



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 Southover House, Southover Road, Lewes** on **Monday, 19 March 2018** 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.

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09/03/2018

Catherine Knight
Assistant Director of Legal and Democratic Services

Agenda

- 1 Minutes**
To confirm and sign the minutes of the meeting of the Council dated 5 February 2018 (copy previously circulated).
- 2 Apologies for absence**
- 3 Declarations of interest**
Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct.
- 4 Urgent items**
Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances as defined in Section 100B(4)(b) of the Local Government Act 1972. A Supplementary Report will be circulated at the meeting to update the main Reports with any late information.
- 5 Public question time**

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

6 Written 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 Reports from officers

- Key decision

8.1 Finance update – performance quarter 3 - 2017-2018 (page 5)

Report of Deputy Chief Executive

Lead Cabinet member: Councillor Giles

- Non-key decision

8.2 Portfolio progress and performance report 2017-18 - quarter 3 (October - December 2017) (page 17)

Report of Director of Regeneration and Planning

Lead Cabinet member: Councillor Merry

- Key decisions

8.3 Plumpton neighbourhood plan (page 45)

Report of Director of Regeneration and Planning

Lead Cabinet member: Councillor Jones

8.4 Ditchling, Streat & Westmeston neighbourhood plan (page 51)

Report of Director of Regeneration and Planning

Lead Cabinet member: Councillor Jones

8.5 Wave Leisure annual service delivery plans 2018-19 (page 57)

Report of Director of Tourism and Enterprise

Lead Cabinet member: Councillor Nicholson

- Non-key decision

8.6 Joint transformation programme update (page 99)

Report of Assistant Director for Human Resources and Transformation

Lead Cabinet member: Councillor Smith

For further information about items appearing on this Agenda, please contact Simon Russell at Southover House, Southover Road, Lewes, East Sussex BN7 1AB. Telephone 01323 415021

Distribution:

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

Agenda Item No: 8.1
Report Title: Finance Update – Performance Quarter 3 - 2017/2018
Report To: Cabinet **Date:** 19 March 2018
Cabinet Member: Councillor Bill Giles
Ward(s) Affected: All
Report By: Alan Osborne, Deputy Chief Executive
Contact Officer(s)-
Name(s): Steve Jump
Post Title(s): Deputy Head of Finance, Finance Shared Service
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Tel No(s): 01273 085257

Purpose of Report:

To provide an update on the Council's financial performance to the end of Quarter 3 2017/2018 and explain the impact on the current financial position.

Officers Recommendation(s):

That Cabinet:

- 1 Agrees the General Fund, Housing Revenue Account, Collection Fund and Treasury Management financial performance for the quarter ended 31 December 2018.
 - 2 Agrees the write-off of irrecoverable debts noted in paragraph 8.2.
-

Reasons for Recommendations

- 1 A report on financial performance following the end of each quarter is made to Cabinet to ensure that the financial health of the General Fund, Housing Revenue Account, Council Tax and Business Rates Collection Funds and the Capital Programme are 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 Financial Performance – General Fund Revenue budgets

- 3.1 Financial Performance at the end of Quarter 3 (December) 2017/2018 is shown below. Service details are shown at Appendix 1.

	Full year budget £'000	End Quarter 3 profiled budget £'000	End Quarter 3 actual £'000	End Quarter 3 variance £'000
General Fund Summary				
Director of Regeneration and Planning	361	309	(166)	(475)
Director of Service Delivery	8,209	6,046	5,530	(516)
Director of Tourism	663	612	550	(62)
Deputy Chief Executive	4,533	3,339	3,354	15
Corporate costs and income	685	473	772	299
Netting off of Central Support Services recharges included above	(3,303)	0	0	0
Net cost of Service provision	11,148	10,779	10,040	(739)
Contributions to/from Reserves	704	0	0	0
Total cost to be Financed	11,852	10,779	10,040	(739)

- 3.2 Items to note at this stage are:

- spending on staff (adjusted for payments in respect of agency staff providing cover for short-term absences) was £361,000 below budget at the end of Quarter 3. This reflects increased sharing of staff resources with Eastbourne Borough Council, new management structures following completion of Phase 1 of the Joint Transformation Programme (JTP) and vacancy management ahead of Phase 2.
- the reductions in staffing costs arising from the JTP contribute towards the full year savings target of £600,000 which is included within the 'corporate costs and income' heading above, and offset the £299,000 variation indicated at the end of Quarter 3.
- income from fees and charges compared with the budget is variable, with the main items being as follows

	£'000
Income higher than budget at end Quarter 3	
- Green Waste	(112)
- Community Infrastructure Levy admin share	(76)
- Car parking	(72)
- Hackney Carriage licences	(20)
- Licensing Act	(22)
- Art Wave	(13)
- Minor capital receipts	(13)
- PV Feed in Tariff	(17)
- Trade Waste	(27)
Sub-total	(372)
Income below budget at end Quarter 3	
- Recycling: sales and recycling credits	98
- Building Control	38
- Industrial Estates rents	25
- Development Control	12
- Cemeteries	15
Sub-total	188
Net additional income	(184)

- a number of ad-hoc grants have been received from the Government which were not included in the budget, including Resettlement Programme (£136,000) and Homelessness Reduction Act measures (£39,000). These grants will be used to offset associated expenditure in either 2017/2018 or subsequent years.
- at the end of Quarter 3 unbudgeted business rates with a total cost of £110,000 have been incurred in respect of commercial premises which were empty pending letting or redevelopment.
- trends in housing benefit awarded and associated government subsidy, which can have a net impact on the net budget will be more identifiable later in the year.

3.3 The amount held in the General Fund Uncommitted Reserve, which acts as a buffer against negative movements in the budget, is projected to be £2.1m at 31 March 2018 before any adjustment needed in respect of the items listed in paragraph 3.2. The table below shows the projected movements in each Reserve in 2017/2018 and the balance at the end of the year. The projection is as reported to Council when it agreed the budgets and set the council tax for 2018/2019 at its meeting in February 2018.

		Balance at 1 April '17	Contributions & transfers	Commitment	Balance at 31 March '18
	Reserve	£'000	£'000	£'000	£'000
1	Strategic Change	(3,668)	(1,323)	3,535	(1,456)
2	Asset Maintenance	(2,591)	(283)	1,272	(1,602)
3	Vehicle and Equipment Replacement	(2,591)	(470)	1,541	(1,520)
4	Economic Regeneration	(274)	0	66	(208)
5	Revenue Grants and Contributions	(400)	0	267	(133)
6	Unallocated	(2,288)	226	0	(2,062)
7	TOTAL	(11,812)	(1,850)	6,681	(6,981)

4 Financial performance – Housing Revenue Account budgets

4.1 Financial performance at the end of Quarter 3 is shown below.

	Full year budget £'000	End Quarter 3 profiled budget £'000	End Quarter 3 actual £'000	End Quarter 3 variance £'000
Housing Revenue Account Summary				
Income:				
Rents	(15,224)	(11,418)	(11,418)	0
Service charges	(1,209)	(909)	(904)	5
Other income	(200)	(150)	(83)	67
	(16,633)	(12,477)	(12,405)	72
Expenditure:				
Supervision and Management	622	443	324	(119)
Special Services eg sheltered	1,047	752	621	(131)
Repairs	3,880	2,956	2,691	(265)
Capital financing, etc	7,852	(23)	(11)	12
Central support charges, etc	3,232	0	0	0
Net cost of Service provision	16,633	4,128	3,625	(503)
Contributions to/from Reserves	0	0	0	0
Net cost/(income)	0	(8,349)	(8,780)	(431)

4.2 Spending and income is generally in line with service budgets. New contracts have been let for responsive repairs, communal cleaning and alarm systems in sheltered schemes, reducing costs against the budget. Spending on responsive and void repairs is demand led and can be expected to fluctuate during the course of the year.

5 Financial Performance – Business Rates and Council Tax

5.1 As reported to Cabinet in February 2018, projections of Business Rates and Council Tax at 31 March 2018 are as follows:

	Total £'000	LDC Share £'000
Business rates collection fund - deficit	780	312
Council tax collection fund - surplus	(839)	(130)

5.2 There are significant risks associated with retained business rates income, with more than 70 appeals against the 2010 rating list remaining to be settled by the Valuation Office Agency (VOA), and uncertainty over the number of appeals against the 2017 rating list received by the VOA.

6 Financial Performance – Capital Programme

6.1 Details of capital programme spending at the end of Quarter 3 were reported to Cabinet in February 2018.

6.2 There are no variations to the capital programme requiring Cabinet approval.

7 Financial Performance - Treasury Management

7.1 Treasury Management investment performance at the end of Quarter 3 is shown in the table below, along with the average 7-day London Interbank Bid (LIBID) Rate. All activity was consistent with the Council's approved Treasury and Investment Strategy for 2017/2018.

Type of investment	Average return Q1 %	Average return Q2 %	Average return Q3 %	Average return Q1-Q3 %
Fixed term deposits	0.34	0.22	0.35	0.32
Treasury Bills	n/a	0.19	0.36	0.32
Bonds, certificates of deposit, etc	0.55	0.69	0.64	0.63
Money Market Funds	0.32	0.29	0.35	0.32
Interest Bearing Accounts	0.15	0.15	0.24	0.18
Total investments	0.44	0.34	0.56	0.47
7-day LIBID benchmark	0.11	0.11	0.28	0.19

7.2 No new long term borrowing was undertaken in the period, and the total of the portfolio remains at £56.6m. No temporary borrowing arrangements were entered into in Quarter 3.

8 Debts written off

8.1 Financial Procedure Rules authorise the Deputy Chief Executive to write-off a debt which is below £10,000 or where the amount involved is claimable in bankruptcy or liquidation proceedings. Cabinet or Council approval is required to write off a single debt in excess of £10,000 or £50,000 respectively. It is important to ensure that only those debts for which a realistic prospect of recovery exists remain active, and the Council's external auditor can be

expected to review this as part of the statutory audit of accounts. There is nothing to prevent the Council from reinstating a debt, following its write-off, if new information comes to light about the debtor's circumstances.

- 8.2** In Quarter 3, the following amounts have been written off in total when action to recover individual debts has proved to be unsuccessful or uneconomic to pursue. No individual case was in excess of £10,000.

	Total value £
Sundry Debtors	7,470
Housing Benefit overpayments	69,910
Housing Rents	1,410
Council Tax	21,290
Business Rates	66,880
Total	166,960

9 Financial Appraisal - referred to under individual items above.

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

11 Risk Management Implications

11.1 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.

11.2 An additional risk 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.

12 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

<https://lewes.cmis.uk/CMIS5/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=v57WXfe3sAc795sURi7UH1dSk7o8VuBJ09Dogx1LOuyt2Loo7St3gg%3d%3d&rUzwRPf%2bZ3zd4E7lkn8Lyy%3d%3d=pwRE6AGJFLDNIh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mC TIbCubSFfXsDGW9IXnlq%3d%3d=hFfIUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFf>

Financial Performance Quarter 3 – Service details

	Full year budget £'000	End Quarter 3 profiled budget £'000	End Quarter 3 actual £'000	End Quarter 3 variance £'000
Director of Regeneration and Planning				
Assets and Property				
: Investment Properties	(518)	(374)	(282)	92
: Industrial Estates	(669)	(501)	(424)	77
: Public Conveniences	222	159	155	(4)
: Car Parking	(409)	(488)	(593)	(105)
: Office Accommodation	448	370	263	(107)
: Solar Panel installations	(154)	(98)	(131)	(33)
: Depots	116	98	111	13
Sub-total	(964)	(834)	(901)	(67)
Planning				
: Development Control	(847)	(516)	(562)	(46)
: Planning Policy	105	79	(6)	(85)
: Planning Policy - Conservation	0	0	0	0
Sub-total	(742)	(437)	(568)	(131)
Regeneration				
: Economic Development	323	249	154	(95)
: Newhaven Enterprise Centre	(160)	(100)	(111)	(11)
: Property Portfolio/Regeneration	0	0	104	104
: Street Naming	7	5	(3)	(8)
Sub-total	170	154	144	(10)
Salaries and Administration				
: Corporate Property	431	325	405	80
: Strategic Policy	457	344	177	(167)
: Planning	776	582	416	(166)
: Regeneration	233	175	161	(14)
Sub-total	1,897	1,426	1,159	(267)
Director total	361	309	(166)	(475)
Director of Service Delivery				
Community				
: Building Control	(317)	(238)	(202)	36
: Regulatory Services - Travellers sites	17	18	17	(1)
: Community Safety	20	15	(4)	(19)
: Voluntary Sector Support	219	165	137	(28)
: Town and Parish Council grant	171	171	171	0
Sub-total	110	131	119	(12)

