



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, 19 November 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.

11/11/2015

Catherine Knight
Assistant Director - Corporate Services

Agenda

- 1 Minutes**
To approve the Minutes of the Meeting of the Scrutiny Committee held on 10 September 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 from Councillors**
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 Sussex Police in 2020 - Working for a Safer Sussex (page 3)**
To receive the presentation by Inspector Rob Leet, Sussex Police.
- 7 Equalities Annual Report (page 23)**
To consider the Report of the Director of Business Strategy and Development (Report No 157/15 herewith)
- 8 Portfolio Progress and Performance Report Quarter 2 (July - September 2015) (Page 38)**
To consider the Report of Director Business Strategy and Development (Report No. 158/15 herewith)
- 9 Forward Plan (page 58)**
To receive the Forward Plan for the Council (copy herewith)
- 10 Scrutiny Committee Work Programme 2015 (page 65)**
To consider the Scrutiny Committee Work Programme 2015 (copy herewith)
- 11 Date of Next Meeting**
To note that the next meeting of the Scrutiny Committee is scheduled to be held on Thursday 14 January 2016 in the Telscombe Room, Southover House, Southover Road, Lewes commencing at 10am

For further information about items appearing on this Agenda, please contact:

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Distribution:

Councillors: P Gardiner (Chair), S Adeniji, J Carter, N Enever, J Harrison-Hicks, V Ient, C R O'Keeffe, I Lington, S J Osborne, J Peterson and C Sugarman



Sussex Police in 2020

Working for a safer Sussex



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Giles York QPM

Chief Constable of Sussex Police



Chief Constable Giles York QPM

Over the past year, we have invested in experts to work alongside serving officers and staff to create a vision for our new local policing model. One that we will develop and deliver over the next five years to meet the challenges of the future.

I believe we have created an affordable plan to deliver effective policing in the future. There will be substantial change – we can't shy away from the difficult financial outlook we face which requires new ways of working with the public, businesses, the whole criminal justice system and partners alike. We will keep what works, so much of what we deliver will be familiar to you.

Our ethical, transparent and accountable local policing model encompasses crime prevention, response and investigation and will remain at the heart of what we do with local policing commanders responsible for the policing in their

areas. This new model must reduce demand. This means creating a modern workplace and a modern workforce, with highly trained officers and staff able to respond flexibly to changing types of crime and the needs of the people and businesses that we serve.

One of our challenges is financial. The government grant, which pays for about 70 per cent of your local policing, has already reduced, meaning we have had to make savings in the region of £50m. Further savings of £57m may be required over the next four years. Sussex is already recognised as a low-cost police force, so making savings and maintaining service standards is going to be challenging.

Since the last restructure of Sussex Police in 2003 the world has changed significantly. The population across Sussex has grown by more than 100,000 to 1.6m. Technology has transformed how society, and criminals, operate. Overall crime has fallen substantially but new threats, new challenges and new types of crime have surfaced.

Sussex Police is one part of a regional, national and international model of policing that protects local people. Our model recognises our role in working with a range of partners so that we can maximise the time our officers and staff can focus on protecting the vulnerable by catching criminals and preventing crime.

The future model retains the success of the past. It will be built on evidence and principles which define ethical policing. We need a workforce that demonstrates impartial service to the law.

Serving Sussex 2015

Beginning the transformation

Sussex Police has been on a journey of considerable change for some time. Since 2010, financial and operational savings amounting to more than £50m have been identified and delivered through our comprehensive modernisation programme entitled 'Serving Sussex 2015'. Further significant change, to meet future financial constraints, will see Sussex collaborate with Surrey Police and other regional and national partners; however, core aspects of our service will continue to be provided locally.

We initially began working with Surrey Police on Major Crime, Forensics and Firearms; saving money and improving the resilience of both forces. However, as the financial challenge increased through 2012 and

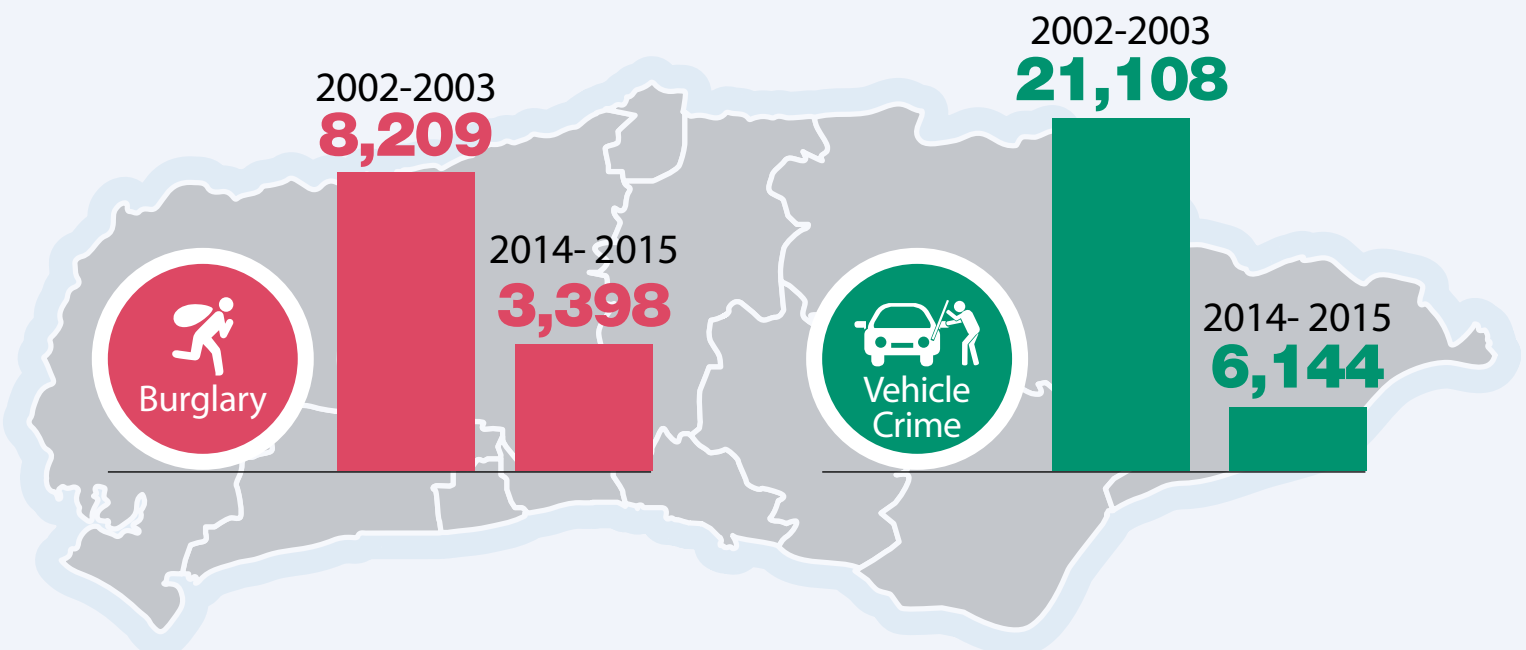
2013, further collaboration - Procurement, Transport, and other centralised operational policing functions - has been introduced.

In their most recent assessment of how police forces are responding to austerity, Her Majesty's Inspectorate of Constabulary assessed Sussex as 'good'. This means that the Force is taking the necessary steps to secure its financial future for the short and long term and that the force has an affordable and efficient way of providing policing. Sussex has long been a safe place to live and work - levels of reported crime fell consistently between 2003 and 2014. To illustrate this, reported levels of domestic violence, household burglary and vehicle crime have changed dramatically over the past 11 years, when the last

major review of the force was completed. Across the whole of Sussex there were 8,209 burglaries in 2002/03, yet by February 2015 this had fallen to 3,398. Similarly, reported vehicle crime fell from 21,108 in 2002/03 to 6,144 in the year to February 2015.

Contrasting these welcome falls, other crime types are now reported to us far more. In West Sussex alone there have been nearly 7,800 reported domestic abuse crimes and incidents in the past year, compared with fewer than 6,600 in 2003. This suggests that victims of domestic abuse are more confident in reporting to the police.

As the types and nature of crime has changed, our policing model must change too.



Looking to 2020

A police force for the future

Our change programme has three key aims:

- 1 maintain the delivery of local policing outcomes and meet national policing requirements
- 2 improve accountability and transparency
- 3 maximise the use of available resources to reduce cost whilst protecting frontline policing

“ In 2020 the Sussex Police force will protect its communities, prioritising those who are most vulnerable to harm, and be relentless in the pursuit of criminals. We will operate efficiently to a reduced budget; being a modern, trusted workforce with integrity at our core. The absence of crime and disorder, together with strong community engagement, will be our measure of success ”

Chief Constable Giles York

Our new local policing model is designed to ensure the force is built to prevent and detect today's crimes, and be flexible to adapt to future demands, rather than stick with an outdated model that no longer reflects the demands placed on us. Sussex Police will focus resources on areas of vulnerability, threat, risk and harm, freeing us to concentrate on areas where real impact can be delivered in reducing crime and disorder.

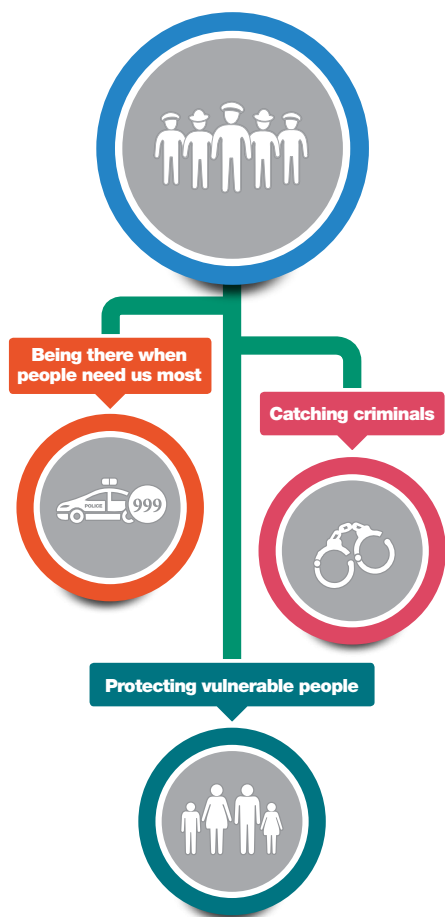
We must prioritise areas of need, rather than maintain a rigid, district-based model irrespective of vulnerability. Competent, highly-trained officers and staff will be dedicated

to providing the best possible service to those who most need it. We will keep a named person, responsible for each local area - and will maximise the benefits of volunteers, such as Special Constables. Our service will deliver an emergency response from an officer who will deal with any resulting investigation and be the point of contact for the victim and witnesses as the case progresses to its conclusion.

