

Agenda Item No: **Report No:**
Report Title: **The DRAFT Council Plan 2012/13**
Report to: **Council** **Date:** **9th May 2012**
Lead Councillor: **Councillor James Page**
Ward(s) Affected: **All**
Report By: **Chief Executive**
Contact Officer
Name: **Sue Harvey**
Post Title: **Corporate Performance Officer**
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Purpose of Report:

To consider and endorse the next steps in the publication of the Council Plan 2012/13.

Officers' Recommendations:

That the Plan (latest version attached at Appendix A to this report) be approved for publication subject to any further amendments or updates deemed necessary by the Leader of the Council, including artwork and graphics.

Reasons for Recommendations

- 1 To present the latest working draft of the Council Plan which sets out the Council's priorities for the medium term and a forward plan of activity for 2012/13 and beyond; and
- 2 To demonstrate the Council's commitment to achieving its vision of a One District, One Council approach to customers, value for money and working collaboratively to achieve service improvements.

Background Information

- 3 The Council Plan is evolving to ensure it remains 'fit for purpose' as a key corporate document. This year's Council Plan reflects a new vision and direction for the Council - the One District, One Council vision that was launched at the end of last year. The Plan has also been re-engineered to capture the three new priority commitments made by the Leader of the Council earlier this year – that of an unswerving commitment to customer service, to connect with our workforce and partners to inspire exceptional contribution and to save money and where possible put it back into our residents' and businesses pockets.
- 4 A working draft of the Plan was reported to Cabinet on 17th April but it has continued to evolve as a document, with input from senior councillors and external partners. Work has focussed on the content and language of the Plan to ensure it properly reflects the

Council's ambitious and exciting plans for the future whilst also providing a mechanism for reporting progress and performance

- 5 The Plan is at a more advanced point and the latest Word version is attached for Councillors' consideration and comment.
- 6 The Constitution requires that the Council Plan is approved by Full Council.

Next Steps

- 7 The Council has made a clear commitment to customer service, working collaboratively with staff and partner organisations and achieving cost savings which can be passed on to council tax payers and businesses. The Council wants to grasp the opportunities presented by the localism agenda and be seen by its residents as open and accountable. The Council recognises the need to engage with a wide variety of stakeholders and partners and involve them in challenging the performance of local services, spending decisions and in helping to shape local services for the future. The publication of the Council Plan provides a further opportunity for engagement with staff, partner organisations and local communities on the Council's future direction.
- 8 The Council Plan has been reported in Word format at this stage but will be produced in a design which reflects a new, exciting brand for the Council. The Leader of the Council has made it clear that he wishes the Plan to be the key document for launching the Council's refreshed brand identity. This work has been approved by Cabinet and is nearing completion.
- 9 There will continue to be engagement with senior Councillors on the content of the Council Plan and, once agreed with the Leader of the Council, will be published on the Council's website and comments invited. We will also encourage comments and feedback from key stakeholders and partners.

Risk Appraisal

- 10 I have completed a risk assessment in accordance with the Council's risk management strategy. The main risks are:
 - failure to communicate the Council's ambitions and priorities and ensure that these drive performance and resource allocation, risks which would be likely to result in a less than positive statement from the Council's external auditors (PKF);
 - failure to demonstrate that resources and activity are aligned to the Council's priorities and budgets;
 - failure to demonstrate achievement of outcomes in the community, potentially damaging local accountability;
 - failure to respond to the Government's localism and transparency agendas and produce relevant progress and performance information to service users and the wider community.

Mitigation of these risks is achieved through a comprehensive and coherent Council Plan and also through regular monitoring of progress and performance.

Financial Appraisal

11 Production and publication of the Council Plan and performance monitoring arrangements are within budget estimates.

Environmental Implications

12 There are no significant environmental effects as a result of the recommendations in this report.

Equalities Implications

13 There are no significant equalities impacts as a result of this report. However, it should be noted that Equality Impact Assessments may be required in respect of specific actions, decisions or projects which are referred to in the Council Plan. These will be the responsibility of the relevant senior manager.

Background Papers

- All key projects, strategies and departmental service plans for 2012/13 and beyond.

Appendices

Appendix A – The Working Draft Council Plan 2012/13 (WORD VERSION)

The Council Plan 2012/13

One District, One Council

Lewes District successfully blends its history, art and culture with a 21st Century creative edge.

The District is blessed with beautiful rolling downland and chalky cliffs; crashing waves and a meandering river.

The District has a nationally-recognised brewery, a castle, a fort, internationally acclaimed vineyards and a world famous opera house. We are also part of the beautiful new South Downs National Park.

The District is home to entrepreneurs, artists and active communities. It delights and surprises even the people who live here, with its outlook and celebrations. It's no surprise residents are proud of this place and people want to visit.

There is much worth looking after and much to develop. The Council plays an important role in preserving the district's heritage as well as shaping its future.

Lewes District Council must take a leadership role and continue to provide high-quality public services that matter most to residents.

At the heart of our Lewes District Council lies residents and our promise is simple:

- An unswerving commitment to customer service.
- To connect with our workforce and partners to inspire exceptional contribution
- To save money and where possible put money back into our residents and business pockets where we can.