	Full year budget £'000	End Quarter 3 profiled budget £'000	End Quarter 3 actual £'000	End Quarter 3 variance £'000
Environmental Health and Licensing				
: Regulatory Services - Licensing	(186)	(139)	(189)	(50)
: Regulatory Services - Public Health	36	29	22	(7)
: Regulatory Services - Food Safety	3	2	1	(1)
: Regulatory Services - Environmental Protection	21	18	9	(9)
: Regulatory Services - Health and Safety	11	12	27	15
: Regulatory Services - Port Health	2	1	1	0
: Regulatory Services - Animal and Pest Control	30	23	15	(8)
: Coast Protection	15	16	(1)	(17)
: Flood Defence	145	7	0	(7)
: Cemeteries	(31)	(28)	(10)	18
Sub-total	46	(59)	(125)	(66)
Housing (General Fund)				
: Homelessness	99	189	1	(188)
: Housing Strategy, Enabling and Advice	60	45	3	(42)
: Private Sector Housing Renewal	1	0	(1)	(1)
: Contributions to the HRA re shared items	159	0	0	0
: Housing Benefit Administration	101	76	(10)	(86)
: Housing Benefit	(462)	(541)	(541)	0
Sub-total	(42)	(231)	(548)	(317)
Local Taxation				
: Council Tax Support Scheme Mgt	15	48	38	(10)
: Local Tax Collection - Council Tax	(52)	87	71	(16)
: Local Tax Collection - Business Rates	(133)	(2)	19	21
Sub-total	(170)	133	128	(5)
Parks and Playing Fields				
: Open Spaces	365	280	240	(40)
: Sports and Playing Fields	247	168	174	6
Sub-total	612	448	414	(34)
Waste and Recycling				
: Recycling	835	638	753	115
: Waste Collection	907	469	336	(133)
: Street Cleansing	628	537	482	(55)
: Vehicle Workshop	(195)	(145)	(112)	33
Sub-total	2,175	1,499	1,459	(40)
Salaries and Administration				
: Customer Services - Revenues and Benefits	1,257	947	1,036	89
: Housing and Environmental Health	2,621	1,972	1,953	(19)
: Hub, Mobile Team and Parks	1,240	935	826	(109)
: Waste and Recycling	360	271	268	(3)
Sub-total	5,478	4,125	4,083	(42)
Director total	8,209	6,046	5,530	(516)

	Full year budget £'000	End Quarter 3 profiled budget £'000	End Quarter 3 actual £'000	End Quarter 3 variance £'000
Director of Tourism				
Tourism				
: Tourism	147	114	136	22
: Culture and Heritage: Arts Development	7	5	(4)	(9)
Sub-total	154	119	132	13
Wave Leisure				
: Culture and Heritage - Newhaven Fort	103	104	96	(8)
: Indoor Leisure - Wave	406	389	322	(67)
Sub-total	509	493	418	(75)
Director total	663	612	550	(62)
Deputy Chief Executive				
Corporate Services				
: Emergency Planning	24	18	23	5
: Organisational Development	120	90	90	0
: Treasury Management	55	47	46	(1)
: Local Land Charges	(86)	(75)	(72)	3
Sub-total	113	80	87	7
Democratic Services				
: Democratic Representation	270	203	205	2
: Electoral Registration	77	57	32	(25)
: Elections - LDC	8	6	11	5
: Elections - other	0	0	0	0
Sub-total	355	266	248	(18)
Central and Support Services				
: Business Strategy and Performance	554	416	393	(23)
: Legal Services	423	260	307	47
: Finance	650	488	475	(13)
: Audit and Counter Fraud	266	200	190	(10)
: Democratic Services	368	277	261	(16)
: Information Technology	1,420	1,064	1,130	66
: HR service	254	190	206	16
: Recruitment and Training	130	98	57	(41)
Sub-total	4,065	2,993	3,019	26
Director Total	4,533	3,339	3,354	15
Corporate costs				
: Corporate Management	180	135	75	(60)
: Corporate Management Team	501	377	296	(81)
: Interest payments and receipts	(180)	(44)	29	73
: Revenue financing of capital expenditure	210	157	34	(123)
: Pensions accounting	229	172	338	166
: Provision for Debt Repayment	177	0	0	0

	Full year budget £'000	End Quarter 3 profiled budget £'000	End Quarter 3 actual £'000	End Quarter 3 variance £'000
: Service Priority budget and savings target	(432)	(324)	0	324
	685	473	772	299
Netting off of Central Support Services recharges included above	(3,303)	0	0	0
Net cost of Service provision	11,148	10,779	10,040	(739)
Contributions to/from Reserves	704	0	0	0
Total cost to be Financed	11,852	10,779	10,040	(739)
Financing				
: Council Tax	(7,356)	0	0	0
: Retained Business Rates	(2,367)	0	0	0
: Government Grants	(2,129)	(1,597)	(1,597)	0
Total Financing	(11,852)	(1,597)	(1,597)	0

Agenda Item No: 8.2

Report Title: Portfolio Progress and Performance Report 2017/18 - Quarter 3
(October - December 2017)

Report To: Cabinet **Date:** 19 March 2018

Cabinet Member: Councillor Elayne Merry, Portfolio Holder

Ward(s) Affected: All

Report By: Nazeya Hussain, Director of Regeneration and Planning

Contact Officer
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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 2017) as shown in Appendix 1.

The Cabinet is recommended to;

2. Consider progress and performance for Quarter 3 and consider any relevant recommendations made by the Scrutiny Committee.
-

Reasons for Recommendations







3. To enable Scrutiny and Cabinet to consider specific aspects of the Council's progress and performance.

Background

4. The Council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. This cycle enables us regularly to review the Council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations.
5. It is important to monitor and assess progress and performance on a regular basis, to ensure the Council continues to deliver priority outcomes and excellent services to its customers and communities. These priorities are set out in the Council Plan that was adopted by the Council in February 2016 and refreshed by the Cabinet in July 2017.
6. The Scrutiny Committee has a key role in terms of oversight of the Council's progress and performance and challenging areas of under-performance. This report sets out the Council's performance against its targets and projects for the third quarter of 2017/18 (the period running from 1st October to 31st December 2017).


Performance in the Third Quarter of 2017/18

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

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

Portfolio Progress and Performance – Quarter 3

- An overview of the Council's performance for the year as at the end of the third quarter is set out below:
 - 89% of the Council's key projects were on track in the third quarter. There are no serious project delays which constitute a serious risk to the Council.
 - 87.5% of the Council's performance targets were either met, exceeded or within acceptable levels in the third quarter.
 - Two performance indicators did not meet their targets during the third quarter (see paragraph 24 below).

The Good News for Quarter 3 –  Notable project milestones or service performance achieved.

- This section of the report provides specific highlights by portfolio in terms of notable project progress or performance achievements.

Regeneration and Business

- Cabinet approved an overview report of the potential redevelopment of **Newhaven Town Centre** in support of the Newhaven Enterprise Zone in November, and a Business Case is expected to be presented in early 2018.

People and Performance

- The Phase 2 recruitment process for the **Joint Transformation Programme** was completed in November and a new joint website was launched.

Environmental Impact

13. The **Joint Venture for Energy and Sustainability** has now launched its website and begun planning for its first priority projects: Springman House and Newhaven Town Centre.

Finance

14. The collection of both **Council Tax and Business Rates** are exceeding their year-to-date targets.

Housing

15. The **Total number of households living in emergency accommodation** has improved since quarter 2 and is now meeting its target.

Planning


16. An online public consultation for the **Local Plan Part 2** Draft Plan was carried out between 30 November 2017 and 25 January (8 weeks), and a pre-submission publication is due in spring 2018.

Waste and Recycling Transformation

17. Year-on-year performance for **Percentage of household waste sent for reuse, recycling and composting** has improved by approximately 2.5%.

Customer and Partners

18. Quarter 3 performance for **Number of people registering for our email service** leaves the cumulative annual result just 102 further registrations away from achieving 300% of the annual target.

Areas for Improvement –  Project/performance is slightly off track (but within acceptable/5% tolerance). The 'amber' warning flags up performance that has fallen very slightly below target or projects that are slipping behind schedule or going slightly off-track.

19. There were four performance indicators which fell into this category during the third quarter:


- **Average working days lost due to sickness per FTE equivalent staff:** Sickness absence rates in quarter 3 were less than our target however the cumulative total this year is now 7.25 so the PI is rated amber given our overall target is 9 days. We may not meet this target however we anticipate the end of year total will be less than we have experienced in LDC for some years.
- **Percentage of rent collected during the year (cumulative):** The PI is reporting 94%, just below its target of 95% but well within tolerances.

- **Overall tenants' satisfaction:** This PI reported 85% against a target of 90%, officers will continue to monitor this PI closely. The total number of respondents who responded as satisfied were 208 from 246 replies.
- **Wave Leisure: Visitors to leisure centres:** Although amber and slightly below the target, quarter 3 is showing a positive increase in participation across the four sites, outperforming the two previous quarters.

Only two projects are being reported as amber at the end of the third quarter.

20. **Joint Transformation Programme:** The Programme Manager commenced a review of the transition plan in the quarter and a revised go live date for the Cx Housing system (June 2018) has been confirmed. Any additional revisions will be confirmed in early 2018.

21. **Devolution of Open Spaces:** Work with Lewes Town Council and Newhaven Town Council is progressing, and deadlines have been revised to reflect current workstreams.

Areas for Improvement –  Performance well below target and/or project significantly off-schedule or revised. Where service performance falls well below target levels, or a project is significantly off track or has been significantly revised or cancelled, priority is given to addressing these issues.

22. There were two indicators where this was the case in the third quarter.

23. **Number of households living in temporary accommodation:** The pressure on housing continues to reflect the national and regional position. At the end of quarter 3 the number of people in emergency accommodation was 63. This is higher than the last quarter and higher than the target of 50. The implementation of a revised structure through the JTP programme will focus on finding housing solutions to move people on from emergency accommodation and reduce reliance on Council accommodation to discharge a housing duty.

24. **Percentage of all planning appeals allowed (officer/committee decisions):** Two of five appeals (40%) were upheld in Quarter Three; one committee appeal and one officer appeal.

Financial Appraisal

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

Legal Implications

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

Risk Management Implications

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

Equality Analysis

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

Background Papers

[Council Plan 2016 to 2020](#)

Appendices

Appendix 1 – Portfolio Progress and Performance Report (Quarter Three 2017/18).

Appendix 2 – Minute excerpt from Scrutiny Committee on the 22 February 2018.

APPENDIX 1

PORTFOLIO PROGRESS AND PERFORMANCE QUARTER 3 (October to December 2017)

Key to Symbols



- Project is complete; Performance is at or above target (please note, in some instances performance data has been rounded to the nearest whole number/percentage);



- 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;






- No performance target set.

LDC Regeneration and Business Portfolio: Councillor Andy Smith



Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
North Street Quarter	30-Apr-2021		<p>LDC has entered a lock out (exclusivity) Agreement which binds the landowners to work together to deliver the scheme. The Land Collaboration Agreements will be agreed by end of February 2018.</p> <p>The landowners will market the scheme in the spring with a view to securing a developer and starting phase 1 by end of 2018.</p> <p>The Council has secured £10m from Homes England towards infrastructure costs. The grant will be used to fund infrastructure including flood defences and riverfront works, land remediation, and new highways and landscaping.</p> <p>NSQ Ltd has appointed a lead planning consultant to manage the discharge of the outstanding pre-commencement planning conditions. LDC is currently seeking to secure the freehold of existing third party land interests and has appointed an independent negotiator to progress this. John Gosnell & Co are due to relocate to their new custom-built premises on the Malling Brooks Industrial Estate in the spring of 2018.</p>
Newhaven Port Access Road (ESCC Project)	30-Apr-2019		<p>Final tenders for work were received by ESCC on 20 December and are now being evaluated. All partners</p>


Project / Initiative	Target Project Completion	Current Status	Update
			have met and continue to meet to discuss the developing Business Case, which ESCC expect to submit to DfT in Quarter Four.
Newhaven Enterprise Zone	31-Mar-2042		<p>The new EZ Programme Manager (Corinne Day) began work in October, work on the Phase 1 business units at Eastside South has been completed, and an updated strategy (linked to Coast to Capital's Strategic Economic Plan) is being drafted ahead of publication in April 2018.</p> <p>This is a 25 year project due to end in 2042.</p>
Newhaven Growth Quarter	30-Apr-2028		All rectification periods now complete. Project for ongoing annual monitoring only.
Newhaven Town Centre	31-Jan-2019		In November, Cabinet approved an overview report of the potential redevelopment of Newhaven Town Centre in support of the Newhaven Enterprise Zone programme. Stakeholders will now be consulted for their views on the plan.