The local policing model described here must be seen in a much wider context, with a range of partner organisations and agencies working to protect people and businesses. This is described in greater detail on page 16 .

Our police force

Providing a professional emergency service, catching criminals and protecting vulnerable people



Our core policing mission – to prevent and detect crime, keep the peace and respond to emergencies – remains our primary focus. We will continue to deliver the Sussex Police and Crime Commissioner’s Police and Crime Plan, with its priorities informed by the public of Sussex, together with all our regional, national and international responsibilities. We are an emergency service.

- By 2020 Sussex Police will have changed substantially. Some of the services we deliver will be new to meet changing demand and increasing public expectations. The core foundations of the organisation will remain
- Policing by consent
- Upholding the law fairly, firmly and impartially
- Policing for the public and being accountable to the public
- Acting professionally, independently and with integrity

All of this will be as important in 2020 as it has always been.

When we receive a call for help or assistance we will respond effectively and efficiently, prioritising the service and resource based on the level of threat, risk and harm.

That means that we will not respond to non-emergency issues that should be better dealt with by other partners or agencies. Over the next three years we will work closely with partners to ensure services are provided by those with the expertise and responsibility to do so.

We will continue to prioritise crime reduction and prevention – Sussex is a safe place and has become

increasingly so as crime has fallen, but criminals are moving into new areas. We will pursue criminals and identify new and effective ways of working to protect those most vulnerable in our society.

Organised crime groups, using new technology to commit crime anywhere in the world, will not be deterred by officers patrolling a particular beat.

To fight crime effectively, we need to demonstrate what a visible presence looks like. Whilst we will retain our local policing approach, it will look and feel very different to today.

Our police force

Providing a professional emergency service, catching criminals and protecting vulnerable people



We can only be effective by understanding and responding

to the policing needs of local people, understanding the

changing nature of crime and having the right capability and partnerships to tackle it head on. At the same time we must seek to explain both our core mission and the public's role in keeping the peace and preventing crime; from giving us information about criminality through to acting as a witness in court.

Our commitments



- Keeping Sussex a safe place to live and work
- Upholding the law fairly, firmly, ethically and with impartiality
- Preventing crime, catching criminals and protecting vulnerable people from harm
- Bringing offenders to justice, particularly the most serious offenders
- Maintaining or improving the delivery of local policing outcomes
- Putting the public first

What this means for the public we serve



- There in times of need: we will always attend when there is a reason to
- Responding as an emergency service to calls for assistance
- Honest about what we can deliver, and delivering when we say we will
- Being accountable to the public, especially victims

What this means for our workforce



- Acting with integrity, compassion and respect for the individual
- Using discretion, professional judgement and common sense in the public interest

What this means for our partners



- Clarity about how all our services work together
- Clarity about roles and responsibilities, ensuring those in need get the right service from the right provider

Efficient and affordable

Delivering an efficient and lower cost service, delivering joint services with partners and providers

The Government has been taking forward a far-reaching reform of policing in England and Wales since 2010, arguably the most radical change to the policing landscape in 50 years. Sussex Police, like

the rest of the public sector, must rise to the challenge of reducing spending, while maintaining and improving the service to the public. That means cutting crime whilst cutting costs.



Although the Force has taken measures to reduce expenditure and improve efficiency and effectiveness over the last four years, new plans are needed to meet the forecast fiscal challenges up to 2020.

We face a number of challenges:

Significant budget pressures; in the region of £50m has already been saved, with a similar amount to be found in the next five years, resulting in further pressure.

Changing demand for services, with a shift away from traditional crime types and emerging threats in areas such as cybercrime, human trafficking and child sexual exploitation.

Increasing public expectations

to access services more freely, through customised self-service, and a continued requirement for transparency and integrity.

Protecting the front line to maintain core services for the people of Sussex.

The need to identify and manage risk effectively in complex incidents, often involving partner agencies. The past five years of austerity have changed the face of the public sector. The future financial landscape is equally tough and we will be open with local people about how we and partners need to find evidence-based solutions and be clear about roles and responsibilities.

These challenges need to be considered, not just in terms of delivering the Sussex Police and Crime Commissioner's

Police and Crime Plan priorities, but in the context of greater scrutiny and regulation from Her Majesty's Inspectorate of Constabulary, the Independent Police Complaints Commission and the College of Policing.

Building joint services with other public, private and voluntary sector providers will reduce the overall cost of services, reduce duplication and ensure clear accountability.

By looking at the whole organisation, we can avoid taking decisions that would reduce expenditure but could have a detrimental effect on policing outcomes. By understanding the nature and effects of crimes on vulnerable groups, communities and locations, we can target our people, bearing down on criminality to make the greatest impact.

Efficient and affordable

Delivering an efficient and lower cost service, delivering joint services with partners and providers



Whilst making it clear to local people who they should go

to for help is important, so too is a transformed approach

to working with others to prevent crime and anti-social behaviour and to reduce the likelihood of offenders re-offending.

This will involve targeting resources, better pooling of skills and making information and support readily available to the public and providers - using a range of technology.



Our commitments

- Delivering services in a way that has been properly researched and tested
- Increasingly, providing enhanced services through working collaboratively with other police forces and increased regional and national service provision



What this means for the public we serve

- Easier for you to contact us in different ways, including online and through social media
- Tackling new types of crime including cybercrime, human trafficking and child sexual exploitation
- Being able to report a crime and then have access to and receive updates on your case



What this means for our workforce

- Sophisticated intelligence tools to target patrols and understand emerging risks
- Knowing where vulnerable people live and what involvement we and our partners have had
- Knowing what works in the delivery of policing and being able to use this to inform what we do



What this means for our partners

- Systems that allow better information sharing
- Working jointly to understand and meet the needs of the communities we serve

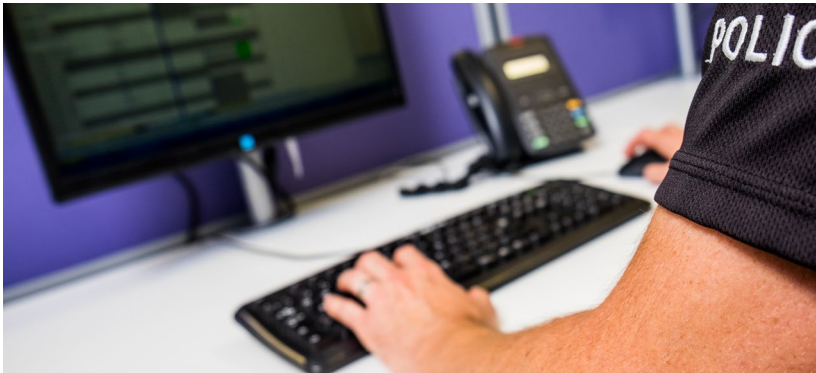
Reducing demand

Prioritising our services that focus on managing our core demand. Transforming how we interact with our communities

We will prevent and investigate crime and respond to emergencies. We will create an environment where people can live and work safely and securely.

The size of the financial challenge means we will need to reduce the size of our workforce by 700 officers and staff delivering local policing and a further 300 posts

elsewhere. If we are going to reduce the team, we must also reduce demand. Asking for more with less is not a sustainable option, either for our workforce or the public we serve.



involving the public and providers to develop services that provide the best results.

Whilst the detailed examination of local policing will assess future levels of demand, to ensure resourcing is appropriately allocated, we will be clear with the public and our partners that our focus will be to deliver our core mission, and not deliver services that others provide more efficiently.

Integral to our policing model will be a much improved ability to signpost people to those partners and organisations with the expertise and responsibility to deal with non-police calls for service. This benefits the person calling, and will help us focus on where can make the greatest impact in reducing crime and disorder.

We will always attend a crime or incident where necessary, and will prioritise our response based on the level of threat, risk and harm. But we will not respond to non-emergency issues that are better dealt with by other partners or agencies.

The Crime Survey for England and Wales says crime is at its lowest level since the survey began in 1981. Crime continued to fall in Sussex throughout the last round of spending cuts, and in the year to March 2014, crime rates fell more than in England and Wales.

Since 2002/03, reported crime in Sussex has fallen by nearly 33%, yet the number of telephone calls we receive has fallen by less than 20% - and that doesn't include online reporting, which wasn't an option 11 years ago.

The nature of crime is changing rapidly. Her Majesty's Inspectorate of Constabulary

has commended the work already done to understand crime demands. We must continually improve our understanding, reduce demand, match resources in the most efficient way and exploit collaboration with other forces and agencies to drive down costs.

Our new model will see teams working more closely, with multi-skilled officers and staff able to work together across county boundaries, responding to areas of high demand or high risk across Sussex. Proactive policing goes beyond traditional crime prevention advice and towards new ways of contacting us such as accessing online services and ultimately to

Reducing demand

Prioritising our services that focus on managing our core demand. Transforming how we interact with our communities



Prioritising proactive policing where it reduces demand for a police response begins to redefine the relationship between police and the public, everyone has a part to play in reducing and preventing crime, and this allows us to focus on protecting the most vulnerable.



