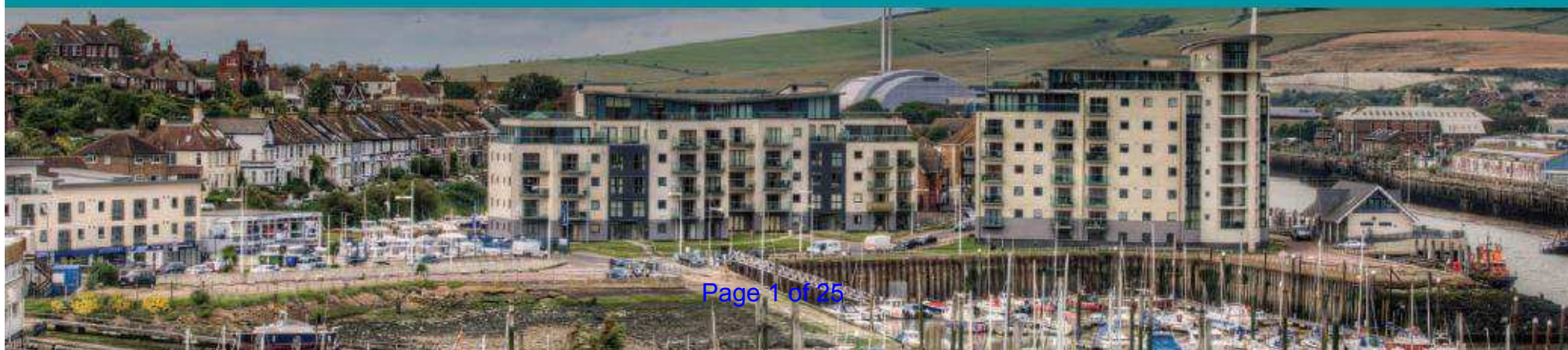







Lewes District Council

# Council Plan 2013/2014

One District One Council



KEY	
	Performance is at or above target
	Performance is within acceptable limits
	Performance is below target
<b>U</b>	Performance is unknown at the present time

# The Council Plan 2013/14

*.....Working Draft....*

We welcome feedback on this Council Plan.

Please send your comments or questions to the Corporate Performance Officer, Audit and Performance Team, Southover House, Lewes, BN7 1AB.

Or email: [performance@lewes.gov.uk](mailto:performance@lewes.gov.uk)

# Our Vision

## One District, One Council

Lewes District successfully blends its history, art and culture with a 21<sup>st</sup> 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 that residents are proud of this place and people want to visit. There is much worth looking after but also some significant problems to tackle; economic regeneration in our towns and rural areas (partly arising from a large but shrinking public sector), lack of affordable housing, health, education and skills inequality and environmental pressure both natural and man-made.

Lewes District Council is taking an important leadership role, in terms of preserving the District's heritage, continuing to provide high-quality public services that matter most to local people and helping to shape the future of our District and its people.

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 and deliver services.

As an organisation we aim to unlock the initiative, imagination and passion of our staff, challenge the status quo, and go about our business with a clear sense of purpose and with professional values based on fairness, integrity and pride.

## Our Values

During 2012 our staff were invited to work together to devise a set of values and behaviours which we will aim to uphold at all times:

- Be open, honest and trustworthy
- Everyone matters
- Listen and learn
- Work together, better
- Be careful with resources



Councillor James Page  
Leader of the Council



Jenny Rowlands  
Chief Executive

## What you can expect from us

### Customers

We will.....

- Respond as quickly as we can
- Let you know how we can help and if we can't, tell you who can
- Treat you with courtesy, politeness and understanding
- Listen and keep our promises to you
- Set our Council Tax at a level which offers excellent value for money

### Partners and Communities

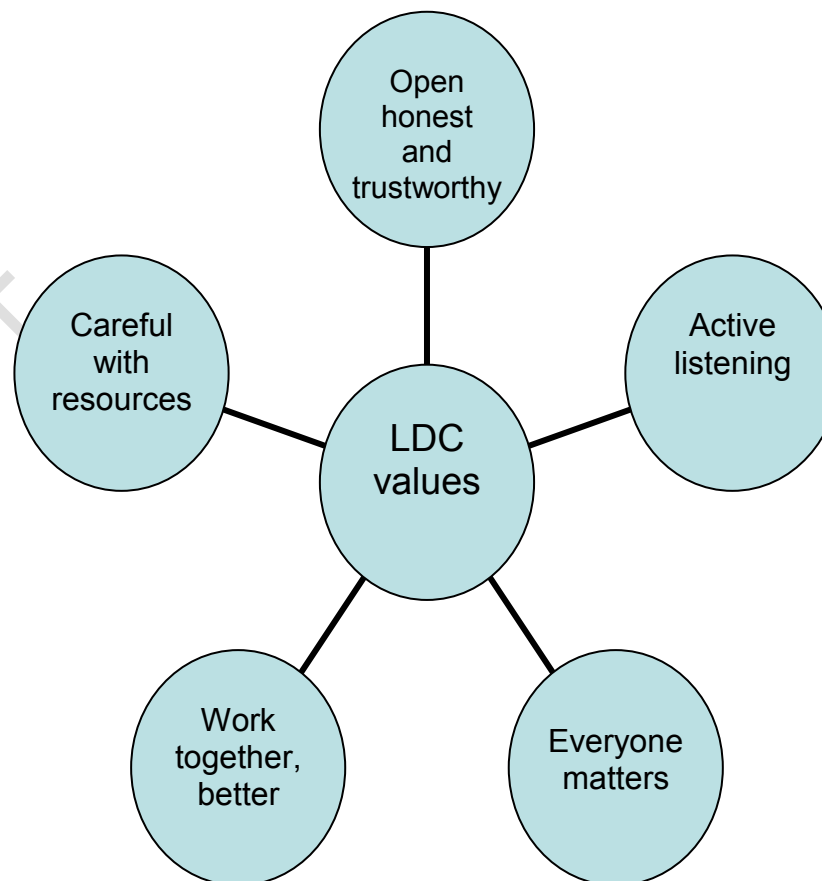
We will.....