LDC People and Performance Portfolio: Councillor Elayne Merry

Portfolio Projects and Initiatives




Project / Initiative	Target Project Completion	Current Status	Update
Joint Transformation Programme	31-Mar-2020		<p>The new Joint Transformation Programme Manager started in November.</p> <p>The Phase 2 recruitment process was completed in November.</p> <p>The new joint website was launched in November delivering a modern and efficient way for customers to engage with the Councils.</p> <p>All staff were successfully migrated to @lewes-eastbourne.gov.uk email addresses by the end of the quarter.</p> <p>As is to be expected with a programme of JTP's scale and with the range of IT enabled processes, there are a number of challenges which are being managed, hence the amber status. Work is underway to mitigate the issues and plans will be finalised shortly.</p>
Lewes District Lottery	31-Mar-2019		<p>The Council submitted their application for a Remote Operating licence to the Gambling Commission at the end of January.</p>

Key Performance Indicators

KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
Average working days lost due to sickness per FTE equivalent staff	2.70	2.25	1.81		Sickness absence rates in Q3 were less than our target however the cumulative total this year is now 7.25 so the PI is rated amber given our overall target is 9 days. We may not meet this target however we anticipate the end of year total will be less than we have experienced in LDC for some years.
Performance Improvement Plan			With effect from 1 February 2017 the majority of employees have been employed by Eastbourne Borough Council. From Q1 of 2018/19 absence information will reflect absence rates across both councils and not be split. HR will continue to maintain detailed absence rates across service areas and reasons for absence.		




LDC Environmental Impact Portfolio: Councillor Isabelle Linington

Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Joint Venture for Energy and Sustainability	01-Apr-2037		The Joint Venture website (www.clearsustainablefutures.co.uk) has been launched, and planning work has begun for LDC's priority project (Springman House).
Upper Ouse Flood Protection and Water	31-Mar-2019		<p>Legal Services have completed the contract with the Sussex Wildlife Trust (SWT) and Ouse and Adur Rivers Trust.</p> <p>The Working Group for this project met in early 2018. Site visits have been undertaken looking at natural flood risk management opportunities, and the SWT has restored 100 tonnes of water storage in natural washlands at Ashurt Hurst Farm near Plumpton.</p>
Newhaven Flood Alleviation Scheme (Environment Agency)	31-Dec-2018		Works are progressing well; West Bank is complete, Railway Quay and East Bank are nearing completion, and Area 5 (south of Swing Bridge) work has commenced on schedule. The Project Board is scheduled to meet again in early 2018.




LDC Finance: Councillor Bill Giles

Key Performance Indicators


KPI Description	Q3 2016/17	Annual Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
% of invoices paid on time	96.22%	95%			
Percentage of Council Tax collected during the year – Lewes	85.57%	85.57%	85.77%		
Percentage of Business Rates collected during the year – Lewes	83.58%	83.58%	85.05%		






LDC Housing Portfolio: Councillor Ron Maskell


Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Housing Delivery : Local Growth Fund	31-Jul-2017		This project has now delivered 22 new homes and only remains active due to the defects period which runs to July 2018.
Community Rural Housing	31-Mar-2019		
Modular Temporary Accommodation	31-Mar-2019		

Key Performance Indicators



KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
Number of households living in other temporary accommodation	73	50	63		<p>The pressure on housing continues to reflect the national and regional position.</p> <p>At the end of quarter 3 the number of people in emergency accommodation was 63. This is higher than the last quarter and higher than the target of 50. The implementation of a revised structure through the JTP programme will focus on finding housing solutions to move people</p>

KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
					on from emergency accommodation and reduce reliance on Council accommodation to discharge a housing duty.
Performance Improvement Plan			The Homelessness Reduction Act will come into force in April 2018. The new staffing structure will take account of this additional demand for service and enable officers to fulfil all statutory duties in a timely manner. In turn this should minimise the numbers in emergency accommodation and reduce associated.		
Percentage of rent collected during the year (cumulative)	98.63%	95%	94%		The figure is subject to final verification.
The number of days taken to process new housing/council tax benefit claims	18.4	20	19.5		
Total number of days that families need to stay in emergency/B&B accommodation	0	15	0		
Total number of households living in emergency accommodation	15	15	15		
Average number of days to re-let LDC Council homes (excluding temporary	21	25	18		

KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
lets)					
Overall tenants' satisfaction	98%	90%	85%		The survey is carried out quarterly with a random sample of tenants, so there is a small margin of accuracy. Officers will continue to monitor this PI closely. Total number of respondents satisfied 208 from 246 replies


LDC Planning Portfolio: Councillor Tom Jones





Portfolio Projects and Initiatives


Project / Initiative	Target Project Completion	Current Status	Update
Neighbourhood Planning	29-Feb-2020		<p>Plumpton – Awaiting recommendations from the Independent Examiner as to whether the Neighbourhood Plan is to proceed to Referendum in March/April 2018.</p> <p>Ditchling, Streat & Westmeston – It is anticipated that the recommendation from the Independent Examiner will be to proceed to referendum in March/April 2018.</p> <p>Seaford – Public consultation prior to formal submission is nearing completion.</p> <p>Newhaven – An amended Neighbourhood Plan will be submitted by the end of February 2018.</p> <p>Peacehaven and Telscombe; Barcombe; and Chailey – Steering Groups to inform Neighbourhood Plans have been formalised and are engaging with the public and considering evidence.</p>
The Local Plan (Part 2)	31-Mar-2018		An online public consultation for the Local Plan Part 2 Draft Plan was carried out between 30 November 2017 and 25 January (8 weeks). There was a 'call for sites' for Gypsy and Traveller pitches running as part of this

Project / Initiative	Target Project Completion	Current Status	Update
			<p>consultation in order to identify a suitable site for allocation in Local Plan Part 2. We have a requirement to identify 5 permanent pitches in Local Plan Part 2 with no suitable site at this stage.</p> <p>The updated Habitat Regulations Assessment (2017) for Local Plan Part 2, responding to the criticisms of the 'Wealden Judgement', accompanied this consultation and we are confident that this provides a robust assessment of the air quality impacts on the Ashdown Forest Special Area of Conservation.</p> <p>As this consultation is Regulation 18 - 'Plan Preparation', the Council will be able to make amendments to the Plan as necessary, including the addition of site allocations, following the consultation period and prior to the proposed submission version of Plan.</p> <p>Pre-submission publication is due in spring 2018 and formal submission in summer 2018.</p>

Key Performance Indicators


KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
Percentage of minor	100%	75%	75.56%		

KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
planning applications determined within 8 weeks (LDC/SDNP combined)					
Percentage of major applications determined within 13 weeks (LDC only)	88.67%	80%	100%		
Percentage of all planning appeals allowed (officer/committee decisions)	33.3%	33%	40%		<p>2 appeals of 5 allowed.</p> <p>One appeal decision (Former school site Brookes Close Newhaven for 31 houses) was a committee decision, where the officer recommendation was overturned and permission refused, with the subsequent appeal being allowed. The other appeal allowed was an officer decision under delegated powers.</p> <p>All decisions have been reported to the planning applications committee.</p>
Performance Improvement Plan			Ongoing review of all appeal decisions to assess any implications for policy or how it is applied, and advising the Committee of sound reasons for refusal.		
Outcome of planning appeals (Costs awarded (£))	£0.00	n/a	£0.00		
Number of appeals	0	0	0		



KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
where the Inspector has considered that there has been unreasonable behaviour by the Local Planning Authority					
Number of major applications for new housing granted planning permission following appeal (LDC only)	2	0	0		

LDC Waste and Recycling Transformation Portfolio: Councillor Paul Franklin

Portfolio Projects and Initiatives



Project / Initiative	Target Project Completion	Current Status	Update
LDC co-mingled recycling	31-May-2019		Review of phase 1 with informal cabinet on 3 January 2018. Positive feedback from Members and customers and enthusiastic anticipation of phase 2 roll out in Newhaven, Seaford and the remainder of the coastal strip, from the end of January

Key Performance Indicators






KPI Description	Q3 2016/17	Q3 2017/18	Status	Explanatory Note
	Value	Value		
KG waste collected per household	141.74	147.2		Slight increase but expected for this time of year.
Percentage of household waste sent for reuse, recycling and composting	26.61%	29.21%		

LDC Customers and Partners Portfolio: Councillor Tony Nicholson

Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Devolution of Open Spaces	31-Mar-2018 Revised to 31 May-2018 (Newhaven sites) Revised to 30 Sep 2018 (remaining sites)		<p>Devolution of sites to Lewes Town Council: Progressing. A report is being prepared to go for Member approval. LDC and Lewes Town Council are agreeing how to deal with the existing Higher Level Stewardship agreement with Natural England. Devolution of site at Malling is to proceed but has been put on hold temporarily until we have certainty as to whether this site might be required, temporarily, to assist roll out of the North St Development</p> <p>Devolution of sites to Newhaven Town Council: NTC solicitor has now confirmed that the form of transfer is approved. We anticipate that 3 sites should complete shortly (Avis Rd, East Side Rec, Drove Park). Third party rights are being regularised on sites at Lewes Rd rec and Valley Rd prior to devolution, although it is not anticipated that these will raise insurmountable issues.</p>
New Arts and Culture Brand and Tourism offer	31-Mar-2019		

Key Performance Indicators

KPI Description	Q3 2016/17	Q3 Target 2017/18	Q3 2017/18	Status	Explanatory Note
	Value		Value		
Number of new sign-ups to the Council's social media channels	171	n/a	244		
Number of people registering for our email service	1,070	501	594		
Wave Leisure: Visitors to leisure centres	213,087	236,250	230,802		Although amber and slightly below the target, Q3 is showing a positive increase in participation across the four sites, outperforming the two previous quarters.
Average time taken to answer telephone calls	0h 00m 10s	0h 00m 30s	0h 00m 28s		
Proportion of complaints (received by Customer Hub) responded to within target (currently 2 working days)	97.52%	93%	96.11%		

Excerpt from **Minutes** of a meeting of the **Scrutiny Committee** held in the **Ditchling Room, Southover House, Southover Road, Lewes**, on **Thursday, 22 February 2018** at 10:00am

Present:

Councillor P Gardiner (Chair)

Councillors N Enever, V Ient and R O’Keeffe (MBE)

Officers Present:

J Gavigan, Head of Democratic Services

J Harper, Head of Business Planning and Performance

M McDevitt, Performance and Programmes Lead

J Victory, Scrutiny Officer

In Attendance:

Councillor S Catlin, Lewes District Council

32 Portfolio Progress and Performance Report 2017/2018 – Quarter 3 -(October – December 2017)

The Scrutiny Committee considered the report of the Director of Regeneration and Planning which set out details of the Council’s progress and performance in respect of key projects and targets for the third quarter of 2017/2018, as shown in Appendix 1.

Members’ discussion included:

- With regard to the progress of the North Street Quarter development, members queried why it had been categorised as ‘on track’, especially considering the following:
 - Changes to the start of demolition date (As the Chair of the Scrutiny Committee was a member of the North Street Quarter Oversight Board, he was able to inform the Committee that the Due Diligence undertaken had contributed to this).
 - The issue of a piece of land which belonged to Lewes Town Council.

Members also requested that the Council provide all Councillors with information regarding the progress of the North Street Quarter development, so that they were able to effectively answer questions from members of the public.

- With regard to the progress of the Joint Transformation Programme, the following concerns were raised concerning the new website:
 - Dissatisfaction regarding the long URL’s to links on the website.
 - Dissatisfaction regarding the inaccessibility of certain information on the

website, particularly concerning Councillors, Committee meetings and Full Council webcasts.

Members expressed some concerns about the channel shift strategy feeling that those who are unable to use technology might be disadvantaged. It was suggested that the phone menu options be published on the website, so that people phoning in would not have to listen to the entire prerecorded menu before they were redirected to the correct department.

- A request that the Quarter 3 'percentage of invoices paid on time' figure be presented to the Committee as part of the next performance report in June 2018.
- A request that, with regard to the Quarter 4 report, the 'percentage of Council Tax collected' be looked at in conjunction with the 'percentage of rent collected' to ascertain whether any trends could be identified.
- A request for more information regarding what had contributed to tenant dissatisfaction in Quarter 3.
- With regard to the progress of the Neighborhood Planning project, members questioned why there had been no update concerning Lewes's Neighbourhood Plan.
- If the Council could provide more information to the public regarding the bin options which were available to them. Members specifically expressed an interest in whether vermin and gull proof bin bags could be used for general waste.
- Expressing gratitude to Scot Reid for his continued high quality of work and helpfulness.