Our vision is to create "One District One Council" – bringing us closer to the residents we serve – looking confidently towards our future and honouring our past.

We will achieve this by becoming more responsive to our customers and finding creative solutions to improve services. We will promote prosperity and enterprise in both town and country, improving skills, and providing a wide choice of local work. As an organisation we aim to unlock the initiative, imagination and passion of employees at all levels, challenge the status quo, and go the extra mile to ensure that Lewes District remains a unique place that we all love and respect.

We will go about our business with a clear sense of purpose and professional values based on fairness, integrity and pride.



Councillor James Page
Leader of the Council



Jenny Rowlands
Chief Executive

Introduction

Councillor James Page

Leader of Lewes District Council

Our Commitments

Residents of Lewes District voted for a new Administration in May 2011. We want to deliver for them and will focus on issues that matter most to them. As the saying goes: if you keep doing the same thing, you will get the same results. This is no longer an option. The Council must evolve if it is to meet the needs of local people and become more resilient to public sector reforms and financial pressures. We see a great opportunity for the Council to work in new and innovative ways to be more efficient, cost effective and customer focussed.

This Council Plan reflects our new vision – to create a ‘One District One Council’ approach to everything we do. This means working together both within the Council and with our partners, service users and local communities to deliver sustainable outcomes for our residents and businesses and deliver good value, customer focussed services.

Words into Action

It is easy to have a vision but then fail to deliver any meaningful change. We will continue to work closely with the Chief Executive, her Senior Management Team and staff to drive the organisation to achieve more, improve services and reduce costs.

We have put the principles of localism and collaboration at the heart of a bold new transformation programme which we have called Nexus (meaning a bonded or connected group). Through this programme we will keep focussed on what matters most to our residents.

We will constructively challenge what we do, why we do it and whether we can do it better. We will ask service users what they

expect from us and listen to what they tell us. We will unlock the talents, skills and capacity of our staff to enable the organisation to go ‘from good to great’ and to support them to manage the change ahead. We will listen to them about what needs to be improved.

Over the next 18 – 24 months we will

Unswerving commitment to customer service

Focus on improving waste collection and recycling services and introduce a new food waste collection service;

Redesign our services around our customers, ensuring we have clear service standards, and improve how customers contact and engage with us;

Make more of our information and services available online.

Connect with our workforce and partners to inspire exceptional contribution

Through our new Nexus Academy, encourage our staff to think and work differently, in the interests of delivering better and more cost-effective services;

Empower our staff to contribute their ideas and help reshape how they work, giving them the tools to be more customer focussed; we will make sure the important things get done and obstacles to working efficiently are removed;

Continue to be a fair and responsible employer providing our staff with the opportunity to work in a more flexible way which balances work and life commitments;

Reconnect the Council with the business community and become more 'business friendly, focussing on key regeneration and economic development projects, building business partnerships, doing what we can to support skills development and new jobs and continuing to be an active player in both Local Economic Partnerships covering the District;

Play our part in helping to secure Newhaven as the 'port of choice' for the Rampian offshore wind farm project;

Become more visible in our local communities, removing obstacles to effective engagement and working with Town and Parish Councils to deliver affordable housing and sustainable community projects by making full use of new Neighbourhood Planning powers.

Save money and, where we can, put money back into our residents and business pockets

Reduce costs and make better use of some of our office buildings by relocating our staff into one main office location, whilst keeping a presence on the coast;

Invest in new technology to enable staff to work more efficiently and effectively and to better serve our customers.

Our Core Values - What you can expect from us

Service Users

We will.....

- Set our Council Tax at a level which offers excellent value for money
- Keep focussed on customer needs and provide excellent customer service at all times
- Improve our waste collection and recycling services
- Look after the local environment
- Make the most of the opportunities presented by the 2012 celebrations, both for residents and visitors alike

Private, Public and Community Partners

We will.....

- Encourage innovation and best value
- Be open and receptive to new ideas and ways of working
- Be 'business friendly' while maintaining our statutory obligations
- Seek to make our District a more attractive visitor destination

Our staff

We will....

- Provide staff with a new and exciting work environment and offer them the opportunity to work more flexibly
- Offer staff the opportunity to learn new skills and support them to perform to their potential
- Ask staff for their ideas, listen to them and involve them in decisions which affect them

What have we achieved so far?

Our investment in new services to enable business growth and regeneration has seen the formation of the Lewes District Business Board, actively championed by Councillor Rob Blackman.

Our new Business Charter has been put out to consultation with the sector. It sets out what the business community can expect from the Council and how we wish to work more collaboratively with the private sector in the future.

We have become an active partner in the two new Local Enterprise Partnerships covering the Lewes District where we continue to represent the economic interests of local communities, especially Newhaven.

We have provided advice and support to a young entrepreneur based in Lewes to enable him to get his business plan for a skate project in Lewes off the ground.

We have expanded our cardboard recycling service to make it available to over 70% of households in the District.

Our close monitoring of the Council's finances has seen us achieve 100% of our savings target last year. We have adjusted our budgets and made savings that have enabled us to not raise council tax again in 2012/13.

