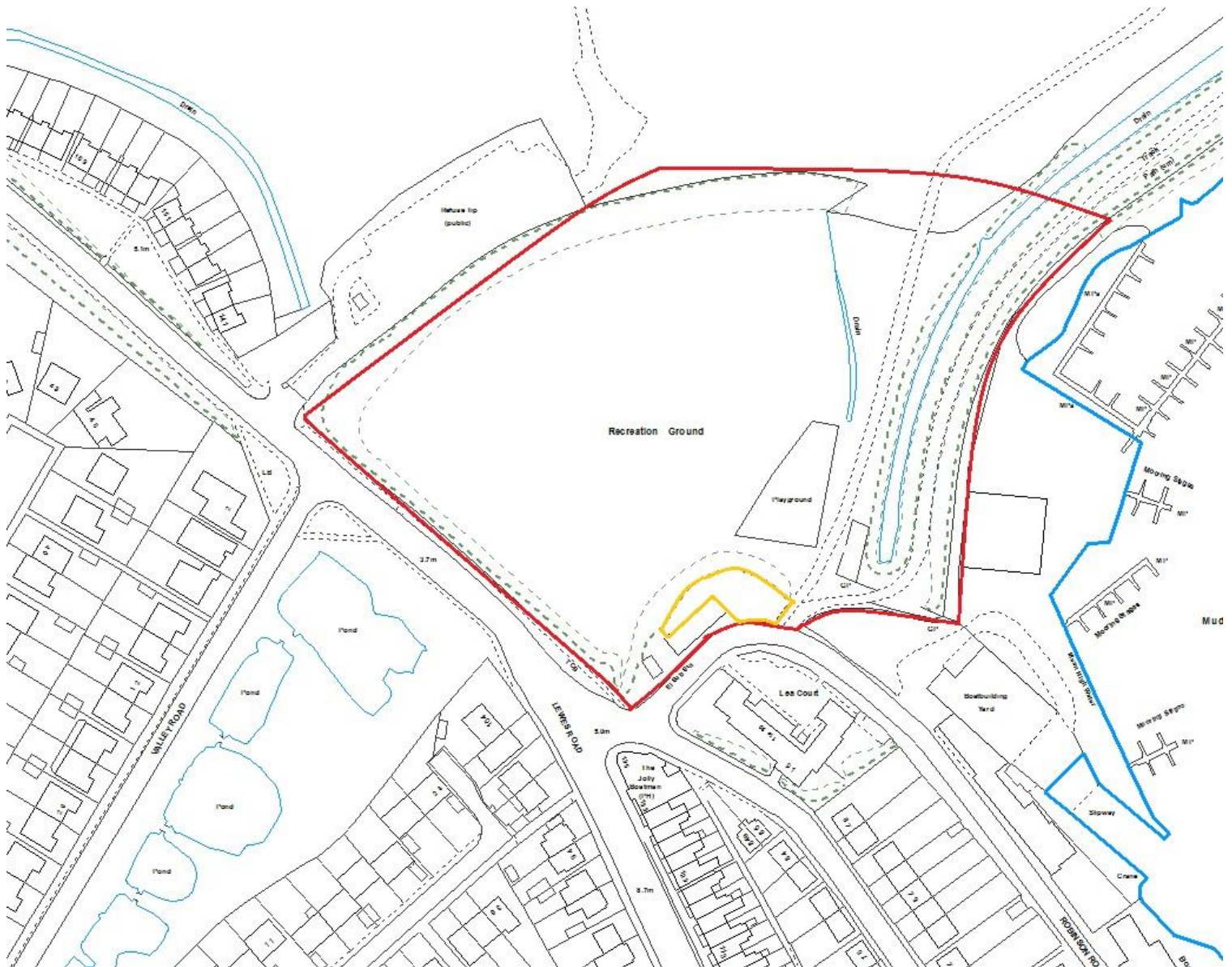




 <b>Lewes District Council</b> <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  <b>Property, Contracts &amp; Facilities</b>	<b>Eastside Recreation Ground &amp; Allotments, Newhaven</b>			<b>N</b> 
	545171/101199	DP 093/958	SCALE: 1:1250	<b>PLAN NO.</b> <b>E10/16</b>
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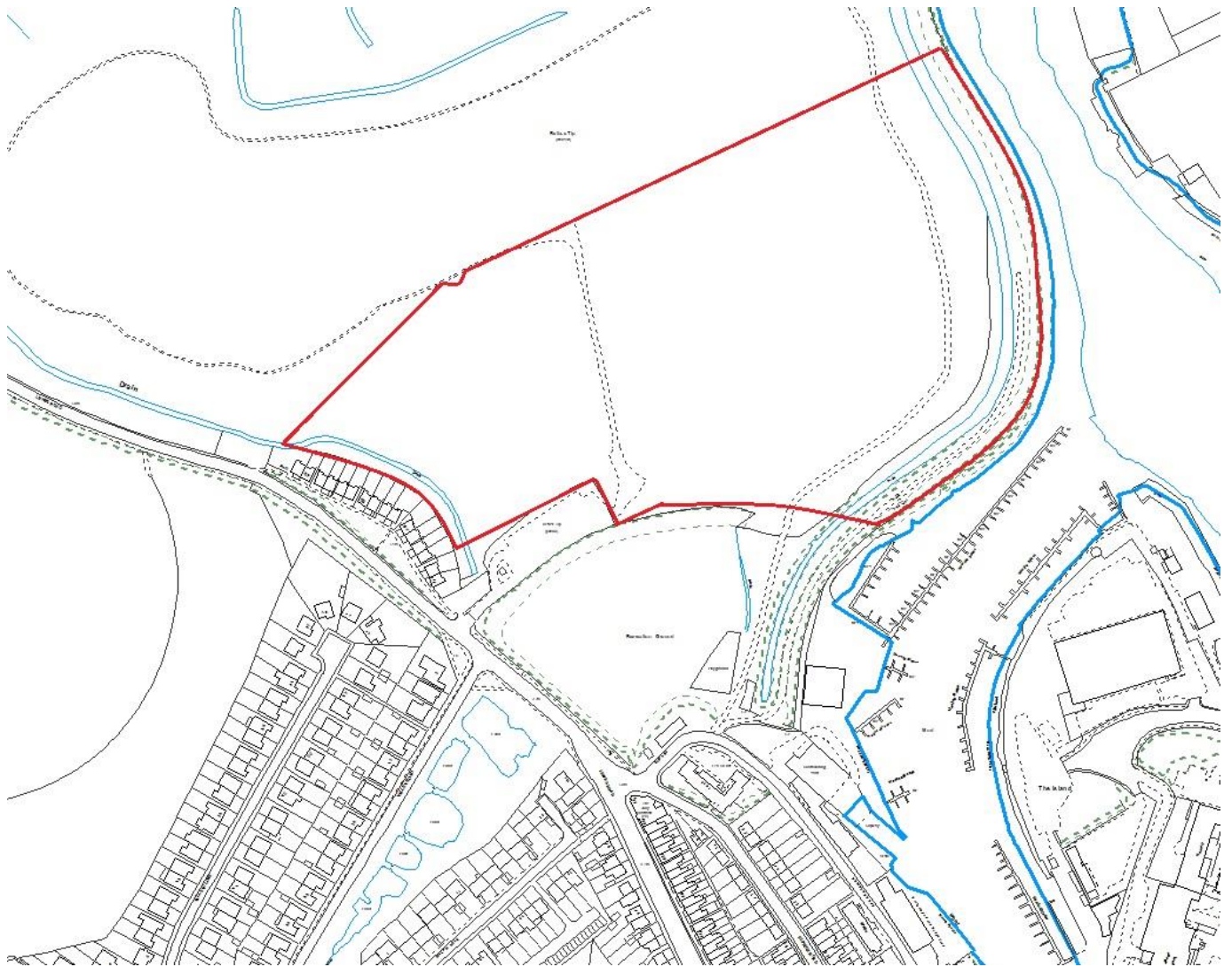