Officers responded that:

- Concerns regarding the performance indicator of the North Street Quarter development were noted. It was agreed that the Scrutiny Committee recommend to Cabinet that the indicator be amended from green to amber.

The request that the Council provide members with more information regarding the progress of the North Street Quarter development was noted and would be passed to the Director of Regeneration and Planning.

- All feedback with regard to the new website was noted and it was suggested that if any future issues arise members contact Bryn Mabey, who chaired the Web Governance Group.

Members were informed that, by encouraging more use of the website, it allowed efficiencies to be achieved, in line with the Joint Transformation Programme.

Officers acknowledged that some members of the public did not have access to a computer, did not have access to the internet, or simply preferred to call the Council. With other residents being directed to use the website more, officer time would be freed up to deal with those residents.

- More information on the Quarter 3 figure for 'percentage of invoices paid on time' would be presented to the Scrutiny Committee in its next performance report.

Members were informed that from 1 April 2018 a new finance system would be in place whereby invoices would be paid automatically, therefore it was agreed that the performance indicator for 'percentage of invoices paid on time' be removed from 2018/2019 performance reports, and instead be reported to the Scrutiny Committee annually.

- With regard to any trends being identified between council tax and rent collection. The Head of Homes First would be invited to the meeting of the Scrutiny Committee on 28 June 2018 if performance had not improved.
- With regard to more information concerning tenant dissatisfaction, the Head of Homes First would be invited to the Scrutiny Committee meeting on 28 June 2018 to provide members with an update.
- The Project and Performance Lead would request information regarding the inclusion of Lewes' Neighborhood Planning project.

Resolved:

- (1) That the Scrutiny Committee recommends to Cabinet that the performance indicator for the North Street Quarter project be amended from green to amber;**
- (2) That the Scrutiny Committee recommends to Cabinet that vermin and gull proof bin bags be made available to members of the public for general waste; and**
- (3) That the Portfolio Progress and Performance Report 2017/2018 – Quarter 3 be noted.**

Reason:

To demonstrate the discharge of the Scrutiny Committee function to monitor all aspects of performance management activities as required by Part 3 section 2.2 (7) of the Constitution of the Council.

Agenda Item No: 8.3
Report Title: Adoption ('making') of the Plumpton Neighbourhood Plan
Report To: Cabinet **Date:** 19 March 2018
Cabinet Member: Cllr Tom Jones – Cabinet Member for Planning
Ward(s) Affected: All, but with particular impact on:
Plumpton, Streat, East Chilmington & St John (Without) Ward
Report By: Nazeya Hussain, Director of Regeneration and Planning
Contact Officer(s)-
Name(s): Thea Petts
Post Title(s): Neighbourhood Planning Officer
E-mail(s): thea.petts@lewes-eastbourne.gov.uk
Tel No(s): 01273 085773

Purpose of Report:

The Localism Act 2011 introduced a right for communities to draw up neighbourhood plans. Plumpton Parish Council, with support and advice from the District Council, has produced a neighbourhood plan which has subsequently undergone a successful examination and is due to go to referendum on Thursday 8th March 2018. This report considers whether the Plumpton Neighbourhood Plan should be adopted by the District Council as part of the statutory development plan.

Officers Recommendation(s):

- 1** To recommend to Full Council that the Plumpton Neighbourhood Plan is formally adopted as part of the statutory development plan for the district, subject to a majority 'yes' vote at referendum.
- 2** To recommend to Full Council that if the Plumpton Neighbourhood Plan does not receive a majority 'yes' vote at referendum, it is not formally adopted as part of the statutory development plan for the district

Reasons for Recommendations

- 1** The Plumpton Neighbourhood Plan has undergone a successful examination
- 2** To comply with the Localism Act and provisions of the Neighbourhood Planning (General) Regulations 2012 (as amended), which requires local planning authorities to 'make' a neighbourhood development plan within 8 weeks of the

day after a relevant successful referendum (unless otherwise agreed in writing with the Parish Council and South Downs National Park Authority).

Information

3

- 3.1** The Localism Act 2011 allows local communities to shape their areas by enabling town and parish councils to prepare neighbourhood development plans. A detailed legislative framework for undertaking neighbourhood planning was set out in the Neighbourhood Planning (general) Regulations 2012. Neighbourhood planning has been enthusiastically taken up by the many of the towns and parishes in the district (within and outside the SDNP), with 12 plans at various stages of preparation – ranging from ‘made’ plans to those in the earliest stage of preparation.
- 3.2** A neighbourhood plan, once adopted, forms part of the statutory development plan and sits alongside the Local Plan prepared by the Local Planning Authority (part of Plumpton Parish lies within the South Downs National Park¹). Planning applications submitted within an area covered by an adopted neighbourhood plan must be determined in accordance with both the neighbourhood plan and the Local Plan.
- 3.3** Part of Plumpton Parish lies within the South Downs National Park. However the village of Plumpton Green lies entirely outside of the SDNP and so, in-line with an agreed approach that Lewes District Council and the South Downs National Park Authority have in place for such cases, Lewes District Council assumed the responsibility of the relevant planning authority for the Plumpton Neighbourhood Plan.
- 3.4** An application was received from Plumpton Parish Council to designate the entire parish as a neighbourhood area and subsequently the neighbourhood area was designated by Lewes District Council and the South Downs National Park Authority on 28th April 2014.
- 3.5** Once designated, the Parish Council identified the issues, vision and objectives to guide their plan. They also began gathering the evidence required to inform the policies, as well as undertaking extensive consultation with the local community, landowners, local groups and statutory consultees.
- 3.6** The Parish Council carried out a statutory consultation (Regulation 14) on their draft plan between May and June 2016 and again on a revised plan and supporting documents between June and July 2017. A number

¹ The South Downs National Park Authority is preparing a Local Plan that covers the entire National Park. Once adopted, this local plan will replace the Lewes District Joint Core Strategy: Local Plan Part 1 in the areas within the National Park

of amendments were then made to the plan in order to respond to feedback received from the consultation.

- 3.7** The Parish Council submitted the revised plan (Regulation 15), along with other statutory submission documents, to Lewes District Council and the South Downs National Park Authority in September 2017. A further statutory consultation (Regulation 16) took place between October and November 2017 by the District Council where comments were invited on the submission documents.
- 3.8** Following the Regulation 16 consultation period, Lewes District Council and the South Downs National Park Authority (with the approval of Plumpton Parish Council) appointed a suitably qualified and experienced independent examiner to conduct the examination of the Plumpton Neighbourhood Plan which took place between December 2017 and January 2018.
- 3.9** The examiner determined that the neighbourhood plan met the basic conditions² (against which a neighbourhood plan is examined), subject to modifications, and recommended that the plan proceed to a referendum. This outcome was set out in the Examiner's Report (see paragraph 8.1) received in January 2018 and published by both authorities soon after (under Regulation 18).
- 3.10** The Plumpton Neighbourhood Plan was amended in line with the examiner's recommended modifications. Where this was not the case, the actions were taken to respond to the recommendations of the examiner are detailed in a Decision Statement (see paragraph 8.2) along with the modifications recommended by the examiner. This was published (Regulation 19), setting out the modifications made and confirmed that both authorities were satisfied that the plan met the basic conditions and could proceed to a referendum.
- 3.11** A referendum is due to be held in Plumpton Parish on Thursday 8th March 2018, posing the following question to eligible voters:
- “Do you want Lewes District Council and the South Downs National Park Authority to use the Neighbourhood Plan for Plumpton Parish to help it decide planning applications in the neighbourhood area?”**
- 3.12** In accordance with the Neighbourhood Planning Regulations, following the outcome of the referendum it will be for Lewes District Council and the South Downs National Park Authority to 'make' the neighbourhood plan so that it formally becomes part of the development plan for Lewes District and the South Downs National Park.
- 3.13** Should the neighbourhood plan fail to secure a majority vote in favour of its adoption, the authorities are not obliged to 'make' it. It is a requirement that neighbourhood plans successful at referendum are

² The basic conditions that a neighbourhood plan must meet are: appropriate regard to national policy; general conformity with strategic policies of the development plan for the local area; contribute to the achievement of sustainable development; [Page 47 of 102](#) comply with EU obligations.

made (unless the Local Planning Authorities consider that it breaches or is otherwise incompatible with any EU or human rights obligations).

Section 38A of the Planning and Compulsory Purchase Act 2004 (as amended), states:

(4) A local planning authority to whom a proposal for the making of a neighbourhood development plan has been made –

(a) must make a neighbourhood development plan to which the proposal relates if in each applicable referendum under that Schedule (as so applied) more than half of those voting have voted in favour of the plan...

(6) The authority are not to be subject to the duty under subsection (4)(a) if they consider that the making of the plan would breach, or would otherwise be incompatible with, any EU obligation or any of the Convention rights (within the meaning of the Human Rights Act 1998).

3.14 For the avoidance of doubt and to make absolutely clear with respect to compliance with the Habitat Regulations (that transpose EU obligations into UK law), Lewes District Council is the competent authority in this respect and can only approve a plan or project if it is confident that there will be no likely significant adverse effects on the integrity of an EU protected site.

3.15 It is hereby confirmed unequivocally that the Plumpton Neighbourhood Plan has been determined not to have a likely significant adverse effect on any EU designated habitats, either within Lewes District or beyond, either alone or in combination with other plans or projects. This statement is made in light of the conclusions of a full and detailed, robust Habitat Regulations Assessment (HRA) that has been endorsed by the statutory consultee, Natural England. It is further clarified that the HRA was substantially updated following the 'Wealden Judgement' regarding the Joint Core Strategy and responds to all the criticisms outlined in that judgement and the endorsement from Natural England follows a full update of their own internal guidance on responding to the judgement. More information can be found on the Council's Habitat Regulations webpage at: www.lewes-eastbourne.gov.uk/planning-policy/habitats-regulations

Financial Appraisal

4

4.1 Lewes District Council adopted its Community Infrastructure Levy (CIL) on 1 December 2015 and consequently the charges set out in the CIL Charging Schedule will be implemented for those areas that lie outside of the South Downs National Park from that date. Formally adopting the Plumpton Neighbourhood Plan will allow the Parish Council to benefit from a higher proportion of revenues arising from CIL chargeable

development that takes place in the parish. This will rise from a capped 15% of levy revenue to an uncapped 25% when the neighbourhood plan is made. Therefore, this will result in a transfer of levy revenue from LDC to Plumpton Parish Council to spend on priority infrastructure required to support the development of the area.

- 4.2** Although there will be a financial implication in adopting the Neighbourhood Plan, in terms of the apportionment of CIL income, there will be no financial implications for the General Fund base budget.

Legal Implications

- 5** The legislation governing the decision to adopt a Neighbourhood Plan proposal is contained within S. 38 Planning and Compulsory Purchase Act 2004 and Part 5 of the Neighbourhood Planning (General) Regulations 2012. As well as setting out the steps to be taken in connection with the earlier stages of the process, it also sets out what steps the local planning authority must take to publicise their decision on a proposal, and for publicising any neighbourhood development plan made by Full Council.

Legal Implications Provided (Plumpton) 07.02.18 007103-LDC-JCS

Risk Management Implications

6

- 6.1** I have completed a risk assessment. The following risks will arise if the recommendations are not implemented:
- (a)** If the Plumpton Neighbourhood Plan is successful at referendum (gaining a majority vote in favour of its adoption), the Council will be in breach of its statutory duty under the Town and County Planning Act 1990 if it does not bring it into force (i.e. 'make' it). As the legislation concerning the recommendation is quite explicit there is no way of mitigating this risk.
 - (b)** If the Plumpton Neighbourhood Plan fails at referendum, the Council would not be in breach of its duty not to 'make' it.
- 6.2** No new risks will arise if the recommendations are implemented

Equality Screening

7

- 7.1 Once adopted, the Plumpton Neighbourhood Plan will become part of the development plan for Lewes District. An Equality and Fairness Analysis has been carried out.