- 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
- Look after the local environment

### 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



# Introduction

Councillor James Page

Leader of Lewes District Council

When I became Leader in February 2012 I talked about doing things better and **putting residents first**. I set out a new direction, to create a 'One District, One Council' approach by **improving customer services**, working **smarter** and **saving money**.

This Council Plan shows we have come a long way in the last year. We have demonstrated our **unswerving commitment to excellent services** by winning Government funding of £2 million to expand your weekly refuse collection service to collect food waste at the same time. The new service starts on 3 June.

This scheme, developed by our in-house team, is one example of how we are **connecting with our workforce** and **unlocking their talents**. We are also investing in IT to give staff the freedom and flexibility to innovate.

We are **connecting with our partners** to attract some really exciting investment to bring **prosperity, jobs and a brighter future** across the district. I was delighted when the Government gave the go ahead to our partnership with the Aldridge Foundation, Brighton University and Veolia to develop a University Technical College in Newhaven.

By all 41 councillors **working together as one council**, we can make a real difference to people's lives. Members of all political parties have done excellent work together on the scrutiny committee to address important issues such as affordable housing. We are encouraging innovative ideas to deliver 1,000 affordable homes by 2018.

We are keeping our promise to you to **save money** and **improve services** by moving all Lewes staff into one, modernised and energy-efficient office. The first staff have moved in and the rest will be in by autumn. This frees up buildings to generate income, saves running costs and helps staff work smarter.

We've also **saved you money** by keeping our promise to freeze your Lewes District Council council tax for another year.

And we are helping **put money back into residents' and businesses' pockets** by encouraging businesses and apprenticeships and saving you time and money by making council services more accessible.

I said last year that not everything in the garden was rosy. That's still true: nationally we still face substantial reductions in spending on local government; in the district we've created the springboard for transformation but still have a lot to do to complete the transformation to One District One Council. But I'm inspired by what we've done together so far and look forward to collaborating with all my fellow councillors, with staff and with our partners to deliver our bold programme over the coming year.

# Moving Forward and Making it Happen

Jenny Rowlands

Chief Executive, Lewes District Council

It is easy to have a vision and ambition, but then fail to deliver on them.

The Council has put the principles of localism and collaboration at the heart of its transformation programme which we have called Nexus. Nexus is defined as a means of connection – in our case working together in an integrated way for the benefit of the whole district. Nexus is about cultural change – changing the way we do things and changing our mindset so that we go from being a good, efficient council to a great one. Staff are embracing that change. We are working together to become an outward looking and customer focussed organisation which can adapt quickly to changing external pressures. We are striving to be a 'learning organisation' with an empowering leadership style.

Programme Nexus is about:

- Modern Working** through a more sustainable, cost-effective, efficient and mobile workforce who have better working conditions, tools and skills;
- Better Services** through continuous improvement, innovation and development; and
- Better Lives** through regeneration initiatives, making best use of our assets and resources and encouraging jobs, skills and business opportunities.

Through this programme we are beginning to deliver on the vision and ambitions the council has set. We are modernising our offices and working practices. We have set out the values that guide us (see p4). We are opening a new one-stop reception in Lewes this year and are focussed on making council services as accessible and responsive as we can. And we will continue our democratic approach to community engagement so that town and parish councils, community groups and residents can get involved in decisions that affect them.

This plan clearly sets out the challenges that face us but also shows good performance so far and our busy programme for the year ahead.

## Our Finances – Opportunities and Challenges

The pressure on public finances continues and local government continues to bear the brunt of public spending cuts. We have set a savings target of £2.9m by March 2015 having already achieved £1.9m of this. We are on track to deliver the rest. Our savings target for 2013/14 is £350,000. We can anticipate that a further £1.3 million in savings will be required from April 2015 through to March 2018.

Opportunities to raise additional income through initiatives like the New Homes Bonus, City Deal, Enterprise Zone, the Growing Places Fund and European funded projects from 2014 to 2020, are not likely to see returns in the short term. Also, other potential income streams (eg Business Rate Retention) are far from certain.

Like many councils, we have managed the cuts so far by actively looking to cut unnecessary expenditure and maximising efficiencies wherever we can. We have made significant investment in order to ensure the Council, its staff and its assets are 'fit for purpose' going forward. However, with further significant cuts on the horizon we will need to look at more radical changes in to keep our financial situation sustainable over the next few years.

	£,000
<b>2012/13 Net Budget to be funded from Council Tax</b>	<b>7,443</b>
Pay and Price increases	174
Increases in Service costs or reductions in Service income	262
Increases in Service income or reductions in Service costs	-869
Sub-total	7,010
Changes in Government Grant and Business Rates funding	-1,262
Changes in use of reserves, balances and one-off items	968
Grant to Town and Parish Councils	338
Special grant from Government to support Council Tax Freeze	-76
Savings target to be achieved in the year	-350
<b>2013/14 Net Budget to be funded from Council Tax</b>	<b>6,628</b>

The table shows that we have reduced our net budget, which is funded from Council Tax, by £0.8m compared with the last financial year. Increases in the cost of providing services resulting from factors beyond the Council's control, for example general inflation, have been more than offset by our savings programme explained above.


In 2013/14 we will continue to look at how we can make our operations leaner and attract yet further funding into the District so that we can continue to focus on delivering real outcomes for local people and businesses.


We have established a Strategic Priority Fund of £0.5m in 2013/14 which will support projects that have the potential to develop permanent additional ongoing income or expenditure reductions for the Council. This will enable us to continue to deliver our commitment to residents, Council Tax payers and customers.


# How are we doing?

Last year we made a commitment to work on a number of priority areas. We have made progress in all of these:

## An Unswerving Commitment to Customer Service Delivering Our Priorities


 Focus on improving waste collection and recycling services and introduce a new food waste collection service;  
*We won over £2 million of Government funding to deliver this innovative new service. The food waste collection service is due to be rolled out to households in July 2013. We expect this to lead to a doubling of our recycling rates (planned to reach 47% by 2014/15). The project will also see us working in partnership with Brighton and Hove City Council on day to day service delivery and shared learning.*


 Make more of our information and services available online.  
*Information about senior officer salaries and our organisational structure were published on our website. We developed our use of social media and are looking at ways of using new means of communication such as podcasts. We offer 24 hour 'self-service' for Council Tax payments.*


 Redesign our services around our customers, ensuring we have clear service standards, and improve how customers contact and engage with us;  
*We have focussed our efforts and resources on the redesign of our main office building at Southover House in Lewes so that we can make better use of our buildings and support new ways of working. The next phase of this work will focus on the needs of customers, including improvements to our telephone and customer experience.*

## Our Performance last year


 Remove fly-tips within 2 working days and take action to prosecute offenders. *Average performance was 2.3 days in 2012/13.*

 Collect at least 99.9% of waste and recycling bins each week and respond to any missed bins within 1 working day. Our re-use/recycling/composting performance reached 24.1% during 2012/13 (averaging 21.9% for the whole year).