Our commitments

- Understanding the types and locations of demand and taking action to prevent crime and protect vulnerable people from harm
- Keeping the peace
- A named person responsible for each local area



What this means for the public we serve

- We will help you reduce the risk of being a victim of crime or anti-social behaviour
- Patrols where they are needed, along with an online presence, to prevent crime, catch criminals and provide reassurance
- Signposting you to the right people to meet your need



What this means for our workforce

- Satellite hubs for Response to ensure all areas within the force are covered geographically
- Knowing where vulnerable people live and what involvement we and our partners have had



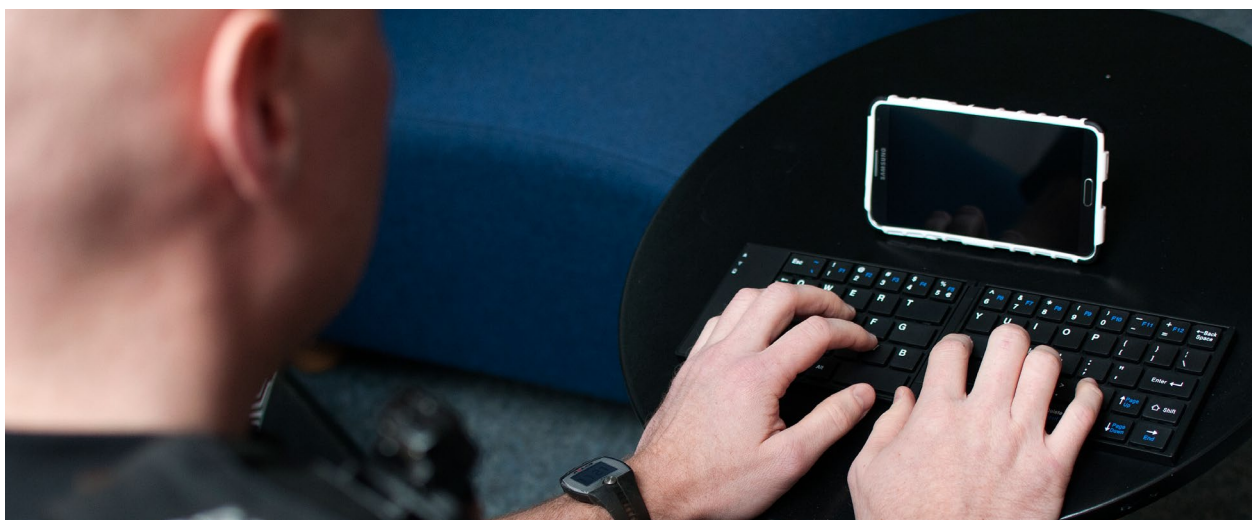
What this means for our partners

- We will not deliver some services or accept responsibility for demand that is not our core mission except where co-production or joint services can provide mutual benefit
- Partnership activities will focus on services that address agreed priorities that mutually benefit partners, the police and the public

A modern workforce

Creating a smaller, modern workforce that is flexible, capable, trusted and acts with integrity

Our promise to be open and accountable remains central to how we operate as a police force. The public of Sussex must be confident that our staff and officers will always act with fairness, impartiality and integrity and that the service they provide is their foremost priority.



The duty to protect the public falls primarily to the police. It can be forgotten sometimes that police officers are merely members of the public, paid to protect society. In this regard the police hold not only a special position of power in society, but also one of trust.

With those positions go high expectations; these are expectations not only of integrity and honour, but of efficiency and effectiveness in dealing with the causes and the consequences of crime.

Regardless of the pressures we face and the changes we will introduce, we will remain transparent, open to scrutiny and honest when we get things wrong. Sussex Police will act at all times with integrity, with our officers and staff consistently displaying the highest ethical standards and in accordance with the College of Policing's Code of Ethics.

HMIC acknowledges Sussex is already a

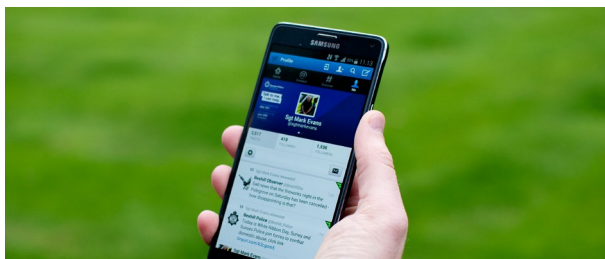
comparatively low spending police force – spending less per head of population on policing than most other forces in England and Wales. But, low costs and our track record of making savings on what we spend on equipment, vehicles and accommodation means future savings will necessitate further staffing reductions.

For too long the debate on policing has focused on its capacity: the number of officers, the proportion of officers on the frontline and the size of police budgets. Instead we need to concentrate on what can be delivered with the resources we have.

The police officer of the future will be more multi-skilled; we will only create and maintain specialisms where it is essential. That means our workforce will be more adaptable, skilled and professional, able to respond quickly to changing demand as we prioritise our response to meet the policing needs of the public and business.

A modern workforce

Creating a smaller, modern workforce that is flexible, capable, trusted and acts with integrity



Our new local policing model is designed to operate effectively and efficiently with a smaller workforce. That is an inevitable consequence of the financial challenge facing us. It will develop

over the next three years after being rigorously tested – no substantial changes will be made until we know the model works.

It is designed to be more flexible and we will embark on a programme of training so our workforce can carry out a broad range of problem-solving activities from licensing to tackling antisocial behaviour and hate crime. Professional staff will be in the right place, with the right information and the right skills to provide the service that is expected and deserved.



Our commitments

- Our officers and staff will always act with fairness, impartiality and integrity



What this means for the public we serve

- The public must be able to trust the police to be competent and to act ethically. The Code of Ethics allows the public to assess what they should expect from the police
- The level of investigation applied to crimes will be informed by a combination of available lines of inquiry, available evidence and by the victim's wishes
- Tailored witness care, based on vulnerability



What this means for our workforce

- An embedded Code of Ethics will support us to deliver the highest professional standards in our service to the public
- They will be empowered to make proportionate decisions on the basis of risk and harm
- Opportunities to develop the behaviours and skills we need, with supervision shifting away from officers and staff who consistently apply their skills effectively, coupled with a consistent demonstration of professional and ethical behaviours
- More ownership of cases from start to finish
- Support so they can become the best leaders they can



What this means for our partners

- Clear agreement on what the best use of police resources looks like based on local priorities

A modern workplace

An organisation that exploits technology, Fleet and Estates to enable new ways of working

The perception, and too often the reality, that officers and staff spend too much time completing paperwork at a desk - rather than spending time out and about in the community – is finally about to change.



Our officers - through improvements in equipment and technology - will require less time in police stations, freeing them to be out in the community to fight crime, catch criminals and reassure local people.

Our staff are increasingly working from buildings shared with other agencies. We've seen it works and we will push this further as we develop new ways of working with partners and providers.

Serving local people through increased partnership, whether with local authorities or the voluntary or private sector, leads to increasingly innovative service delivery, shared facilities and working in multi-agency teams. Integral to our model

is greater flexibility - whether it's teams working together to share skills, experience and working practices, or geographical flexibility - allowing us to send the most suitably trained people to incidents.

Together we get a better picture of what is actually going on in a community rather than seeing things from the perspective of just one agency.

When we look at ways to solve problems we are able to draw on the knowledge, expertise and powers of the different teams. This gets better results for local people. We will increase our use of online services to keep in contact with the public. This change will be recognisable to anyone who shops or banks online. Our new

model retains much of what the public, businesses and partners are familiar with. We will not introduce this change until we can be confident that we have the skills and technology to deliver it successfully. We will also keep traditional methods of communication for those people that can't access our online services.

The introduction of mobile devices to officers and staff is a significant step forward, with fewer, more integrated systems that will bring a range of information to one place. This will ensure that officers and staff are better able to use their professional judgement to prioritise our service based on hard facts and an understanding of the issue that needs to be resolved.

With emergency response vehicles fitted with GPS tracking coming from geographical hubs, and from carefully targeted standby locations, we will be able to deploy the nearest, suitably trained officer to incidents. In the majority of cases this officer will investigate and be the point of contact for the victim until the matter is resolved.

A modern workplace

An organisation that exploits technology, Fleet and Estates to enable new ways of working



As we increasingly deliver more of our services in collaboration with other partners, like local authorities or organisations from the voluntary or

private sector, it will be more efficient, effective and sensible to share space, information and facilities, or just work in multi-agency teams. This is not new. We have been doing this in lots of areas, but it will become more commonplace.

As our workforce shrinks, and improved technology enhances both the capabilities of our workforce to remain mobile and offers new ways for the public to access policing services, we will reduce the size and number of the buildings we will operate.



Our commitments

- Efficient and affordable buildings and vehicles so we can invest in our people
- Improved services through investment in technology and automation of processes



What this means for the public we serve

- Our workforce will be smaller, but our officers and staff will be equipped and supported to be out in the community
- We will be there in times of need



What this means for our workforce

- Real time joined-up information on mobile devices about offenders and vulnerable people to support proactive policing and investigations
- A fully digitised criminal justice system, including video statements, digital capture of evidence and paperless courts
- Officers and staff will have access to information and intelligence whilst on patrol



What this means for our partners

- More shared spaces, in more convenient locations, to improve our services to the public
- Further opportunities to rationalise the size of our estate, increasing value and reducing cost