Background Papers

8

- 8.1 Plumpton Examiner's Report
<http://www.lewes-eastbourne.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=264677>
- 8.2 Plumpton Decision Statement
<http://www.lewes-eastbourne.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=264678>
- 8.3 Plumpton Neighbourhood Plan Equality and Fairness Analysis

Appendices

9

- 9.1 Plumpton Neighbourhood Plan – Referendum Version
<http://www.lewes-eastbourne.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=264733>

Agenda Item No: 8.4

Report Title: Adoption ('making') of the Ditchling, Streat & Westmeston Neighbourhood Plan

Report To: Cabinet **Date:** 19 March 2018

Cabinet Member: Cllr Tom Jones – Cabinet Member for Planning

Ward(s) Affected: All, but with particular impact on:

Plumpton, Streat, East Chiltington & St John (Without) Ward
Ditchling & Westmeston Ward

Report By: Nazeya Hussain, Director of Regeneration and Planning

Contact Officer(s)-

Name(s): Thea Petts
Post Title(s): Neighbourhood Planning Officer
E-mail(s): thea.petts@lewes-eastbourne.gov.uk
Tel No(s): 01273 085773

Purpose of Report:

The Localism Act 2011 introduced a right for communities to draw up neighbourhood plans. Ditchling, Streat and Westmeston Parish Councils, with support and advice from the District Council, have produced a neighbourhood plan which has subsequently undergone a successful examination and is due to go to referendum on Thursday 19th April 2018. This report considers whether the Ditchling, Streat and Westmeston Neighbourhood Plan should be adopted by the District Council as part of the statutory development plan.

Officers Recommendation(s):

- 1** To recommend to Full Council that the Ditchling, Streat and Westmeston Neighbourhood Plan is formally adopted as part of the statutory development plan for the district, subject to a majority 'yes' vote at referendum.
- 2** To recommend to Full Council that if the Ditchling, Streat and Westmeston Neighbourhood Plan does not receive a majority 'yes' vote at referendum, it is not formally adopted as part of the statutory development plan for the district

Reasons for Recommendations

- 1** The Ditchling, Streat and Westmeston Neighbourhood Plan has undergone a successful examination
- 2** To comply with the Localism Act and provisions of the Neighbourhood Planning (General) Regulations 2012 (as amended) which requires local planning

authorities to 'make' a neighbourhood development plan within 8 weeks of the day after a relevant successful referendum (unless otherwise agreed in writing with the Parish Council and South Downs National Park Authority).

Information

3

- 3.1** The Localism Act 2011 allows local communities to shape their areas by enabling town and parish councils to prepare neighbourhood development plans. A detailed legislative framework for undertaking neighbourhood planning was set out in the Neighbourhood Planning (general) Regulations 2012. Neighbourhood planning has been enthusiastically taken up by the many of the towns and parishes in the district (within and outside the SDNP), with 12 plans at various stages of preparation – ranging from 'made' plans to those in the earliest stage of preparation.
- 3.2** A neighbourhood plan, once adopted, forms part of the statutory development plan and sits alongside the Local Plan prepared by the Local Planning Authority (part of Ditchling, Streat and Westmeston Parish lies within the South Downs National Park¹). Planning applications submitted within an area covered by an adopted neighbourhood plan must be determined in accordance with both the neighbourhood plan and the Local Plan.
- 3.3** A significant part of the neighbourhood area lies within the South Downs National Park, as does the largest settlement of Ditchling. In-line with an agreed approach that Lewes District Council and the South Downs National Park Authority have in place for such cases, the South Downs National Park Authority assumed the responsibility of the relevant planning authority for the Ditchling, Streat and Westmeston Neighbourhood Plan. However, it still falls within the remit of Lewes District Council to facilitate any related referendum.
- 3.4** An application was received from Ditchling, Streat and Westmeston Parish Council to designate the entire parish as a neighbourhood area and subsequently the neighbourhood area was designated by the South Downs National Park Authority on 16th January 2014 and by Lewes District Council on 28th January 2014.
- 3.5** Once designated, the Parish Councils identified the issues, vision and objectives to guide their plan. They also began gathering the evidence required to inform the policies, as well as undertaking consultation with the local community, affected parties and statutory consultees.
- 3.6** The Parish Councils carried out a statutory consultation (Regulation 14) on their draft plan between March and April 2016 and again on a revised

¹ The South Downs National Park Authority is preparing a Local Plan that covers the entire National Park. Once adopted, this local plan will replace the Lewes District Joint Core Strategy: Local Plan Part 1 in the areas within the National Park

plan and supporting documents between December 2016 and January 2017. A number of amendments were then made to the plan in order to respond to feedback received from the consultation.

- 3.7** The Parish Councils submitted the revised plan (Regulation 15), along with other statutory submission documents, to the South Downs National Park Authority and Lewes District Council in July 2017. A further statutory consultation (Regulation 16) took place between July and August 2017 by the South Downs National Park Authority where comments were invited on the submission documents.
- 3.8** Following the Regulation 16 consultation period the South Downs National Park Authority and Lewes District Council (with the approval of Ditchling, Streat and Westmeston Parish Councils) appointed a suitably qualified and experienced independent examiner to conduct the examination of the Ditchling, Streat and Westmeston Neighbourhood Plan which took place between October 2017 and January 2018.
- 3.9** The examiner determined that the neighbourhood plan met the basic conditions² (against which a neighbourhood plan is examined) subject to modifications, and recommended that the plan proceed to a referendum. This outcome was set out in the Examiner's Report (see paragraph 8.1) received in January 2018 and published by both authorities soon after (under Regulation 18).
- 3.10** The Ditchling, Streat and Westmeston Neighbourhood Plan was amended in line with the examiner's recommended modifications and a Decision Statement (see paragraph 8.2) details the modifications recommended by the examiner. This was published (Regulation 19), setting out the modifications made and confirmed that both authorities were satisfied that the plan met the basic conditions and could proceed to a referendum.
- 3.11** A referendum is due to be held in the parishes on Thursday 19th April 2018, posing the following question to eligible voters:
- “Do you want Lewes District Council and the South Downs National Park Authority to use the Neighbourhood Plan for Ditchling, Streat and Westmeston Parishes to help it decide planning applications in the neighbourhood area?”**
- 3.12** In accordance with the Neighbourhood Planning Regulations, following the outcome of the referendum it will be for the South Downs National Park Authority and Lewes District Council to 'make' the neighbourhood plan so that it formally becomes part of the development plan for the South Downs National Park and Lewes District.
- 3.13** Should the neighbourhood plan fail to secure a majority vote in favour of its adoption, the authorities are not obliged to 'make' it. It is a

² The basic conditions that a neighbourhood plan must meet are: appropriate regard to national policy; general conformity with strategic policies of the development plan for the local area; contribute to the achievement of sustainable development; [Page 53 of 102](#) comply with EU obligations.

requirement that neighbourhood plans successful at referendum are made (unless the Local Planning Authorities consider that it breaches or is otherwise incompatible with any EU or human rights obligations). Section 38A of the Planning and Compulsory Purchase Act 2004 (as amended), states:

(4) A local planning authority to whom a proposal for the making of a neighbourhood development plan has been made –

(a) must make a neighbourhood development plan to which the proposal relates if in each applicable referendum under that Schedule (as so applied) more than half of those voting have voted in favour of the plan...

(6) The authority are not to be subject to the duty under subsection (4)(a) if they consider that the making of the plan would breach, or would otherwise be incompatible with, any EU obligation or any of the Convention rights (within the meaning of the Human Rights Act 1998).

3.14 For the avoidance of doubt and to make absolutely clear with respect to compliance with the Habitat Regulations (that transpose EU obligations into UK law), Lewes District Council is the competent authority in this respect and can only approve a plan or project if it is confident that there will be no likely significant adverse effects on the integrity of an EU protected site.

3.15 It is hereby confirmed unequivocally that the Ditchling, Streat and Westmeston Neighbourhood Plan has been determined not to have a likely significant adverse effect on any EU designated habitats, either within Lewes District or beyond, either alone or in combination with other plans or projects. This statement is made in light of the conclusions of a full and detailed, robust Habitat Regulations Assessment (HRA) that has been endorsed by the statutory consultee, Natural England. It is further clarified that the HRA was substantially updated following the 'Wealden Judgement' regarding the Joint Core Strategy and responds to all the criticisms outlined in that judgement and the endorsement from Natural England follows a full update of their own internal guidance on responding to the judgement. More information can be found on the Council's Habitat Regulations webpage at: www.lewes-eastbourne.gov.uk/planning-policy/habitats-regulations

Financial Appraisal

4

4.1 Lewes District Council adopted its Community Infrastructure Levy (CIL) on 1 December 2015 and consequently the charges set out in the CIL Charging Schedule will be implemented for those areas that lie outside of the South Downs National Park from that date. Formally adopting the Ditchling, Streat and Westmeston Neighbourhood Plan will allow the

Parish Council to benefit from a higher proportion of revenues arising from CIL chargeable development that takes place in the parish. This will rise from a capped 15% of levy revenue to an uncapped 25% when the neighbourhood plan is made. Therefore, this will result in a transfer of levy revenue from LDC to Ditchling, Streat and Westmeston Parish Councils to spend on priority infrastructure required to support the development of the area.

- 4.2** Although there will be a financial implication in adopting the Ditchling, Streat and Westmeston Neighbourhood Plan, in terms of the apportionment of CIL income, there will be no financial implications for the General Fund base budget.

Legal Implications

- 5** The legislation governing the decision to adopt a Neighbourhood Plan proposal is contained within S. 38 Planning and Compulsory Purchase Act 2004 and Part 5 of the Neighbourhood Planning (General) Regulations 2012. As well as setting out the steps to be taken in connection with the earlier stages of the process, it also sets out what steps the local planning authority must take to publicise their decision on a proposal, and for publicising any neighbourhood development plan made by Full Council.

Legal Implications Provided (Ditchling) 07.02.18 007102-LDC-JCS

Risk Management Implications

6

- 6.1** I have completed a risk assessment. The following risks will arise if the recommendations are not implemented:

- (a)** If the Ditchling, Streat and Westmeston Neighbourhood Plan is successful at referendum (gaining a majority vote in favour of its adoption), the Council will be in breach of its statutory duty under the Town and County Planning Act 1990 if it does not bring it into force (i.e. 'make' it). As the legislation concerning the recommendation is quite explicit there is no way of mitigating this risk.
- (b)** If the Ditchling, Streat and Westmeston Neighbourhood Plan fails at referendum, the Council would not be in breach of its duty not to 'make' it.

- 6.2** No new risks will arise if the recommendations are implemented

Equality Screening

7

- 7.1 Once adopted, the Ditchling, Streat and Westmeston Neighbourhood Plan will become part of the development plan for Lewes District. An Equality and Fairness Analysis has been carried out.

Background Papers

8

- 8.1 Ditchling, Streat and Westmeston Examiner's Report
<http://www.lewes-eastbourne.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=263456>
- 8.2 Ditchling, Streat and Westmeston Decision Statement
<http://www.lewes-eastbourne.gov.uk/planning-policy/neighbourhood-planning/>
- 8.3 Ditchling, Streat and Westmeston Equality and Fairness Analysis

Appendices

9

- 9.1 Ditchling, Streat and Westmeston Neighbourhood Plan – Referendum Version
<http://www.lewes-eastbourne.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=265618>

Agenda Item No: 8.5
Report Title: Wave Leisure Annual Service Delivery Plans 2018/19
Report To: Cabinet **Date:** 19 March 2018
Cabinet Member: Councillor Nicholson
Ward(s) Affected: All
Report By: Phillip Evans, Director of Tourism and Enterprise
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Purpose of Report:

To seek Cabinet approval for the 2018/2019 Annual Service Delivery Plans for Leisure and Newhaven Fort proposed by Wave Leisure Trust (WLT) and authorisation to enter into leases for the four leisure centres operated by Wave Leisure.

Officers Recommendation(s):

- 1** That Cabinet approves the Annual Service Delivery Plan for Leisure as set out in the report.
- 2** That Cabinet approves the Annual Service Delivery Plan for Newhaven Fort as set out in the report.
- 3** To delegate authority to the Director of Regeneration and Planning, in consultation with the Strategic Property Board, to negotiate and conclude Heads of Terms for leases of Seahaven Swim and Fitness Centre and Downs Leisure Centre and to authorise completion of a lease.
- 4** To delegate authority to the Director of Regeneration and Planning, in consultation with the Strategic Property Board, to enter into long leases of Lewes Leisure Centre and Meridian Leisure Centre from ESCC to the Council, and to negotiate and conclude Heads of Terms for subleases of those properties from the Council to Wave Leisure, to include authorisation to complete the leases.

