



## Lewes District Council

### To all Members of the Scrutiny Committee

A meeting of the **Scrutiny Committee** will be held in the **Telscombe Room, Southover House, Southover Road, Lewes** on **Thursday, 10 September 2015** at **10:00** which you are requested to attend.

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

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

27/08/2015

Catherine Knight  
Assistant Director - Corporate Services

### Agenda

- 1 Minutes**  
To confirm and sign the Minutes of the Meeting of the Scrutiny Committee dated 18 June 2015 (copy previously circulated).
- 2 Apologies for Absence/Declaration of Substitute Members**
- 3 Declarations of Interest**  
Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct
- 4 Written Questions**  
To deal with written questions from councillors pursuant to Council Procedure Rule 11.3 (page D8 of the Constitution)
- 5 Urgent Items**  
Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special

circumstances as defined in Section 100B(4)(b) of the Local Government Act 1972

- 6 Portfolio Progress and Performance Report Quarter 1 (April – June 2015) (page 3)**  
To consider the Report of the Director of Business Strategy and Development (Report No 102/15 herewith)
- 7 Staff Survey Results (page 24)**  
To consider the Report of the Director of Corporate Services (Report No 110/15 herewith)
- 8 Scoping Reports – Village Agents Scheme and Living Wage Scheme (page 62)**  
To consider the Report of the Director of Business Strategy and Development (Report No 103/15 herewith)
- 9 Forward Plan (page 70)**  
To receive the Forward Plan for the Council (copy herewith)
- 10 Scrutiny Committee Work Programme 2015/16 (page 82)**  
To consider the Scrutiny Committee Work Programme 2015/16 (copy herewith)
- 11 Date of Next Meeting**  
To note that the next meeting of the Scrutiny Committee is scheduled to be held on Thursday 19 November 2015 in the Telscombe Room, Southover House, Southover Road, Lewes commencing at 10.00am

For further information about items appearing on this Agenda, please contact Rachel Allan at Southover House, Southover Road, Lewes, East Sussex BN7 1AB Telephone Lewes (01273) 471600

**Distribution:** Councillors: P F Gardiner (Chair), S Adeniji, J K E Carter, N Enever, J M Harrison-Hicks, V Ient, C R O’Keeffe, I Lington, S J Osborne, J Peterson and C Sugarman

**Agenda Item No:** 6 **Report No:** 102/15  
**Report Title:** Portfolio Progress and Performance Report  
Quarter 1 (April – June 2015)  
**Report To:** Scrutiny Committee **Date:** 10 September 2015  
**Cabinet Member:** Councillor Elayne Merry, Portfolio Holder  
**Ward(s) Affected:** All  
**Report By:** Nazeya Hussain, Director of Business Strategy and  
Development  
**Contact Officer(s)-**  
**Name(s):** Sue Harvey and Judith Field  
**Post Title(s):** Strategic Performance Manager / Strategic Projects Manager  
**E-mail(s):** [sue.harvey@lewes.gov.uk](mailto:sue.harvey@lewes.gov.uk) / [judith.field@lewes.gov.uk](mailto:judith.field@lewes.gov.uk)  
**Tel No(s):** 01273 471600 (Ext 6119 or 6205)

---

**Purpose of Report:**

1. To consider the Council's progress and performance in respect of key projects and targets for the first quarter of the year (April to June 2015 - Q1).

**Officers' Recommendation(s):**

2. That progress and performance for Quarter 1 be considered and any relevant recommendations are made to Cabinet.

---

**Reasons for Recommendations**

3. To enable the Scrutiny Committee to consider whether there are any particular aspects of Council progress or performance that it would wish to comment upon or consider further as part of its work programme for 2015/16.

**Background**





4. It is of fundamental importance that the Council monitors and assesses its performance on a regular basis, to ensure we continue to deliver excellent services to our communities in line with planned targets. Alongside this, it is also vital to monitor progress with key strategic projects, to ensure the Council is delivering what it has committed to or has set out to achieve.
5. The Scrutiny Committee has a key role in terms of maintaining oversight of the Council's performance and challenging areas of under-performance. This report sets out the Council's performance against its targets and projects for the first quarter of 2015/16 (the period running from 1<sup>st</sup> April to 30<sup>th</sup> June 2015). It is worth noting that, at this stage, the projects and performance targets shown in the report are those which were adopted by the previous Council. Any additional programmes of work will be added following formal approval by Cabinet/Council.
6. The Committee is asked to consider this report and decide whether it wishes to make any recommendations to Cabinet with regard to any aspect of Council performance,

or consider whether the Committee would like to request further information from officers, or undertake a specific scrutiny review in respect of any areas. It may be helpful for the Committee to consider this report in the context of the Council's overall performance framework.

7. The Council has an annual cycle for the preparation, delivery and monitoring of its corporate and service plans. This cycle enables us regularly to review the Council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations. Following the District Council election in May 2015, and the start of a new Council term, work has begun to prepare a new Council Plan. This will set out the Council's priority projects, intended outcomes and associated performance targets. Once approved, progress against key projects and performance targets will subsequently be reported to Members in quarterly reports such as this.

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

8. Appendix A provides the detailed information on progress and performance for Members' consideration, clearly setting out where performance and projects are 'on track' and where there are areas of concern. Where performance or projects are not achieving targets/deadlines set, an explanation is provided, together with a summary of the management action being taken to address this. The Appendix is structured around the six new Cabinet Portfolios agreed following the May 2015 election.
9. The Council uses a Project and Performance Management System (Covalent) to record, monitor and report progress and performance. The system uses the following symbols to indicate the current status of projects and performance targets:

-  = Performance that is at or above target;
-  = Project is on track;
-  = Performance that is slightly below target but is within an agreed (usually +/- 5%) tolerance/projects where there are issues causing significant delay or change to planned activities;
-  = Performance that is below target/projects that are not expected to be completed in time or within requirements.

### **Portfolio Progress and Performance – Quarter 1 – 2015/16**

10. In summary, the following is worth noting:
  - 90% of the Council's key projects were either complete or on track at the end of the first quarter.
  - 77% of the Council's performance targets were either met, exceeded or within a 5% variance.
  - Only 4 indicators did not meet the planned targets.
  - With regard to customer feedback during Quarter 1, 306 complaints were received and responded to, and 133 compliments were made by customers about council services.

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

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

### Regeneration, Enterprise and Partnerships

Project highlights for Quarter 1:

12. Newhaven Growth Quarter - Building work has commenced in respect of the Newhaven Growth Quarter. There is already high demand for the space once completed with 33 businesses having expressed an interest in leasing new or additional space. Completion is planned for April 2016.
13. The second annual Lewes Business Awards event took place in July and was very successful and well-attended. With 64 entries from 39 individual companies for the 2015 awards, this is now becoming a well-established, valued and sustainable annual event.
14. The University Technical College (UTC@harbourside) in Newhaven is due to open on schedule on 7<sup>th</sup> September and is oversubscribed with potential students.

### Finance and Resources

Project highlights for Quarter 1:

15. The shared services project with Eastbourne Borough Council was successfully implemented in April with the sharing of HR, Legal and Print services.

The following notable performance was achieved in Quarter 1:

16. The Council Tax and Business Rates collection rates have improved compared to the same period last year.

### Housing

Project highlights for Quarter 1:

17. The Housing Allocations Policy was updated and reissued to reflect the new statutory 'Right to Move' from 1<sup>st</sup> April 2015. Under this change, existing social housing tenants who have been resident in a local authority area for 2 years or more now have the right to move to another area and be included on the waiting list for that area. To date the Council has not received any Right to Move applications.
18. Local Growth Fund Project to deliver 30 new affordable homes got underway with the engagement of a Development Manager and Employers Agent and the development of site specific design briefs.
19. New Homes Project - The Council has agreed and commenced a major project in partnership with developers, architects and housing associations, aimed at delivering 415 new homes across the District over the next few years, of which 165 (40%) will be affordable, Council owned homes.

The following notable performance was achieved in Quarter 1:

20. There has been an improvement in the number of days taken to process new housing benefit/ Council tax benefit claims compared to the same period last year.
21. 99% of urgent repairs to Council homes were carried out within the Government's 5 day target. The Committee requested, at its last meeting, the number of repairs undertaken for tenants in 2014/15. The total number carried out during the year was 12,157.

## Environment

Project highlight for Quarter 1:

22. Photovoltaic Panels - contract underway and fitting has started.
23. The Council completed a waste review which was agreed by Cabinet in July 2015.
24. Following public consultation, the Council implemented a trial green waste collection service (in Seaford) starting from 25th August 2015. There has been a positive take-up of the trial to date with (at the time of report writing) 321 residents having signed up for the scheme. 16 of these are assisted collections for elderly or disabled residents. Subject to an evaluation in November this year and in May 2016, consideration will be given to rolling out the service to other parts of the District.

The following notable performance was achieved in Quarter 1:

25. The Council continues to inspect and remove abandoned vehicles promptly. 100% of abandoned vehicles were removed within 24 hours during the period.
26. Recycling performance reached 27%, an improvement over the previous quarter.

## Planning

Project highlight for Quarter 1:

27. The first Neighbourhood Plan (for Newick) was adopted.

The following notable performance was achieved in Quarter 1

28. 75% of major and 91% of minor planning applications were determined within target times. This is well above the Council's targets and an improvement on the previous quarter.

## People and Performance

Project highlight for Quarter 1:

29. Dementia Friends initiative was launched and to date 40 LDC employees have been given dementia awareness training.
30. At the last Scrutiny Committee it was resolved that the Head of Democratic Services be requested to examine the site navigation of the Council's website in regard to information about Councillors to ensure this information was easily accessible. In

response simple links have been placed on the homepage of the Council's website to aid navigation.

**Areas for Improvement** – 🟡 - Performance was very slightly below target (but within 5% tolerance) or the project is slightly off track.

31. The 'amber warning' is used to flag up any areas of performance or projects that have fallen very slightly below target levels, or where projects are slipping behind schedule or going slightly off-track for any reason. There are 5 performance areas which fell into this category in Quarter 1. Information about management action to address underperformance is set out in the appendix to this report. The 5 areas are:

- Percentage of overpayments recovered
- Percentage of repairs noted as good or satisfactory by tenants
- The percentage of household waste recycled
- Average working days lost to sickness per Full Time Equivalent staff
- The average number of days taken to remove reported fly-tips

32. Members asked, at the last Scrutiny Committee, for comparisons with neighbouring/nearby local authorities regarding their 2014/15 staff sickness absence levels:

Authority	Days lost due to staff sickness (2014/15) (per Full Time Equivalent staff)
<b>Lewes</b>	<b>11.10</b>
Mid Sussex*	9.24
Arun	9.15
Wealden*	8.90
Horsham	8.13
Rother*	8.08
Hastings*	6.41
Eastbourne*	5.10

Data Source: The data has been obtained from a recent survey of HR officers in the Sussex Strategic HR Group and has not been the subject of a formal benchmarking exercise. The quality of the data from all participating councils cannot be verified. \*These councils do not directly employ waste and recycling staff.

33. The level of sickness for the Council is higher than others in the comparator group and has been above the organisation's target levels set in recent years. A detailed report on sickness will be considered by the Employment Committee and formal quarterly monitoring of long and short term absence has been introduced by Corporate Management Team (CMT).

34. For Quarter 1 (April to June 2015) 2,379 days were lost for long term sickness absence (ie for periods exceeding 3 weeks), 48% of this long term sickness was in Waste and Recycling Services. 1,864.5 days were lost during the same period due to short term absence, 40% of which were in Waste and Recycling. A comparatively higher level of sickness in this area of work is not unusual given the physical nature of the work which can often take place in hazardous environments and challenging weather conditions. There is often a correlation between sickness levels and accidents which is also closely monitored.

35. The Chartered Institute of Personnel and Development (CIPD) undertake an annual absence management survey each year. The results from their October 2014 survey


show that the national average sickness absence figure was 6.6 days per employee per year. In the public services sector the figure increases to 7.9 days with private sector at 5.5 days.

36. At the last Scrutiny meeting, detailed information on common “hot spots” for fly tipping was requested. Overall, the level of fly-tipping now being experienced in the District is low compared to neighbouring councils. This is due to targeted monitoring and enforcement over the last two years. Officers monitor fly-tipping hotspots on a monthly basis. Action to deal with fly-tip depends on the specific site but can include installation of CCTV cameras, scheduled and ad hoc inspections, preventative measures such as placement of bollards or gates to reduce access, high visibility patrols and local media coverage. These actions have resulted in a significant reduction of fly tipping in Lewes District over the last couple of years. The current “hot-spots” in order of priority are:

- Alfriston Road, Seaford
- Grand Avenue, Seaford
- Mill Drove, Seaford
- The Hollow, South Highton
- Gorhams Lane/Telscombe Lane, Telscombe
- Hundred Acre Lane, Wivelsfield.

37. There are 3 projects where timescales have slipped slightly. Information about the management action taken to address these, where necessary, is set out within Appendix A.