 <b>Lewes District Council</b> <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  <b>Property, Contracts &amp; Facilities</b>	<b>Valley Road Parkour Play Area, Newhaven</b>		<b>N</b> 
	<b>543753/101389</b>	<b>DP 960</b>	<b>SCALE: 1:1250</b>
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 <b>Lewes District Council</b> <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  <b>Property, Contracts &amp; Facilities</b>	<b>Lewes Road Recreation Ground, Newhaven</b>			<b>N</b> 
	<b>544216/101803</b>	<b>DP 090</b>	<b>SCALE: 1:1250</b>	
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 <b>Lewes District Council</b> <a href="http://www.lewes.gov.uk">www.lewes.gov.uk</a>  <b>Property, Contracts &amp; Facilities</b>	<b>Riverside Park, Newhaven</b>			<b>N</b> 
	<b>544228/101976</b>	<b>DP 848</b>	<b>SCALE: 1:2500</b>	<b>PLAN NO. E13/16</b>
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**Agenda Item No:** 9.7 **Report No:** 57/16  
**Report Title:** Ward Issues Raised by Councillors at Council  
**Report To:** Cabinet **Date:** 21 March 2016  
**Cabinet Members:** Councillors Franklin, Maskell and Nicholson  
**Ward(s) Affected:** Ouse Valley and Ringmer; Newick; and Newhaven Denton and Meeching  
**Report By:** Catherine Knight, Assistant Director of Corporate Services  
**Contact Officer(s)-**  
**Name(s):** Trevor Hayward  
**Post Title(s):** Committee Officer  
**E-mail(s):** [trevor.hayward@lewes.gov.uk](mailto:trevor.hayward@lewes.gov.uk)  
**Tel No(s):** 01273 471600

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**Purpose of Report:**

To respond to ward issues raised by councillors at Meetings of the Council.

**Officers Recommendation(s):**

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

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**Reasons for Recommendations**

To ensure that appropriate follow up action is taken.

**Information**

- 1 The following Ward issues were raised at the Council meeting on 25 February 2016:

<u>Councillor/Ward</u>	<u>Ward Issue Concerning</u>	
Councillor Turner – Ouse Valley and Ringmer Ward	<p>Approximately two years ago the Council had undertaken to devolve its land at The Forges, Ringmer, to Ringmer Parish Council, an issue which had not yet been completed.</p> <p><u>Suggested action to be taken by the Council:</u> That the Council aim to complete the above devolution process as soon as possible.</p>	DCS

<u>Comment by Chief Officer (Director of Corporate Services):</u> The transfer is subject to finalising the legal agreement, it is scheduled to be completed imminently		
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Councillor Turner – Ouse Valley and Ringmer Ward	There were serious drainage problems in Firle village.  <u>Suggested action to be taken by the Council:</u> That the Council write to the Highways Department at East Sussex County Council to request that the ditches and drains in Firle village be cleaned out.	S Lomas
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<u>Comment by appropriate Officer:</u> Email sent to <a href="mailto:CETDETSupport@eastsussex.gov.uk">CETDETSupport@eastsussex.gov.uk</a> and confirmation of receipt has been received from Rupert Clubb.		
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Councillor Turner – Ouse Valley and Ringmer Ward	A lot of walkers visited Firle in which there were no footpaths.  <u>Suggested action to be taken by the Council:</u> That the Council write to the South Downs National Park Authority to request that it consider funding, or part-funding, the provision of a footpath in Firle in order that walkers could be kept safer.	S Lomas
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<u>Comment by appropriate Officer:</u> Email sent to Allison Thorpe at the Sussex Downs National Park Authority and a reply received from Jeremy Burgess stating the following:  “I am writing further to your enquiry in regard to Footpaths in Firle. The village is well situated with a network of Rights of Way that include routes across Firle Park and links along the base of and up onto the Downs and to the South Downs Way. Within the Village itself there are some narrow roads but many of these roads have pavements or in some cases safe routes have been created (to the school for example). We have regular liaison with the Firle Estate and I am unaware of any problem with walkers in the village.  If this is a specific issue regarding the provision of a pavement then this would be a matter for the Highway Authority (East Sussex County Council). If this matter relates to a specific need for a new permissive footpath to link current rights of way then I would be happy to receive more details and I can discuss this with the estate.”  This reply was sent to Councillor Turner for his consideration.		
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Councillor Sheppard – Newick Ward	In Newick there was a small development of 28 sheltered housing units, one of which was currently	
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	<p>frequently used as a Community Centre by residents of the units and by others. There was no other suitable alternative facility in Newick in light of its proximity to the other community centre which was located some distance away. However, the Council wished to revert the Centre that was located within the sheltered housing units, back to being a dwelling.</p> <p><u>Suggested action to be taken by the Council:</u> That the Council reverse its decision to revert the Community Centre that was located within the sheltered housing units, back to being a dwelling.</p>	DSD
<p><u>Comment by Chief Officer (Director of Service Delivery):</u> The issue has arisen due to the need to reduce budgets by £160,000 following budget reductions from ESCC to the Supporting People budget affecting all sheltered accommodation within the District. The proposed closure of communal rooms / properties had been factored into this saving along with other measures to ensure that the budget balances.</p> <p>Extensive consultation was undertaken with tenants on ways of continuing to provide the service with a loss of the funding. Currently the charge is £10 per unit per week which was paid by East Sussex County Council and as this is being removed, Lewes District Council has been trying to reduce this charge as far as possible to £3.36 per unit per week. This has been achieved by restructuring the service to reduce costs and increase income by renting those flats used as community spaces to residents on the council housing waiting list. It is recognised that in rural areas community facilities maybe more important and therefore the costs of maintaining these for the 28 unit in Newick will be calculated and tenants can chose to increase the proposed charge of £3.36 per unit per week, if they so wish, to cover that cost and retain the centre, or not. In addition funds from other organisations will be sought as a way of subsidising the community facility for Newick residents.</p>		
Councillor Barnes – Newhaven Denton and Meeching Ward	<p>The road junction which existed at Cantercrow Hill; St Leonards Close; and St Leonards Road, Denton, Newhaven, had no junction road markings which was confusing for road users and residents and which was concerning.</p> <p><u>Suggested action to be taken by the Council:</u> That the Council write to the Highways Department at East Sussex County Council requesting that it undertake a traffic survey at that junction in order that it could understand the problems and concerns of road users and residents.</p>	S Lomas