- 5 That Cabinet resolves that the leases will help the Council to secure the promotion or improvement of the social well-being of the Council's area.
 - 6 That the delegations at paragraphs 3 and 4 above include authorisation not to dispose by auction or invitation of tenders following public advertisement (sought under Contract Procedure Rule 18.1).
-

Reasons for Recommendations

- 1 The management agreement between the Council and Wave Leisure requires Cabinet to approve the Annual Service Delivery Plans.
- 2 This report proposes that the Council enters into long leases of the leisure centres with Wave for the reasons set out in para 2.20.

Information - Annual Service Delivery Objectives Leisure 2018-2019

2

- 2.1 WLT have produced a proposed Annual Service Delivery Plan and this is reproduced at Appendix A (for the leisure service) and Appendix B (for Newhaven Fort) to this report.
- 2.2 The priorities for 2018/2019 continue to build upon those set out in previous years. Wave is encouraged to augment existing networks and partnerships and seek to establish new relationships to deliver services that will be of benefit to the local community. The plan underpins the Council's strategic aims and objectives.
- 2.3 The plan is aligned with three core objectives:
 - (a) Increasing participation and reducing health inequality;
 - (b) Improving accessibility and social inclusion;
 - (c) Reducing environmental impact.
- 2.4 Emphasis is placed upon encouraging participation in rural communities and for families on a low income, particularly among Council tenants.
- 2.5 WLT is encouraged to provide activities aimed at opportunities for increasing physical activity for older people. This is to reflect the District's ageing population which is above the national average in every band over 50.
- 2.6 The plan takes account of equality of opportunity to ensure that services are accessible as widely as possible and reflects the diversity of the local community.

- 2.7** If the proposed plan for 2018/2019 is approved by Cabinet, WLT will be notified of the Council's agreement and the plan will form part of WLT's contractual responsibility to deliver on behalf of the Council.
- 2.8** The Council's Client Officer will monitor and evaluate WLT's performance against the plan. There will be a quarterly review of performance along with monitoring of the agreed performance indicators.
- 2.9** WLT recognise that the plan should be numerate where possible with realistic and achievable outcomes. Where it is not possible to measure outcomes statistically, alternative success criteria will be employed to measure the benefits to the community.
- 2.10** The Council's Client Officer sets and monitors the performance of the Leisure Trust against key performance indicators. The indicators are a means for the Council to monitor the performance of WLT in meeting the Council's agreed aims and objectives. They are regularly monitored through the quarterly meetings between LDC and WLT.

Information - Annual Service Delivery Objectives Newhaven Fort 2018-2019

- 2.11** WLT have produced a proposed Annual Service Delivery Plan and this is reproduced at Appendix B to this report.
- 2.12** On 1st May 2015 WLT was granted operational management responsibility for the Newhaven Fort. The four priorities for 2018/2019 are for WLT to:-
- 1)** Enhance the regeneration opportunities in Newhaven by increasing the number of visitors to Newhaven Fort and generating local job opportunities.
 - 2)** Maintain and grow the heritage and educational potential of Newhaven Fort in a way which is accessible to the general public.
 - 3)** Improve the current facilities on offer.
 - 4)** Minimise the ongoing liabilities of the Council and potentially produce a revenue stream for the Council.
- 2.13** In order to achieve the above four LDC priorities, WLT has identified three separate but interlinked areas for the Newhaven Fort Management and Operational Team to focus on, namely:
- Experience
 - Education
 - Events

The plan attached at Appendix B details how the Council's priorities and Wave's three pillars interlink.

Lease Arrangements at the Leisure Centres

- 2.14** Wave Leisure Ltd currently has a Funding and Management Agreement with the Council which is the contractual document setting out what each parties' responsibilities are under the contract. The agreement has been extended once and cannot be extended further and is therefore due to terminate in 2021.
- 2.15** Wave's performance has always been exemplary and the contractual relationship has matured to such a degree that it only requires very light-touch management.
- 2.16** Procurement of leisure operators is an expensive and resource intensive exercise. The operation of Trusts within the leisure industry has matured and over time, the market has settled into two main types of provider: the large commercial type operator who focuses on revenue through the gym, fitness classes, and swim offers; or the smaller provider, such as Wave who can deliver a good standard of facilities, but who also undertake more community-focused activity and development.
- 2.17** There are two further differences however. A large commercial operator is likely to generate a revenue receipt for the Council each year. By contrast, Wave has been in receipt of a grant from the Council each year, but the level of grant is tapering and by 2020 it will have been phased out.
- 2.18** Wave's operating reserves are healthy, but they will not be in the same position to generate a receipt for the Council should they continue to operate the leisure service. However, there are alternative ways in which Wave could assist the Council, such as taking on the responsibility for all repairs and maintenance at the leisure centres, which would reduce the Council's liability. Currently, the Council maintains the structure and plant equipment for each leisure centre.
- 2.19** In conjunction with the Funding and Management Agreement, the leisure centres are all leased to Wave. Both Downs Leisure Centre (DLC) in Seaford, and Seahaven Swim and Fitness (SSF), are owned by the Council. Lewes Leisure Centre (LLC) is leased by the Council from ESCC, as is Meridian Leisure Centre (MLC) in Peacehaven, which is also a PFI scheme.
- 2.20** After some consideration, the recommendation is not to undertake a procurement exercise for the provision of the leisure service in the future, but to instead offer a long lease of the properties to Wave Leisure. This course of action is recommended because:
- (a)** The relationship with Wave has matured to such a degree that it could operate on the basis of minimal control on the Council's part.
- (b)** A procurement exercise will be costly and resource-heavy;

- (c) The outcome of a procurement exercise is not guaranteed;
- (d) While the Council may not benefit from a revenue return, if the centres are leased on a fully repairing and insuring basis, the Council will make a revenue saving of up to £100,000 on average pa.
- (e) The leases could be incentivised so that Wave has similar obligations to those within the current Funding and Management Agreement.
- (f) It is proposed that the rent review mechanism in the leases is geared so that over an agreed time, Wave pay a rent for the leisure centres to the Council. The target rental income is currently being assessed through a desk-top valuation of the leisure centres.

2.21 To achieve the recommendation set out in para 2.20, the Council will be required to negotiate long leases of LLC and MLC from ESCC. The intention would then be to sublet those two centres to Wave, along with DLC and SSF. Approval is therefore sought for the Director of Regeneration and Planning to negotiate Heads of Terms with ESCC and Wave Leisure and to enter into leases as appropriate, after consulting with the Strategic Property Board.

2.22 It is considered that the leases will help the Council to secure the promotion or improvement of the social well-being of the Council's area.

Financial Appraisal

3 The Council provides WLT with an Annual Service Fee in return for which the Trust helps the Council achieve its aims and objectives as detailed in this report. The Annual Service Fee for 2018-2019 was approved by Cabinet in September 2017. The Service Delivery Plan as provided by WLT therefore has no additional financial implications.

Legal Implications

4

4.1 The existing relationship between Wave and the Council is based on a contract in the form of a Funding and Management Agreement (FMA). The FMA requires Wave to deliver detailed and enforceable service obligations as the primary driver of the relationship. This includes an obligation on the part of Wave to submit Annual Service Delivery Plans for approval by the Council. The leases under which Wave occupies the buildings are incidental to the FMA.

4.2 A contract is a legally enforceable agreement which gives rise to rights and duties between the parties. A lease is the grant of a right to the exclusive possession of land for a determinable period of time, being both a contractual relationship and an estate in land. It is possible to have a lease with terms that go beyond those typically found in a lease,

provided that the main object is the occupation of land rather than the delivery of service obligations.

- 4.3** Certain contracts are public services contracts or public services concession contracts subject to the European public procurement regime and related regulations. The lease of land by the Council is not in itself subject to the European public procurement regime and regulations.
- 4.4** This report advises that the relationship with Wave has matured to such a degree that it could operate on the basis of minimal control on the Council's part. There is potential to move from a relationship where the main object is the delivery by Wave of detailed and enforceable service obligations (a **contract**), to one where the main object is the grant to Wave of a right to exclusive possession of land for a determinable period of time (a **lease**).
- 4.5** The proposed leases to Wave will not be subject to the European public procurement regime provided that they are proper leases where the main object is the occupation of land rather than the delivery of service obligations. Care will need to be taken when drafting the heads of terms and the leases to ensure that the leases remain genuine leases with terms that do not turn them into contracts subject to the European public procurement regime.
- 4.6** The Council cannot dispose of land held in the general fund for a consideration less than the best that can be reasonably obtained in the market, except with the consent of the Secretary of State. Disposal includes leasehold sales where the lease term exceeds seven years. The Secretary of State has given a general consent for the purpose of land disposals by local authorities (Circular 06/03). 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. Disposal at less than best consideration under the general consent is subject to the condition that the undervalue does not exceed £2 million. Therefore, all proposed transactions where the aggregate of "undervalue" exceeds the £2 million threshold will require the specific consent of the Secretary of State. Recommendation 5 asks Cabinet to resolve that the leases will help the Council to secure the promotion or improvement of the social well-being of the Council's area. This gives the Director scope to negotiate terms that may result in an undervalue provided that there are positive outcomes for social well-being.
- 4.7** In disposing of any land or interest in land the Council must ensure that it does so in accordance with State aid rules. The Director will have to ensure that the leases are compliant with State aid rules.
- 4.8** Recommendation 6 seeks authority to grant the leases to Wave without going to auction or inviting tenders or expressions of interest following appropriate public advertisement. Cabinet has power to authorise leases without going to auction or advertisement (CPR 18.1).

Risk Management Implications

5

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

Equality Implications

6

- 6.1** Equality, accessibility and equality of opportunity are the building blocks of the Annual Service Delivery Plans. The key components of the plans have been designed to increase participation across a number of disadvantaged groups; reduce health inequality; improve accessibility and social inclusion and education. The plans detail how these aims will be achieved.

Background Papers

- 7** None

Appendices

Appendix A – WLT Proposed Annual Service Delivery Plan Leisure 2018/2019

Appendix B – WLT Proposed Annual Service Delivery Plan Newhaven Fort 2018/2019



Wave Leisure Trust

Annual Service Delivery Plan 2018/2019

"Inspiring Active Lifestyles"



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Annual Service Delivery Plan (2018/19)

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

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

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

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

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

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

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

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

At the end of 2018/19 the Annual Performance and Monitoring Report will provide Key Examples and Outcomes for each of the Wave Actions defining successful delivery.

Figure 1: "Inspiring Active Lifestyles" Strategy

Purpose

"Inspiring Active Lifestyles"

Vision

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

Objectives

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



Figure 2: Delivering to National Outcomes.

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

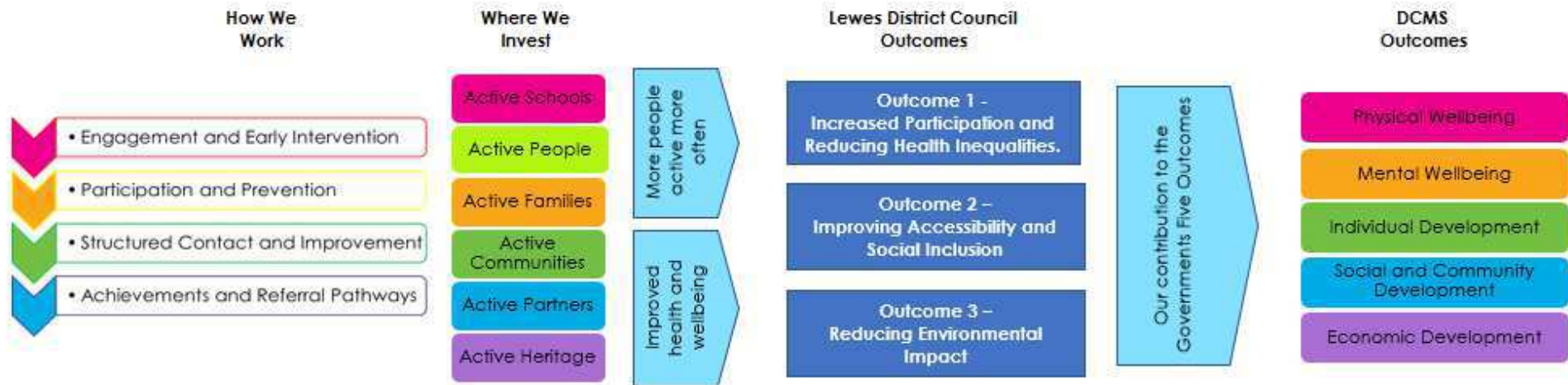


Figure 3: Outcome 1 - Increasing Participation and Reducing Health Inequality

LDC Key Priority 1

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

Wave Actions	Measure	Target	Outcome
Continue to develop and implement activities, which encourages Older Peoples participation, designed to develop confidence and encourage engagement in regular activity both within centres and through outreach.	Number of people engaged	504	
	Total number of attendances	24,958	
	Number of new weekly activities introduced	5	
	Number of taster sessions introduced	4	
Deliver and support activity, within rural communities, which supports the participation of older people to gain, regain or maintain participation in physical activity, as part of a healthy lifestyle both mentally and physically.	Number of rural locations engaged.	6	
	Number of weekly activities available	4	
	Number of wellbeing events attended	6	
	Number of people engaged.	54	
	Total number of attendances.	543	
	%age of participants identified as engaging in further activity.	74%	
Attend the Seniors Forum meetings and Networking Events, ensuring that Wave is aware of the latest issues relating to the older person’s agenda.	Wave representation at Seniors Forum meetings.	3	
Continue to provide, and support, opportunities of engagement in activity, as part of National Older Peoples Day particularly aimed at those who are currently not engaged in physical activity.	Number of weekly activities available.	28	
	Number of new people engaging in activities.	31	
	Total Number of attendances in activities	1,185	
	%age of participants identified as engaging in further activity.	74%	
Continue to provide Walking Football and develop other Walking Sport opportunities with partners, such as Lewes Football Club,	Number of weekly activities	4	
	Total number of people registered	72	