- Devolution - legal discussions have taken longer than expected, leading to an extension of up to 6 months being required compared to the original schedule;
- Workforce Equality Profile - minor delay due to staff changes;
- Equal Pay Audit - results expected to go to Employment Committee in December 2015, rather than September as originally envisaged.

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

38. Where service performance falls significantly below target levels, or a project becomes seriously off-schedule, the performance management system enables this to be highlighted to managers straight away. High priority is then given to addressing these issues. There were only 4 such areas at the end of Quarter 1. The management actions to address these are set out below.

#### Percentage of Invoices Paid on Time

39. The payment of invoices remains below target levels. Following the management action reported at the last meeting, more is being done to address this issue. Staff training is being undertaken to ensure systems are clearly understood and there is resilience in all areas (so that, for instance, holiday periods do not have an impact). A monthly management report is being introduced, which will clearly identify, for each Head of Service, where there is underperformance occurring. It is also clear that, wherever possible, the consolidation of invoicing from major suppliers is needed to reduce the numbers of invoices received. This has had positive outcomes in property services. Housing and environmental health services are working to achieve the same reductions.



### Net additional homes provided in the District (cumulative)

40. Although an important indicator which is aimed at helping to meet the housing needs of the District, performance is largely outside of the Council's control and is dependent on developers deciding to invest and implement planning permissions that have been granted. It should also be noted that there is a general slump in housebuilding rates nationally. The number of housing completions for the first quarter of this year is low compared to the target for the year. Housing completions fluctuate over short periods of time and, based on the number of units currently under construction (approx. 135), completion figures are expected to rise significantly during the remaining part of this financial year.

### Households in bed and breakfast/emergency accommodation

41. Following questions raised at the last Scrutiny Committee, it can be confirmed that the Council is experiencing higher than usual demand for B&B temporary accommodation (numbers in June were 10 higher than the same time last year). We are seeing an increase particularly from single men with mental health conditions, and/or learning difficulties. The Council is also seeing a rise in older men being discharged from hospital who do not have accommodation. It can be more difficult to find alternative accommodation for these individuals who have additional needs. Other areas of demand are amongst families from outside the Lewes District area and older men who have been asked to leave the marital home. Officers are working with other councils in the County to monitor trends in homelessness and will continue to work with a range of agencies such as Citizens' Advice Bureau (who also report that they are experiencing an increase in men presenting with mental health problems) to assist people facing homelessness.

### Average days taken to relet Council homes

42. During the last quarter, turnaround time was affected by the prioritisation of repairs to a fire-damaged property and issues associated with housing units that tend to be harder to let. Specific examples during the last quarter include a 2 bedroomed sheltered property in a rural location (where it can take longer to find people that meet the specific criteria) and sheltered studio flats (there is currently less demand for this type of accommodation). It is likely that the underperformance in this quarter was an isolated incident, and that the service will return to normal levels of performance in future months.

### **Financial Appraisal**

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

### **Legal Implications**

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

### **Risk Management Implications**

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

**Risk Mitigation:-** effective arrangements are in place to identify, understand and address performance issues; appropriate communication and engagement with key stakeholders and decision-makers regarding performance priorities and measures of success.

### **Equality Analysis**

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

### **Background Papers**

None

### **Appendices**

Appendix A – Portfolio Progress and Performance Report (Quarter 1)

## PORTFOLIO PROGRESS AND PERFORMANCE – QUARTER 1 (April to June 2015)

### Key to Symbols



- Project is complete; Performance is at or above target



- Project is on track



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












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

## GROWTH AND PROSPERITY

### Portfolio: Regeneration, Enterprise and Partnerships - Councillor Rob Blackman

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Newhaven Growth Quarter	April 2016		Construction work is progressing well. Foundations were completed at end June 2015. As at August 2015 there were 26 new businesses on a waiting list to take up space in the Enterprise Centre once the project is finished.
Newhaven Enterprise Zone	March 2018		Expressions of interest have been taken forward through both Local Enterprise Partnerships. The full bid is to be resubmitted to the Department for Communities and Local Government, with a deadline of 18.09.15.
Tourism Strategy	March 2018		Four pilot visitor information points have been installed at Peacehaven, Ditchling, Seaford and Newhaven. The Stay Lewes website has been rebranded and a self-service terminal installed at Lewes Tourist Information Centre.
Support for Business	March 2019		European Regional Development Fund outline bid for business support services to be submitted by Coast to Capital LEP authorities by deadline of 25.09.15. Work is underway to identify sources of match funding.
Lewes Business Awards	March 2016		Successful 2 <sup>nd</sup> annual awards event 9.07.15 attended by 150 people, including 30 finalists. The event broke even, and is considered sustainable into the future.
North Street Quarter	2021		Planning application submitted at the end of February 2015. Amendments are currently being prepared for submission at the end of August 2015. Determination of the application is now expected to be in November 2015. Joint Venture discussions continue.
UTC@harbourside	Sept 2015		Construction progressing well. The boardwalk and courtyard have been completed and temporary buildings put in place for the opening of the college on 7.09.15. Student recruitment has been successful, and the college is oversubscribed.






Project / Initiative	Target Completion	Current Status	Update
Refreshed Regeneration Strategy	March 2016		The current Strategy expires at the end of 2015. Work will commence on a refreshed version in Autumn 2015. During this review process, consideration will be given to suitable outcome indicators.
Newhaven Flood Alleviation Scheme	March 2016		The Council is working in partnership with the Environment Agency. £9m budget has been allocated (£3m from the Local Economic Partnerships and £6m from the Environment Agency). Shorter term projects that were identified as potential 'quick wins' have been evaluated. However, it has been decided that these should be pursued due to the likely detrimental impact on the overall project. Works will commence in Spring 2016.
Event Management Plan	Feb 2016		Events policy and associated guidance awaiting approval. Next steps will be to develop a web page promoting Council-owned land to events' organisers, including an events calendar.
Seaford Iconic Leisure	March 2019		A market testing process for a dining and function space is expected to take place during September/October 2015.

## VALUE FOR MONEY SERVICES


### Portfolio: Finance and Resources - Councillor Andy Smith




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

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Shared Services Project (in partnership with Eastbourne Borough Council)	March 2019		Milestones met - shared HR and Legal Services launched 1.04.15; shared Print service launched 1.07.15. Cabinet to consider strategic options appraisal for wider shared services 24.09.15.
New Service Delivery Model (Phase 1)	September 2015		Procurement evaluation completed on schedule; award decision to follow Cabinet 24.09.15
New Service Delivery Model (Phase 2)	September 2018		Project initiation decision to follow Cabinet 24.09.15
Newhaven Shared Facility	November 2015		Construction work proceeding well and the facility is expected to be completed by the end of November 2015. Topping Out ceremony 5.08.15.
Devolution	March 2016		Project Plan in place. Discussions are advanced for sites in Lewes and Ringmer and detailed discussions are about to start with Newhaven Town Council. Legal discussions have taken longer than expected, so an additional 6 months may be needed.

#### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
Percentage of overpayments recovered	70%	68%		The Council recovered 70% of overpayments during the same period last year. Changes to Department of Work and Pensions data matching processes has resulted in a number of larger overpayments being identified. The level of recovery of overpayments is restricted in law. The

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
				forecast is that meeting the target for the remainder of the year is likely to be challenging.
Percentage of invoices paid on time	98%	93%		See Performance Improvement Plan below.
<b>Performance Improvement Plan</b>	The payment of invoices remains below target levels. Following the management action reported at the last meeting, more is being done to address this issue. Staff training is being undertaken to ensure systems are clearly understood and there is resilience in all areas (so that, for instance, holiday periods do not have an impact). A monthly management report is being introduced, which will clearly identify, for each Head of Service, where there is underperformance occurring. It is also clear that, wherever possible, the consolidation of invoicing from major suppliers is needed to reduce the numbers of invoices received. This has had positive outcomes in property services. Housing and environmental health services are working to achieve the same reductions.			
Percentage of Council Tax collected during the year (cumulative)	98.4%	30.3%		The Council Tax collection rate has improved slightly compared to the same period last year (29.9%).
Percentage of Business Rates collected during the year (cumulative)	98.5%	33.2%		Business Rate collection has improved compared to the same period last year (32.5%).


# DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE

## Portfolio: Housing - Councillor Ron Maskell






### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Local Growth Fund (Affordable Housing) Project	March 2017		The Department for Communities and Local Government has granted £2.3m additional Housing Revenue Account borrowing capacity to finance the building of 30 new affordable homes on 7 small sites owned by the Council. During the Quarter 1 period, external consultants were commissioned and design briefs developed for each of the sites.
New Homes Project	March 2019		Development Agreement completed. First round of public engagement events complete and more planned for autumn 2015.
Housing Allocations Policy	June 2015		The Housing Allocations Policy was revised in April 2015 to reflect a new statutory 'right to move'. Qualification criteria have also been enhanced to give priority to people who can demonstrate they have been continuously resident in the District for 2 years or more prior to their application.
Tenancy Agreement	September 2015		Consultation with tenants on a refreshed Tenancy Agreement is currently underway. The revised version will become effective from September 2015.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
The number of days taken to process new housing benefit/ Council tax benefit claims	20 days	16 days		There has been a slight improvement in performance compared to the same period last year (16.5 days).






KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
Percentage of rents collected during the year (cumulative)	95%	Data Unavailable	-	Due to changes in data collection methodology and staffing, rent collection figures are not available for Quarter 1. The information will be presented in the next report.
Total number of days that families need to stay in temporary accommodation (B&B)	18 days	0 days		No families have needed to be placed in bed and breakfast accommodation during Quarter 1.
Total number of households living in bed and breakfast/ emergency accommodation	50 or less	66		The Council continues to work to reduce the numbers of people in temporary accommodation.
<b>Performance Improvement Plan</b>	Following questions raised at the last Scrutiny Committee, it can be confirmed that the Council is experiencing higher than usual demand for B&B temporary accommodation (numbers in June were 10 higher than the same time last year). We are seeing an increase particularly from single men with mental health conditions, and/or learning difficulties. The Council is also seeing a rise in older men being discharged from hospital who do not have accommodation. It can be more difficult to find alternative accommodation for these individuals who have additional needs. Other areas of demand are amongst families from outside the Lewes District area and older men who have been asked to leave the marital home. Officers are working with other councils in the County to monitor trends in homelessness and will continue to work with a range of agencies such as Citizens' Advice Bureau (who also report that they are experiencing an increase in men presenting with mental health problems) to assist people facing homelessness.			
Average number of days to re-let Council homes (excluding temporary lets)	26 days	30 days		Out of 43 re-lets during Quarter 1, 9 required significant improvement works. 4 of these required extensive repairs/improvements such as a new kitchen, boiler replacement or repairs due to fire damage. There were a small number of housing units which are harder to let.
<b>Performance Improvement Plan</b>	During the last quarter, turnaround time was affected by the prioritisation of repairs to a fire-damaged property and issues associated with housing units that tend to be harder to let. Specific examples during the last quarter include a 2 bedrooled sheltered property in a rural location (where it can take longer to find people that meet the specific criteria) and sheltered studio flats (there is currently less demand for this type of accommodation). It is anticipated that performance will recover.			
Overall tenants satisfaction	88.5%	Not collected until Quarter 2	-	Data will be provided in Q2 by the Council's supplier.
Percentage of urgent repairs carried out within Government time limits	98%	99%		The Council continues to carry out urgent repairs within the Government's 5 day standard.
Percentage of repairs noted as good or satisfactory by tenants	98%	97%		Although marginally below target, tenants' satisfaction with the Council's repairs service remains high.




## CLEAN AND GREEN DISTRICT



### Portfolio: Environment - Councillor Paul Franklin

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Waste Review (Weekly Recycling and food waste, fortnightly refuse collection)	March 2018		Waste Review completed and Cabinet 6.07.15 approved implementation of the findings. Trial green waste collection scheme to commence in Seaford 25.08.15.
Photovoltaic Panels	March 2016		Contract underway; fitting began w/c 13 <sup>th</sup> July 2015. Target is panels to be fitted to 700 homes by end October 2016.
Flood Defences (Coastal)	March 2016		Coastal Implementation Plan for coastline between Newhaven and Brighton Marina has been drafted and will be completed by September 2015. Environment Agency funding allocated for monitoring coastal erosion. Monitoring plan being prepared.

#### Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
KG of household waste collected per household (cumulative)	500Kg or less	142Kg		Based on the data for Quarter 1, the projection is that household waste levels will exceed the target for 2015/16.
Percentage of abandoned vehicles removed within 24 hours	90%	100%		During the April to June period, there were 132 vehicles reported as abandoned (4 fewer than last year), although after inspection only 3 needed to be removed by Council contractor.
The average number of days taken to remove reported fly-tips	Less than 2 days	2.2 days		Although performance remains below target, there has been a notable improvement compared to the previous two quarters. Simplification of systems to initiate removal

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
				of fly tips is now in place. (Further information is also provided in paragraph 36 of the report in response to information requested by the Scrutiny Committee).
Percentage of household waste sent for reuse, recycling and composting	30%	27%		Although below the Council's challenging target, performance has improved compared to the end of the last quarter (24%). The Council is implementing a green waste pilot to help improve recycling levels. (Paragraphs 23 and 24 of the report also refer).
Percentage of refuse bins/recycling boxes collected on time	99.9%	99.9%		Performance remains high.





# DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE

## Portfolio: Planning - Councillor Tom Jones

### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Adoption of the Core Strategy	February 2016		Schedules of Proposed Modifications to the Submission Joint Core Strategy to respond to the Inspector's Initial Findings completed. Public consultation 7.08.15 to 2.10.15.
Neighbourhood Plans Target: to deliver at least 3 Neighbourhood Plans by 2017	March 2017		Newick Neighbourhood Plan adopted 16.07.15. Currently 10 designated Neighbourhood Areas.

### Key Performance Indicators







KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	75%		There were 8 major planning applications received during Quarter 1 compared to 1 during the same period last year.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	91%		There were 53 minor planning applications received during Quarter 1 compared to 46 during the same period last year.
Percentage of planning appeals allowed (LDC/ only)	Less than 33%	25%		There were 4 planning appeals decided during the Quarter 1 period, of which 1 was allowed, a similar position to last year. The Council's target reflects the Government standard for an acceptable level of appeals against a Council's decision to refuse planning permission. Planning authorities who experience a high number of appeals allowed can be subject to Government intervention and ultimately have their planning decision making powers rescinded.
Net additional homes provided in the District (cumulative)	227	10		The target for 2015/16 reflects the housing trajectory in the emerging Joint Core Strategy. It should be noted that these figures only relate to housing completions on sites delivering 5 or more units and does not include smaller

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
				sites which are included at the end of the financial year.
Performance Improvement Plan				Although an important indicator which is aimed at helping to meet the housing needs of the District, performance is largely outside of the Council's control and is dependent on developers deciding to invest and implement planning permissions that have been granted. It should also be noted that there is a general slump in housebuilding rates nationally. The number of housing completions for the first quarter of this year is low compared to the target for the year. Housing completions fluctuate over short periods of time and, based on the number of units currently under construction (approx. 135), completion figures are expected to rise significantly during the remaining part of this financial year.


## WORKING TOGETHER BETTER



### Portfolio: People and Performance - Councillor Elayne Merry

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Dementia Friends	March 2017		Dementia Friends initiative launched. Two events held so far, with 40 people given awareness training.
Workforce Planning	March 2016		The majority of HR policies have now been revised, consulted upon and approved by the Employment Committee. A review of the appraisal process and management systems will take place in the near future. The HR service is now shared with Eastbourne Borough Council, and correspondence of policies and procedures between the two authorities will be reviewed.
Workforce Equality Profile	September 2015		Relevant workforce data has been collated but minor delay expected in respect of analysis and report-writing due to staffing changes.
Equal Pay Audit	September 2015		Presentation of the report to Employment Committee is now expected in December 2015. The results will then be published on the website.
Records Management	December 2015		Draft Retention and Disposal Schedule prepared.
Resident/Customer Engagement	November 2015		Engagement and Events Manager appointed 13.07.15. Outline strategy in preparation.

#### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff (cumulative)	9.0 days	2.51		Performance is slightly above target for the first quarter. Staff sickness continues to be proactively monitored and managed in order to support staff to return to work. Further information is provided at paragraphs 32 to 35 of

KPI Description	2015-16 Target	Q1 Apr-June	Current Status	Explanatory Note
				the report.
Total number of customer feedback received; a) complaints; b) compliments	Data Only	a) 306 b) 133	-	An interim system of data collection for complaints/ compliments has been introduced from April 2015 using calls and emails to the Customer Services hub.
Average time taken to answer telephone calls	30 seconds	25 seconds		There were 59,742 calls to the switchboard during the Quarter 1 period.
Resident satisfaction with the Council's services	Baseline	-	N/A	The baseline data will be collected as part of the Residents' Survey being undertaken over the summer. The data will be reported in the next quarterly update.
Number of people receiving Dementia Awareness training	150 by 2017	40		Dementia Awareness training has been focussed on frontline staff. Further training is being planned for councillors and this should take place within Quarter 3.

**Agenda Item No:** 7 **Report No:** 110/15  
**Report Title:** Staff Survey Results  
**Report To:** Scrutiny Committee **Date:** 10 September 2015  
**Cabinet Member:** Councillor Elayne Merry  
**Ward(s) Affected:** All wards  
**Report By:** Alan Osborne, Director of Corporate Services  
**Contact Officer(s)-**  
**Name(s):** Rachel Allan  
**Post Title(s):** Performance Officer (Scrutiny)  
**E-mail(s):** [rachel.allan@lewes.gov.uk](mailto:rachel.allan@lewes.gov.uk)  
**Tel No(s):** 01273 471600 x 6228

---

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

1. To update the Committee regarding an issue raised at the last meeting, relating to the 2014 Staff Survey.

#### **Officers Recommendations:**

2. To consider whether there are any recommendations the Committee wishes to make to the Employment Committee regarding the staff survey and its findings.

#### **Reasons for Recommendation**

3. The Employment Committee has responsibility for overseeing the staff survey and considering its findings each year.
- 

#### **Information**

- 1 At its meeting on 18 June 2015, the Scrutiny Committee expressed concern regarding a performance indicator which was presented to them, where the figures were from the staff survey undertaken in October 2014. The performance indicator stated that the proportion of staff who indicated in the survey that they felt they were treated with fairness and respect at work was 57%. The Committee felt that this was a low figure, and wished to find out what was being done to address this.
- 2 The Director of Business Strategy and Development explained that this data was taken from the Council's annual staff survey which contained a number of questions which together gave a much fuller range of staff views.
- 3 The results of the staff survey were examined by the Employment Committee on 23 February 2015, and are appended to this report as Appendix A.



- 4 An Action Plan has been put together to ensure that areas such as this are being addressed within the Council. The Head of Organisational Development will be available at the Committee meeting to update the Committee and to answer any questions on this issue.

### **Financial Appraisal**

- 5 A financial appraisal is not required for this report.

### **Legal Implications**

- 6 In considering the recommendations of this report, the Committee should adhere to the Scrutiny Procedure Rules set out in part 4 of the Council's constitution.

### **Risk Management Implications**

- 7 There is no requirement for an analysis of risk.

### **Equality Screening**

- 8 An equalities impact assessment is not considered necessary at this stage.

### **Background Papers**

- 9 None

### **Appendices**

- 10 Appendix A – Staff Survey results 2014

## Lewes District Council Staff Survey 2014

### Introduction

This survey took place in October/November 2014. The last staff survey took place in December 2013.

Thank you to all staff who took part.

In a time of significant change at Lewes District Council, it is important to understand the views of staff, and how this impacts different departments.

The design of this survey is very similar to the survey in 2013, with a few new questions. We will now use this survey design as the basis for annual surveys so that we can track changes over time. If you have any suggestions about future surveys, please contact HR.

The overall results and some analysis are published below, and comparisons have been made with the 2013 survey. An analysis of the comments made is included at the end of the results. The results have been considered by CMT and they will now draw up an action plan based on the suggestions at the end of the results. Staff are encouraged to consider the results at team meetings.

Please ensure that members of staff who do not have access to Infolink are shown a copy of the results. For ease, a PDF version is below which can be printed and circulated.

**NB:** Please note, some rows in tables will not always add up to 100% due to how the data is displayed. Also, in the departmental breakdowns, it must be noted that some departments have smaller numbers of staff; therefore one person can sway a percentage more significantly than in a larger team.

## Survey method

The survey was available online from 17 October 2014 through SurveyMonkey and on paper, and was advertised to staff via email. A special edition of LDC news was published on 16 October 2014 detailing what had happened since last year's staff survey and advertising the 2014 survey, as well as the Corporate Brief on 23 October

The survey closed on 7 November 2014, but responses received after this date were accepted. Respondents were asked to answer questions about the council and invited to make any additional comments they wished. They were also asked which department they worked in and to answer some equalities questions. This information cannot be used to identify the individual but helps us analyse the results and identify if there are any issues for particular departments or groups that may need to be looked into further.

## Headlines

- There was a response rate of 49%, a slight drop from 2013 which was 54%.
- Over 50% agree that people are treated with fairness and respect at LDC.
- There has been an increase in staff receiving appraisals and attending team meetings – but a few departments where appraisals seem not to be occurring.
- Due to the restructure – comparisons between 2013 and 2014 survey at departmental level are not always possible, but have been shown where they can be.
- Results across many questions are very similar to the 2013 survey – but some notable improvements have been demonstrated in some areas and these are highlighted in the “key points” sections of the report.
- There are still concerns amongst some staff that the survey responses can be linked to individuals, especially in small teams. Staff should be reassured that this is not the case and that the survey has been analysed anonymously.
- Under key points – the always and usually columns have been combined to give a single figure.

## Key to Departments and Approximate Response Rates

NB – Due to restructures and currently available data on departmental composition, the percentage response rate is an approximate figure.

Team	Includes	Approximate Staff Numbers	Response Rate (%)
Housing	Housing Policy, Housing Schemes, Tenant Participation, Advice, Strategy, Property Services,	90	36%
Environmental Health	Animal Control, Licensing	38	47%
Planning	Policy and Development Control, Building Control	43	53%
Revenues and Benefits	Local Taxation	31	42%
Finance	Accountancy and Income, Audit	17	76%
Regeneration	Tourism, Economic Development, Contracts and Facilities, Estates	38	21%
Property and Facilities	Building Management	15	46%
District Services	Parks	20	40%
Waste and Recycling	Waste and Recycling, Street Cleansing	92	22%
Legal and Democratic	Elections, Committee Staff, Chief Executives Office, Land Charges,	33	33%
Corporate Support	Post Room, Scanning, Reception Staff	18	55%
HR	HR	8	50%
IT	IT Staff	14	42%
Business Strategy & Performance	Equalities, Scrutiny, Corporate Performance, Communications and Corporate Projects	10	100%

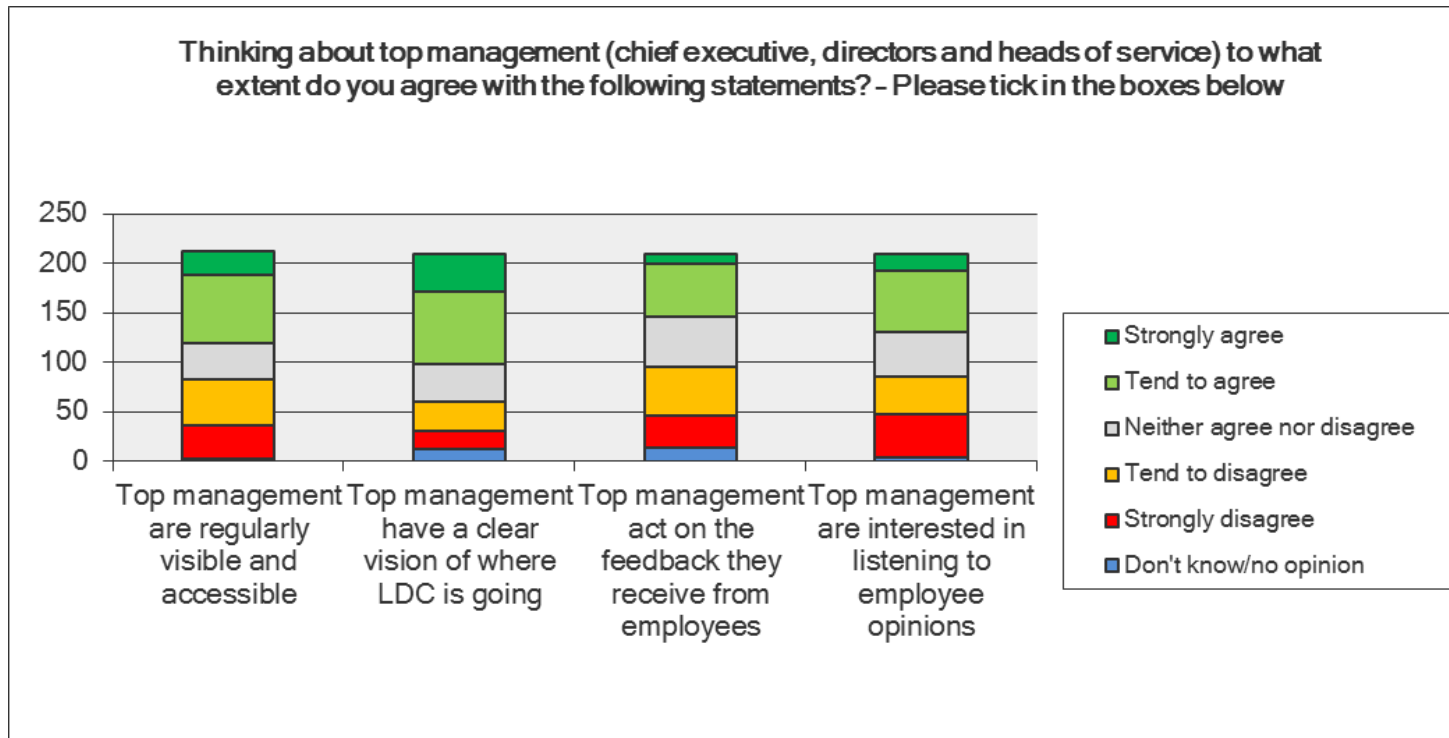
## Data Tables

### Top Management

	Strongly Agree (%)	Tend to Agree (%)	Neither Agree nor Disagree (%)	Tend to Disagree (%)	Strongly Disagree (%)	Don't know/No opinion (%)
Top Management are regularly visible	11.7	31	17.3	22	15.9	0.9
Top management have a clear vision of where LDC is	18	35.2	18	13.8	9	5.7
Top management act on the feedback they receive	5.2	25.2	23.8	23.8	15.2	6.6
Top management are interested in listening to staff	8.5	29.5	20.9	18.5	20.4	1.9