 Investigate all complaints about our services promptly, politely and efficiently.

 Respond to all Freedom of Information requests within 20 working days and publish them on our website. *We have not published FOI requests on our website yet as some web re-design work is required and resources have been prioritised elsewhere. We plan to achieve this by summer 2013.*

 Re-let vacant Council homes within 26 days









 Provide Keep Warm in Winter grants to support the most vulnerable households.

 Respond within our standard times (between 2 to 5 working days) to complaints of litter, graffiti and fly-tipping.

 Remove abandoned vehicles within 24 hours











 Assess the equality impact of our decisions and publish the results



-  Process benefit claims within 20 days. *In 2012/13 our performance was 22.3 days. This was largely due to changes in data sharing systems with DWP. Average processing fell to 14 days in March.*
-  Process changes to benefit claims within 6.5 days.
-  Answer telephone calls within 20 seconds, emails within 2 working days and letters within 5 working days. *Customer contact services and response times are under reviewed and new systems are being developed. This has affected switchboard services during 2012/13 and old arrangements for recording customer letters are being phased out. Performance monitoring will resume during 2013/14.*
-  Ensure homeless families spend less than 42 days in B&B accommodation. *During the second half of 2012/13 3 homeless families spent a total of 188 days in B&B accommodation. Our ability to move these families into alternative accommodation was impacted by appeals against homeless decisions.*
-  Complete 98% of urgent Council house repairs within 24 hours
-  Satisfaction with our website is good (rated 3\* or higher by an independent IT survey). *Survey results for 2012/13 are awaited.*
-  Satisfaction with our services is good. Last year over 98% of housing repairs were reported as good or satisfactory by tenants.
-  Satisfaction with leisure services is good. *This performance data comes from Wave Leisure and will be updated at a later date.*

### **Open, Accessible and Efficient Services**

*(delivered and monitored through the Nexus Programme (Agile Working, Workforce Planning and Food Waste projects), Equality Policy and Action Plan, Homelessness Strategy, and relevant departmental service plans)*

-  Provide or support a range of services to prevent people from becoming homeless, including a court desk advice service and debt advice. We invested over £1m to buy the Crest development in Newhaven (offering 12 new homes for homeless residents)
-  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.
-  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.
-  Meet the Achieving level of the Equality Framework for Local Government. *We have carried out a self-assessment and devised an action plan to progress this work. We are over half way through this Plan. A decision whether to go for peer review is required before we can reach the next level of the Framework. We continue to raise awareness of equality issues and were the first council in the South East to receive the White Ribbon Award in recognition of our support for this national campaign to raise awareness of domestic violence.*
-  Review our Customer Charter and improve customer service across the Council through a variety of new and improved systems. *The re-design of services around customers will be a priority area for the year ahead.*

# To Connect with Our Workforce and Partners to Inspire Exceptional Contribution

## Delivering Our Priorities



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

*We have invested in management development and new IT to support collaboration and project management. Key officers have received Prince 2 Project management training. We have also joined the Sussex Training Consortium's e-learning tool which will provide access to a number of core training courses online.*



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;

*We continue to encourage staff suggestions and reward ideas which save the Council money or which help to save money, improve service delivery or efficiency. We have introduced a more robust and business focussed approach to developing ideas into formal proposals. Staff ideas and innovations are now considered by the Nexus Board. Many staff suggestions have been implemented.*



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;

*Our Agile Working project was implemented in early 2012. This has involved re-thinking how and where staff work and providing them with the tools and equipment they need to be more flexible and mobile. Phase 1 of the project (moving a number of staff into refurbished office accommodation in Lewes) was completed on time and on budget. New IT systems, online tools and mobile technology have also been provided along with 'hot-desk' areas in both Lewes and Newhaven. Staff across many service areas are working in a more flexible way. A new volunteering scheme was launched to enable staff and councillors to share their knowledge and skills with young people in the District.*



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;

*We played our part in promoting Newhaven Port which has been chosen as the preferred site for the operations base for a new Sussex coast wind farm. We have helped attract potential investors to Newhaven. Proposals for an indoor water park will be the subject of further consultation with local people. Asda and Barratts are planning to build a major retail, business and housing development at Eastside, Newhaven. We secured £1.2m 'Growing Places' funding from the Coast to Capital LEP to rejuvenate parts of Lewes. An Apprenticeship and Enterprise Programme was launched. We secured Government funding to build a University Technical College in Newhaven (in partnership with Brighton University and the Aldridge Foundation) to help develop skills for the ecotech industry.*


















Play our part in helping to secure Newhaven as the 'port of choice' for the Rampion 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 [Page 10 of 25](#) making full use of new Neighbourhood Planning powers.