The policing model

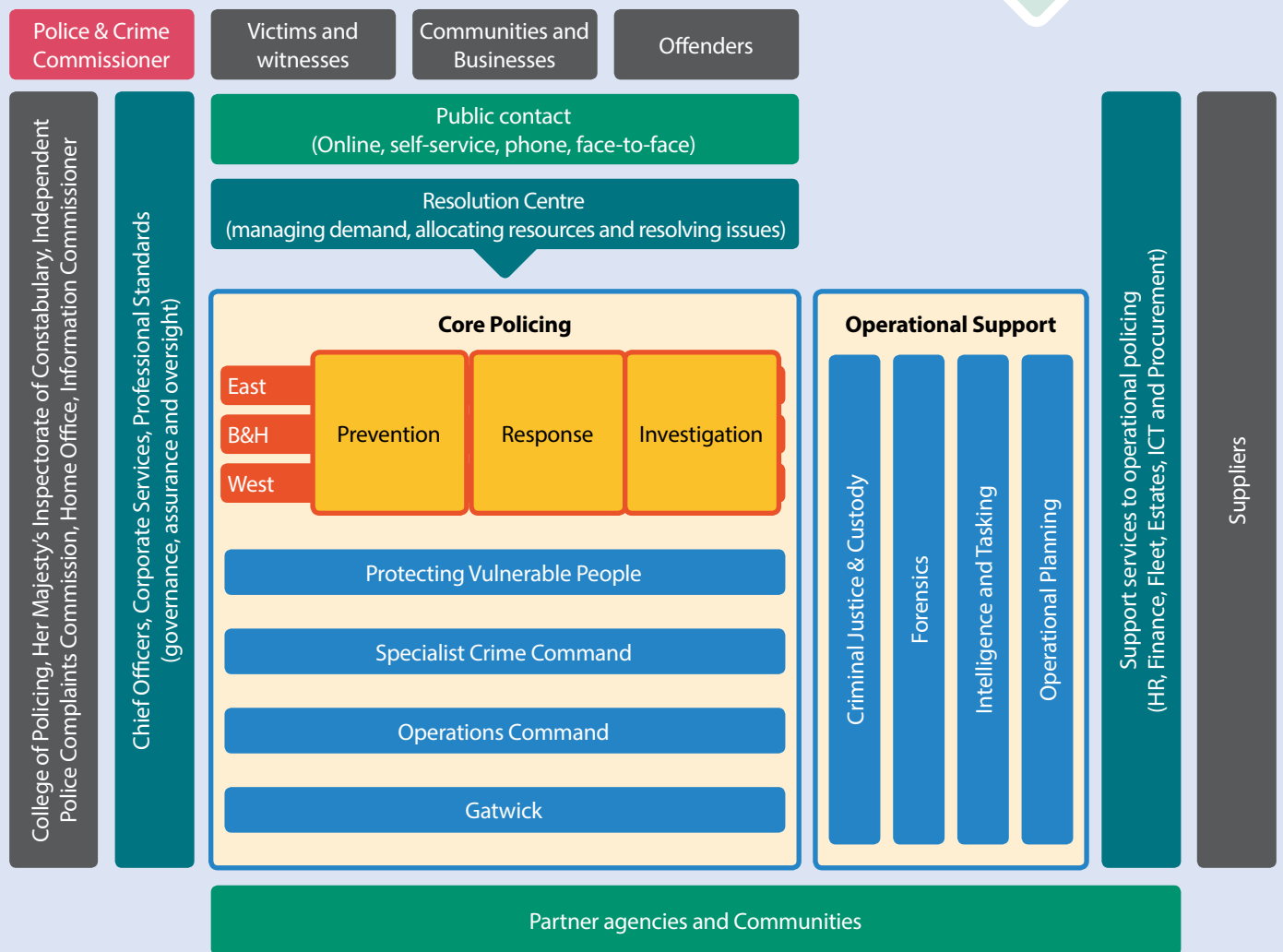
How policing will work across Sussex

An array of organisations and agencies will work regionally, nationally and internationally together to protect the public, communities and businesses from crime and disorder. Key service areas such as major crime, forensics and firearms are delivered successfully with Surrey Police. We work with the South East Counter Terrorism Unit, creating a regional

response to terrorism and offering specialist support and expertise when it's required. The National Crime Agency has a wide remit and alongside its staff we tackle serious and organised crime, strengthen our borders, fight fraud and cybercrime and protect children and young people from sexual abuse and exploitation. Our model aligns the local

with the global, with local commanders responsible for policing in their area for the millions of people who live, work in or visit Sussex each year.

The diagram below shows the different parts of the force and how they relate to the community, partners and stakeholders



The Policing Model





Prevention

Local resources deployed in crime prevention, with trained officers and staff, working closely with partners, providing problem-solving activities tailored to local needs and demands. A strong focus on targeted work in the most vulnerable areas.



Response

Emergency response delivered from geographical hubs, linked to custody centres. Vehicles will use standby locations, similar to the ambulance service, to ensure rapid and county-wide coverage. Access to officer skills, availability and location will mean controllers will send the most appropriate officer to incidents, first time. Officers will be equipped with mobile devices meaning that, unless an arrest has been made at the scene, they will not need to return to a police station and can return quickly back to their response role.



Investigation

Clear investigative principles and standards will be applied by the new Resolution Centre to ensure that those calls for assistance that require further investigation are dealt with effectively by officers and staff with enhanced skills.



www.sussex.police.uk



101 (non-emergency)



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www.facebook.com/sussexpoliceforce

Agenda Item No:	7	Report No:	157/15
Report Title:	Equalities Annual Report		
Report To:	Scrutiny	Date:	19 November 2015
	Cabinet		
Cabinet Member:	Cllr Elayne Merry		
Ward(s) Affected:	All		
Report By:	Nazeya Hussain, Director of Business Strategy and Planning		
Contact Officer(s)-	Name(s): Ioni Sullivan Post Title(s): Performance Officer (Equalities) E-mail(s): ioni.sullivan@lewes.gov.uk Tel No(s): 01273 471600 ext 6063		

Purpose of Report:

The report sets out progress against the 2014/15 Equalities Action Plan and seeks approval of the current year's planned activities.

Officers Recommendation(s):

- 1 To note progress against LDC equality objectives
- 2 To approve proposed actions for 2016
- 3 To agree the current Equalities Objectives, as set out in paragraph 4.6, be retained for a further year.

1 Reasons for Recommendations

- 1.1 The Equality Act 2010 protects people from discrimination on the basis of the protected characteristics of disability, race, sex, age, sexual orientation, religion or belief, gender reassignment, pregnancy and maternity, and marriage and civil partnership. The Act applies to employment rights, service provision, and the provision of goods and facilities.
- 1.2 The Act includes a public sector equality duty, which requires public authorities to proactively consider equality implications in all they do, taking due regard to the need to eliminate discrimination and harassment, advance equality of opportunity, and foster good relations.

- 1.3 Specifically, the Act also requires that local authorities set one or more 'Equality Objectives' (reviewed at least every 4 years) and publish information annually to show how they have met the provisions of the Act.
- 1.4 This report summarises the Equalities related work undertaken by the Council in 2014/15 and reports progress against LDC's Equality Objectives. This enables Members to scrutinise the Council's work in this area, and ensures that LDC fulfils the Public Sector Equality duty as set out above.

2 Equality Analysis of Council Services

- 2.1 As noted above, Councils are under a duty to assess our services and any new policy developments to ensure they eliminate discrimination and promote equality of opportunity and access.
- 2.2 In LDC, this is done by carrying out an 'Equality Analysis'(EA), which prompts officers to consider whether their service unreasonably discriminates against people who have one or more of the protected characteristics as set out in the Act. It also assesses how the service or policy meets the duties of the Act, and what positive impacts it could have for equalities.
- 2.3 EAs are carried out for any new service or policy, as part of the reporting process, and alongside this a rolling programme of scheduled Analyses of service delivery areas is set on a 3-year basis.
- 2.4 In 2014/15 a thorough review of the EA process was undertaken, and as a result this was restructured in order to make it more robust, focussing on achieving tangible outcomes. Wider staff consultation was brought in, with EAs now being reviewed by members of the staff Equalities Working Group.
- 2.5 The new format ensures that any recommendations identified as a result of EAs are signed off by a senior officer, and are turned into actions which can then be monitored and reported on.
- 2.6 Staff training is underway in using the new approach, which will be used for all EAs going forward.
- 2.7 At the same time, the programme of scheduled EAs and the EAs of new policies and services has continued. During the 2014/15 year, 2 programmed EAs were carried out in existing service delivery areas, and 55 EAs were carried out for new policies and procedures. These EAs resulted in 38 recommendations being made – some examples of the types of actions to come out of the process are listed below:
 - Giving consideration to including requirement to promote apprenticeships in the Grounds Maintenance Contract
 - Ensuring Polling Stations are accessible and, where necessary, providing ramps to achieve this

- Carrying out consultation with stakeholder groups on the future vision for the Cemeteries Service
- Improving readability of the LDC website
- Considering needs of deaf customers in development of new telephony system
- Promoting physical activities in rural areas
- Communicating availability of couple/family leisure membership programmes to same-sex couples
- Ensuring fair and transparent processes are followed for allocating working arrangements in staff restructure processes
- Ensuring managers are aware of employees who may fall under the Equalities Act 2010 when applying the Sickness Policy
- Improving managers' knowledge of the Stress Policy and when to invoke the policy with employees
- Promoting and improving awareness of the Employee Assistance Programme throughout the organisation
- Implementing mandatory training for all employees on equalities through E Learning

3 Progress towards meeting LDC Equality Objectives

- 3.1** As well as the monitoring and review of services through the EA process, the Council set a number of high level Equality Objectives for the period 2012-16 to show how it will advance equality of opportunity across the District.
- 3.2** On an annual basis, an action plan sets out specific equalities-related work the Council commits to undertaking to help it meet these objectives. Appendix A details progress against the 2014/15 Equalities Action Plan, which includes issues such as staff training, data collection and promotion of diversity issues.
- 3.3** However, equality is at the heart of all that the Council does, and many wider projects have a significant impact on the achievement of our Equality Objectives. A number of key achievements over the 2014/15 year which promote equality and eliminate discrimination include the following:
- We have continued to support education and personal development of young people in the District, promoting work experience, apprenticeship and graduate trainee schemes. We also continue to work with Plumpton College to provide internships to students with learning difficulties, with

two recent graduates of this scheme having now found permanent roles within the Council.