**Department Breakdown – Agreement with the statement “Top management are regularly visible and accessible”**

	<b>Strongly Agree (%)</b>	<b>Tend to Agree (%)</b>	<b>Neither Agree nor Disagree (%)</b>	<b>Tend to Disagree (%)</b>	<b>Strongly Disagree (%)</b>	<b>Don't know/No opinion (%)</b>
<b>Housing</b>	12.5	28.13	12.50	37.50	9.38	0
<b>Environmental Health</b>	16.67	27.78	11.11	16.67	27.78	0
<b>Planning (inc. Policy and Development Control)</b>	0	13.04	26.09	43.48	17.39	0
<b>Revenues and Benefits</b>	7.67	46.15	23.08	23.08	0	0
<b>Finance</b>	0	53.85	23.08	7.69	7.69	7.69
<b>Regeneration</b>	12.50	25	25	25	12.50	0
<b>Property and Facilities</b>	14.29	71.43	0	0	14.29	0
<b>District Services</b>	12.50	37.50	12.50	12.50	25	0
<b>Waste and Recycling and Street Cleansing</b>	18.8	9.09	4.55	22.7	45.45	0
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	45.45	54.55	0	0	0	0
<b>Corporate Support</b>	0	20	40	20	20	0
<b>HR</b>	25	75	0	0	0	0
<b>IT</b>	16.67	0	66.67	16.67	0	0
<b>Business Strategy and Performance</b>	10	60	20	0	0	10



## Key Points

- Top management for the purposes of the survey is defined as the Chief Executive, Directors and Heads of Service.
- Across most of the council, 63% of staff agreed that top management are regularly visible and accessible, this is an increase from 44% in 2013.
- For Waste and Recycling and Street Cleansing the figure was 27.89%. This is an increase from 2013's figure of 18.4% (it is not possible to identify a direct comparison with 2013 as Waste and Recycling and Street Cleansing were within District Services). However, 0% in 2013 strongly agreed with this statement, compared to 18.8% in 2014.
- Over 50% of respondents strongly agreed or tended to agree that the top management have a clear vision for the council.

- In Waste and Recycling and Street Cleansing, 22.7% tend to agree and 45.45% strongly agreed that top management were regularly visible and accessible. For Planning, 43.48% tend to agree and 17.39% strongly agreed that top management were regularly visible and accessible.
- Planning had the lowest engagement, with 13.04% tending to agree that top management were regularly visible, and 0% strongly agreeing. IT (16.67%) and corporate support (20%) had similar figures.
- 30.4% of staff agreed that top management acted on the feedback they received from staff. This is a slight increase from 2013 figure of 26.9%, but more work may still need to be done to look at how the actions of our Senior Management Team are cascaded down through the staff and communicated to all. The establishment of eCMT may help to achieve this over the coming year.
- Staff in Business Strategy and Performance, Legal and Democratic Services (inc. Chief Executive's Office) and Property and Facilities felt the best engagement from top management.



## The reasons for change are well communicated to me

	Strongly Agree (%)	Tend to Agree (%)	Neither Agree nor Disagree (%)	Tend to Disagree (%)	Strongly Disagree (%)	Don't know/No opinion (%)
<b>Total LDC</b>	14.5	41.7	15.4	20.6	6.5	0.9
<b>Housing</b>	9.38	43.75	12.50	25	9.38	0
<b>Environmental Health</b>	11.11	38.89	27.78	16.67	5.56	0
<b>Planning (inc. Policy and Development Control)</b>	0	52.17	21.74	17.39	4.35	4.35
<b>Revenues and Benefits</b>	23.08	38.46	15.38	23.08	0	0
<b>Finance</b>	0	53.85	15.38	23.08	0	7.69
<b>Regeneration</b>	12.50	37.50	25	25	0	0
<b>Property and Facilities</b>	57.14	28.57	0	14.29	0	0
<b>District Services</b>	12.50	62.50	0	12.50	12.50	0
<b>Waste and Recycling and Street Cleansing</b>	13.64	18.18	22.73	9.09	36.36	0
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	27.27	45.45	9.09	18.18	0	0
<b>Corporate Support</b>	10	30	0	50	10	0
<b>HR</b>	50	50	0	0	0	0
<b>IT</b>	0	50	50	0	0	0
<b>Business Strategy and Performance</b>	30	50	0	20	0	0

## Change here is well managed

	Strongly Agree (%)	Tend to Agree (%)	Neither Agree nor Disagree (%)	Tend to Disagree (%)	Strongly Disagree (%)	Don't know/No opinion (%)
<b>Total LDC</b>	6.6	25.7	22.8	23.3	18	3.3
<b>Housing</b>	3.13	18.75	28.13	25	25	0
<b>Environmental Health</b>	0	17.65	47.06	25.53	11.76	0
<b>Planning (inc. Policy and Development Control)</b>	0	34.78	30.43	8.70	21.74	4.35
<b>Revenues and Benefits</b>	7.69	7.69	30.77	46.15	7.69	0
<b>Finance</b>	0	33.33	25	25	8.33	8.33
<b>Regeneration</b>	12.50	37.50	0	12.50	25	12.50
<b>Property and Facilities</b>	42.86	28.57	0	0	14.29	14.29
<b>District Services</b>	0	37.50	25	12.50	12.50	12.50
<b>Waste and Recycling and Street Cleansing</b>	0	27.27	9.09	22.73	40.91	0
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	27.27	36.36	9.09	27.27	0	0
<b>Corporate Support</b>	0	10	20	20	50	0
<b>HR</b>	25	75	0	0	0	0
<b>IT</b>	0	33.33	33.33	33.33	0	0
<b>Business Strategy and Performance</b>	20	30	20	10	0	20

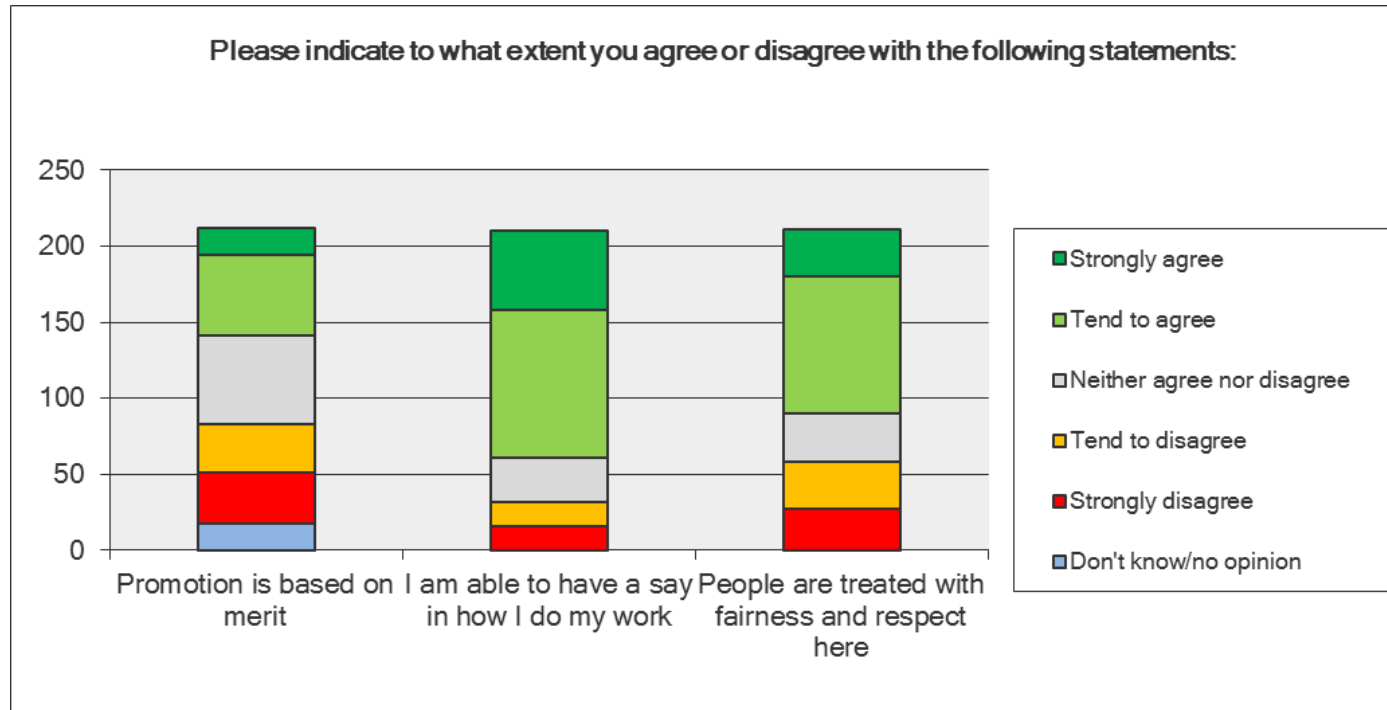
## I feel I can influence change

	Strongly Agree (%)	Tend to Agree (%)	Neither Agree nor Disagree (%)	Tend to Disagree (%)	Strongly Disagree (%)	Don't know/No opinion (%)
<b>Total LDC</b>	6.6	18.6	20	25.8	26.7	1.9
<b>Housing</b>	3.13	18.75	37.50	15.63	25	0
<b>Environmental Health</b>	5.88	17.65	23.53	17.65	32.29	0
<b>Planning (inc Policy and Development Control)</b>	0	13.04	8.70	43.48	26.09	8.70
<b>Revenues and Benefits</b>	7.69	15.38	15.38	30.77	30.77	0
<b>Finance</b>	0	16.67	25	16.67	33.33	8.33
<b>Regeneration</b>	12.50	12.50	0	50	25	0
<b>Property and Facilities</b>	14.29	28.57	28.57	14.29	14.29	0
<b>District Services</b>	12.50	50	0	25	12.50	0
<b>Waste and Recycling and Street Cleansing</b>	4.55	13.64	13.64	22.73	40.91	4.55
<b>Legal and Democratic (inc Chief Executive's Office)</b>	18.18	27.27	27.27	27.27	0	0
<b>Corporate Support</b>	0	20	10	20	50	0
<b>HR</b>	25	75	0	0	0	0
<b>IT</b>	0	16.67	33.33	33.33	16.67	0
<b>Business Strategy and Performance</b>	10	40	40	10	0	0

## Key Points

- Overall, figures were similar to the 2013 survey, with 56.2% agreeing to some degree with the statement “the reasons for change are well communicated to me” (slight increase on 2013’s figure of 54%). There has also been a slight increase in staff feeling that reasons for change are well communicated.
- 36.36% of Waste and Recycling and Street Cleansing staff strongly disagreed that the reasons for change were well communicated to them.
- 40.91% of Waste and Recycling and Street Cleansing staff strongly disagreed that change here was well managed and felt they could influence change.
- Across the whole council, the same figure as 2013 (24%) stated that staff felt they could influence change.
- Over 85% of staff in Property and Facilities felt that the reasons for change were well communicated to them to some degree, with 80% of staff in Business Strategy and Performance.
- 70% of Planning staff tended to disagree or strongly disagreed that they felt they could influence change
- 100% of HR staff felt that the reasons for change were well communicated to them, change was well managed and that they could influence change to some degree.