We have achieved much stronger working relationships with Town and Parish Councils and are embarking on a

package of support and advice to bring about their own Neighbourhood Plans.

We have worked alongside the South Downs National Park Authority to ensure we continue to offer an efficient and 'seamless' planning service.

Real cost savings have been achieved by making energy efficiency improvements in many of our Council buildings.

Funding our Priorities 2012/13

The pressure on public finances continues and we have had to make some important changes to our finances to ensure our future budgets are sustainable. We have seen an overall reduction in government grant over the last couple of years and important changes to the way housing services are funded.

More than ever before we need to keep our priorities and resources under constant review and plan to make substantial savings over the next four years. We recognise that the status quo is not an option and there needs to be a re-focussing on the services and issues that matter most to local people.

Our Priorities and how will we achieve them?

- **An unswerving commitment to customers** – we will reconnect with our customers through better communications, establishing quality standards and reporting our performance more openly and transparently;
- **To connect with our workforce and partners to inspire exceptional contribution** – we will achieve this by being open and inviting new ideas. We will involve customers, communities, partners and our staff in helping to shape services. We will be more 'business friendly'.
- **To save money and where possible put money back into our residents' pockets** – we will look for best value from all of our services. We will monitor spending closely and ensure we make the best possible use of IT, assets and resources. We will ensure our services and decisions are sustainable.

We will look carefully at the resources required to deliver these priorities and monitor our progress, performance and budgets closely.

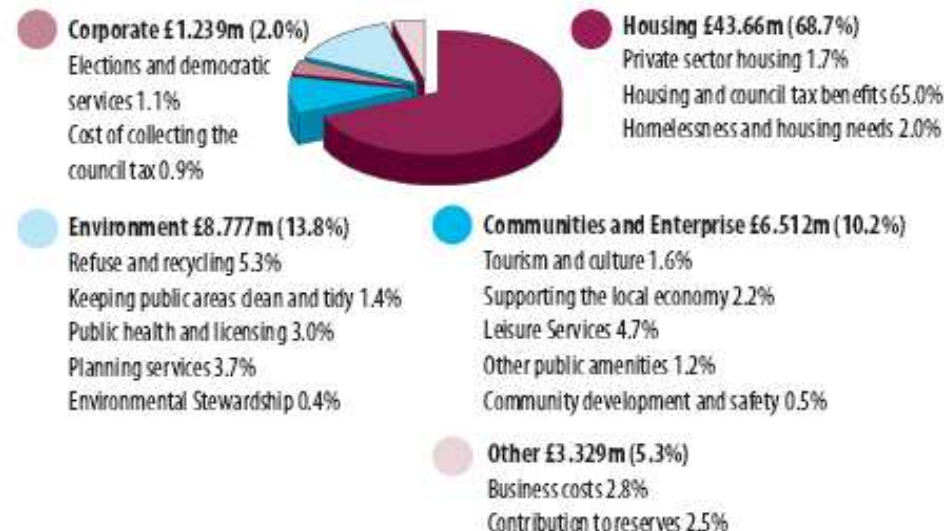
We will publish information about our performance and consult with service users and local communities about decisions which affect them.

SPENDING AND COUNCIL TAX 2012/13

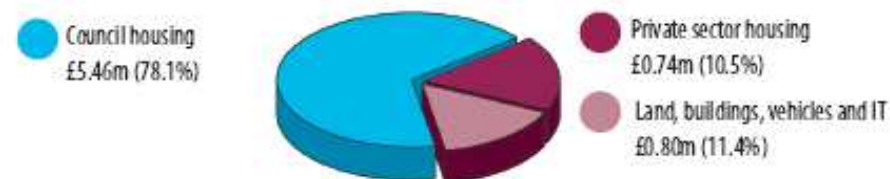
Where does the money come from?



Where does the money go?



Capital Investment Programme 2012/13



Achieving our Savings Target

We will deliver another 0% rise in Council Tax in 2012/13. This has an impact on our budget in the medium term. We must find £1.6 million of savings over the next 3 years. £0.7million of this will need to be found by the end of March 2013.

Before the start of the 2012/13 financial year, firm plans were put in place to deliver £0.4 million of savings. Examples of how we plan to achieve this is through generating extra income by doing work for other public sector bodies and by negotiating price reductions with contractors.

We are finalising our plans for delivering the remainder of the savings.

An Unswerving Commitment to Customer Service

The Need for Change

The residents of Lewes District deserve the best services possible for the council tax they pay. We believe there is more the Council can and must do to improve customer contact, services and information. We need to invest in better telephone, face to face contacts and online services and we want to properly engage with service users and local residents, putting them at the heart of what we do.