## Our Performance last year

-  Maintain occupancy levels at Newhaven Enterprise Centre
-  Maintain visitor numbers, satisfaction and spend at Newhaven Fort. *Data is currently being collated.*
-  The Council's performance in respect of flood prevention and coastal erosion is scored highly by the Environment Agency. *The Environment Agency no longer scores the Council on its flood prevention work. This performance measure will be discontinued in the future.*
-  Satisfaction amongst local businesses/business organisations with our support and advice services is good. *The last business survey was carried out in 2010. The Council has invested in business networks and economic regeneration projects, working closely with a number of partners and business organisations to support local businesses.*
-  Encourage more employment land and business development in the District
-  Encourage inward investment
-  Maintain a sufficient supply of housing development sites across the District
-  Pay our contractors and suppliers on time. *Our target is to pay 98% of all invoices within agreed timescales (normally 30 days). Performance reached 95.97% last year. Performance was affected by office refurbishment and relocation work (part of our Agile Working project).*
-  Demonstrate a positive impact of tourism and the annual Artwave Festival on the local economy
-  Respond to requests for pre-application planning advice within 15 working days
-  Check Building Regulations plans for compliance within 15 working days. *Our target is to check 70% of plans within this timescale. We achieved 67% in 2012/13 but performance is generally improving.*
-  Process all major planning applications within target times. *Our target was to process 60% of such applications within 13 weeks. Average performance during the year was 51%. This was due to the complexity of cases and the need for legal agreements to be prepared.*
-  Process all minor planning applications within target times. *Our target was to process 75% of such applications within 8 weeks. We achieved just over 70%. There has been a higher than average number of cases being referred to Planning Committees during 2012/13.*
-  Process all other planning applications within target times. *We exceeded our target of processing 85% of such applications within 8 weeks.*
-  Complaints of unauthorised development are inspected within 5 working days. *Our target is 90%. We achieved just below 84%. Performance has been affected by the need to implement system changes for the South Downs National Park.*

## Regeneration, Enterprise and Working Together Better

(delivered through the Nexus Programme (Workforce Planning project), Communications and Consultation Strategy, our Regeneration Strategy, Food Service Plan, the Local Development Framework Core Strategy, Flood Risk Management Strategy, Housing Strategy and Property Strategy, and relevant departmental service plans)

- Work with Newhaven Enterprise Centre to support new business start-ups in the town.
- Work with local communities and other partners to develop rural businesses and improve broadband speeds.
- Actively promote the District through the Enjoy Sussex partnership and key brands, particularly during the 2012 Olympics/Paralympics and Diamond Jubilee celebrations. To include arranging Olympics banner displays in key locations across the District and help deliver a successful Olympic torch procession.
- 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. This developed into setting up a micro food producers club to share experience and tackle common obstacles to expansion of micro food businesses. The Club is now up and running; the project was delivered in partnership with Wealden DC.
- Work with local retailers and other organisations on a campaign to reduce the use of single use plastic bags. *No specific campaign was run in the District last year. However, the Council has been influential in ensuring this issue was debated in Parliament.*
- Develop new principles for local participation to improve dialogue with local people on a range of issues.
- Develop a Local Development Framework Core Strategy and associated policy documents in partnership with the South Downs National Park Authority and with the support of Town and Parish Councils
- Support those Town and Parish Councils who wish to deliver Neighbourhood Plans. Ringmer is a national 'front runner' and plans for Hamsey and Newick are underway; other towns are expecting to start their plans soon.
- Provide an efficient and joined up planning service in partnership with the South Downs National Park Authority
- Introduce a Community Infrastructure Levy to ensure developers contribute to new and improved infrastructure
- Complete Conservation Area Appraisals for Streat, Westmeston, Malling Deanery and East Chiltington in partnership with town and parish councils (although final approval is still to be given by the South Downs National Park Authority)
- 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. *This was not completed due to exceptionally wet weather last year.*
- Work with our partners to provide a minimum of 200 new additional homes in the District, at least 60 of which are new affordable homes
- Work with partners, private landlords and owners to make better use of empty homes

- Introduce a Lewes District Tenancy Strategy. We have identified over £2.5m to invest in improvements to Council homes.
- 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
- Introduce locally set planning fees as soon as Government legislation allows. *This legislation did not proceed.*
- Carry out the annual staff survey. *We did not manage to complete the annual staff survey in 2013. Work was done to re-design the survey which will be carried out in 2013 using an online survey tool. This will be more efficient and enable quicker and more accurate evaluation of results.*

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

### Delivering Our Priorities

- 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. *The Council has reduced its net budget (funded from Council Tax) for 2013/14. Phase 1 of the office relocation project was completed on time and on budget. The project will be completed in the summer 2013. We have maintained our presence in Newhaven and are working with East Sussex Fire and Rescue Service to develop plans for a new multi-agency hub in the town.*
- Invest in new technology to enable staff to work more efficiently and effectively and to better serve our customers. *New technology is key to our transformation programme. We have invested in a complete review of IT and telephony and are working with other neighbouring councils to develop shared solutions which will improve efficiency and customer service. We accept that some services may be adversely affected during the coming weeks while we put these changes in place. We will do whatever we can to minimise disruption and involve service users in designing solutions which meet their needs.*

### Our Performance last year

- Collect 98% of Council Tax and 98% of Business Rates
- Collect 98.5% of Council house rents
- Investigate all benefit fraud cases and take appropriate action
- Reduce our energy consumption and carbon emissions by 3% - *data is still being collated and will be reported later in the year*
- Reduce our business mileage by 5%. *Provisional data suggests a small increase (1.8%) in business mileage compared to 2011/12. However, the method for calculating the data has changed which might explain the situation. Further analysis is being undertaken.*
- Achieve our savings target
- Keep our element of Council Tax at 0%

## **Managing our Finances, Buildings and our Environmental Impact**

*(delivered through our Nexus Programme (Agile Working Project), Property Strategy and Asset Management Plan, Medium Term Financial Strategy, Housing Business Plan and Revenues and Benefits Departmental Service Plan, Sustainability Strategy, EMAS Action Plan, District Services Departmental Service Plan and Environmental Health Service Plan)*

- 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.
- Review all property assets and determine the best use for them.
- Provide grants for home insulation and energy improvements to enable local families to cut their energy bills. Over 1,100 residents had their homes insulated for free.
- Actively monitor our energy usage and ensure we meet our environmental standards. Council homes in Barcombe and Rodmell have been fitted with new energy efficient heating systems.
- Actively encourage staff to reduce their need to travel by car.
- Make energy efficiency improvements at Downs Leisure Centre in Seaford.

# Nexus Programme and Related Projects 2013/14

## Programme and Project Management

All Nexus Programme and related projects will be actively monitored by the Nexus Board and/or relevant Project Boards. Reporting will be through our collaboration software tool (pam). Successful delivery of projects will be achieved through close monitoring of project costs, planned activities and scope/deliverables and active risk management. Tolerance levels have been set for all Nexus projects.