## Promotion/say/fairness



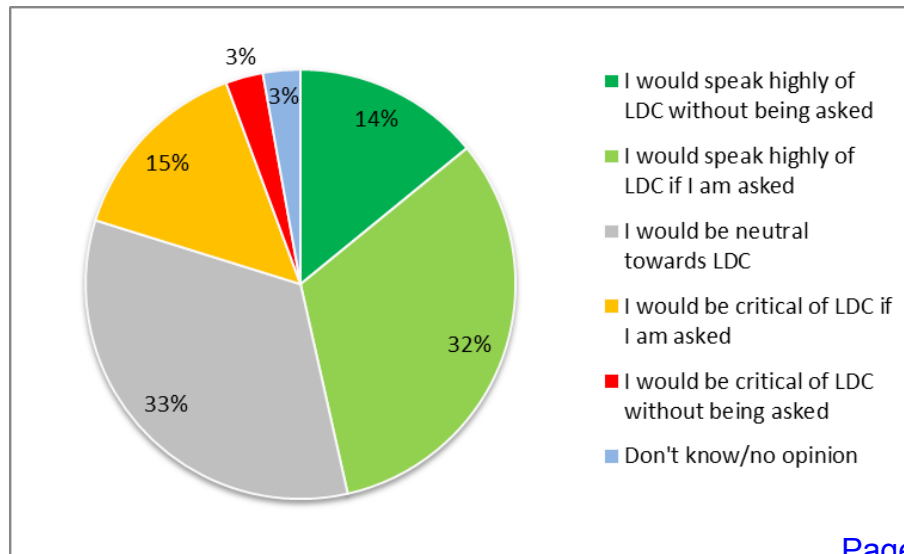
**“People are treated with fairness and respect” – responses by department**

	<b>Strongly Agree (%)</b>	<b>Tend to Agree (%)</b>	<b>Neither Agree nor Disagree (%)</b>	<b>Tend to Disagree (%)</b>	<b>Strongly Disagree (%)</b>	<b>Don't know/No opinion (%)</b>
<b>Total LDC</b>	14.6	42.6	15.1	14.6	12.7	0
<b>Housing</b>	6.25	43.75	6.25	18.75	25	0
<b>Environmental Health</b>	16.67	55.56	0	22.22	5.56	0
<b>Planning (inc. Policy and Development Control)</b>	13.04	52.17	17.39	17.39	0	0
<b>Revenues and Benefits</b>	7.69	38.46	30.77	15.38	7.69	0
<b>Finance</b>	7.69	38.46	23.08	23.08	7.69	0
<b>Regeneration</b>	25	25	12.50	0	37.50	0
<b>Property and Facilities</b>	42.86	28.57	0	14.29	14.29	0
<b>District Services</b>	28.57	28.57	42.86	0	0	0
<b>Waste and Recycling and Street Cleansing</b>	4.55	36.36	13.64	13.64	31.82	0
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	27.27	63.64	9.09	0	0	0
<b>Corporate Support</b>	0	40	20	10	30	0
<b>HR</b>	50	25	25	0	0	0
<b>IT</b>	0	50	0	10	0	0
<b>Business Strategy and Performance</b>	40	50	0	10	0	0

## Key Points

- Over 50% of respondents agree that people are treated with fairness and respect at LDC, a similar number to 2013.
- No departments fall below 40% a, and agreement with the statement that staff are treated with fairness and respect was more than in 2013 across all departments.
- 45.46% of Waste and Recycling and Street Cleansing tended to or strongly disagreed that people were treated with fairness and respect at the council.
- Some departments have high scores, 90% of staff in Business Strategy and Performance and Legal and Democratic Services (incl. Chief Executive's Office) strongly or tended to agree that staff were treated with fairness and respect at the council
- 37.50% of staff in regeneration strongly disagreed that staff were treated with fairness and respect at the council.

## Speaking highly/critically of the council



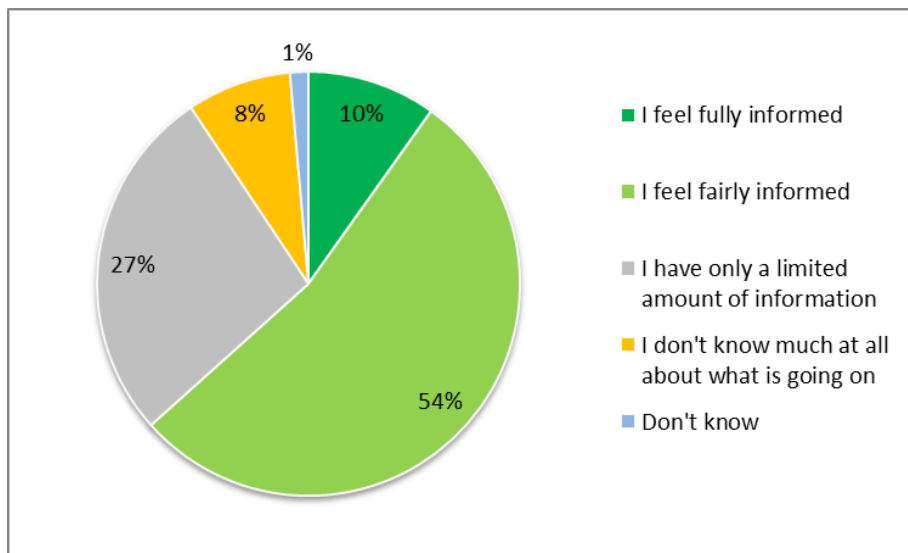
	I would speak highly of LDC without being asked (%)	I would speak highly of LDC if I am asked (%)	I would be neutral towards LDC (%)	I would be critical of LDC if I am asked (%)	I would be critical of LDC without being asked (%)	Don't know/ no opinion (%)
<b>Total LDC</b>	14	32.3	33.3	14.5	2.8	2.8
<b>Housing</b>	18.75	21.88	40.63	18.75	0	0
<b>Environmental Health</b>	5.56	50	22.22	11.11	5.56	5.56
<b>Planning (inc. Policy and Development Control)</b>	17.39	26.09	39.13	8.70	0	8.70
<b>Revenues and Benefits</b>	0	46.15	46.15	7.69	0	0
<b>Finance</b>	0	15.38	61.54	23.08	0	0
<b>Regeneration</b>	25	25	25	25	0	0
<b>Property and Facilities</b>	58.58	28.57	28.57	14.29	0	0
<b>District Services</b>	12.50	37.50	37.50	12.50	0	0
<b>Waste and Recycling and Street Cleansing</b>	4.55	40.91	36.36	4.55	4.55	9.09
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	27.27	54.55	9.09	0	0	9.09
<b>Corporate Support</b>	10	0	20	40	30	0
<b>HR</b>	50	50	0	0	0	0
<b>IT</b>	16.67	33.33	33.33	16.67	0	0
<b>Business Strategy and Performance</b>	30	50	10	0	0	10



## Key Points

- Most departments had a response over 50% stating they would speak highly of LDC (either without being asked or being asked) –The average for the council is 46.3%, a very similar figure to 2013 (47.7%).
- Finance and Corporate Support had very low numbers of staff stating they would speak highly of LDC (either without being asked or being asked, 15.38% and 10% respectively).
- Business Strategy and Performance (80%), Property and Facilities (87.15%), HR (100%) and Legal and Democratic Services (including Chief Executive’s Office) (81.82%) contained the staff members most likely to speak highly of the council (either without being asked or being asked).

## To what extent do staff feel informed?



## How Informed – by department

	I feel fully informed (%)	I feel fairly informed (%)	I only have a limited amount of information (%)	I don't know much at all about what is going on (%)	Don't know / no opinion (%)
<b>Total -LDC</b>	9.8	53.5	27.2	7.9	14.2
<b>Housing</b>	6.25	56.25	25	12.50	0
<b>Environmental Health</b>	5.56	50	38.89	0	5.56
<b>Planning (inc. Policy and Development Control)</b>	4.35	56.52	30.43	4.35	4.35
<b>Revenues and Benefits</b>	7.69	69.23	23.08	0	0
<b>Finance</b>	0	69.23	23.08	7.69	0
<b>Regeneration</b>	25	37.50	37.50	0	0
<b>Property and Facilities</b>	0	85.71	14.29	0	0
<b>District Services</b>	12.50	50	12.50	25	0
<b>Waste and Recycling and Street Cleansing</b>	9.09	18.18	40.91	31.82	0
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	18.18	54.55	18.18	9.09	0
<b>Corporate Support</b>	10	50	40	0	0
<b>HR</b>	50	50	0	0	0
<b>IT</b>	0	83.33	10	0	0
<b>Business Strategy and Performance</b>	40	50	10	0	0

## Key Points

- 63.3% of staff felt fairly or fully informed, which in a time of change is good, and this is 10% more than in 2013.
- In all departments, over 50% of staff feel fully or fairly informed, with the exception of Waste and Recycling and Street Cleansing. Only 27.27% felt fully or fairly informed which is very similar to in 2013, and needs to be addressed. 72% of Waste and Recycling and Street Cleansing staff felt they only had a limited amount of information, or they did not know much at all about what was going on.
- 38.89% of staff in Environmental Health feel that they only have a limited amount of information, as did 37.50% of staff in Regeneration.
- Again, some departments scored very highly in this question – HR (100%), Business Strategy and Performance (90%), IT (83.33%) and Property and Facilities (85.71%).

**My immediate manager/supervisor creates a workplace where I feel supported**

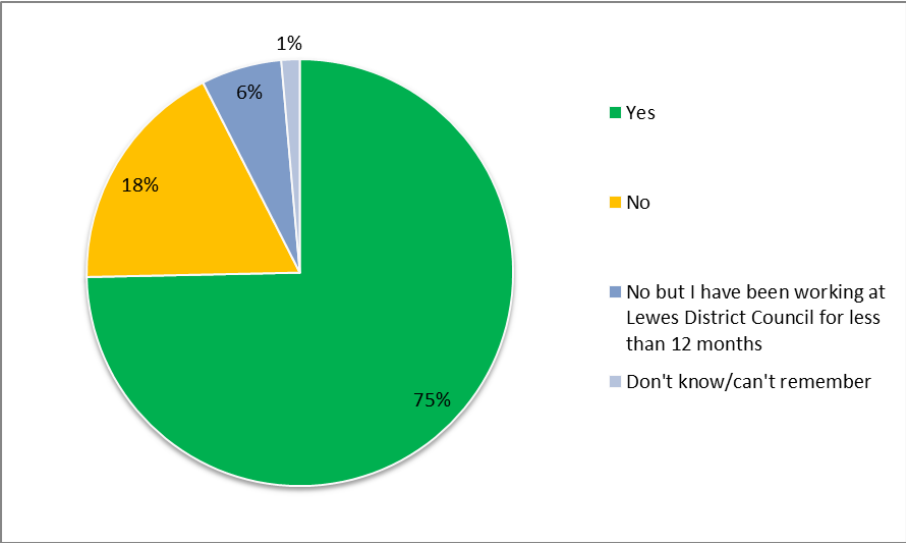
	Always applies (%)	Usually applies (%)	Sometimes applies (%)	Never applies (%)	Don't know / no opinion (%)
<b>Total LDC</b>	41.7	34.7	20.1	2.8	0.4
<b>Housing</b>	28.13	31.25	31.25	9.38	0
<b>Environmental Health</b>	38.89	38.89	22.22	0	0
<b>Planning (inc Policy and Development Control)</b>	52.17	34.78	13.04	0	0
<b>Revenues and Benefits</b>	38.46	38.46	23.08	0	0
<b>Finance</b>	38.46	53.85	7.69	0	0
<b>Regeneration</b>	37.50	25	25	12.50	0
<b>Property and Facilities</b>	42.86	42.86	0	14.29	0
<b>District Services</b>	12.50	62.50	25	0	0
<b>Waste and Recycling and Street Cleansing</b>	9.09	31.82	50	4.55	4.55
<b>Legal and Democratic (inc Chief Executive's Office)</b>	72.73	27.27	0	0	0
<b>Corporate Support</b>	70	30	0	0	0
<b>HR</b>	75	25	0	0	0
<b>IT</b>	50	33.33	16.67	0	0
<b>Business Strategy and Performance</b>	90	10	0	0	0

## Key Points

- For Waste and Recycling and Street Cleansing, 40.09% stated their immediate manager/supervisor created a workplace where they felt supported. On average for the rest of the Council the figure was approximately 80%. This is an increase from 2013 where 74.5% supported by managers/supervisors.
- In 2013 Waste and Recycling were counted as part of District Services in the staff survey. In 2013, 52.5% stated their immediate manager/supervisor created a workplace where they felt supported; the 40.09% figure in point 1 may indicate a drop in 2014 for waste and recycling staff.
- 100% of staff in Business Strategy and Performance, Corporate Support, Legal and Democratic Services (inc. Chief Executive's Dept.) and HR felt that their immediate manager/supervisor created a workplace where they felt supported.