Open and Accessible Services and Information

To Do

- Make more services and information available online including making telephone and online payments for our services
- Review our Customer Charter and improve customer service across the Council through a variety of new and improved systems
- Carry out equality impact assessments to ensure the effect of our decisions on different groups can be measured
- Vulnerable households are prevented from becoming homeless through advice and support services
- Provide a court desk service for people in financial difficulty to help prevent homelessness
- Fund vital debt advice services provided by the Citizens Advice Bureau
- Enable disabled people to live independently in their homes by providing financial assistance for disabled adaptations
- Support the expansion of the Credit Union to provide financial support for families on low incomes
- Review the Disabled Adaptations services provided to Council tenants
- Meet the Achieving level of the Equality Framework for Local Government

Service Efficiency and Improvement

To Do

- Invest in a major expansion of our waste and recycling services to include cardboard and food waste collection
- Work closely with town and parish councils and others to deliver the new and improved play facilities and services around the District
- Invest in our staff to develop their skills and ideas to improve services and achieve better value for money
- Design the Big Parks Project in Peacehaven
- Work with our partners Wave Leisure to promote healthy and active lifestyles through quality leisure services across the District

Measures of Success

- Satisfaction with our website is good (rated 3Star or higher by an independent IT survey)
- Residents, service users and tenants are satisfied with the services we provide
- People that use our leisure centres are satisfied with the services they receive from our partner, Wave Leisure

Our Commitments

- To respond quickly to keep local streets and public areas free of litter, graffiti and fly-tipping
- Fly-tips are removed within 2 days and action is taken to prosecute offenders
- Abandoned vehicles are removed within 24 hours
- 99.9% of bins are collected each week and any missed bins are collected within 1 working day
- The equality impact of our decisions on different groups in the community will be assessed
- Council publications are clear and easy to understand
- Housing and council tax benefits are processed within 20 days
- Complaints about our customer service are investigated and acted upon
- Aim to answer telephone calls within 20 seconds, respond to emails within 2 working days and letters within 5 working days.
- Freedom of Information requests are responded to promptly and details published on our website
- Homeless families spend less than 42 days in B&B accommodation
- Empty council homes are re-let within 26 days
- Over 98% of urgent Council house repairs are completed within 24 hours
- Keep Warm in Winter grants are publicised and provided to the most vulnerable households
- Respond to requests for environmental health services within 3 working days (urgent cases within 24 hours)

To Connect with Our Workforce and Partners to Inspire Exceptional Contribution

The Need for Change

Local people should feel they can influence decisions and the Council has an opportunity to better engage effectively with the local business community and other community based organisations such as Town and Parish Councils. The future prosperity and sustainability of the District depends on a full and effective contribution from the Council, its staff and a wide variety of partners across all sectors. We want to be more business friendly and work more collaboratively with the business community. There is a need for innovation and new ways of working which makes the best use of the skills and resources available across the District and beyond.

Local Businesses and Regeneration

To Do

- Work with partners in the public, private, voluntary and community sectors to develop and drive forward a regeneration strategy (called 'Building a Brighter Future') for the District, with a particular focus on Newhaven. This will include submitting a variety of bids for funding and investment that can help drive regeneration activity and supporting Newhaven's bid to be the port of choice for the Rampian Offshore wind farm project.
- Work with local businesses through the Lewes District Business Board to place innovation, enterprise and entrepreneurship at the heart of our local economy.
- Work with Newhaven Enterprise Centre to support new business start-ups in the town.
- Continue to play an active part in the two Local Economic Partnerships covering the District.
- Work with local communities and chambers of commerce in rural areas to develop rural businesses and improve broadband speeds.
- Work with local employers and training providers to address local unemployment and skills shortages, focussing initially on apprenticeships.
- Actively promote the District through the Enjoy Sussex partnership and brand, particularly during the 2012 Olympics/Paralympics and Golden Jubilee celebrations. This will include arranging Olympics banner displays in key locations across the District.
- Organise and promote the annual Artwave Festival which supports local artists and the wider economy.
- Work with local food businesses to improve hygiene standards in poorly performing establishments. We will target our inspections on those businesses at risk of failure whilst applying a 'light touch' approach to those which are well managed.
- Develop a guide to bring together local businesses involved in food production and related services.
- Work with local retailers and other organisations on a campaign to reduce the use of single use plastic bags

Planning in Partnership

To Do

- A Local Development Framework Core Strategy and associated policy documents developed in partnership with the South Downs National Park Authority and with the support of Town and Parish Councils
- To support those Town and Parish Councils who wish to deliver Neighbourhood Plans
- Provide an efficient and joined up planning service in partnership with the South Downs National Park Authority
- Introduce locally set planning fees as soon as Government legislation allows.
- Introduce a Community Infrastructure Levy that will ensure developers contribute to new and improved infrastructure to support their development schemes
- Complete Conservation Area Appraisals for Streat, Westmeston, Malling Deanery and East Chiltington in partnership with town and parish councils
- Continue to promote waste minimisation, recycling and composting, and work with other councils on a Waste Management Strategy for East Sussex
- Work with Sussex Air Quality Partnership to monitor and manage air quality in the District
- Complete the Landport and Malling Brooks flood defence scheme in Lewes in partnership with the Environment Agency
- Work with our partners to provide a minimum of 200 new additional homes in the District each year. We have set a target for 60 of these to be new affordable homes
- Work with partners, private landlords and owners to make better use of empty homes
- Introduce a Lewes District Tenancy Strategy
- Sign agreement with Newhaven Football Club to give them control over their facilities and enable further improvements to be made
- Play our part in the Nature Improvement Area and Biosphere projects in partnership with a range of agencies and organisations