Eastbourne Borough Football Club, Sussex Veterans League, Sussex County Cricket Club and Netball NGB.	Total number of attendances	2,274	
Continue to provide and develop Wave's Strength and Balance Programme (Falls Prevention) alongside commissioned falls prevention services, within Wave facilities and in community settings.	Number of weekly activities.	7	
	Total number of people registered	105	
	Total number of attendances	2,352	
	%age of participants reporting feeling more confident to participate in regular activity.	74%	
Maintain and expand Healthy Walk opportunities for older people, developing new walking opportunities and sessions to encourage participation from the older person living in rural settings.	Number of weekly walks provided.	4	
	Total number of people registered	120	
	Total number of attendances	3,185	

Key Priority 2

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

Wave Actions	Measure	Target	Outcome
Continue to develop and implement activities, which encourages children, young people and family participation, designed to promote positive health and wellbeing activities, including those at risk of involvement in nuisance and anti-social behaviour, across the District.	Total number of attendances from Children and Young People	244,849	
	Number of new weekly activities introduced	42	
	Number of taster sessions introduced	25	
Continue to be an active participant with Children, Young People and Family Forums and networks, ensuring Wave is aware of the latest issues relating to children, young people and family agendas.	Wave representation at Children, Young People and Family Forum meetings.	6	
Continue to implement a diverse programme of “Reach Out” activities, targeting children and young people who are otherwise disengaged from mainstream activities due to low income.	Number of regular activities provided.	12	
	Number of people	140	
	Number of attendances	887	
Continue to work with East Sussex County Council Youth Services, and other youth service providers, to offer reduced cost access and/or targeted sessions for “Drop In”.	Number of children and young people’s groups engaged.	10	
	Number of weekly activities available	4	
	Number of taster sessions delivered	10	
	Number of People engaged.	190	
	Total number of attendances.	965	
	%age of participants identified as engaging in further activity.	25%	
Deliver funded initial engagement courses, such diversionary and Health and Wellbeing activities, targeting young people who are less physically active and not engaged in regular activity.	Number of funded courses.	13	
	Number of people	270	
	Number of attendance	1,913	

	%age of participants progressing into further activity.	55%	
<hr/>			
Continue to organise a range of taster courses for children and young people to try new activities and feed into established Clubs, linked to schools and colleges.	Number of taster courses.	82	
	Number of people	454	
	Total number of attendances.	4,368	
	Number of children transferring into established Clubs.	55%	
<hr/>			
Expand the programme offerings into Schools by introducing new activities, for example; “Drop In” and Inset Days activity sessions.	Number of new activities	9	
	Number of people	60	
	Number of attendances.	480	
<hr/>			
Continue to expand and develop whole of family participation activities and events, across sites and in communities	Number of regular activities provided	6	
	Number of activity events	4	
	Total number of attendances	1,440	
<hr/>			

Key Priority 3

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

Wave Actions	Measure	Target	Outcome
Develop and implement referred into activity opportunities with partner organisations, for those with a diagnosed health condition.	Total number of referrals made.	180	
	%age of referrals attending an activity opportunity.	70%	
	%age of participants reporting feeling more confident in attending regular activity.	75%	
	%age of participants identified as engaging in further activity.	60%	
Continue to be an active participant within Community, Voluntary Sector and Stakeholder led Health Partnerships, ensuring Wave is aware of the latest issues related to supporting people for improved health and wellbeing, both physically and mentally.	Wave representation at Health Partnership events	12	
Deliver “Change4Life” days providing opportunities for children and families to participate in activity at no cost.	Number of Events	4	
	Total number of participants.	850	
Increase the number of programmes to support those with a diagnosed health condition, for adults, children, young people and families.	Total number of attendances	3,744	
	Number of new regular weekly activities introduced	3	
	Number of regular activities provided	8	
	Number of people	104	
Continue to provide a range of supporting mechanisms to encourage activity participation to address barriers accessing activity.	Number of sites with Journey Plans available	4	
	Number of sites offering creche and childcare facilities.	3	
	Number of regular offsite exercise programmes being delivered.	16	

Continue to proactively reach out into GP Surgeries across the District to encourage participation and provide patient engagement opportunities on site.	Number of engagement opportunities delivered.	26	
	Number of participants engaged on GP referral pathway.	123	
	%age participants attending a further wellbeing activity.	54%	

Key Priority 4

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

Wave Actions	Measure	Target	Outcome
Continue to deliver and support holiday activity programmes in Seaford, Lewes, Newhaven and Peacehaven.	Total number of activities.	45	
	Total number of participants.	8,770	
In order to diversify the holiday programme, ensuring the delivery remains fresh and dynamic, Wave will continue to engage with partners involved in the delivery of each holiday programme.	Total number of delivery partners.	16	
Ensure that funding is secured for all holiday programmes for each of the towns in the District.	Funding secured.	60%	
Work with resident and community associations to be able to make a holiday activity available to children and young people who are unable to access a Wave site.	Number of activities	14	
	Number of People	30	
	Number of attendances	389	
To develop and implement holiday activities which are inclusive of parents and/or carers to encourage family participation in regular activity.	Number of activities.	8	
	Number of people	15	
	Total number of attendances.	90	

Key Priority 5

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

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

Key Priority 6

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

Wave Actions	Measure	Target	Outcome
Through 2017/18 Wave will continue to initiate and develop programmes of activity in isolation and by partnering key stakeholders, for example LDC Housing Services, Tenants of Lewes District (TOLD), Action in rural Sussex, 3VA and Active Sussex. Sport, Physical Activity and Health and Wellbeing Programmes will be both centre based and in other community and rural settings.	Number of programmes provided.	25	
	Number of people engaged	1,157	
	Total number of attendances	25,456	
Continue to support and develop ‘Open Spaces’ community events particularly using spaces near areas of social housing, working with Lewes District Council Housing Services, social housing landlords, tenant and resident participation groups and local community groups.	Number of Open Spaces events.	13	
	Number of attendances	1,560	
Seek to develop further activity programmes in or accessible to residential care settings (such as warden controlled, care and rest homes).	Number of residential care settings engaged	5	
	Number of activities delivered in a residential setting	20	
	Number of people engaged	40	
	Total number of attendances	149	
Continue to work with Resident and Community Associations to support consultation and engagement activities, to further support to development of activities which are accessible to those less likely to engage with physical activity.	Number of events.	3	
	Number of engagements	30	
	Total number of attendances	60	

Key Priority 7

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

Wave Actions	Measure	Target	Outcome
Continue to work with Action in rural Sussex, South Down National Park Authority (SDNPA), Parish Councils and Community Transport Lewes Area (CTLA) to rural proof provision of services by identifying barriers to accessing services and creating opportunities for participation in regular activity.	Number of activities provided	10	
	Number of people	54	
	Total number of attendances	543	

Figure 3: Outcome 2 – Improving Accessibility and Social Inclusion

Key Priority 1

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

Wave Actions	Measure	Target	Outcome
Continue to work with partner organisations to expand the range of accessible activities available for disabled people.	Number of targeted activities provided.	26	
	Number of people engaged	171	
	Total number of attendances across all activities by disabled people.	13,240	
Continue to develop and expand on the activities available which are mixed activities at low or no cost, specifically engaging children and young people with additional education needs such as Autism and Asperger’s, their sibling and parents or carers to access regular activity.	Number of sessions delivered.	72	
	Number of people	39	
	Total number of attendances.	660	
	%age of participants reporting they are engaging in a new regular activity.	38%	
To further develop and deliver low or no cost access to Holiday Schemes, specifically targeting those in low income households.	Number of attendances	3,233	
To continue to provide the Para Games, in active partnership, at Downs Leisure Centre, providing competitive opportunities for people with disabilities to engage in activities.	Number of participants.	30	
	%age of participants reporting engaging in further activity.	45%	

Key Priority 2

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

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

Key Priority 3

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

Wave Actions	Measure	Target	Outcome
Work in partnership with Albion in the Community and Swim UK to implement the Apprenticeship Scheme with a target of providing 8 placements each year.	Number of placements.	8	
	Average number of participants moving into permanent employment.	80%	
Provide placements on the Aspiring Managers programme to ensure Wave has a robust succession plan which will guarantee the continued and uninterrupted expected service delivery standards and provide career enhancement and progression opportunities to the staff.	All statutory training requirements achieved.	100%	
	No of placements.	5	
Provide specific training and qualification opportunities for all contracted staff.	Number of participants graduating.	100%	
Capture data in all key areas to inform and guide the ongoing development of HR Strategy.	Key areas.	6	
	%age of key areas captured.	100%	
Continue to provide opportunities for Volunteers and ensure that they feel valued and part of the Wave Team.	Number of volunteers.	74	
	Number of volunteer events.	2	

Key Priority 4

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

Wave Actions	Measure	Target	Outcome
Deliver activities in community settings, targeting people who have no access or currently do not access centres.	Number of activities delivered in community settings.	20	
	Number of people engaged	374	
	Total number of attendances	7,480	
Continue to work with Schools to provide a range of; breakfast, lunch and after school clubs within schools and outdoor play areas.	Number of clubs.	31	
	Number of people	413	
	Total number of attendances	4,325	
Seek to develop further activity programmes in or accessible to residential care settings (such as warden controlled, care and rest homes).	Number of residential care settings engaged	5	
	Number of activities delivered in a residential setting	20	
	Number of people engaged	40	
	Total number of attendances	149	
Work with CTLA to address transport as an identified barrier for individuals to participate in regular activity, where an activity is centre based.	Number of centres offering journey plans for participation in session.	All	

Key Priority 5

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

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

Figure 4: Outcome 3 – Reducing Environmental Impact

Key Priority 1

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

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

Key Priority 2

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

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



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Wave Leisure Trust

Newhaven Fort Annual Service Delivery Plan 2018/2019

"Inspiring Active Lifestyles"

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Background

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

On 1st May 2015 Wave was granted operational management responsibility for the Newhaven Fort. This plan sets out the key actions that Wave will focus on for the 2018/19 financial year.

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

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

Annual Service Delivery Plan (2018/19)

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

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

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

Heritage Lottery Fund Heritage Grant

In March 2017, LDC/Wave received a First Round Pass of "Development" funding from the Heritage Lottery Fund (HLF) of £157,000 towards the restoration of the historic Newhaven Fort project. This is 75% of the total development funding of £209,400 which will go towards the preparation of a Second-Round Application for the renovation and rejuvenation of the site.

It is anticipated that the application will be submitted in the second quarter of 2018/19 with a decision forthcoming from the HLF in the third quarter. If successful, the "Delivery Phase" will start in earnest during 2019/20 and is estimated will take three years to complete.

A significant element of the HLF bid is the creation of an "Activity Plan" that will set out how the Fort will attract the visitors required to create a sustainable facility. Working with specialists in this field, a number of new activities, projects and initiatives will be tested during 2018/19. From this learning new and additional actions will emerge for inclusion in future ASDP's. The HLF will also no doubt wish to include some key performance measures as a condition of grant which will also be included.