Current Projects	Delivery Programme	Expected End	Expected Outcomes/Key Performance Indicators
<b>Housing</b>			
Housing Needs Survey	Housing Service Plan	Oct 2013	Up to date housing needs data
Registered Provider Development Partner (rural areas)	Housing Service Plan	Dec 2018	To find a delivery partner to help provide further new affordable homes over the next 5 years
Affordable Housing Supply Project (with Kingspan (KSD) Housing)	LDC Partnership Project	March 2014	Increase number of affordable homes in the District ; Target - a minimum of 63 new affordable homes in 2013/14 (Aspirational Target – 1,000 new affordable homes by 2018)
Bringing Empty Properties Back into Use	LDC and BHCC Joint Project	April 2015	Return 15 empty properties back into use
<b>Planning &amp; Environmental Services</b>			
Food Waste Recycling	<b>Nexus</b>	Sept 2013	Deliver food waste collection service to all homes in the District; improved recycling performance.
Newhaven Flood Protection Partnership	LDC and EA Joint Project	Dec 2014	Funding partnership and delivery plan to improve flood defences in Newhaven and Seaford
North Street Redevelopment	LDC and SDNPA Joint Project	2018	Determination (by SDNPA) and implementation of planning permission for redevelopment of land at North Street to include new affordable housing
UNESCO Biosphere Project	LDC and BHCC Joint Project	Subject to bid	Supporting Brighton and Hove City Council on the development of a bid for a United Nations Educational, Scientific and Cultural Organization (UNESCO) Biosphere Reserve
Project Turnaround	LDC, LTC and LRC Joint Project	Subject to grants	Refurbishment of sports facility (Stanley Turner Ground, Lewes) and related issues.
Neighbourhood Planning Programme	Planning Service Plan	Ongoing (March 2014)	Support development of neighbourhood plans for all towns and parishes that want one
Community Infrastructure Levy Programme		April 2014	Preliminary CIL charging schedule published for consultation in April 2013.
Review of Street Trading Consent Scheme across District		Nov 2013	New policy on street trading across the District.
Air Quality Management	Env Health Service Plan	Subject to DEFRA decision	Monitor and seek to improve air quality in key locations in the District.
Phase 2 Cardboard Collection	District Services	2013	Increase recycling performance (Target is 47% by 2014/15)

Current Projects	Delivery Programme	Expected End	Expected Outcomes/Key Performance Indicators
Eco Management and Audit Scheme Health and Safety Improvements	Service Plan	Jan 2016 April 2013 Dec 2014	Maintain EMAS accreditation To meet agreed action plan Phase 1: Feasibility/sustainability study developed in partnership with all interested parties; setting up an appropriate body to take responsibility for the long term management and maintenance of the new recreation facilities. Phase 2: Procurement and installation of the sports and community facilities and other miscellaneous works.
Peacehaven Big Parks Project			
Grounds Maintenance Contract In-house Bid		March 2014	To develop an in-house bid for the re-tender of the grounds maintenance contract in 2014.
Leisure Strategy Review	District Services Service Plan	To be agreed	To produce a cohesive plan in partnership with other agencies and organisations to encourage physical and mental well-being for all residents and visitors.
Cemetery Provision Review		Subject to YMCA bid for site	If this project proceeds it will assess a specific opportunity to extend the operational life of Lewes Cemetery. Further negotiations and a decision on an external funding bid are required before any further action can be taken.
<b>Property, Regeneration &amp; Enterprise</b>			
Shared Services Facility – Newhaven	<b>Nexus</b>	Oct 2015	Development of a new shared service facility for LDC and East Sussex Fire and Rescue Services staff in Newhaven.
LEAP	<b>Nexus</b>	May 2015	To encourage 250 apprenticeships and 45 new business start-ups over the next 2 years.
Newhaven Fort	<b>Nexus</b>	March 2014	To find a delivery partner for the long-term use of Newhaven Fort.
LDC Regeneration Partner	<b>Nexus</b>	2018	A property partner to work with us over the next 10 to 15 years to develop the potential of Council-owned property, to improve services and lives in the district.
City Deal (in partnership with Brighton & Hove City, Adur and Worthing councils)	LDC and others Joint Project	Sept 2013	Developing an eco-tech region which includes Newhaven.
Newhaven Port Development	LDC and Newhaven Port and Properties	March 2015	The development of Port land in line with the Port Masterplan (2012).
Rural Regeneration Framework		July 2013	New cross sector partnership arrangements in place and programme of agreed priority projects agreed and underway.
Newhaven Regeneration Framework		Sept 2013	
Seaford Regeneration Framework		May 2013	
Renewal of Office and Public Convenience Cleaning Contract		Feb 2014	To consider options for the future of providing cleaning services for the Council's office buildings and public conveniences.
Business Support - Business Awards	Property, Regen and Enterprise Service Plan	Dec 2014	A programme of 5 events (annual business awards and B2B networking) over 2 years to support businesses in the District with the intention of handing over the operation and financing to the business community in year 3.
North Street (LDC Holdings)		July 2014	The redevelopment of the North Street Quarter. This offers the possibility of significant investment and regeneration of Lewes, strengthening and supporting economic growth.



Current Projects	Delivery Programme	Expected End	Expected Outcomes/Key Performance Indicators
<b>Legal and Democratic Services</b>			
Data Transparency	<b>Nexus</b>	July 2013	To publish more public data on the Council's website in line with national good practice guidelines; to produce a Data Transparency Policy for the Council.
FutureGov	Legal Services Service Plan	May 2013	Working in partnership with FutureGov to find innovative solutions to support local people and communities in the District.
Podcast Programme	Democratic Services Service Plan	March 2014	Developing use of online videos to communicate information about a range of Council related activities, primarily for elected members.
<b>Financial Services</b>			
Agile Working	<b>Nexus</b>	Aug 2013	Re-furbished office accommodation in Lewes; Cost savings from vacated offices
Special Expenses	<b>Nexus</b>	May 2014	A policy to encourage the devolution of assets and services to Town and Parish Councils and associated financial arrangements.
<b>Internal Services</b>			
Workforce Planning	<b>Nexus</b>	April 2014	Number of staff suggestions approved by the Nexus Board; Nexus online training academy introduced; Expand use of apprenticeships and internships;
IT Modernisation	<b>Nexus</b>	July 2014	New IT and telephony system by end 2013; Widespread use of document management software;
<b>Chief Executive</b>			
PAM Implementation	<b>Nexus</b>	Oct 2013	To ensure successful and effective implementation of the PAM collaboration software tool (primarily for project management, partnership working and knowledge sharing); all LDC staff, councillors and project partners able to access and use the tool with confidence.
University Technical College	LDC and Aldridge Foundation	Sept 2015	To deliver a University Technical College for 600 students in Newhaven in partnership with other key providers and stakeholders
Mumford & Sons Music Event (Lewes)	LDC and partners	Sept 2013	To deliver a successful 2 day music event in Lewes town (July 2013)

## Service Delivery 2013/14 Performance Management

All Departments produce an annual Service Plan which sets out their core service delivery objectives and any relevant service standards and performance targets. Each Service Plan is agreed with the relevant Cabinet Councillor(s) and performance is monitored using pam.