# Appraisals/Team Meetings

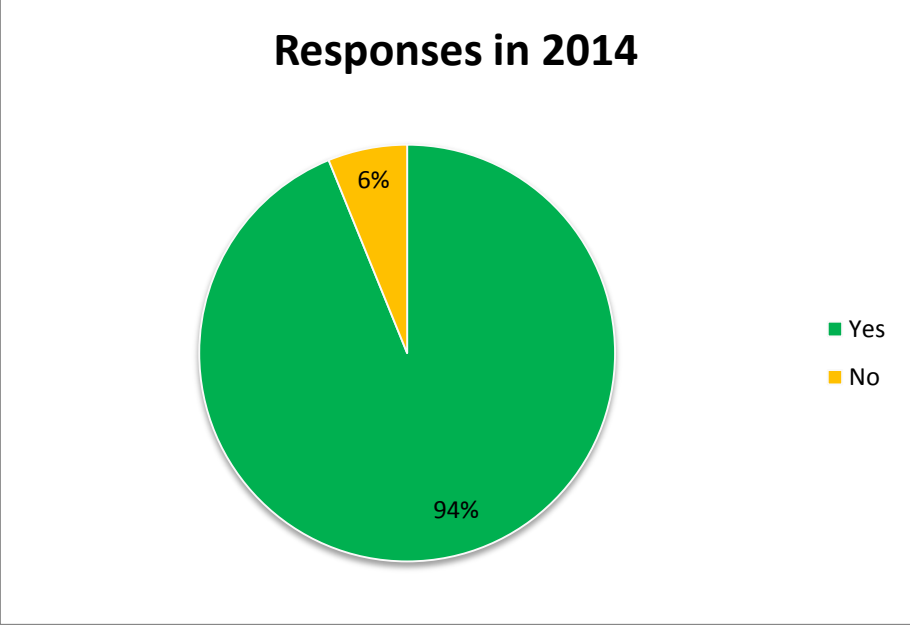
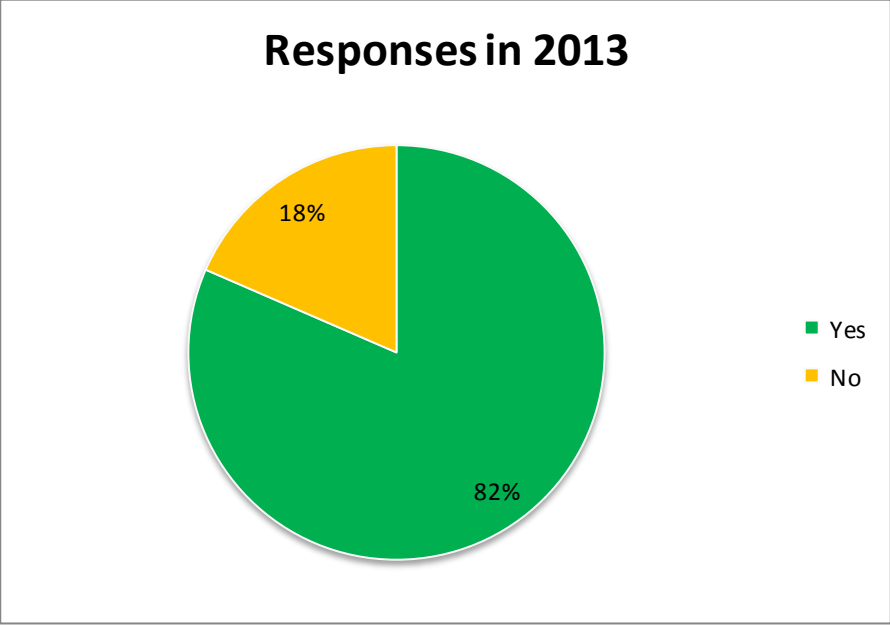
Have you had an appraisal in the last 12 months?



## Appraisals – by department

	Yes (%)	No (%)	No, but have worked at LDC for less than 12 months (%)	Don't know/ can't remember (%)
<b>Total for LDC</b>	74.6	17.8	6.1	1.4
<b>Housing</b>	59.38	31.25	6.25	3.13
<b>Environmental Health</b>	77.78	16.67	5.56	0
<b>Planning (inc Policy and Development Control)</b>	82.61	13.04	4.35	0
<b>Revenues and Benefits</b>	76.92	15.38	7.69	0
<b>Finance</b>	69.23	30.77	0	0
<b>Regeneration</b>	75	12.50	12.50	0
<b>Property and Facilities</b>	42.86	42.86	0	0
<b>District Services</b>	87.50	12.50	0	0
<b>Waste and Recycling and Street Cleansing</b>	86.36	9.09	0	4.55
<b>Legal and Democratic (inc Chief Executive's Office)</b>	90.91	0	9.09	0
<b>Corporate Support</b>	100	0	0	0
<b>HR</b>	100	0	0	0
<b>IT</b>	0	83.33	16.67	0
<b>Business Strategy and Performance</b>	80	0	20	0

**Team Meeting – Have you had one in the last 3 months?**





	Yes (%)	No (%)	No, but have worked at LDC for less than 3 months (%)	Don't know/ can't remember (%)
<b>Total for LDC</b>	93	6.1	0.5	0.5
<b>Housing</b>	87.50	12.50	0	0
<b>Environmental Health</b>	88.89	11.11	0	0
<b>Planning (inc Policy and Development Control)</b>	95.65	4.35	0	0
<b>Revenues and Benefits</b>	100	0	0	0
<b>Finance</b>	100	0	0	0
<b>Regeneration</b>	100	0	0	0
<b>Property and Facilities</b>	85.71	14.29	0	0
<b>District Services</b>	87.50	14.29	0	0
<b>Waste and Recycling and Street Cleansing</b>	81.82	13.64	0	4.55
<b>Legal and Democratic (inc Chief Executive's Office)</b>	100	0	0	0
<b>Corporate Support</b>	100	0	0	0
<b>HR</b>	100	0	0	0
<b>IT</b>	83.33	0	16.67	0
<b>Business Strategy and Performance</b>	100	0	0	0

## Key Points

- There has been a slight increase in the number of staff receiving appraisals – an increase of just under 5%.
- IT's results showed that no staff were receiving an appraisal (83.33% of staff were eligible). Some other departments recorded low numbers, Finance (30.77%), Property and Facilities (42.86%) and Housing (31.25%).
- There has been an increase in the numbers of team meetings. In Finance this increased from 75% in 2013 to 100% in 2014. Many departments had a 100% return (Business Strategy and Performance, IT, HR, Corporate Support, Legal and Democratic (inc. Chief Executive's Office), Regeneration and Revenues and Benefits). Across the board, all departments had an increase in team meetings, with a 13% increase from 2013 across the council.

**Staff Briefings – Have staff had the opportunity to attend one of the briefing sessions run by the Directors or Chief Executive**

	Yes I had the opportunity and attended (%)	Yes I had the opportunity and decided not to attend (%)	I wanted to attend but was unable to (%)	No (%)	Don't know/ can't remember (%)
<b>Total for LDC</b>	61	12.7	7.5	16	2.8
<b>Housing</b>	59.38	9.38	6.26	15.63	9.38
<b>Environmental Health</b>	61.11	16.67	11.11	11.11	0
<b>Planning (inc. Policy and Development Control)</b>	65.22	13.04	4.35	13.04	4.35
<b>Revenues and Benefits</b>	61.54	30.77	0	7.69	0
<b>Finance</b>	46.15	15.38	15.38	23.08	0
<b>Regeneration</b>	62.50	12.50	12.50	12.50	0
<b>Property and Facilities</b>	71.43	0	28.57	0	0
<b>District Services</b>	50	0	25	25	0
<b>Waste and Recycling and Street Cleansing</b>	59.09	4.55	0	31.82	4.55
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	54.55	27.27	0	18.18	0
<b>Corporate Support</b>	30	30	10	30	0
<b>HR</b>	50	25	25	0	0
<b>IT</b>	33.33	33.33	0	16.67	16.67
<b>Business Strategy and Performance</b>	90	0	0	10	0

### Key Points

- This was a new question for 2014, therefore there is no comparison to previous years.
- Most people wanted to attend these, including those who were unable (68.5%).

## Bullying/Harassment

	Experienced (n)	Witnessed (n)	Personal knowledge of (n)
<b>Total for LDC</b>	26	13	18
<b>Housing</b>	3	1	2
<b>Environmental Health</b>	2	1	0
<b>Planning (inc. Policy and Development Control)</b>	2	0	0
<b>Revenues and Benefits</b>	4	3	3
<b>Finance</b>	1	0	0
<b>Regeneration</b>	3	3	2
<b>Property and Facilities</b>	1	0	0
<b>District Services</b>	3	0	1
<b>Waste and Recycling and Street Cleansing</b>	5	3	4
<b>Legal and Democratic (inc. Chief Executive's Office)</b>	0	0	0
<b>Corporate Support</b>	0	0	4
<b>HR</b>	0	0	0
<b>IT</b>	1	0	0
<b>Business Strategy and Performance</b>	0	0	0

## Type of Harassment and by whom

	Actual Number
Experienced	26
Witnessed	13
Personal Knowledge of	18

	Staff	Manager	Service user	Member	Partner	Policy/process
<b>Was this related to:</b>						
Age	1	0	0	0	0	0
Caring responsibilities	0	1	0	0	0	1
Disability	0	0	0	0	0	0
Ethnicity	0	0	1	0	0	0
Gender	0	0	0	0	0	0
Religion or belief	0	0	0	0	0	0
Sexual orientation	0	0	1	0	0	0
Transgender	0	0	0	0	0	0
Other	17	12	2	2	0	2

## **Reporting of bullying/harassment – was the most recent incident you experienced or witnessed reported?**

	Actual Number
<b>Yes, formally</b>	16
<b>Yes, informally</b>	14
<b>No</b>	19
<b>Don't know/can't remember</b>	8

### **Key Points**

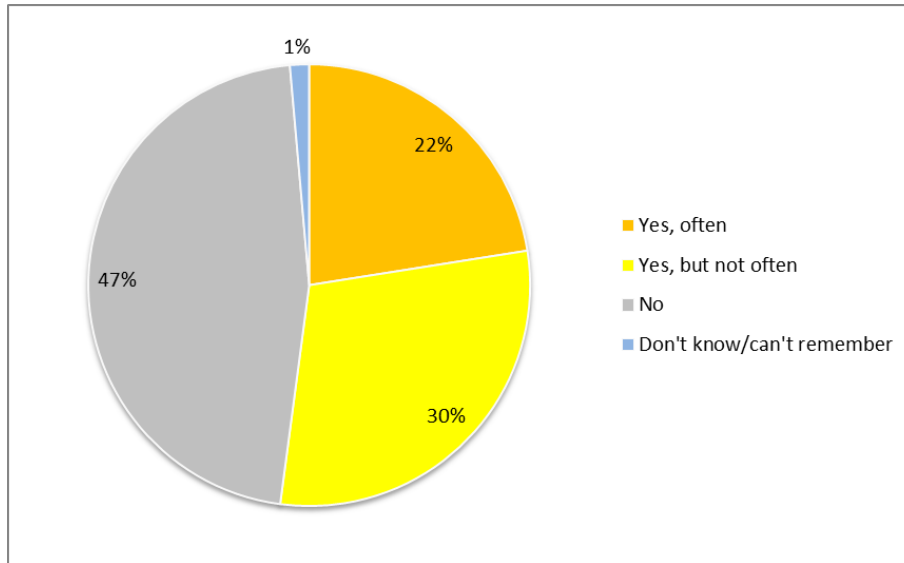
- Actual numbers have been used for this question, as it is a more accurate reflection of the situation at LDC.
- It was made mandatory to answer the initial question following very low response rate to the same question in 2013. The follow-up questions on this subject were not mandatory.
- 52.6% of staff said they had reported any incidents witnessed which indicates that staff feel that LDC would take action, but more work could be done to ensure staff feel it is a safe environment to report incident of bullying or harassment.
- Discrimination by staff in relation to gender and caring responsibilities has reduced from 2013
- 35 incidents of bullying or harassment were categorised under “other”. Some work could be undertaken to examine against what other characteristics staff felt discrimination was occurring.
- There is a slight increase from 2013. However in 2013 this question was not mandatory, therefore a large amount of staff skipped the question, which means a comparison cannot be fully accurate.