- This year's intake of supported internship students from the college have helped design, produce and film a series of films produced to promote local nature reserves in the District. This series of films has been entitled 'Hidden Gems' and can be accessed from the Council's website and via YouTube.
- The LDC Website was redesigned, resulting in a much clearer and easier to navigate lay-out. Accessibility software was included in the redesign, using programmes such as BrowseAloud and SiteImprove which allow users with sensory disabilities to access the website. Since the launch of the new website in March, accessibility software has been used nearly 900 times by users accessing the website.
- We are close to completing development of the new shared service hub, Saxon House – providing an accessible 'one-stop shop' in Newhaven in partnership with East Sussex Fire and Rescue Service and Sussex Police. The LDC Access Officer has worked closely with the project to ensure the building is accessible, e.g. installation of hearing loops in reception areas.
- We have continued to restructure Council services to ensure an improved experience for our customers. The new 'Customer Services Hub' provides multi-skilled staff who can deal with a large proportion of enquiries at the first point of call. This means customers are dealt with by specialist staff, trained to deliver high quality customer service which focuses on the needs of the individual and avoids people being passed between departments before receiving a response.
- We have redeveloped the Tenants Resource Centre in Lewes, improving disabled access and modernising the facilities. This centre is used for community events, healthy eating cookery classes, exercise classes, a weekly food bank and education sessions for residents. It can also be used by any LDC tenants involved in community work, and is supported by LDC Tenant Participation staff.
- We carried out a review of our Community Grants programme in 2014/15 and, despite the budget pressures the Council is under, have maintained grants to key organisations such as CAB and SCDA at existing levels. We continue to work with the Black and Minority Ethnic (BME) Advocacy service 'Sompriti' to provide cultural and language support to BME residents. Examples of support provided in 14/15 include provision of bilingual advocacy to 12 clients, language classes for 5 clients, 4 BME women's group events during the year and ongoing support for the BME business forum.
- We have thoroughly updated our training for both Councillors and staff on Equality and Diversity and the induction programme for new Members included a session on equality issues and their relevance to Councillors.

- We supported the 'Rock Enrol' campaign locally to encourage young people to sign up to vote in the 2015 elections and promoted voter registration with local BME groups.
- We have continued to run our staff volunteering scheme, which allows staff and councillors to donate up to 15 hours of their work time each year to work with schools and colleges in the district on various outreach activities with young people aged 14 to 19+ years. These activities can include working on specific projects with students as well as delivering talks on specific subjects or careers.
- We have continued to celebrate diversity, promoting a number of themed events each year. In 2014/15 this included celebrating International Women's Day by promoting the work of local women entrepreneurs and raising awareness of the need to eliminate discrimination against people who are lesbian, gay, bisexual or transgender.
- The Council developed a Dignity at Work Policy designed to help provide a safe, healthy and happy working environment for all staff and to ensure that everybody is aware that bullying and harassment will not be tolerated. This included adopting the Stonewall 'No Bystanders' campaign, which encourages staff to 'call out' any bullying behaviour in the workplace.

3.4 In light of the good progress made against the Equalities Objectives and the Action Plan, it is pleasing to note that the Council has been awarded the Diversity Champion Public Sector Award in 2015 for the second year running.

4 Equalities Work Programme for 2016

- 4.1** The proposed action plan for 2016 is set out in appendix B. As well as a number of actions which continue to be progressed from previous plans, this also sets out a number of new areas of focus for the Council.
- 4.2** As the Council continues with its change programme, there will be a focus on ensuring no inadvertent adverse impacts are created on any protected groups. This will include providing better demographic information on residents of the District, and improving the way demographic information about those accessing our services is collected and used. This will help departments to ensure they are providing responsive services and identifying any issues of under-access by any sectors of the community.
- 4.3** We have launched a campaign to help make the District more 'Dementia Friendly'. In collaboration with the Alzheimer's Society, we will be running information sessions for staff and Councillors on what actions they can take to help people living with Dementia in the District. We will work with Partner organisations to investigate the possibility of applying for 'Dementia Friendly Community' status by 2017.

- 4.4** We will continue to focus on meeting the needs of all our staff, and will again promote our Dignity at Work policies in the coming year.
- 4.5** We will continue to campaign against violence against women and girls, through the 'White Ribbon' campaign.
- 4.6** Under the Equality Act, the Council is required to review its Equalities Objectives every 4 years. A review is therefore due this year of the current equalities objectives, which are:
- (a)** Theme: inspire exceptional contribution – awareness and understanding
- Objective: ensure all councillors and staff receive appropriate learning opportunities so that good practice in equality and diversity is embedded in the culture and work practices of the organisation.
- (b)** Theme: unswerving commitment to customer service – flexibility and responsiveness
- Objective: ensure effective use of engagement, consultation, monitoring and equality analysis to develop services responsive to the diverse needs of our community
- (c)** Theme: fairness and accessibility
- Objective: ensure offices and services are accessible to people with disabilities
- 4.7** It is the view of officers that the current objectives are still relevant and can guide the current year's programme of work. As the Council is in a period of significant change, and will continue to be over the next 12 months, it is proposed that the current objectives are retained for 2016 and reviewed again in 2017, subject to Members agreement.

Financial Appraisal

- 5** There are no direct financial implications as a result of this report.

Legal Implications

The Legal Services Department has made the following comments:

- 6** The general public sector equality duty referred to in paragraph 1.2 above is conferred by section 149(1) of the Equality Act 2010; and the specific duties referred to in paragraph 1.3 are conferred by The Equality Act 2010 (Specific Duties) Regulations 2011.

The information which the council is required to publish annually to demonstrate its compliance with the general public sector equality duty must include, in particular, information relating to persons who share a relevant protected characteristic (e.g. disability, race, sex, age) who are—

- (a) its employees;
- (b) other persons affected by its policies and practices.

Information about this and the council's equality objectives must be published in such a manner that ensures the information is accessible to the public.

Risk Management Implications

- 7 A risk management form has been completed and no risks were identified.

Equality Screening

- 8 It is the function of this report to scrutinise the progress of the Council towards meeting its equality objectives in eliminating discrimination, promoting equality of opportunity and fostering good relations. For this reason it is not considered necessary to carry out a separate Equality Analysis of the report itself.

Background Papers

- 9 Equality Act 2010 [Guidance](#)

Appendices

- 10 Appendix A – Equalities Action Plan 2014/15
Appendix B – Draft Equalities Action Plan 2016

Equalities Action Plan 2014-15: Year End Position Statement

External Awareness & Promotion							
Ref	Linked to	Action	Lead Officer	Resources	Target date	Priority	Comments
EAP 1	Equality Objective 1. EFLG 2.18, 2.29	Develop publicity to support equality monitoring	Equalities Officer/ Communications Officer	Officer time, design & print costs	2015/16	Low	Following review by Equality Working Group, equality monitoring work rolled over to 2015/16 plan
EAP 2	Equality Objective 2. EFLG 2.11, 2.13	Evaluate collaborative working with schools project at the end of the academic year	Equalities Officer	Officer time	Feb 2015	High	Completed, offer to schools/colleges continued
EAP 3	Equality Objective 1. EFLG 2.9, 2.29	Promote external awareness & equality through seasonal Celebrating Diversity themes	Equalities Officer/Communications Officer	Officer time, design & print costs	April 2015	High	Completed
Internal Awareness & Skills Development							

Equalities Action Plan 2014-15: Year End Position Statement

Ref	Linked to	Action	Lead Officer	Resources	Target date	Priority	Comments
EAP 4	Equality Objective 1. EFLG 2.18, 2.29	Provide training to managers & lead officers on equality monitoring policy	Equalities Officer	Officer time	2015/16	Low	Following review by Equality Working Group, equality monitoring work rolled over to 2015/16 plan
EAP 5	Equality Objective 1, EFLG 2.6, 2.29	Provide training for managers & lead officers on equality analysis	Equalities Officer	Officer time	April 2015	High	Completed
EAP 6	Equality Objective 1. EFLG 2.29	Develop e-learning courses for staff & councillors on equalities topics	Equalities Officer/Human Resources Manager	Officer time	April 2015	Low	Following review by Equality Working Group, e-learning work rolled over to 2015/16 plan
Ref	Linked to	Action	Lead Officer	Resources	Target date		Comments
EAP 7	Equality Objective 1. EFLG 2.29.	Source an equality podcast for staff & councillors	Equalities Officer/Graduate Intern	Officer time, technology	April 2015	Low	Completed
EAP 8	Equality Objective 1. EFLG 2.9, 2.29	Promote internal informal learning & promotion of equalities	Equalities Officer/Communications Officer	Officer time, design & print costs	April 2015	High	Completed

Equalities Action Plan 2014-15: Year End Position Statement

		through seasonal Celebrating Diversity themes					
EAP 9	Equality Objective 1. EFLG 2.27, 2.29.	Undertake a publicity campaign against harassment & bullying in the workplace	Equalities Officer	Officer time, design & print costs	Sept 2014	High	Completed
Workforce & Compliance							
EAP 10	Equality Objective 2	Develop equality profiles for wards within Lewes district using East Sussex in Figures & Local Futures software	Equalities Officer	Officer time, possible investment in software/technology	March 2015	High	Completed
EAP 11	Equality Objectives 2 & 3. EFLG 2.5	Undertake review of our approach to equalities & develop a strategy	Head of Business Strategy & Performance	Officer time	2015/16	Medium	Completed
Ref	Linked to	Action	Lead Officer	Resources	Target date	Priority	Comments
EAP 12	Equality Objectives 1, 2 & 3.	Undertake a self-assessment against the achieving level of the Equality Framework for Local Government	Equalities Officer	Officer time	April 2015	Low	Equalities Working Group to review what this will involve and decide if appropriate for LDC at this time.