Service Plan	CMT Lead/ Service Manager	Lead Cabinet Councillor <i>(subject to appointment at the Annual Council Meeting)</i>	Key Performance Indicators
<b>Housing</b>	<b>Andy Chequers</b>		
Housing (Tenants) Services	Sue Horne		Rent collection; Council homes which meet the Decent Homes Standard; Re-letting Council homes; Council house repairs; preventing homelessness; energy efficiency of housing stock; affordable homes delivered; length of stay in temporary accommodation
Housing (Property) Services	Tony Johnson		
Housing Strategy and Needs	Sarah Findlay		
<b>Planning, Environmental Health and District Services</b>	<b>Lindsay Frost</b>		
Development Management	Martin Stallard		Time to process planning applications; delegated planning decisions; planning appeals; enforcement investigations; speed of checking building regulations plans; housing land supply and new homes provided by developers
Planning Policy	Ed Sheath		
Building Control	Roger Carsons		
Environmental Health District Services	Ian Kedge Andy Bryce		Kg household waste collected; household waste recycling; energy and water consumption and CO2 emissions from Council operations; cost of waste collection; time taken to remove fly-tips; cleanliness of public land.
<b>Property, Regeneration and Enterprise</b>	<b>Nilam Popat</b>		
Property and Facilities Regeneration	Bee Lewis Kevin Kingston		Removal of abandoned vehicles; occupancy levels at Newhaven Enterprise Centre; enquiries handled by our TICS
<b>Chief Executive</b>	<b>Jenny Rowlands</b>	Cllr James Page, Leader of the Council	Customer complaints
<b>IT and Human Resources</b>	<b>Jane Amos Davidson/ Daniel Conti</b>		Telephone and letter response times; Staff satisfaction; days lost due to staff sickness; Level of the Equality Framework met by the Council
<b>Legal and Democratic Services</b>	<b>Catherine Knight</b>		Take up of postal votes
<b>Finance</b>	<b>John Magness</b>		
Accountancy and Financial Services	Steve Jump		Council tax and business rates collection; benefit overpayments recovered; speed of processing benefit applications; detection and action against fraud; invoices paid on time; planned audits completed during the year
Revenues and Benefits Audit & Performance	Ian Morris David Heath		

# The Lewes District

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



Our District covers an area of 292 sq kilometres, boasts an attractive coastline and forms a significant part of the new South Downs National Park. It includes the towns of Lewes, Newhaven, Peacehaven, Seaford and Telscombe/East Saltdean and a wealth of attractive rural villages. We are well-connected by road, rail and sea. Lewes District is a short road or rail journey to Gatwick, the UK's second busiest airport and a little over an hour away from London. We have an important gateway to mainland Europe through Newhaven harbour. We are also nestled between Brighton & Hove, one of UK's super cities, and Eastbourne, the UK's sunniest resort

We have the respected universities of Sussex and Brighton on our doorstep and are well served by specialist and general further education colleges. Not only this, we are working in partnership to open a University Technical College focussing on marine and environmental engineering in Newhaven in 2015.

## The Economy

Our farmland is rich and our land based industries strong, providing high quality local produce for sale in specialist shops in towns and villages across our District and beyond. We have a growing number of home based businesses as technology increasingly enables people to work remotely from the places where they live. In 2010, there were around 30,000 employees working in our District – around 1,000 fewer than in 2008. We have seen a decline in employment numbers in manufacturing, retail, construction and in the arts and entertainment sector. This reversed the pattern of modest job growth (+ 700) in the District prior to this.

Between 2005 and 2008 we benefitted from significant employment increases in health and social work activities; other services (including arts and creative industries); and business services. Manufacturing employment has been in long term decline, but the 2008/09 recession has hastened the process. However, we have some areas where deprivation has been persistent that have not benefitted even in times of economic prosperity. Ours is a richly diverse District in terms of physical and human capital. We will draw on all its assets and build on the significant partnership activities already taking place to develop a One District One Council approach.

## Local Transport

Lewes, Newhaven and Seaford are linked by rail with direct services to London and along the Sussex coast. The A27 and A259 roads link the coastal towns and Lewes to neighbouring Brighton and Eastbourne, while the A23/M23 provides access to London. There is a good inter-urban bus network, but most of the rural areas are poorly served by public transport. Traffic congestion is a regular problem along the A259 and in Lewes.

## Our Communities

The towns and villages in the District each have a strong individual identity, often with quite divergent needs and aspirations. As a Council, we must understand and reflect these differences when planning and delivering our services. Our attractive towns, villages, countryside and coast are not only important for their historic interest and natural beauty. They are also economic assets for tourism and the cultural industries.

The Council recognises that it serves many diverse communities. The 2011 Census shows that 5.2% of the population is from a Black and Minority Ethnic background. We work to understand and meet the needs of different groups through consultation, partnership working and direct service improvement. We recognise our legal duty to ensure that we provide equality of opportunity, prevent unlawful discrimination and promote good race relations in recruitment, employment and day to day service delivery. Our Equality Policy provides a framework to guide our actions and decisions in meeting these duties.