## Do staff feel supported during emotionally demanding work?

	Yes always (%)	Yes most of the time (%)	Not always (%)	Never (%)	Don't feel this is applicable in my role (%)
<b>Total for LDC</b>	16	33.8	29.1	4.2	16.9
<b>Housing</b>	21.88	25	37.50	6.25	9.38
<b>Environmental Health</b>	0	50	33.33	5.56	11.11
<b>Planning (inc Policy and Development Control)</b>	26.09	47.83	17.39	0	8.70
<b>Revenues and Benefits</b>	7.69	30.77	53.85	0	7.69
<b>Finance</b>	15.38	46.15	23.08	0	15.38
<b>Regeneration</b>	12.50	25	37.50	0	25
<b>Property and Facilities</b>	42.86	28.57	0	14.29	14.29
<b>District Services</b>	0	12.50	50	12.50	25
<b>Waste and Recycling and Street Cleansing</b>	0	22.73	36.36	13.64	27.27
<b>Legal and Democratic (inc Chief Executive's Office)</b>	18.18	54.55	9.09	0	18.18
<b>Corporate Support</b>	0	70	10	0	20
<b>HR</b>	50	25	25	0	0
<b>IT</b>	16.67	33.33	0	0	50
<b>Business Strategy and Performance</b>	30	40	0	0	30



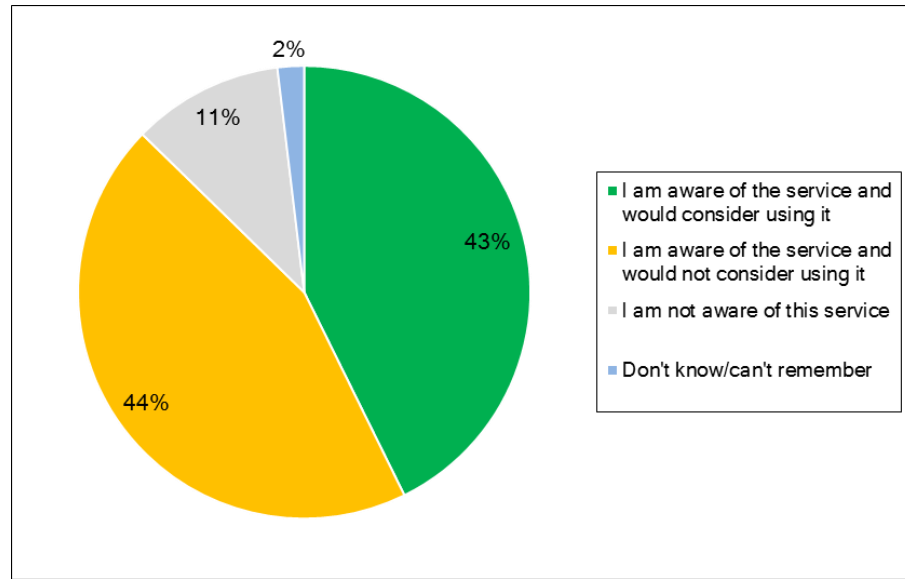
**Pressured to work long hours?**



**Those who were pressurised to work more hours, is this more than less than last year?**

	%
<b>Definitely more</b>	39.1
<b>Occasionally more</b>	27
<b>The same as the year before</b>	21.7
<b>Less than the year before</b>	1.7
<b>Don't know</b>	10.4

## Knowledge of counselling services?



## Key Points

- These questions were new for 2014 – therefore there is no comparison to 2013.
- 60% of staff feel supported at least most of the time during emotionally demanding work, though 53.85% of Revenues and Benefits staff do not always feel supported.
- More than 50% of staff felt that they were pressured to work long hours at some point, with an increase of 39.1% from how they felt last year.
- 87% of staff are aware of the counselling services, but 44% would not consider using it.

## Staff comments

### General – 45 text based responses

Issue	Frequency
Pace of change too fast – adverse effect on getting the job done, adverse impact on customers, increased pressure/demands on staff	7
Consultation/communication with staff needs improvement – timing/content/volume	7
Happy here, friendly place, supportive, helpful colleagues	5
Council has changed for the worse / low morale / stress	5
Top management distant / not engaging with staff	5
Too much kept from staff, leading to loss of trust	3
Not taking in to account staff experience / loss of experience with staff leaving/redundant	3
Issues with working environment/agile working	3
Changes are good and appreciate they are needed to serve our customers better	2
Survey does not ask enough about satisfaction, attitudes and motivation	1

### Staff's experience of change – 52 responses

Issue	Frequency
Negative impact on staff – uncertainty/low morale/stress	12
Lack of consultation/communication with staff	9
Trying to do too much at once/too rushed – not enough time to do it	8
Lost layers of management a problem - creating stress on staff /working unpaid hours	5
Process being communicated well – especially by line managers	4
Change driving out good/experienced people, eroding good will	3
Don't think it will benefit customers (seen as all about money)	2
Poor management of change	2
Agile working not working – shortage of meeting rooms and quiet spaces	2
Need more support through change	2
Equal ops being ignored	1

### Use of counselling service – 48 responses

Issue	Frequency
No need for it	14
Used, or would use, other service / other support	10
Lack of trust about confidentiality	9
Did not think it would address the issues	3
Lack of time	3
Not sure how to request it confidentially – would not want people to know	2
Used it – did not meet needs	1
Was not made aware of it	1
Would use it if needed it	1

**Agenda Item No:** 8 **Report No:** 103/15

**Report Title:** Scoping Reports – Village Agents Scheme and Living Wage Scheme

**Report To:** Scrutiny Committee **Date:** 10 September 2015

**Cabinet Member:** Councillor Elayne Merry

**Ward(s) Affected:** All wards

**Report By:** Nazeya Hussain, Director of Business Strategy and Development

**Contact Officer(s)-**  
**Name(s):** Rachel Allan  
**Post Title(s):** Performance Officer (Scrutiny)  
**E-mail(s):** [rachel.allan@lewes.gov.uk](mailto:rachel.allan@lewes.gov.uk)  
**Tel No(s):** 01273 471600 x 6228

---

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

1. To consider two potential future scrutiny reviews, namely “Village Agents” and “Becoming a Living Wage Authority”.

#### **Officers Recommendations:**

2. To agree the scope for a scrutiny review of Becoming a Living Wage Authority,, as set out in Appendix A,
3. To agree the scope for a scrutiny review of Village Agents, as set out in Appendix B, and
4. If the Committee wish to proceed with a scrutiny review, to agree the appointment, including size and make up, of Scrutiny Panels to oversee the work.

#### **Reasons for Recommendation**

5. To provide a focussed programme of work which will enable the District Council to consider whether any changes to its existing policies are to be recommended.
- 

#### **Information**

- 1 The two topics under consideration within this report are included in the Work Programme following a decision by Full Council at its meeting on 25 February 2015. The two topics are;

- Village Agent Scheme [Page 62 of 82](#)

- Lewes District Council becoming a Living Wage Authority
- 2 Details of the potential scope for both reviews are listed in Appendix A and B.
  - 3 The Committee is asked to consider whether the scopes , set out in Appendix A and B, adequately cover all the matters members wish to examine in any review, or whether any adjustments are required.
  - 4 If the Committee wish to proceed with either review, or both, a Scrutiny Panel will need to be appointed. It is usual for Scrutiny Panels to be made up of an odd number of Members (either 3 or 5) and maintaining political balance.
  - 5 Given the topics in question, both reviews could benefit from the involvement of external partners, as set out in the Scoping Reports. The Scrutiny Panels, when they meet, would be able to decide how best such involvement might be achieved.
  - 6 Should a review, or reviews, be agreed, a Project Plan for the review would be prepared by officers, for consideration by the Scrutiny Panel.

### **Financial Appraisal**

- 7 An annual budget of £1,000 is available to support the work of the Scrutiny Committee and its Scrutiny Panels. Any costs associated with the two reviews proposed are expected to be minor, given that the research work will be carried out in-house.

### **Legal Implications**

- 8 In considering the recommendations of this report, the Committee should adhere to the Scrutiny Procedure Rules set out in part 4 of the Council's constitution.

### **Risk Management Implications**

- 9 There is no requirement for an analysis of risk.

### **Equality Screening**

- 10 An equalities impact assessment is not considered necessary at this stage. If the Committee decides to proceed with either Review, an equality analysis would be undertaken as part of the review and would be reported along with the review findings.

### **Background Papers**

- 11 None

### **Appendices**

- 12 Appendix A – Scoping Report for Lewes District becoming an accredited Living Wage Authority

## **Appendix A: Scoping Report Template**

**Report Title: Becoming a Living Wage Accredited Authority**

**Report Author: Rachel Allan, Performance Officer (Scrutiny)**

### **Reasons for Scrutiny**

The suggestion for scrutiny in this area arose from a decision at Full Council held on 25 February 2015, following a Notice of Motion. The motion was:

“That time be allotted to the Scrutiny Committee to investigate and determine the implications and opportunities for the Council becoming an accredited Living Wage Authority”.

### **Background Information**

#### Context

The modern UK Living Wage Campaign was launched in 2001. The founders were parents in the east end of London, who wanted to remain in work, but found that despite working two or more minimum wage jobs they were struggling to make ends meet and were left with no time for family and community life. In 2005, following a series of successful Living Wage campaigns and growing interest from employers, the Greater London Authority established the Living Wage Unit to calculate the London Living Wage. In 2008 Trust for London selected the London Living Wage as a special initiative and made a grant of over £1 million to deliver direct campaign work, research and an accreditation scheme for employers. It is not a statutory requirement but a voluntary undertaking, by those organisations wishing to be a ‘Living Wage Authority’.

The Government announced in the recent budget that from April 2016 a new National Living will be introduced. This will start at £7.20 in April 2016 and rise to £9 an hour by 2020, replacing the £6.50 minimum wage. This will only apply to those workers aged 25 and over. This means that by 2020, someone aged over 25 working 35 hours a week and previously earning October's minimum wage of £6.70 will see their wages go up by around £4,000 a year.

The Living Wage Foundation's view is that this is effectively a higher national minimum wage rather than a Living Wage.

#### Potential benefits

Research has shown that two thirds of employers that have participated in the Living Wage scheme reported a significant impact on recruitment and retention within their organisation. 70% of employers felt that the Living Wage had increased consumer awareness of their organisation's commitment to be an ethical employer.

Following the adoption of the Living Wage, Price Waterhouse Cooper found turnover of contractors fell from 4% to 1%. 75% of employees reported increases in work quality as a result of receiving the Living Wage. 50% of employees felt that the Living Wage had made them more willing to implement changes in their working practices; enabled them to require fewer concessions to effect change; and made them more likely to adopt changes more quickly.

#### National Picture

A total of 157 councils have signed up so far. Many other organisations, public and private, have signed up, there are around 1500 bodies participating in total across the UK.



### Local Picture

The Council currently has one member of staff earning slightly less than the living wage. This will be rectified as part of the harmonisation of those contracts scheduled for 1 April 2016.

However, to become accredited, the council would need to demonstrate a commitment that could require a different approach when working with contracted staff and with apprentices.

Councils locally who have been accredited as a Living Wage Authority include Brighton and Hove City Council and Crawley Borough Council.

### Other Considerations

Should this review be undertaken the following issues would need to form a part of the scope:

- Accreditation
- Contractors
- Apprenticeship Programmes

### **Link to Strategic Objectives**

**Partnership** – to work with staff and partners to inspire exceptional contribution

### **Objectives of the Review**

The objective of this review is to determine what the implications would be on LDC of becoming a Living Wage Accredited Authority, considering the both the risks and benefits, in order to make appropriate recommendations on this issue.

### **Not in Scope of Review**

The following items will not be considered as part of the review:

- Minimum wage

### **Timeframe**

A potential timeframe for this is suggested below:

October 2015: First Meeting of the Panel. Invite relevant stakeholders to give evidence.

November 2015: Second and Final Meeting – develop recommendations based on evidence.

January 2016: Full Scrutiny Committee agree recommendations from review.

February/March 2016: Recommendations considered at Cabinet.

### **Outlining the stakeholders and evidence required**

HR Services.

Unison: Views on becoming a Living Wage Authority.

Research into other local authorities: Who has already implemented the scheme, and learn from their experience.

Procurement: Impact on contracts at Lewes District Council, may wish to talk to local businesses who the Council contracts work to.

Apprentices: Assess possible implications for future Apprentice programmes.

### **Resources**

To become accredited, there is an annual cost.

Cost to staff budgets (£0 at present) but could be future financial implications.

There should be no need to use the scrutiny budget for this review, as the work can be undertaken in house, unless the Panel feels that a visit to another local authority who has implemented the scheme is required.

### **Approval of Scope**

(a) Head of Service	Jo Harper (Approved 23/7/15)
---------------------	------------------------------

(b) CMT	Approved 19/8/15
---------	------------------

(c) Scrutiny Committee	
------------------------	--

## **Appendix B: Scoping Report Template**

**Report Title: Village Agents Scheme**

**Report Author: Rachel Allan, Performance Officer (Scrutiny)**

### **Reasons for Scrutiny**

The suggestion for scrutiny in this area arose from a recommendation from Full Council held on 25 February 2015, following a Notice of Motion:

“That the Council give consideration to the creation or support of a Village Agents Scheme, and that the Scrutiny Committee undertake to scope and research this work and seek out partnerships. Should the Scrutiny Committee and Cabinet agree it, any call on funding would be from the Strategic Priority Fund”.

### **Background Information**

#### Context

Village Agents began as part of the LinkAge Plus scheme funded by the Department for Work and Pensions in 2006. The aim was to provide older people in the county's rural communities with easier access to information and services. Village Agents becomes a trusted and well integrated person within the community, helping to improve the information and communications between and within the community and supporting the development of local initiatives as defined by local needs and aspirations. The Village Agents' role is as a facilitator and catalyst for community development but also be a conduit to and from external service providers and agencies that support individuals thus effectively linking services to people and their community. This role can be either paid, or in a voluntary capacity.

#### Potential benefits

Each Scheme is slightly different in its approach, but the common thread is providing easy access in a rural area, through a key individual, to a wide range of information that will enable residents to make informed choices about their present and future needs. Often this is a scheme in partnership with an organisation, such as Age Concern, directed at older people, although many schemes are relevant for the community as a whole. The Wealden Scheme has established over fifty new groups and programmes in the rural communities of the district, and established a resource scheme to lend equipment (sports and games) to groups.

Village Agents can also be used by organisations, such as the Council to gain intelligence from rural communities, and to get key council messages out to those communities.

#### National Picture

There are around thirty schemes across the UK, most of which are aligned with another organisation such as Age Concern or a local voluntary group.

#### Local Picture

Action in Rural Sussex is currently running a scheme in Wealden, funded by East Sussex County Council. This focus is empowering the community to continue this work, therefore continual funding is not necessary. It's about building self-sufficiency in the community. The scheme in Wealden has run for one year. In this scheme, Village Agents are paid for 16 hours per week.