Our Workforce - From Good to Great

To Do

- Embark on a training and development programme for managers and staff through our new Nexus Academy
- Invest in systems that will enable more efficient and effective internal communication and collaboration
- Help our staff to develop their skills and knowledge
- Carry out an annual staff survey and encourage staff ideas and suggestions for improvement

Our Commitments

- To develop a 'Fit for Purpose' planning policy framework for the District

- To pay our contractors and suppliers on time
- To demonstrate a positive impact of tourism and the annual Artwave Festival on the local economy
- Requests for pre-application advice are responded to within 15 working days
- Building Regulations plans are checked for compliance within 15 days
- Planning applications are processed within target times
- Complaints of unauthorised development are inspected within 5 working days

Measures of Success

- Occupancy levels at Newhaven Enterprise Centre
- Enquiries at our two Tourist Information Centres increase
- Visitor numbers, satisfaction and spend at Newhaven Fort are high
- The majority of planning decisions that go to appeal are ruled in the Council's favour
- The Environment Agency is satisfied with our performance in helping to prevent flooding and dealing with the impact of coastal erosion
- Local businesses organisations are satisfied with our support and advice services
- Levels of employment land and business developments in the District
- Levels of inward investment
- Enquiries at our two Tourist Information Centres
- A sufficient supply of housing development sites across the District
- Increased income from the New Homes Bonus

To save money and put money back into our residents' and business pockets where we can

The Need for Change

We are under unprecedented pressure to reduce our own costs whilst trying to support local residents and local businesses through the economic downturn. We have identified higher than average overhead costs and a property portfolio which may no longer be 'fit for purpose'. We have also identified the need to make far greater use of new technology to enable us to be more responsive, more efficient and more cost-effective.

Managing our Finances

To Do

- Re-align budgets following changes to Council Housing funding arrangements
- Prepare for the introduction of Universal Credit and the local Council Tax rebate scheme
- Keep the Council's budgets and financial arrangements under close scrutiny in order to deliver significant cost savings over the next 3 years
- Determine options for the more cost-effective management of fly-tips on Council housing land

Buildings and Property Assets

To Do

- Review all property assets and determine the best use for them
- Implement a project to relocate all our staff into one main office location, whilst keeping a presence on the coast

Energy Efficiency and Environmental Management

To Do

- Provide grants for home insulation and energy improvements to enable local families to cut their energy bills.
- Actively monitor our energy usage and ensure we meet our environmental standards
- Actively encourage staff to reduce their need to travel by car
- Make energy efficiency improvements at Downs Leisure Centre in Seaford

Our Commitments

- To collect over 98% of Council Tax and Business Rates and 98.5% of Council house rents
- All outstanding payments will be followed up
- Benefit fraud will be proactively investigated and prosecuted
- Council publicity is planned, joined up and cost effective
- Make the most cost-effective use of our offices
- Work to reduce our energy consumption and carbon emissions by 3% each year and our business mileage by 5% each year

Measures of Success

- Our savings targets are achieved
- We are able to keep our council tax at 0%
- Energy efficiency improvements and an overall reduction in carbon emissions from the Council's operations

APPENDIX A

The Lewes District

(Latest data is taken from a variety of sources held on the East Sussex in Figures website: www.eastsussexinfigures.org.uk)

Lewes District covers an area of 292 square kilometres. Just over half of this area, including the historic county town of Lewes, is included in the South Downs National Park. We have 14.5 km of coastline between the outskirts of Brighton and Cuckmere Haven.

The District is a generally prosperous and affluent area although some parts of the District suffer from different forms of deprivation, which are often closely linked and concentrated in a few wards. Some areas of the District have above average health problems.

Most of our 97,653 residents (77%) live in the four main urban areas (Lewes, Peacehaven & Telscombe, Newhaven and Seaford). Our largest town is Seaford. Around 23% of people live in our villages and rural areas.

Our population is growing, mostly as a result of in-migration and is projected to reach 105,600 by 2022. We have an above average number of people in every age band over 45 and are below average in all age bands under 45. Around 23% of people are above normal retirement age. Women make up 52.0% of the population and Black and Minority Ethnic groups make up 2.1%. Bengalis and Chinese are the main ethnic groups in the District. Around 13% of economically active people are disabled or have a limiting long term illness.

There are 43,544 homes in the District. Around a third are single person households and a quarter are households with children. Around 78% of the housing stock is privately owned, 20% rented

privately or from the Council or Registered Social Landlords. 4% of the housing stock is vacant.

Around 38% of people working in the District are employed in public services, higher than the national average. Construction, utilities and manufacturing accounts for 16.1% of jobs, with the retail trade representing 15.8% of jobs. The number of VAT registered businesses has fallen by around 3% since 2008, although businesses in the Lewes District are more likely to survive over the medium term (5 years) compared to East Sussex as a whole.

Since 2008, the number of people in the District claiming out of work benefits has increased by 12.1% (compared to 11.2% for the County as a whole). The increase rises to 18.8% for Newhaven, 17.6% for the rural areas of the District and 17.5% for Telscombe Cliffs and Saltdean. In 2010, 7.1% of working age residents have no qualifications. The figure for East Sussex as a whole is 9.0%.