Lewes is ranked 206 out of 354 districts on our deprivation score, putting it in the middle 20% of districts nationally<sup>1</sup>. There are some significant areas of deprivation in the District most notably in the coastal towns and some of our smaller rural communities. Since 2010, the Council has re-focussed resources to be more proactive in supporting regeneration and business enterprise initiatives, particularly in Newhaven. Lewes has an ageing population, ranked 38 out of 376 districts on the average age of residents (in the highest 20% of districts nationally)<sup>2</sup>.

The proportion of households that were owner occupied within the District was 72.66% in 2011, placing it in the top 40% of districts nationally<sup>3</sup>, well above the County, regional and national average. In 2011, just over 25% of households in the District were rented. Overall, 36.6% of all private sector dwellings (14,215) do not meet the Decent Homes Standard<sup>4</sup>. This is slightly higher than the national average identified in the English House Condition Survey 2007. Lewes District has seen a growth in average house prices between 1999 and 2012 of 63.51%. This places the area in the top 40% of districts nationally<sup>5</sup>.

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<sup>1</sup> Local Futures Group 2012 (District Profile: An Economic, Social and Environmental Summary Profile of Lewes, Jan 2012)

<sup>2</sup> Local Futures Group 2012 (District Profile: An Economic, Social and Environmental Summary Profile of Lewes, Jan 2012)

<sup>3</sup> Local Futures Group 2012 (District Profile: An Economic, Social and Environmental Summary Profile of Lewes, Jan 2012)

<sup>4</sup> Lewes District House Condition Survey, 2010

<sup>5</sup> Local Futures Group 2012 (District Profile: An Economic, Social and Environmental Summary Profile of Lewes, Jan 2012)

# 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 is (May 2013):





**Conservative – 20**

**Liberal Democrat –18**

**UKIP - 2**


**Independent – 1**

## CABINET LEAD MEMBERS AND THEIR PORTFOLIOS


	<b>Councillor James Page</b> Leader of the Council Lead Councillor, Strategic Overview, Customer Advocacy, Regeneration and Equalities
	<b>Councillor Tom Jones</b> Deputy Leader of the Council Lead Councillor, Planning
	<b>Councillor Ron Maskell</b> Lead Councillor, Housing
	<b>Councillor Rob Blackman</b> Lead Councillor, Business, Economic Development and Tourism
	<b>Councillor Jim Sheppard</b> Lead Councillor, District Services
	<b>Councillor Andy Smith</b> Lead Councillor, Finance and Cost Control
	<b>Councillor Robbie Robertson</b> Lead Councillor, Community Engagement and Health and Environment

Plus up to 3 Special Projects Members, without specific portfolio responsibility.

## THE CHIEF EXECUTIVE AND CORPORATE MANAGEMENT TEAM

		<b>Jenny Rowlands</b> <b>Chief Executive</b> Head of the Paid Service, Strategic and Corporate Planning, Returning Officer	
	<b>John Magness</b> <b>Director of Finance</b> Finance and Accountancy, Local Taxation, Benefits, Audit and Performance, Section 151 Officer		<b>Lindsay Frost</b> <b>Director of Planning and Environmental Services</b> Planning and Building Control, Environment and Health, District Services, Emergency Planning, Flood and Coast Defence, South Downs National Park
	<b>Nilam Popat</b> <b>Corporate Head Communities and Enterprise</b> Tourism and Economic Development, Estates, Community Engagement and Partnership		<b>Catherine Knight</b> <b>Corporate Head Legal and Democratic Services</b> Legal Services, Local Land Charges, Monitoring Officer, Communications, Committee Administration, Councillor Services, Elections/Electoral Registration, Freedom of Information/Data Protection
	<b>Andy Chequers</b> <b>Corporate Head Housing Services</b> Housing Strategy and Needs, Council Homes, Tenant Services, Property and Architectural Services		