#### Other Considerations

- Whether the scheme is voluntary or paid.

- Whether a pilot scheme should be examined.
- Should the scheme be targeted at older people.
- Are there other organisations the Council could work with.
- Who other suitable funding bodies might be for such a scheme

#### **Link to Strategic Objectives**

**Customers** – to have an unswerving commitment to customer service

**Partnership** – to work with staff and partners to inspire exceptional contribution

#### **Objectives of the Review**

The objective of this review is to determine what the implications would be on LDC of funding a Village Agents Scheme in the rural areas of the District, considering the both the risks and benefits, in order to make appropriate recommendations on this issue.

#### **Not in Scope of Review**

The following items will not be considered as part of the review:

- The District Council running an in-house Scheme

#### **Timeframe**

A potential timeframe for this is suggested below:

October 2015: First Meeting of the Panel. Invite relevant stakeholders to give evidence.

December 2015: Second Meeting – develop recommendations based on evidence.

January 2016: Final Meeting – Finalise Recommendations.

March: Recommendations agreed by Whole Committee.

April: Recommendations considered at Cabinet.

#### **Outlining the stakeholders and evidence required**

Parish Councils: Whether they could support such a scheme and welcome it in their area.

Current Village Agents in Wealden: Front line information – how the scheme has worked and lessons learnt.

Action in Rural Sussex: How the scheme has worked in Wealden, suggestions for how it be expanded in Lewes District.

Other Schemes across the country to look at different models.

#### **Resources**

Action in Rural Sussex estimate it will cost: £10-15K to extend the scheme into Lewes District for one year. Full Council agreed on 25 February 2015 that should the Scrutiny Committee and Cabinet agree it, any call on funding would be from the Strategic Priority Fund.

**Approval of Scope**

(a) Head of Service	Jo Harper (Approved 23/7/15)
(b) CMT	Approved 19/8/15
(c) Scrutiny Committee	

## Forward Plan of Decisions – 1 September 2015 to 31 December 2015

Published: 24 August 2015

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
------------------------------------	-------------------------	---	--	----------------------	-----------------

### Key Decisions:

Approval of Council's Tenancy Policy (Lead Councillor: Councillor Maskell)	22 September 2015 (this will be a Lead Councillor decision)	<p>Consultation event held 15 January 2014 – open to residents, Lewes District Council (LDC) tenants and councillors</p> <p>Consultation on key proposals of policy carried out. Sent to councillors, 25% of applicants on Housing Register and publicised in Tenants Voice and District News. Closing date of consultation 2 January 2015.</p> <p>Draft policy put on website to conclude consultation with a closing date of 24 July 2015</p>	Representations received via online form, paper survey and email, from residents (including tenants) and councillors by 24 July 2015 to contact officer and Housing Policy & Performance Manager	<p>LDC Tenancy Policy</p> <p>LDC Tenancy Strategy</p> <p>LDC Allocations Policy</p>	<p>Liz Martin Service Manager – Tenancy Management 01273 471600 <a href="mailto:liz.martin@lewes.gov.uk">liz.martin@lewes.gov.uk</a></p>
--	---	---	--	---	--

<b>Proposed decision to be considered</b>	<b>Date of Cabinet meeting</b>	<b>Consultation: How, with whom and by what date</b>	<b>Representations: How, by whom and by what date</b>	<b>Background documents</b>	<b>Contact Officer</b>
Financial Update: Revenue Budgets and Capital Programme (Lead Councillor: Councillor Smith)	24 September 2015	None	Direct to Contact Officer by email, writing or telephone by 11 September 2015	None	Alan Osborne Director of Corporate Services 01273 661377 <a href="mailto:finance@lewes.gov.uk">finance@lewes.gov.uk</a>
The Council Plan (Lead Councillor: Councillor Blackman)	24 September 2015	Internal only	Not applicable	None	Sue Harvey Strategic Performance Manager 01273 471600 (ext 6119) <a href="mailto:sue.harvey@lewes.gov.uk">sue.harvey@lewes.gov.uk</a>
Wave Leisure Annual Summary of Performance (Lead Councillor: Councillor Maskell)	24 September 2015	None	None	None	Bee Lewis Head of Property and Facilities 01273 661101 <a href="mailto:bee.lewis@lewes.gov.uk">bee.lewis@lewes.gov.uk</a>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>Land for Development at Ringmer (Anchor Field)            (The Appendix to this Report is likely to contain Exempt (ie confidential) information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it will include information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information.            (Lead Councillor: Councillor Smith)</p>	<p>24 September 2015</p>	<p>None</p>	<p>None</p>	<p>Land for Development at Ringmer (exempt Cabinet Report dated 5 January 2015)</p>	<p>Bee Lewis            Head of Property &amp; Facilities            01273 661101            bee.lewis@lewes.gov.uk</p>



Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>Resolution to Compulsory Purchase Land (The Appendix to this Report is likely to contain Exempt (ie confidential) information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it will include information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information. (Lead Councillor: Councillor Smith)</p>	<p>24 September 2015</p>	<p>None</p>	<p>None</p>	<p>None</p>	<p>Catherine Knight Assistant Director of Corporate Services 01273 661116 Catherine.Knight@lewes.gov.uk</p>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>Report to update Cabinet on the progress of the Transformation Programme and invite Cabinet to set the future scope of shared working with Eastbourne Borough Council. The report will inform the Cabinet of the outcome of the procurement process for new technology and business change consultancy (to implement the New Service Delivery Model) and set out the implications of alternative options for extending shared services for the decision to award (The Report and/or Appendices are likely to contain Exempt (ie confidential) information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as they will include information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information. (Lead Councillor: Councillor Blackman)</p>	<p>24 September 2015</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Report 162/14 to Cabinet on 20 November 2014 entitled "Procurement of New Service Delivery Model Technology and Consultancy Services" (Minute 45 refers).</p> <p>Report No 47/15 to Cabinet on 19 March 2015 entitled "Finance Update" (Minute 81.3 refers).</p>	<p>Alan Osborne            Director of Corporate Services            01273 471600            alan.osborne@lewes.gov.uk</p>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
To consider the recommendation to Full Council of the Adoption of the Community Infrastructure Levy (CIL) Charging Schedule (Lead Councillor: Councillor Jones)	24 September 2015	No further consultation required. Public consultation has been undertaken	Not applicable	Lewes District Council CIL Charging Schedule  Lewes District Council Instalments Policy	Tondra Thom Principal Planning Officer 01273 484417 <a href="mailto:tondra.thom@lewes.gov.uk">tondra.thom@lewes.gov.uk</a>
Financial Update: Revenue Budgets and Capital Programme (Lead Councillor: Councillor Smith)	23 November 2015	None	Direct to Contact Officer by email, writing or telephone by 10 November 2015	None	Alan Osborne Director of Corporate Services 01273 661377 <a href="mailto:finance@lewes.gov.uk">finance@lewes.gov.uk</a>
To endorse the Council's response to the South Downs National Park Authority's consultation on its Local Plan Preferred Options and Site Allocations document (Lead Councillor: Councillor Jones)	23 November 2015	By email, with all Members of Wards within or partially within the South Downs National Park, on the date of publication of the National Park Local Plan Preferred Options and Site Allocations consultation document, anticipated September 2015	Direct to the Contact Officer via email or letter by 9 <sup>th</sup> October 2015, or alternatively direct to the South Downs National Park Authority by the end of the formal consultation period.	South Downs National Park Local Plan Preferred Options and Site Allocations Consultation Document	Robert King Senior Planning Officer 01273 471600 <a href="mailto:robert.king@lewes.gov.uk">robert.king@lewes.gov.uk</a>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>To agree the heads of terms of a Joint Venture Agreement for the North Street Quarter project, and to set the process for agreeing and operating the Joint Venture (The Appendix is likely to contain Exempt (ie confidential) information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it will include information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information. (Lead Councillor: Councillor Blackman)</p>	<p>23 November 2015</p>	<p>There has been detailed consultation on the proposed scheme before and during the planning application</p>	<p>See planning application</p>	<p>All planning application documents</p>	<p>Max Woodford Head of Regeneration and Investment 01273 661378, <a href="mailto:max.woodford@lewes.gov.uk">max.woodford@lewes.gov.uk</a></p>

<b>Proposed decision to be considered</b>	<b>Date of Cabinet meeting</b>	<b>Consultation: How, with whom and by what date</b>	<b>Representations: How, by whom and by what date</b>	<b>Background documents</b>	<b>Contact Officer</b>
Newhaven Enterprise Centre – Proposed Extension to existing Operational Management Agreement with Basepoint Centres (Lead Councillor: Councillor Blackman)	23 November 2015	Not applicable	Not applicable	Not applicable	Peter Sharp Regeneration Project Manager 01273 661125, peter.sharp@lewes.gov.uk

### **Non-Key Decisions:**

To consider undertaking a review of the Council's governance arrangements (Lead Councillor: Councillor Blackman)	24 September 2015	Not applicable	Not applicable	Not applicable	Jackie Gavigan Head of Democratic Services 01273 661117 Jackie.Gavigan@lewes.gov.uk
--	-------------------	----------------	----------------	----------------	--

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>Disposal of Land at Southdowns, Plumpton (The Appendix to this Report is likely to contain Exempt (ie confidential) information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it will include information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information. (Lead Councillor: Councillor Smith)</p>	<p>24 September 2015</p>	<p>None</p>	<p>None</p>	<p>None</p>	<p>Bee Lewis Head of Property &amp; Facilities 01273 661101 <a href="mailto:bee.lewis@lewes.gov.uk">bee.lewis@lewes.gov.uk</a></p>

<b>Proposed decision to be considered</b>	<b>Date of Cabinet meeting</b>	<b>Consultation: How, with whom and by what date</b>	<b>Representations: How, by whom and by what date</b>	<b>Background documents</b>	<b>Contact Officer</b>
Report to request Cabinet to authorise a study of the feasibility of developing a training hotel at a site in the District, in partnership with a local training provider (Lead Councillor: Councillor Blackman)	24 September 2015	Not applicable	Not applicable	Not applicable	Nazeya Hussain Director of Business, Strategy and Development 01273 471600 Nazeya.hussain@lewes.gov.uk
Portfolio Progress and Performance Report (Lead Councillor: Councillor Merry)	24 September 2015	Internal only	Not applicable	None	Sue Harvey Strategic Performance Manager 01273 471600 (ext 6119) <a href="mailto:sue.harvey@lewes.gov.uk">sue.harvey@lewes.gov.uk</a>
Fees and Charges (Lead Councillor: Councillor Smith)	23 November 2015	None	None	Lewes District Council Guiding principles for setting fees and charges	Stephen Jump Head of Finance 01273 484043 <a href="mailto:steve.jump@lewes.gov.uk">steve.jump@lewes.gov.uk</a>
Portfolio Progress and Performance Report (Lead Councillor: Councillor Merry)	23 November 2015	Internal only	Not applicable	None	Sue Harvey Strategic Performance Manager 01273 471600 (ext 6119) <a href="mailto:sue.harvey@lewes.gov.uk">sue.harvey@lewes.gov.uk</a>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>Fees and Charges – Commercial Waste and Recycling Collection            (The Report is likely to contain Exempt (ie confidential) information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), as it will include information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information.            (Lead Councillor: Councillor Smith)</p>	<p>23 November 2015</p>	<p>None</p>	<p>None</p>	<p>Lewes District Council Guiding principles for setting fees and charges</p>	<p>Stephen Jump            Head of Finance            01273 484043  <a href="mailto:steve.jump@lewes.gov.uk">steve.jump@lewes.gov.uk</a></p>



Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
Equality and Diversity – Annual Report 2014/15 (Lead Councillor: Councillor Merry)	23 November 2015	Internal with Officers at Lewes District Council by the end of October 2015	Not applicable	Not applicable	Ioni Sullivan Performance Officer (Equalities) 01273 471600 Ext 1370 <a href="mailto:equalities@lewes.gov.uk">equalities@lewes.gov.uk</a>

## Scrutiny Committee Work Programme 2015/16

<b>May 2015</b>	No meeting
<b>June 2015</b>	Chair of the Council's Annual Business Report Consider Work Programme Performance Monitoring – Quarter 4
<b>July 2015</b>	No meeting
<b>August 2015</b>	No meeting
<b>September 2015</b>	Village Agent Schemes Scoping Report Living Wage Scoping Report Performance Monitoring – Quarter 1
<b>October 2015</b>	No meeting
<b>November 2015</b>	Performance Monitoring – Quarter 2
<b>December 2015</b>	No meeting
<b>January 2016</b>	Consider budgetary matters and report to Cabinet Voluntary Sector Monitoring
<b>February 2016</b>	No meeting
<b>March 2016</b>	Consider crime and disorder matters Performance Monitoring – Quarter 3
<b>April 2016</b>	Consult relevant bodies for suggestions for 2015/16 Work Programme

### **Ongoing Matters**

Monitoring of Recommendations/Updates on Reviews  
Councillor Calls for Action  
Call-in