Since 2007, there has been a marked improvement in the number of 15 year olds achieving five GCSEs (A*-C) across the District. Particular improvement can be seen in respect of Newhaven which saw a 21% improvement between 2007 and 2010. The overall change for East Sussex as a whole was +12%.

Overall life expectancy in the District is above the national average. However, the District suffers from a higher than average number of deaths due to cancer and heart disease. Although levels of obesity amongst children do not vary greatly from the national average, levels of physical activity amongst children is significantly below the average for East Sussex as a whole. There is a higher than average number of falls amongst people aged 65+ and a higher than average prevalence of mental health problems in the District.

Lewes District Council

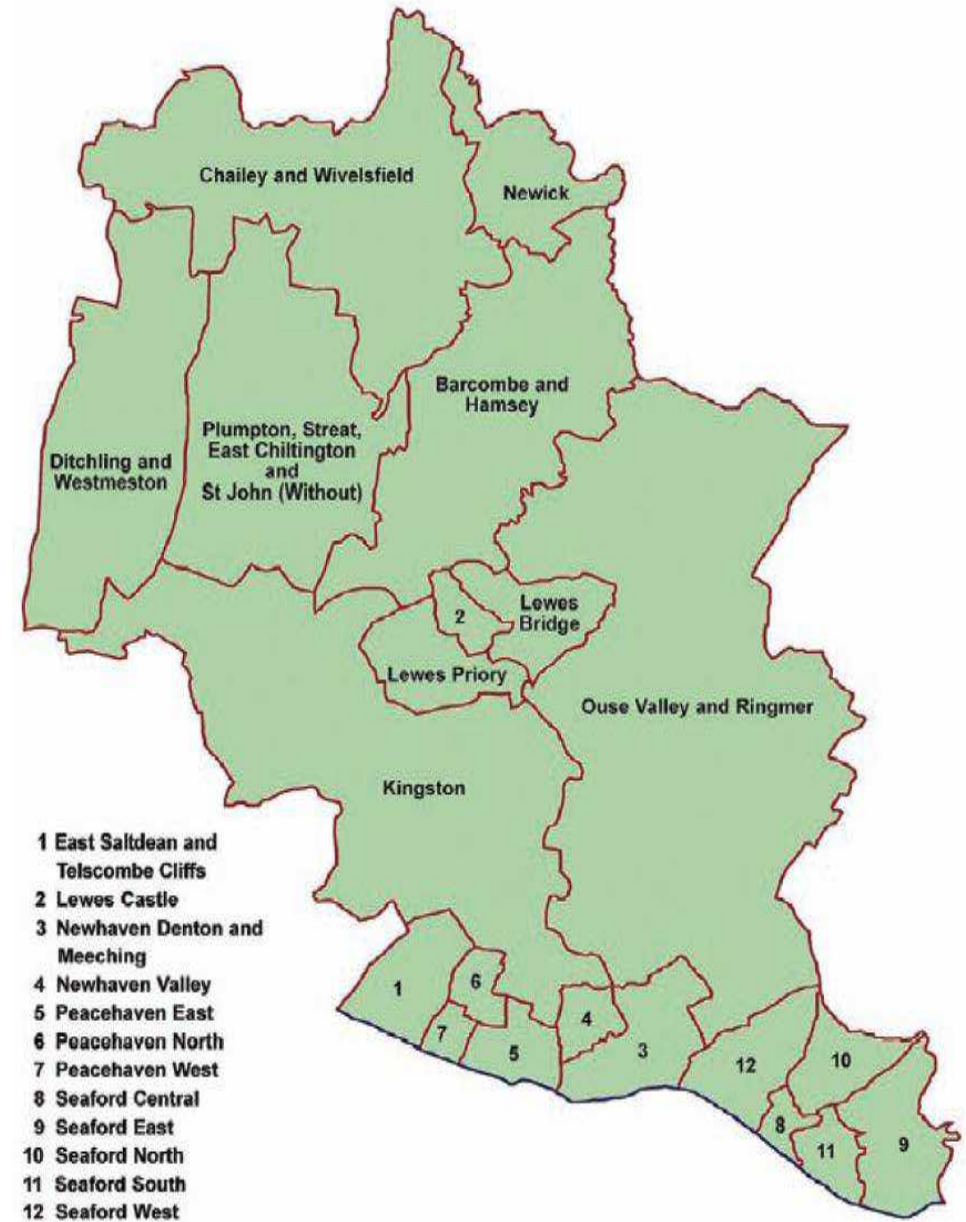
Lewes District Council comprises 41 elected local councillors representing 21 wards. There are 28 parishes in the District.

The political composition of the Council as elected in May 2011:

Conservative – 21

Liberal Democrat – 18

Independent – 2



APPENDIX B

CABINET LEAD MEMBERS AND THEIR PORTFOLIOS



Councillor James Page Leader of the Council
Lead Councillor, Finance, Resources and Communications
Includes Council Tax and business rates, Housing benefits, treasury and asset management, budgets, information systems, communications and staffing matters.