<p><u>Comment by appropriate Officer:</u>  Email sent to <a href="mailto:CETDETSupport@eastsussex.gov.uk">CETDETSupport@eastsussex.gov.uk</a> and confirmation of receipt has been received from Rupert Clubb.</p>		
<p>Councillor Gander –  Ouse Valley and  Ringmer Ward</p>	<p>The ditches that were located outside Yeomans, Ringmer, had recently almost overflowed which, if that occurred, would flood Yeomans. For the last four years, East Sussex County Council had been requested to clear out those ditches but such work had not yet been undertaken</p> <p><u>Suggested action to be taken by the Council:</u>  That the Council write to East Sussex County Council in order to ascertain why the clearance work had not been undertaken.</p>	<p>S Lomas</p>
<p><u>Comment by appropriate Officer:</u>  Email sent to <a href="mailto:CETDETSupport@eastsussex.gov.uk">CETDETSupport@eastsussex.gov.uk</a> and confirmation of receipt has been received from Rupert Clubb.</p>		
<p>Councillor Gander –  Ouse Valley and  Ringmer Ward</p>	<p>There was flooding at one of the main drains that was located outside the shopping precinct in Ringmer which, when it rained, resulted in flooding of the road and part of the precinct.</p> <p><u>Suggested action to be taken by the Council:</u>  That the Council write to the Highways Department at East Sussex County Council requesting that the above drain be cleaned out as a matter of urgency in order to prevent the flooding from recurring.</p>	<p>S Lomas</p>
<p><u>Comment by appropriate Officer:</u>  Email sent to <a href="mailto:CETDETSupport@eastsussex.gov.uk">CETDETSupport@eastsussex.gov.uk</a> and confirmation of receipt has been received from Rupert Clubb.</p>		
<p>Councillor Gander –  Ouse Valley and  Ringmer Ward</p>	<p>There was a considerable amount of rubbish along the A26 and A27 roads that had fallen from the backs of lorries which had been driven along those roads.</p> <p><u>Suggested action to be taken by the Council:</u>  That the Council ascertain which authority was responsible for clearing the rubbish and write to them in order to request that clearance work be undertaken.</p> <p>That the Council write to the appropriate authorities,</p>	<p>DSD</p>

	companies and organisations in order to request them to encourage lorry drivers to fasten suitable covers/nets over their loads in order to prevent materials from escaping from their vehicles whilst they were being driven along the A26 and A27 roads.	DSD
<p><u>Comment by Chief Officer (Director of Service Delivery):</u>  Lewes District Council is responsible for street cleansing across sections of the A27, A26, C7, A259 and other high speed roads.  The council IS currently clearing rubbish along these main roads where it is safe to do so however there are some sections where it is too dangerous and we cannot risk an accident and serious injury. With this in mind we have suspended litter picking in these areas as have many other councils with similar sorts of issues. We are working with East Sussex County Council and Highways England to identify when future road works are planned so we can, where possible, carry out a deep clean litter removal at the same time. We believe this is a practical, safe and cost effective solution to resolve the issue.</p>		

**Financial Appraisal**

2 None arising from this Report.

**Legal Implications**

3 None arising from this Report.

**Risk Management Implications**

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

**Equality Screening**

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

**Background Papers**

6 None

**Appendices**

7 None