Equalities Action Plan 2014-15: Year End Position Statement

EAP 13	Equality Objective 2. EFLG 2.11, 2.29	Consider options for promoting participation in public life by under-represented groups, including as elected representative.	Scrutiny Officer	Officer time	April 2015	High	Completed
EAP 14	Equality Objective 2. EFLG 2.18	Review equality monitoring policy & procedures	Equalities Officer	Officer time, possible investment in software/technologies	April 2015	Low	Following review by Equality Working Group, equality monitoring work rolled over to 2015/16 plan
EAP 15	Equality Objective 2, EFLG 2.6, 2.19	Review equality analysis procedure & guidance	Equalities Officer	Officer time	April 2015	High	Completed
Ref	Linked to	Action	Lead Officer	Resources	Target date		Comments
EAP 16	Equality Objective 2. EFLG 2.6, 2.15, 2.23	Review existing programme of equality analysis & develop a new programme relevant to the new service structure	Equalities Officer	Officer time	April 2015	High	Completed
EAP 17	Equality Objective 2. EFLG 2.8, 2.15.	Review our strategic approach to the scrutiny of equalities.	Equalities Officer/ Scrutiny Officer	Officer time, Councillor time	April 2015	High	Completed

Equalities Action Plan 2014-15: Year End Position Statement

EAP 18	EFLG 2.20, 2.21, 2.26	Undertake an Equal Pay Review	Human Resources Manager	Officer time	March 2015	High	Delayed due to implementation of shared services. To be completed in 2015.
EAP 19	EFLG 2.20, 2.21, 2.26	Review development needs of female staff at SO grades	Human Resources Manager	Officer time	March 2015	n/a	HR advised no longer relevant
EAP 20	Equality Objective 2. EFLG 2.21	Develop equalities data reporting on the workforce profile in line best practice & data transparency	Equalities Officer/Performance Officer/Human Resources Manager	Officer time	Dec 2014	Medium	Delayed until after phase 2 of organisational restructure. Rolled over to 2015/16 plan
Ref	Linked to	Action	Lead Officer	Resources	Target date		Comments
EAP 21	Equality Objective 2. EFLG 2.24.	Support Unison in the initial development of Staff Equality Networks	Equalities Officer	Officer time	Sept 2014	High	Completed
EAP 22	Equality Objectives 1 & 2. EFLG 2.8, 2.9.	Provide Cabinet with Annual Equalities Report for 2014/15	Equalities Officer	Officer time	Sept 2014	High	Completed
Service Improvements							

Equalities Action Plan 2014-15: Year End Position Statement

EAP 23	Equality Objective 3	Review accessibility features of new website design	Access Officer/Web Services Manager	Officer time, community input	April 2015	High	Completed
EAP 24	Equality Objective 2. EFLG 2.18	Develop equality monitoring of complaints	Head of Customer Services/Equalities Officer/Performance Officer	Officer time, possible investment in software/technology	April 2015	Medium	Postponed until a decision can be taken on new customer relationship management system.
EAP 25	Equality Objective 3	Ensure proposed premises at Newhaven site are accessible	Access Officer	Officer time	April 2015	High	Completed

Equalities Action Plan 2016

Ref	Action	Lead Officer	Resources	Target date
1.	Provide training for managers & lead officers on equality analysis	Equalities Officer	Officer time	Complete for all heads of service and managers by March 2016
2.	Develop e-learning courses for staff & councillors on equalities topics on Learning Pool/Nexus Academy	Equalities Officer/Human Resources Manager	Officer time	March 2016
3.	Promote internal learning & promotion of equalities through seasonal Celebrating Diversity themes	Equalities Officer/Communications Officer	Officer time, design & print costs	3 themes completed by end 15/16
4.	Undertake an Equal Pay Review	Human Resources Manager	Officer time	Dec 2015
5.	Develop equalities data reporting on the workforce profile in line best practice & open data transparency	Equalities Officer/Performance Officer/Human Resources Manager	Officer time.	Dec 2015
6.	Provide Cabinet with Annual Equalities Report for 2015/16	Equalities Officer	Officer time	January 2017
7.	Promote use of equality profiles for wards within Lewes district with staff and Councillors	Equalities Officer	Officer time	March 2016
8.	Review equality monitoring policy & procedures	Equalities Officer	Officer time, possible investment in software/technologies	Dec 2015
9.	Provide training to managers & lead officers on equality monitoring policy	Equalities Officer	Officer time	March 2016

Equalities Action Plan 2016

Ref	Action	Lead Officer	Resources	Target date
10.	Develop publicity to support equality monitoring	Equalities Officer/ Communications Officer	Officer time, design & print costs	January 2016
11.	Offer 'Dementia Friends Information Sessions' to all staff and Councillors	Equalities Officer/Access Officer	Officer time	March 2016
12.	Investigate the resources needed and partners available to assist with seeking accreditation as a 'Dementia Friendly Community'	Equalities Officer	Officer time	March 2016
13.	Promote 'White Ribbon' Activities and seek reaccreditation as White Ribbon authority in partnership with ESCC and the Lewes Domestic Abuse Working Group	Equalities Officer	Officer time	March 2016
14.	Promote external awareness & equality through seasonal Celebrating Diversity themes	Equalities Officer/Communications Officer	Officer time, design & print costs	3 themes completed by end 15/16

Agenda Item No: 8

Report No:
158/15

Report Title: Portfolio Progress and Performance Report
Quarter 2 (July – September 2015)

Report To: Scrutiny Committee **Date:** 19 November 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

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Purpose of Report:

1. To consider the Council's progress and performance in respect of key projects and targets for the second quarter of the year (July to September 2015 – Q2).

Officers' Recommendation(s):

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

Reasons for Recommendations

2. 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

3. 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.
4. 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 second quarter of 2015/16 (the period running from 1st July to 30th September 2015).
5. 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 Second Quarter of 2015/16

6. 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, although these may be subject to review.
7. The Council uses a Project and Performance Management System (Covalent) to record, monitor and report progress and performance. The system uses the following symbols to indicate the current status of projects and performance targets:

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

Portfolio Progress and Performance – Quarter 2 – 2015/16

8. In summary, the following is worth noting:
 - 83% of the Council's key projects were either complete or on track at the end of the first quarter.
 - 81% 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 2, 297 complaints were received and responded to, and 19 compliments were made by customers about council services.
 - 63% of residents who responded to the Residents' Survey over the summer said they were satisfied with how the Council runs things. This compares to 45% when the survey was last undertaken in 2008.

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

9. 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 2:

10. Newhaven Growth Quarter – The new café facility and central hub for all users of Denton Island have been completed and handed over to Sussex Downs College.
11. The University Technical College opened to its first cohort (110 students) on 7th September. The college specialises in science, technology, maths and computing.

Finance and Resources

Project highlights for Quarter 2:

12. Lewes District and Eastbourne Borough Councils have announced their intention to work in close partnership to integrate further services and staff, building on the success of earlier shared services initiatives.

The following notable performance was achieved in Quarter 2:

13. Performance has picked up in Quarter 2 and is now above target.

Housing

Project highlights for Quarter 2:

15. The updated Tenancy Agreement has now been successfully introduced.
16. Public engagement in the New Homes Project was expanded through further leafleting, press releases and publicised drop-in sessions. Meeting with a number of community groups also took place during the period. Feedback and further information has been provided on the Council's website.

The following notable performance was achieved in Quarter 2:

17. Performance has significantly improved compared to the same period last year when it was taking 26 days to process new claims.
18. There has been an improvement in rent collection in Quarter 2 and performance is above target.
19. There has been a reduction in the number of households presenting as homeless during Quarter 2. More temporary accommodation has also become available as opportunities to move some households into permanent housing have been taken.
20. Satisfaction with the Council's repairs service amongst tenants remains very high and has improved in Quarter 2.

Environment

Project highlight for Quarter 2:

21. The green waste trial in Seaford has seen over 30 tonnes of garden waste collected in its first 3 months of operation.
22. 230 photovoltaic panels have been fitted to Council homes across the District. These panels are expected to reduce energy bills by around 40% for those tenants.

The following notable performance was achieved in Quarter 2:

23. As a result of closer monitoring and better focus of resources then there has been significant improvement in performance in Q2. This will continue to be closely monitored.

Planning

The following notable performance was achieved in Quarter 2:

24. The statutory timescale for determination of major planning applications is 13 weeks. During Quarter 2 the Council's performance was well above target at 82%, a significant improvement over the previous quarter.
25. Performance on appeals has improved in Quarter 2. There were 6 planning appeals decided during the Quarter 2 period, of which 1 was allowed.


People and Performance

Project highlight for Quarter 2:

26. The first Residents' Survey since 2008 was carried out. The results are being analysed and will help to inform the Council Plan (2016 to 2020). 63% of residents were satisfied with how the Council runs things compared to 45% in 2008.


The following notable performance was achieved in Quarter 2:

27. There were 71,552 calls to the switchboard during the Quarter 2 period, a notable increase on the previous quarter. In spite of the increased volume of calls, the speed of answering calls has improved.

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

28. 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 4 performance areas which fell into this category in Quarter 2. Information about management action to address underperformance is set out in the appendix to this report. The 4 areas are:
 - Urgent Council house repairs dealt with in target time
 - Kilograms of household waste collected
 - Proportion of missed refuse/recycling bins
 - Days lost due to staff sickness

29. There are 3 projects where actions have taken longer than the originally agreed timescales. Information about the reasons for this, along with the management action taken where necessary, is set out within Appendix A.

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

30. Where service performance falls significantly below target levels, or a project becomes seriously off-schedule, the performance management system highlights this to managers straight away. High priority is then given to addressing these issues. There were only 4 such areas at the end of Quarter 2. The management actions to address these are set out below:
31. **Invoices paid on time** - 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. The Finance Team is working with relevant officers to identify and eliminate those factors which can lead to delay in payment, such as monitoring emails when members of staff are absent from work. By the time of the Cabinet meeting, 30 members of staff will have attended in-house refresher training on the steps needed to authorise payments and make best use of the Council's financial management software system. This training stresses the importance of prioritising the payment of invoices, to ensure targets are met. A review of existing invoice payment processes is being carried out as part of the existing corporate shared services project which is already underway with Eastbourne Borough Council.
32. **Time taken to re-let Council homes** - In addition to the management action described in the previous report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times.
33. **Household waste recycling** - Management action to deliver improvements in recycling performance is being taken forward through the new waste strategy which aims to move the Council towards the EU target of at least 50% recycling household waste by 2020. The green waste trial has been successfully launched in Seaford and has seen around 30 tonnes of garden waste collected in its first 3 months of operation. A project manager to oversee the implementation of the waste strategy is currently being recruited.
34. **Net additional homes provided in the District** - 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 dependent on developers deciding to invest and implement planning permissions that have been granted. Officers regularly contact developers to investigate the status of sites and offer advice and support to help bring forward development. As at the end of September there were 278 units under construction, 73 of which are expected to be completed in Quarter 3. A further 50 are expected to be completed by the end of the financial year.