Councillor Tom Jones Deputy Leader of the Council
Lead Councillor, Planning
Includes development control and building control, neighbourhood planning, transportation and flood risk management.



Councillor Ron Maskell
Lead Councillor, Housing
Includes housing allocations and revenue, housing advice, homelessness, tenant participation and private sector renewal.



Councillor Tony Nicholson
Lead Councillor, Regeneration, Partnership and Engagement
Includes economic growth, business and enterprise, partnership working, community engagement, leisure centres and performance management.



Councillor Jim Sheppard
Lead Councillor, Waste and Recycling
Includes refuse collection, recycling, street cleansing and commercial waste.



Councillor Andy Smith
Lead Councillor, Health and Environment
Includes environmental protection, energy and climate change, food safety, licensing, pest control, open spaces and recreation and community safety.

Plus the following Cabinet Members without specific portfolio responsibilities



Councillor Rob Blackman



Councillor Paul Franklin



Councillor Robbie Robertson

THE CHIEF EXECUTIVE AND CORPORATE MANAGEMENT TEAM



Jenny Rowlands
Chief Executive
 Head of the Paid Service,
 Strategic and Corporate Planning, Returning Officer



John Magness
Director of Finance
 Finance and Accountancy, Local Taxation, Benefits,
 Audit and Performance, Section 151 Officer



Lindsay Frost
Director of Planning and Environmental Services
 Planning and Building Control, Environment and
 Health, District Services, Emergency Planning, Flood
 and Coast Defence, South Downs National Park



Nilam Popat
Corporate Head Communities and Enterprise
 Tourism and Economic Development, Estates,
 Community Engagement and Partnership



Catherine Knight
Corporate Head Legal and Democratic Services
 Legal Services, Local Land Charges, Monitoring
 Officer, Communications, Committee Administration,
 Councillor Services, Elections/Electoral Registration,
 Freedom of Information/Data Protection



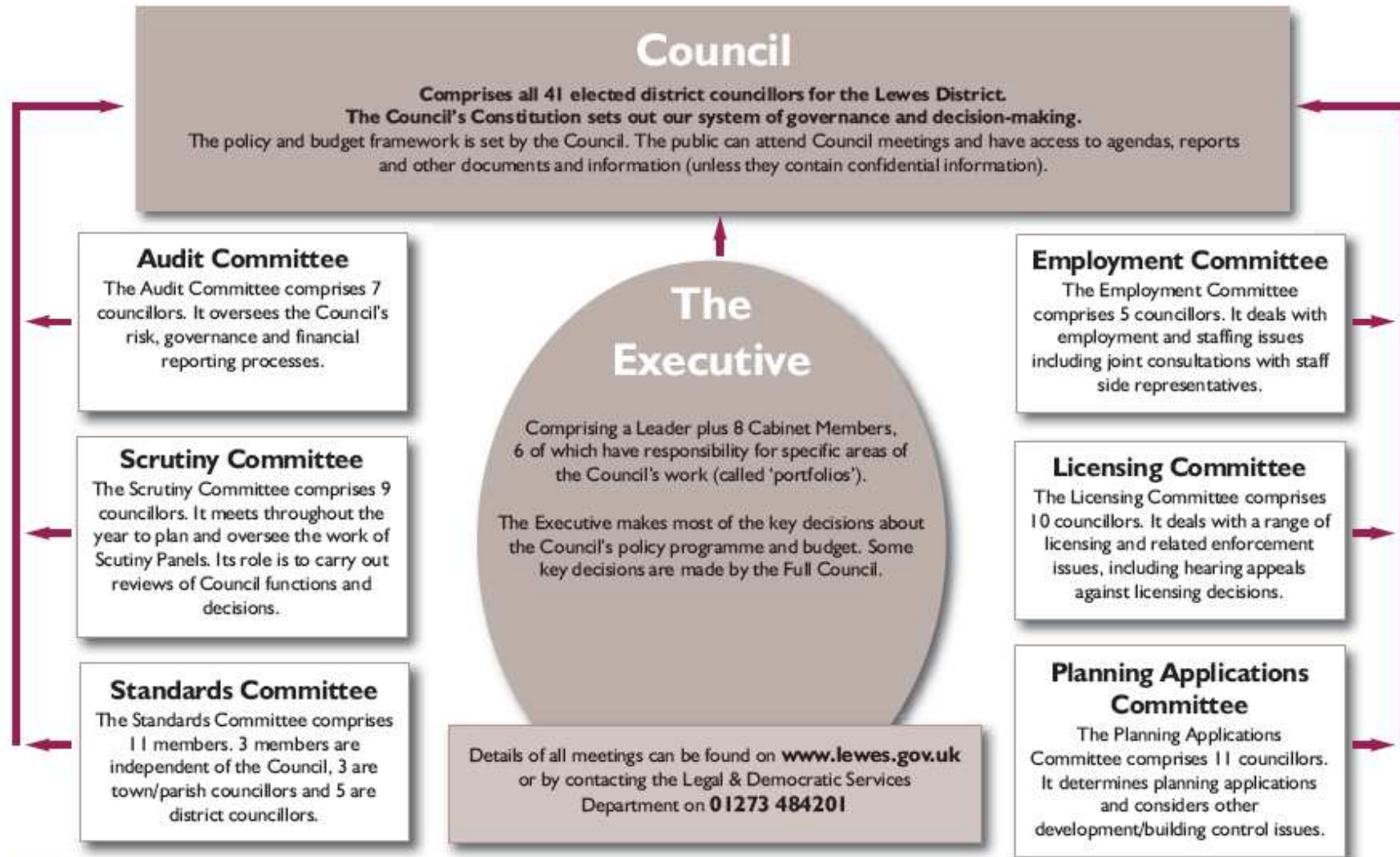
Andy Chequers
Corporate Head Housing Services
 Housing Strategy and Needs, Council Homes,
 Tenant Services, Property and Architectural Services