**BARCOMBE & HAMSEY**

Donna Edmunds ●  
  
 01273 401236

**EAST SALTDEAN & TELSCOMBE CLIFFS**

Ron Maskell ●  
  
 01273 585819

**CHAILEY & WIVELSFIELD**

Sharon Davy ●  
  
 01444 831336

James Page ●  
  
 07810 561784

Cyril Sugarman ●  
  
 01444 471275

Andy Smith ●  
  
 01273 584484

**LEWES BRIDGE**

James MacCleary ●  
  
 01273 481090

**DITCHLING & WESTMESTON**

Tom Jones ●  
  
 01273 846938

John Stockdale ●  
  
 01273 476151

**LEWES CASTLE**

Michael Chartier ●  
  
 01273 472019

David Gray ●  
  
 01273 475480

**LEWES PRIORY**

Amanda Dean ●  
  
 01273 479643

Ian Eloart ●  
  
 07876 123969

Ruth O'Keeffe ●  
  
 01273 476720

**NEWHAVEN, DENTON & MEECHING**


Graham Amy ●  
  
 01273 514942

Carla Butler ●  
  
 01273 510368


Rod Main ●  
  
 01273 611089

**NEWHAVEN VALLEY**

Julie Carr ●  
  
 0775772927


Steve Saunders ●  
  
 01273 513686

**NEWICK**

Jim Sheppard ●  
  
 01825 724478

Chris Bowers ●  
  
 01273 813331

Paul Gander ●  
  
 01273 813433

Peter Gardiner ●  
  
 01273 814246

**KINGSTON**

Melanie Cutress ●  
  
 01273 605617

**PEACEHAVEN EAST**

Jacqueline Harrison-Hicks ●  
  
 01273 589430

Phil Howson ●  
  
 01273 581612

**PEACEHAVEN NORTH**

Elayne Merry ●  
  
 01273 580732

Robbie Robertson ●  
  
 01273 484173

**PEACEHAVEN WEST**

Job Harris ●  
  
 01273 583050

Eileen Russell ●  
  
 01273 583471

**PLUMPTON, STREAT, EAST CHILTINGTON & ST JOHN (WITHOUT)**

Sarah Osborne ●  
  
 01273 401606

**SEAFORD CENTRAL**

Stephen Gauntlett ●  
  
 01323 872471

Carolyn Lambert ●  
  
 01323 892868

**SEAFORD EAST**

Rob Blackman ●  
  
 01323 490375

Tony Nicholson ●  
  
 01323 891460

**SEAFORD NORTH**

Paul Franklin ●  
  
 01323 897987

Benjamin Warren ●  
  
 01323 490088

**SEAFORD SOUTH**

Bob Allen ●  
  
 01323 896724

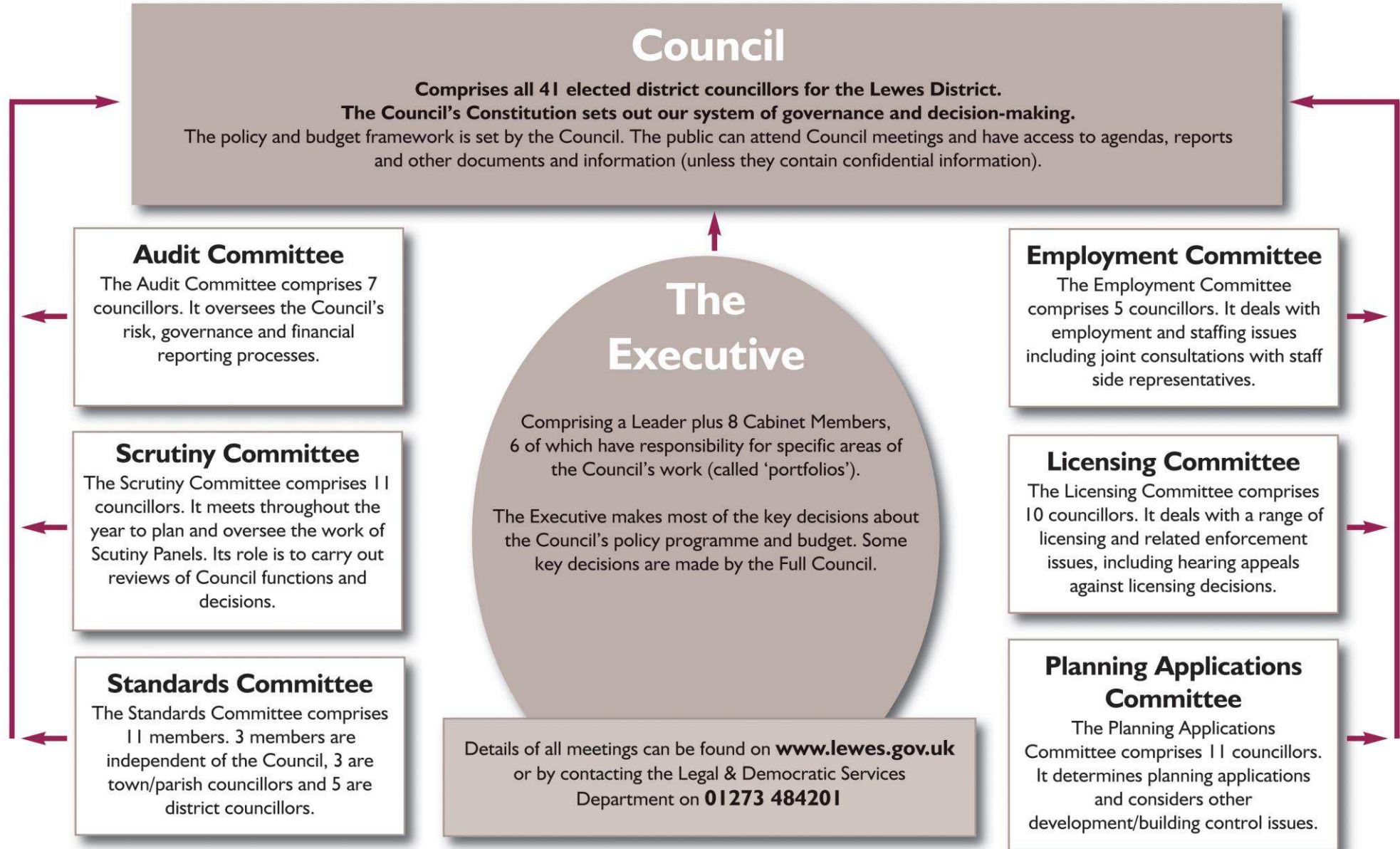
Sam Adeniji ●  
  
 01323 873500

**SEAFORD WEST**

Barry Groves ●  
  
 01323 896297

Ian White ●  
  
 01323 892276

- Conservative
- Liberal Democrat
- UKIP
- Independent



# Accountability and Governance

It is vital that the public, our partners, staff and elected councillors have trust and confidence in Council decision-making. The Council's Constitution sets out its 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, the Council has adopted a local Code of Corporate Governance which sets out its core principles for ensuring that decisions are fair, transparent and robust and that they are made in the best interests of the local community.

The local Code can be viewed on our website at <http://www.lewes.gov.uk/council/3748.asp> . The Local Code is reviewed annually to ensure that it remains robust and reflects current arrangements. It is confirmed by the Audit and Standards Committee. In addition, the Council produces an Annual Governance Statement (AGS) which seeks to ensure our approach is in line with recognised good practice. The AGS is published on our website (pages 126 to 133 of the Annual Financial Report 2011/12) at [http://www.lewes.gov.uk/Files/published Annual Financial Report 20112012 web.pdf](http://www.lewes.gov.uk/Files/published%20Annual%20Financial%20Report%2020112012%20web.pdf)

## **The Audit and Standards Committee**

The Council's Audit and Standards Committee comprises 7 councillors and up to 3 co-opted non-voting town/parish members who may participate in Standards, but not Audit, matters. This independent Committee oversees the Council's risk management, governance and financial reporting processes. The Committee is charged with promoting and maintaining high standards of conduct by members and co-opted members of the Council. It receives regular reports about the Council's internal control environment, progress on the planned programme of internal audits and an annual review (the Audit Management Letter) from the Council's appointed external auditor, currently BDO (previously PKF).

## **The Audit Management Letter 2011/2012**

The most recent Audit Management Letter relates to the financial year 2011/12 and can be viewed at <http://cmis.lewes.gov.uk/CmisWebPublic/Binary.ashx?Document=5848> In summary, PKF was 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 2012 and made an unqualified value for money conclusion. PKF also confirmed that the Council's financial statements gave a true and fair view of its financial affairs.

## **The Scrutiny Committee**

In addition to the Audit Committee, the Council's governance arrangements are also supported through the work of the Scrutiny Committee which comprises 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.



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