Figure 1: Outcome 1 - Experience
LDC Key Priority 1

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

Wave Action	Measure	Target	Outcome
Deploy visitor feedback/satisfaction system to track experience and identify areas for improvement.	System deployed with at least 350 responses received.	350	
Measure the percentage of visitors rating their visit as “good” or “excellent”.	Percentage of visitors rating their visit as good or excellent	80%	
Achieve positive Trip Advisor ratings from visitors.	Rating of minimum of 4 out of 5 stars from 2018/19 respondents.	4.0 stars or above	
Continue with new Season Ticket pricing strategy based on less than 2 visits per year to encourage sales.	Increase season ticket holders by 5% from 2017/18 numbers. (Target based on 17/18 year end forecast)	290	
Increase the number of family visits through the implementation of a stimulating and vibrant programme of activities and targeted promotions.	Family ticket sales increase by 5% from 2017/18 levels. (Target based on 17/18 year end forecast)	4,650	
Promote the benefits of Gift Aid on season tickets/admissions to maximise revenue from each UK Taxpayer visit.	Amount of Gift Aid recovered from HMRC.	£6,000	
Implement measures in Tea Rooms such as menu development, special offers, to encourage greater usage and spend per head	Spend per head achieved (target based on 5% increase of 2017/18 actual).	£2.10	
Implement measures in the Shop such as improved displays, new product ranges, promotional pricing, to encourage greater sales and spend per head.	Spend per head achieved (target based on 2% increase of 2017/18 actual).	£0.85	
Through improved marketing and promotion, increase the visitor sales.	Spend per head achieved (target based on 5% increase of 2017/18 actual).	£4.20	
Design and implement new Quiz Trails to enhance the fun/learning and engagement by young people.	Percentage of visitor feedback as good or excellent.	80%	
HLF Heritage Grant Round 2 application to be completed and submitted	Application submitted by August 2018 deadline	August 2018	

Figure 2: Outcome 2 – Education

LDC Key Priority 2

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

LDC Key Priority 3

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

Wave Action	Measure	Target	Outcome
In 2017, Educational Consultants (“Heritec”) were appointed, funded as part of the HLF Transition Fund bid to review all aspects of the educational offer and recommend new activities for implementation. This work included the implementation of a promotional campaign to attract more schools which commenced in the spring of 2017 and remains ongoing.	Maintain alignment to Heritec’s review work and resulting action plan and enhance where appropriate to ensure the programme remains current, relevant and one which children will find interesting and fun.	100%	
Increase the number of school pupil visits from 2017/18.	School pupil visits to increase (target based on 5% increase from 2017/18 forecast at year end)	7,000	
Increase the number of schools that visit the Fort.	Schools visits to increase (target based on 5% increase from 2017/18 forecast at year end)	125	
Implement a tracking system that allows simple analysis of visiting schools.	System to monitor key metrics such as; Local Education Authority, number of children, year group and purpose of visit.	100%	
Design and prepare updated pre-and post-visit resources for primary school visits covering WW1 and WW2.	Resources developed with good feedback received from schools on relevance to national curriculum.	100%	
Further develop the “Handling Box” experience to enable more than one school to visit concurrently.	To develop 3 more “Handling Boxes” with artefacts/props from WW2/Home Front.	100%	
Provide a range of exhibits/objects on a “Hands-On Table” for Fort visitors with interpretation provided from staff/volunteers.	Hands-On Table available every day of public opening.	266 days	
Implement a school visit ‘offer’ for the new Ancient History Education Centre.	To attract minimum 10 primary schools (c.300 children) to visit the new resource and using their feedback to make improvements to the visit/learning outcomes.	10 schools 300 children	
Recruit volunteers with education experience to	Number of volunteers recruited and used on school’s	2	

assist with education visitors.	programme.		
Increase number visits by international/foreign language students by 5%.	Number of international students to increase (target based on 5% increase from 2017/18 forecast at year end)	1,350	
Using the MODES software, to catalogue the Fort exhibits.	To have at least 75% of the Fort’s exhibits catalogued on MODES (c.15,000 exhibits).	11,250	

Figure 3: Outcome 3 – Events

LDC Key Priority 4

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

Wave Action	Measure	Target	Outcome
Develop an events Marketing Strategy for 2018 to clearly identify the approach to external communications with existing and potential customers.	Marketing Strategy developed and implemented.	100%	
Promote a wide number of appealing events. (All targets based on 5% increase from 2017/18 forecast at year end)	Internal (Fort organised)	12	
	External hire	7	
	Partnership (Fort/Partner Collaboration)	7	
Increase attendance at events (All targets based on 5% increase from 2017/18 forecast at year end)	Internal (Fort organised)	800	
	External hire	1,900	
	Partnership (Fort/Partner Collaboration)	600	
Achieve income target for events.	Target achieved (target based on 5% increase from 2017/18 forecast at year end).	£16,800	
During October half term, promote Halloween activities to attract family visitors.	Increase income generated over the 9 days of half term by 5% above 2017 actual.	£18,342	
Promote a Christmas Market and Santa Claus experience to attract visitors and revenue at a time the Fort is normally closed to the public.	Visitor number target achieved.	800	
Promote the Fort as a venue for Paranormal adventures/ghost hunts.	Increase number of bookings from 2017 by 10%	9	
Actively market the Fort as a wedding venue.	Number of wedding bookings secured.	3	
Promote <i>“Talks in the Tea Rooms”</i> to engage and entertain.	Number delivered.	6	

Agenda Item No: 8.6

Report Title: "Stronger Together" Joint Transformation Programme Update

Report To: Cabinet **Date:** 19 March 2018

Cabinet Member: Councillor Andy Smith

Ward(s) Affected: All

Report By: Becky Cooke, Assistant Director for Human Resources and Transformation

Contact Officer:
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Purpose of Report:

To update Cabinet on the progress of the Joint Transformation Programme and key decisions taken by the Programme Board.

Officers Recommendation:

- 1 It is recommended that Cabinet notes the progress of the Joint Transformation Programme, specifically Phase 2 activity, and the decisions made by the Programme Board.

Reasons for Recommendation:

- 1 To note the progress of Phase 2 and wider activity of the Joint Transformation Programme and the decisions made by the Programme Board.

Information

1. Executive Summary

- 1.1 In May 2016, the Cabinets of Lewes and Eastbourne councils approved the Joint Transformation Programme ('the Programme') to deliver the majority of council services via shared teams adopting new ways of working.
- 1.2 This is a major change programme for both councils and a significant contributor to the Medium Term Financial Strategy savings targets. Through the Programme, the councils are projecting to deliver the £2.8m of savings and the cultural shift as set out in the business case.
- 1.3 Cabinet approved the three phase delivery of the Programme, Phase 1 commenced in September 2016, Phase 2 commenced in April 2017 and the timeframe for Phase 3 will be determined over the next reporting period. This update outlines the progress made from November 2017 to February 2018,

looks ahead to the plans and activities for the coming three months and outlines key decisions made by the Programme Board.

1.4 The Programme has a clear governance structure led by the Programme Board. The Programme Board meets bi-monthly and consists of the leaders and deputy leaders, the leaders of the main opposition groups, the Chief Executive, three additional Corporate Management Team (CMT) members and the Joint Transformation Programme Manager. The last meeting of the Programme Board took place in January 2018.

2. Programme Activity November 2017 – February 2018

2.1 Phase 2

Activity within this reporting period centred on Phase 2 of the Programme, which aims to create joint teams to deliver the majority of public facing services, with the exception of the following services which are out of the scope of the Programme and are subject to separate reviews/programmes:

- Waste services;
- Tourism and leisure services;
- Building control services; and
- Property services (Homes First).

2.2 The Phase 2 recruitment process concluded at the end of November 2017 following over 400 interviews. This process was followed by activity to plan the mobilisation and transition for the new teams with all newly appointed staff moving into their new posts from 1 January 2018. In line with the councils' duty to minimise redundancies, to safeguard continuity of employment where possible and in accordance with the principles agreed by the Programme Board, the number of compulsory redundancies resulting from Phase 2 was limited to 4 (2 of the members of staff affected were Lewes District Council employees). The members of staff unsuccessful in securing a new post are being supported by HR colleagues.

2.3 In recognition of the councils' duty relating to redundancies and in line with best practice, recruitment to any vacant posts within the teams in scope was paused throughout Phase 2. As a number of vacancies remained upon conclusion of the internal process, external recruitment commenced so that the posts could be filled as early as possible to support effective transition of the teams to the new ways of working. At the time of writing this report, applications have been received for all the vacant posts and the outcome of the process will be confirmed once known.

2.4 Transition

The first of the Phase 2 transitions took place in January 2018 and starts the process of the shared teams adopting the new ways of working enabled by technology. Throughout the transition process for each team, robust support measures are put in place to ensure any issues impacting performance are identified and resolved as quickly as possible and to ensure all opportunities for learning for subsequent transitions are exploited fully.

2.5 The remaining Phase 2 transitions will take place over the coming months and

will conclude in June 2018.

2.6 New Technology

In order to achieve the efficiencies and service improvements set out in the business case, the Programme will deliver considerable changes in technology that will enable the scale of transformation needed by the councils. In this reporting period, the following have been delivered:

- The migration of staff to the new network has been completed. At the time of writing this report, there is a plan for the migration of councillors to be completed in March 2018 and to be issued with new tablet devices that enable secure connection to Lewes District Council networks in compliance with the General Data Protection Regulations which come into effect in May 2018;
- The new joint website (www.lewes-eastbourne.gov.uk) which launched in November 2017 continues to develop and become the main point of contact for many customers. Initial results indicate an increase in the number of online transactions being completed; this demonstrates a positive direction of travel towards channel shift and the aspiration to be digital by default;
- “Report It Lewes and Eastbourne”, the new joint app for reporting environmental issues (ie. littering, fly-tipping, dog fouling), launched in February 2018. The new app will be promoted in the March edition of District News and will be accompanied by wider advertising across the district and with Parish and Town Councils;
- The new joint intranet launched in February 2018. It is a single point of reference across the councils for the most up to date and accurate information to support councillors and staff in their roles. As the most used part of the former intranet, the new phone book is helping councillors/staff communicate with their colleagues; and
- Continued work to implement the key technologies and systems to support the joint teams in their new ways of working.

2.7 As reported to Cabinet in the last update, discussions have taken place with Civica, our strategic technology provider, to ensure the readiness of the technical elements of the Programme in alignment with the transition plan. These discussions continue and the challenges, which are to be expected in a Programme of the scale and impact of the Joint Transformation Programme, are being managed and monitored to ensure any impacts on service delivery and staff are mitigated.

2.8 Key Decisions by the Programme Board

In the last Programme Board meeting, the Board received an update on the key Programme workstreams and the outcome of the Phase 2 recruitment process along with detail on the plans and proposals for the coming months. The Board approved the proposal to phase the rollout of the digital mailroom; an initial focus will be on the outbound mailroom solution (as the more straightforward aspect of the deployment, it will enable the teams to become familiar and confident with the system/technology) and the more complex inbound mailroom solution will be delivered towards the end of 2018 (specific dates will be confirmed to Cabinet). The lessons learned from the outbound solution process will be applied and will provide greater confidence when implementing the inbound solution.

3. Next Steps

- 3.1 Over the coming months, activity will focus on making a success of the remaining Phase 2 transitions and embedding the technologies integral to the new ways of working in the joint teams. Colleagues within the Programme Office and across the councils are working collaboratively to ensure the effective transitions. As the transitions progress, activity will shift to exploring and planning opportunities to exploit further the new technologies and business process to deliver fully on the planned improvements and efficiencies.
- 3.2 To ensure the Programme continues to move at pace to deliver the required transformation and savings, officer discussions on the potential options and timescales for Phase 3 have commenced. Once established, proposals for consideration will be set out in a business case for Cabinet.

4. Consultation

- 4.1 There are no current proposals for formal consultation with staff and staff representative groups. The Joint Transformation Programme Staff Consultative Forum continues to meet on a bi-monthly basis, engaging a range of staff representatives, including UNISON.

5. Conclusion

- 5.1 The Programme remains on budget with overall Phase 2 milestones on track. Essential elements of the technology to underpin the transformation are being deployed successfully and there continues to be a need to prioritise and closely manage the remaining technologies to deliver full benefits realisation.

Financial Appraisal

The Programme is operating within the budget approved by Cabinet in May 2016. There are no significant variances to report.

Legal Implications

There are no legal implications arising directly out of this report.

Risk Management Implications

Risk management is a standard part of managing a programme of this scale. Risks are assessed regularly and significant issues reported to the Programme Board and the Programme Assurance Panel.

Equality Screening

The Equality and Fairness Planning Group meets regularly to, amongst others, review any new equality and fairness analyses for projects that are yet to commence. All previous analyses have been approved.

Background Papers

None

Appendices

None