APPENDIX C

BARCOMBE & HAMSEY	EAST SALTDEAN & TELSCOMBE CLIFFS	LEWES CASTLE	NEWHAVEN, DENTON & MEECHING	NEWICK	PEACEHAVEN EAST	PEACEHAVEN WEST	SEAFORD EAST	SEAFORD SOUTH
Donna Edmunds ●  01273 401236	Ron Maskell ●  01273 585819	Michael Chartier ●  01273 472019	Graham Army ●  01273 514942	Jim Sheppard ●  01825 724478	Jacqueline Harrison-Hicks ●  01273 589430	Job Harris ●  01273 583050	Rob Blackman ●  01323 490375	Bob Allen ●  01323 896724
	James Page ●  07810 561784	David Gray ●  01273 475480	Carla Butler ●  01273 510368	Chris Bowers ●  01273 813331	Phil Howson ●  01273 581612	Eileen Russell ●  01273 583471	Tony Nicholson ●  01323 891460	Sam Adeniji ●  01323 873500
CHAILEY & WIVELSFIELD		LEWES PRIORY		OUSE VALLEY & RINGMER			SEAFORD NORTH	SEAFORD WEST
Sharon Davy ●  01444 831336	Andy Smith ●  01273 584484	Amanda Dean ●  01273 479643	Rod Main ●  01273 611089	Paul Gander ●  01273 813433	Elayne Merry ●  01273 580732	Sarah Osborne ●  01273 401606	Paul Franklin ●  01323 897987	Barry Groves ●  01323 896297
Cyril Sugarman ●  01444 471275		Ian Eiloart ●  07876 123969	Julie Carr ●  07757 722927	Peter Gardiner ●  01273 814246	Robbie Robertson ●  01273 484173	Stephen Gauntlett ●  01323 872471	Benjamin Warren ●  01323 490088	Ian White ●  01323 892276
DITCHLING & WESTMESTON	LEWES BRIDGE		NEWHAVEN VALLEY	KINGSTON		SEAFORD CENTRAL		
Tom Jones ●  01273 846938	James MacCleary ●  01273 481090	Ruth O'Keefe ●  01273 476720	Steve Saunders ●  01273 513686	Melanie Cutress ●  01273 605017		Carolyn Lambert ●  01323 892868		
	John Stockdale ●  01273 476151							

- Conservative
- Liberal Democrat
- Independent

APPENDIX D



APPENDIX E

Accountability and Governance

It is vital that the public, our partners, staff and elected councillors have trust and confidence in the Council's decision-making arrangements. The Council's Constitution sets out our formal decision-making arrangements, ethics and codes of conduct. It governs how we do business and what standards we expect from elected councillors and our staff.

In addition to the Constitution, we have adopted a local Code of Corporate Governance which sets out our core principles for ensuring that our decisions are fair, transparent and robust and that they are in the best interests of the communities we serve.

The local Code can be viewed on our website at <http://www.lewes.gov.uk/council/3748.asp> . The Local Code is reviewed periodically by the Audit Committee. In addition, we produce an Annual Governance Statement (AGS) which seeks to ensure our arrangements remain robust and in line with good practice. The AGS can also be viewed on our website at <http://cmispublic.lewes.gov.uk/Public/binary.ashx?Document=4499>

The Audit Committee

The Council's Audit Committee comprises 7 councillors. The Committee is independent from and oversees the Council's risk management, governance and financial reporting processes. It receives regular reports about the Council's

internal control environment and progress on the planned programme of internal audits, and receives an annual review (the Audit Management Letter) from the Council's appointed external auditor, currently Panel Kerr Foster (PKF).

The Audit Management Letter 2010/2011

The last Audit Management Letter related to the financial year 2010/11 and can be viewed at <http://cmispublic.lewes.gov.uk/Public/Binary.ashx?Document=4712>

In summary, PKF were satisfied that, in all significant respects, the Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2011. PKF issued an unqualified value for money conclusion on 30 September 2011.

The Scrutiny Committee

In addition to the Audit Committee, the Council's governance arrangements are also supported through the work of the Scrutiny Committee comprising 9 councillors. This body is in place to ensure that the Council's policies, plans, decisions and actions are being made in the community's best interest. It gives councillors, officers and members of the public an opportunity to consider new ideas, challenge existing policy and drive forward service improvement.