Financial Appraisal

35. 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

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

Risk Management Implications

37. **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

38. 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 2)

PORTFOLIO PROGRESS AND PERFORMANCE – QUARTER 2 (July to September 2015)

Key to Symbols



- Project is complete; Performance is at or above target



- Project is on track or yet to commence



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



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








- Project scope has changed/project has been discontinued.

GROWTH AND PROSPERITY

Portfolio: Regeneration, Enterprise and Partnerships

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Newhaven Growth Quarter	April 2016		Construction work is within budget and progressing well. Sussex Downs College element now completed and handed over, with Sussex Community Development Association (SCDA) rear extension also complete and work commencing on front, with a target completion date of February 2016. Newhaven Enterprise Centre (NEC) is expected to be weatherproof by Christmas and to be completed on time at the start of April 2016.
Newhaven Enterprise Zone	March 2018		Bid submitted via Coast to Capital (C2C) LEP. Newhaven is First Preference, ahead of competing submissions. No decision expected until closer to Chancellor's Autumn Statement in November 2015.
Tourism Strategy	March 2018		The Tourism Strategy is being implemented. Artwave 2015 was the most successful to date, with over 300 artists and makers, and more than 100 open houses, studios and other venues attracting thousands of visitors. New visitor information points have now been installed in 4 locations, and a proposal is being developed with South Downs National Park Authority for a Destination Management Partnership.
Support for Business	March 2019		European Regional Development Fund outline bid for business support services submitted by Prevista (leading a bid with all Coast to Capital LEP authorities). LDC has identified match funding of approx £100k from already committed resources to support project. Detailed submission will be worked up over next 3-4 months, subject to outcome of outline bid.
Lewes Business Awards	March 2016		The Lewes Business Awards process is now completed for 2015. The event involved 150 people and saw 30 businesses selected as finalists.






Project / Initiative	Target Completion	Current Status	Update
North Street Quarter	2021		Determination of the application is expected to be in December 2015. Joint Venture discussions continue and a report is due to be considered by Cabinet in January 2016. Locate East Sussex has been commissioned to provide advice and support for current businesses located within the North Street Quarter.
UTC@harbourside	Sept 2015		The college opened in September as planned. The LDC project in support of the UTC is now completed.
Refreshed Regeneration Strategy	March 2016		The Regeneration Strategy will be refreshed in line with the new Council Plan, expected to be adopted in March 2016.
Newhaven Flood Alleviation Scheme	March 2016		This is primarily an Environment Agency project. The site surveys have now been completed and the detailed design is under development. It is anticipated that a planning application be submitted in autumn 2015, with the construction contract then being awarded in spring 2016 and construction commencing in autumn 2016.
Event Management Plan	Feb 2016		An events calendar is being developed and will be published on the website once finalised. The first event in the diary is a Christmas event in Lewes (Enchanted Park).
Seaford Iconic Leisure	March 2019		The Council is working to support Seaford Town Council on this project, the next step of which would involve soft market testing in Autumn 2015.

VALUE FOR MONEY SERVICES





Portfolio: Finance and Resources

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		Cabinets of Lewes District Council (24.09.15) and Eastbourne Borough Council (21.10.15) agreed to a strategy of integration of staff and services, whilst retaining local democratic accountability - the elected councils will remain separate and set their own priorities. A detailed business case and an implementation plan are currently being drawn up.
New Service Delivery Model (Phase 1)	September 2015		The project has been amalgamated into the shared services strategy with Eastbourne Borough Council as agreed by Cabinet on 24 th September 2015.
New Service Delivery Model (Phase 2)	September 2018		The project has been amalgamated into the shared services strategy with Eastbourne Borough Council as agreed by Cabinet on 24 th September 2015. This will incorporate work streams to simplify business processes and implement better technology.
Newhaven Shared Facility	November 2015		Construction work is progressing well and the new facility is expected to be completed by the end of November 2015.
Devolution (Parks and Open Spaces)	March 2016		Agreement has been reached for sites in Lewes and Ringmer and discussions have started with Newhaven Town Council. Due to the volume of sites that need to be transferred, their specific characteristics and the need to phase in the changes for the Town and Parish Councils, the project will require utilisation of the additional 12 months contingency as referred to in the report to the Devolution Committee on 9 th December 2014. The Devolution Committee noted the revised target completion date of March 2017.

Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
Percentage of overpayments recovered	70%	68%	71%		Performance has picked up in Quarter 2 and is now above target.
Percentage of invoices paid on time	98%	93%	90%		Out of 4,463 payments made during Quarter 2, 463 (around 10%) were late. See Performance Improvement Plan below.
Performance Improvement Plan	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. The Finance Team is working with relevant officers to identify and eliminate those factors which can lead to delay in payment, such as monitoring emails when members of staff are absent from work. By the time of the Cabinet meeting, 30 members of staff will have attended in-house refresher training on the steps needed to authorise payments and make best use of the Council's financial management software system. This training stresses the importance of prioritising the payment of invoices, to ensure targets are met. A review of existing invoice payment processes is being carried out as part of the existing corporate shared services project which is already underway with Eastbourne Borough Council.				
Percentage of Council Tax collected during the year (cumulative)	98.4%	30.3%	28.3%		The Council Tax collection rate is in line with the same period last year (28.4%) and is at 58.6% overall for the year. This is at the level expected at this point in the year.
Percentage of Business Rates collected during the year (cumulative)	98.5%	33.2%	24.7%		Business Rate collection has dropped slightly compared to the same period last year (25.3%) and is at 57.2% overall for the year. This is at the level expected at this point in the year.





DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE





Portfolio: Housing

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Local Growth Fund (Affordable Housing) Project	March 2017		The Department for Communities and Local Government has granted £2.3m additional Housing Revenue Account borrowing capacity to finance the building of 30 new affordable homes on 7 small sites owned by the Council. During Q2 an architect was appointed to draw up designs and lead the planning application process. All initial floors plans have been produced and site surveys of all 7 schemes have been carried out. Interested parties and ward councillors have been informed of the proposals.
New Homes Project	March 2019		A public engagement process is underway. Leaflets explaining the schemes have been distributed to residents living in the locality and a second round of public engagement activities will be held in November 2015.
Tenancy Agreement	September 2015		Completed. The updated Agreement is now being implemented.

Key Performance Indicators




KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
The number of days taken to process new housing benefit/ Council tax benefit claims	20 days	16 days	7 days		Performance has significantly improved compared to the same period last year when it was taking 26 days to process new claims.
Percentage of rents collected during the year (cumulative)	95%	93%	97%		There has been an improvement in rent collection in Quarter 2 and performance is above target.
Total number of days that families need to stay in temporary accommodation (B&B)	18 days	0 days	0 days		No families have needed to be placed in bed and breakfast accommodation during Quarter 2.
Total number of households living in bed and	50 or fewer	66	41		There has been a reduction in the number of households

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
breakfast/ emergency accommodation					presenting as homeless during Quarter 2. More temporary accommodation has also become available as opportunities to move some households into permanent housing have been taken.
Average number of days to re-let Council homes (excluding temporary lets)	26 days	30 days	30 days		There were 42 relets during Quarter 2. Of these, only 4 were completed within 26 days. A further 4 properties were sheltered bedsits for which there is less demand, making them harder to let. 10 properties required major works during the period which has also had an impact on overall performance.
Performance Improvement Plan	In addition to the management action described in the previous report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times.				
Overall tenants satisfaction	88.5%	93%	89%		The survey is carried out by a specialist research company on a quarterly basis. Although there has been a slight drop in satisfaction in Quarter 2, levels of satisfaction with the Council's services overall remain high.
Percentage of urgent repairs carried out within Government time limits	98%	99%	95%		The Government standard is for urgent repairs to be carried out within 5 working days. Although below target for Quarter 2, performance remains high. All reports where tenants are less than satisfied are investigated and appropriate follow up action taken. Tenants' satisfaction is discussed with contractors on a monthly basis as part of normal contract monitoring arrangements.
Percentage of repairs noted as good or satisfactory by tenants	98%	97%	98%		Satisfaction with the repairs service remains very high and has improved slightly in Quarter 2.



CLEAN AND GREEN DISTRICT




Portfolio: Environment

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Waste Review (Weekly Recycling and food waste, fortnightly refuse collection)	March 2018		The trial green waste collection scheme commenced in Seaford in August 2015. Over 320 residents signed up and the trial has seen around 30 tonnes of garden waste collected in its first 3 months of operation. All of the waste will be recycled by Tamar Organics in Newhaven.
Photovoltaic Panels	March 2016		Installation of photovoltaic panels began in Quarter 1 and is progressing well, with 230 fitted so far. The FIT tariff is due to end from January 2016 and work continues to install as many panels as possible ahead of this time.
Flood Defences (Coastal)	March 2016		The first draft of the Coastal Implementation Plan was completed in September and presented to key stakeholders for their feedback. Revisions are currently underway and a report is expected to come to Cabinet in January 2016. Application for the release of Environment Agency funding of more than £20,000 for monitoring coastal erosion to be made in Quarter 3.

Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
KG of household waste collected per household (cumulative)	500Kg or less	142Kg	143Kg		Based on the data for the first two quarters of the year, the projection is that household waste levels will likely exceed the target for 2015/16. The Council's adopted Waste Strategy is now in place to address waste and recycling services in the future.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	92%		During the Q2 period, there were 127 vehicles reported as abandoned. Only 6 were found to be abandoned. All of these were removed by our contractors within 48 hours.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
The average number of days taken to remove reported fly-tips	Less than 2 days	2.2 days	1.8 days		As a result of closer monitoring and better focus of resources then there has been significant improvement in performance in Q2. This will continue to be closely monitored.
Percentage of household waste sent for reuse, recycling and composting	30%	27%	26%		Although below the Council's challenging target, performance continues to be actively monitored.
Performance Improvement Plan	Management action to deliver improvements in recycling performance is being taken forward through the new waste strategy which aims to move the Council towards the EU target of at least 50% recycling household waste by 2020. The green waste trial has been successfully launched in Seaford and has seen around 30 tonnes of garden waste collected in its first 3 months of operation. A project manager to oversee the implementation of the waste strategy is currently being recruited. At the request of the Scrutiny Committee, the Head of Customer Service will be in attendance at the meeting to answer any questions relating to this area of work.				
Percentage of refuse bins/recycling boxes collected on time	99.9%	99.9%	99.7%		Although fractionally below target, performance remains high and is within an acceptable variance. Further explanation to follow. Out of nearly 572,000 collections during Quarter 2, only 712 bins were missed.





DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE

Portfolio: Planning

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Adoption of the Core Strategy	February 2016		The public consultation on Schedules of Proposed Modifications to the Submission Joint Core Strategy was completed on 2.10.15. The representations will now be considered by the Inspector, and the examination hearing is expected to resume in December 2015.
Neighbourhood Plans Target: to deliver at least 3 Neighbourhood Plans by 2017	March 2017		Good progress continues to be made. A referendum on the Ringmer Neighbourhood Plan will be held on 12.11.15, and a public consultation on the Hamsey Neighbourhood Plan will take place between 29.09.15 and 10.11.15. As reported in Quarter 1, the Newick Neighbourhood Plan has now been adopted.

Key Performance Indicators







KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	75%	82%		During Quarter 2 the Council's performance was well above target at 82%, a significant improvement over the previous quarter. There were 9 major planning applications determined during Quarter 2 compared to 10 during the same period last year. The statutory timescale for determination of major planning applications is 13 weeks.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	91%	84%		There were 61 minor planning applications determined during Quarter 2 compared to 73 during the same period last year.
Percentage of planning appeals allowed (LDC/ only)	Less than 33%	25%	17%		Performance on appeals has improved in Quarter 2. There were 6 planning appeals decided during the Quarter 2 period, of which 1 was allowed.
Net additional homes provided in the District (cumulative)	227	10	16		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

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
					housing completions on large sites (ie delivering 5 or more units) and does not include smaller 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. Officers regularly contact developers to investigate the status of sites and offer advice and support to help bring forward development. As at the end of September there were 278 units under construction, 73 of which are expected to be completed in Quarter 3. A further 50 are expected to be completed by the end of the financial year.				



WORKING TOGETHER BETTER

Portfolio: People and Performance

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Dementia Friends	March 2017		This two year project is underway with a series of staff awareness events having taken place. Training for councillors is scheduled to take place in October. Four members of staff have come forward for Dementia Friends Champion training. One of these has been trained. Work to scope the wider Dementia Friendly District aspect of the project is also underway.
Workforce Planning	March 2016		The HR team are continuing to consider correspondence of policies and procedures and identify opportunities for alignment between Eastbourne and Lewes District Council.
Workforce Equality Profile	September 2015		Relevant workforce data has been collated. Work is due to be completed in November and published on the website in December 2015.
Equal Pay Audit	September 2015		Employment Committee is expected to consider this report in December 2015. The results will then be published on the website.
Records Management	December 2015		Alignment of policies and procedures with Eastbourne Borough Council is underway, to support the new strategy of integration of services and staff adopted by the Cabinets of Lewes District Council (24.09.15) and Eastbourne Borough Council (21.10.15).
Resident/Customer Engagement	November 2015		The Residents' Survey was completed in Q2 and has provided useful data regarding how residents prefer to be engaged with. This data is being used to inform development of an Engagement Strategy which will be completed in November 2015, ahead of consideration by Cabinet in February 2016.

Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff (cumulative)	9.0 days	2.51 days	2.98 days		Sickness absence for Q2 has increased from Q1 and has also increased from the same quarter last year. This can in part be attributed to a number of long term absence cases, particularly in the areas of Housing and Waste Services. Overall, long term sickness represented 67% of the total absence figure in Q2. In Waste Services specifically, 75% of absence in Q2 relates to long term cases, the majority of which were down to musculoskeletal issues, and all of which are being managed through the Sickness Procedure. By removing Waste Services absence, the overall LDC figure for Q2 reduces to 2.18 which is a figure that is more in line with neighbouring authorities who don't have an in house waste service, and also with national public sector absence rates which averaged 1.98 days per quarter in 2014.
Total number of customer feedback received; a) complaints; b) compliments	Data Only	a) 306 b) 6	a) 297 b) 19	Data Only	There has been a small drop in complaints and an increase in compliments during Quarter 2. Data is based on complaints/compliments made to the Customer Services Hub. [NB - The number of compliments reported in Quarter 1 was incorrectly stated in the last report and has now been corrected.]
Average time taken to answer telephone calls	30 seconds	25 seconds	19 seconds		There were 71,552 calls to the switchboard during the Quarter 2 period, a notable increase on the previous quarter. In spite of the increased volume of calls, the speed of answering calls has improved.
Overall satisfaction with how the Council runs things	Baseline	-	63%	Data Only	The last Residents' Survey was carried out in 2008. Although no specific target has been set, there has been a marked improvement in satisfaction since 2008 when the result was 45%. The wider results of the survey will be used to inform the priorities in the Council Plan which will be reported to Cabinet and Council early next year.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Current Status	Explanatory Note
Number of people receiving Dementia Awareness training	150 by 2017	40	0	Data Only	Dementia Awareness training has been focussed on frontline staff to date. It is hoped to cover around 20 people each quarter and a good start was made in Quarter 1 which has kept the Council on track. Staff sickness/changes have had an impact during Quarter 2. Training for waste and recycling staff did not take place as planned due to time and operational constraints. Further training for staff and councillors will take place in Quarter 3.

Forward Plan of Decisions – 1 December 2015 to 31 March 2016

Published: 9 November 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
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Key Decisions:

Financial Update: Revenue Budgets and Capital Programme (Lead Councillor: Councillor Giles)	7 January 2016	None	Direct to Contact Officer by email, writing or telephone by 22 December 2015	None	Alan Osborne Director of Corporate Services 01273 661377 finance@lewes.gov.uk
The 'making' (adoption) of the Ringmer Neighbourhood Development Plan as part of the statutory development plan for Lewes District (Lead Councillor: Councillor Jones)	7 January 2016	Statutory consultation stages on the draft neighbourhood plan (Regulation 14 Consultation Sept-Oct 2013) and the submission version prior to examination (Regulation 16 Consultation Sept-Nov 2014). A referendum is to be held on 12 November 2015 and will be notified in accordance with the relevant statutory requirements.	Not applicable	Ringmer Neighbourhood Plan, Appendices, Sustainability Appraisal, Examiner's Report, Ringmer Decision Statement	James Garside Neighbourhood Planning Officer 01273 484417 james.garside@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>Lewes Leisure Centre Boiler Replacement (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 Maskell)</p>	<p>7 January 2016</p>	<p>None</p>	<p>None</p>	<p>None</p>	<p>Bee Lewis Head of Property and 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>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 Smith)</p>	<p>7 January 2016</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, max.woodford@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
Revenue Budgets, Capital Programme and Treasury Management Strategy 2016/17 (Lead Councillor: Councillor Giles)	8 February 2016	None	Direct to Contact Officer by email, writing or telephone by 27 January 2016	None	Alan Osborne Director of Corporate Services 01273 661377 finance@lewes.gov.uk
The Council Plan 2016 to 2020 (Lead Councillor: Councillor Smith)	8 February 2016	With partners and staff during November/December 2015	Not applicable	Residents Survey results 2015	Sue Harvey Strategic Performance Manager 01273 471600 (ext 6119) sue.harvey@lewes.gov.uk
To consider options for the Coastal Management Implementation plan (Lead Councillor: Councillor Franklin)	8 February 2016	Key Stakeholders have been consulted	None	Report by external consultants	Ian Morris Head of Customer Service 01273 484079 ian.morris@lewes.gov.uk
Financial Update: Revenue Budgets and Capital Programme (Lead Councillor: Councillor Giles)	21 March 2016	None	Direct to Contact Officer by email, writing or telephone by 8 March 2016	None	Alan Osborne Director of Corporate Services 01273 661377 finance@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
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Non-Key Decisions:

Fees and Charges (Lead Councillor: Councillor Giles)	7 January 2016	None	None	Lewes District Council Guiding principles for setting fees and charges	Stephen Jump Head of Finance 01273 484043 steve.jump@lewes.gov.uk
Equality and Diversity – Annual Report 2014/15 (Lead Councillor: Councillor Merry)	7 January 2016	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 6063 equalities@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>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 Giles)</p>	<p>7 January 2016</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 steve.jump@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
Portfolio Progress and Performance Report (Lead Councillor: Councillor Merry)	8 February 2016	Internal only	Not applicable	None	Sue Harvey Strategic Performance Manager 01273 471600 (ext 6119) sue.harvey@lewes.gov.uk
Grant to Voluntary Sector Organisations – Annual Monitoring (Lead Councillor: Councillor Merry)	21 March 2016	With voluntary sector organisations	Not applicable	Not applicable	Jo Harper Head of Business Strategy and Performance 01273 661374 jo.harper@lewes.gov.uk
Portfolio Progress and Performance Report (Quarter 3) (Lead Councillors: Councillors Smith and Merry)	21 March 2016	Not applicable	Not applicable	None	Sue Harvey Strategic Performance Manager sue.harvey@lewes.gov.uk , 01273 471600 Ext 6119
Adoption of the draft Engagement Strategy and Social Media Policy (Lead Councillor: Councillor Merry)	31 March 2016 (this will be a Lead Councillor decision)	This has already been completed in the form of residents survey	None	Documents in development	Bryn Mabey Engagement Manager, Business Strategy and Performance 01273 471600 (ext 6150) bryn.mabey@lewes.gov.uk

Report No 159/15

Scrutiny Committee Work Programme 2015/16

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

Ongoing Matters

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