



## Lewes District Council

### To all Members of the Scrutiny Committee

A meeting of the **Scrutiny Committee** will be held in the **Ditchling Room, Southover House, Southover Road, Lewes** on **Thursday, 03 March 2016** 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.

23/02/2016

Catherine Knight  
Assistant Director - Corporate Services

### Agenda

- 1 Minutes**  
To confirm and sign the Minutes of the Meeting of the Scrutiny Committee dated 14 January 2016 (copy previously circulated).
- 2 Apologies for Absence**
- 3 Declarations of Interest**  
Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct
- 4 Written Questions from Councillors**  
To deal with written questions from the Councillors pursuant to Council Procedure 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 Lewes District Community Safety Partnership Annual Report (page 3)**  
To consider the Report of the Head of Business Strategy and Performance (Report No 40/16 herewith)
- 7 Portfolio Progress and Performance Report Q3 (October - December 2015) (page 14)**  
To consider the Report of the Director of Business Strategy and Development (Report No 41/16 herewith)
- 8 Forward Plan (page 38)**  
To receive the Forward Plan for the Council (copy herewith)
- 9 Date of Next Meeting**  
To note that the next meeting of the Scrutiny Committee is scheduled to be held on Thursday 14 April 2016 in the Telscombe Room, Southover House, Southover Road, Lewes commencing at 10:00am

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

Clerk Name: Michaela Frost  
Clerk Telephone: 01273 471600  
Clerk Email: [michaela.frost@lewes.gov.uk](mailto:michaela.frost@lewes.gov.uk)

**Distribution:**

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

**Agenda Item No: 6**

**Report No:  
40/16**

**Report Title: Lewes District Community Safety Partnership Annual Report**

**Report To: Scrutiny Committee      Date: 3 March 2016**

**Cabinet Member: Cabinet Member for Customers and Partners**

**Ward(s) Affected: All**

**Report By: Jo Harper, Head of Business Strategy and Performance**

**Contact Officer(s)-**

**Name(s): Jo Harper**  
**Post Title(s): Head of Business Strategy and Performance**  
**E-mail(s): [Jo.harper@lewes.gov.uk](mailto:Jo.harper@lewes.gov.uk)**  
**Tel No(s): 01273 661374**

---

**Purpose of Report:**

1. To enable the Committee to scrutinise the work of the Lewes District Community Safety Partnership.

**Officers Recommendation(s):**

2. To note the activities of the Lewes District Community Safety Partnership during 2015/16.
3. To note the plans to merge the three Community Safety Partnerships of Lewes, Eastbourne and Wealden, retaining local Joint Action Groups in each locality.
4. To note the actions planned to respond to the Council's new duties relating to the Prevent agenda (as set out in paras 20-25).
5. To agree any further recommendations the Committee would wish to make to the Cabinet Member for Customers and Partners with regard to the work of the Lewes District Community Safety Partnership.

---

**Reasons for Recommendations**

6. For the Scrutiny Committee to fulfil its duties under the Police and Justice Act 2006.

**Information**

7. Crime reduction and community safety is consistently one of the top concerns when local residents are asked about their priorities for local areas. Community safety is about more than simply policing. It has been recognised that It needs a creative and cooperative approach that draws in other services – from licensing, to activities for teenagers, to planning – but also engages the community at large: businesses; faith groups; local charities; community groups; and individual members of the public.
8. To this end, since 1998, Local Authorities have had a statutory duty to participate in local Community Safety Partnerships alongside the Police, Fire service, health and other key local agencies. These partnerships have been very successful in coordinating the activities of different agencies to deliver a targeted and joined up approach to tackling crime, disorder and antisocial behaviour.

### **Scrutiny of Community Safety Partnerships**

9. Provisions in sections 19 and 20 of the Police and Justice Act 2006 – as amended by section 126 of the Local Government and Public Involvement in Health Act 2007 - enable Scrutiny Committees to bring their unique perspective to bear on how Community Safety Partnerships are tackling crime and disorder.
10. Guidance produced by the Home Office on the scrutiny of community safety partnerships<sup>1</sup> makes it clear that it is the role of scrutiny committees to “*enhance existing partnership arrangements by developing a clear structure for overseeing and reviewing the delivery of joint responses on community safety and by creating a clearer link between partner agencies and the public on community safety.*”
11. The guidance goes on to say that “*the role of scrutiny should be focused on the partnership as a whole, if issues arise which relate specifically to a particular partner organisation, it may be appropriate to refer such issues to the governing bodies of that organisation for action.*” For example, if concerns relate purely to Police activity, then these should be referred to the Police and Crime Commissioner.
12. This report aims to provide the Committee with sufficient information to scrutinise the work of the Community Safety Partnership over the past year.

### **Lewes District Community Safety Partnership**

13. We are fortunate that the Lewes District is a relatively low crime area. For this reason a proportionate approach is taken to local partnership working. The Community Safety Partnership is chaired by the Cabinet Member for Customers and Partners and meets on a quarterly basis to coordinate the multi-agency approach to tackling crime and disorder issues in the district. It formulates a

---

<sup>1</sup> National Support Framework : Delivering Safer and Confident Communities. Guidance for the Scrutiny of Crime and Disorder Matters – England. Implementing Sections 19 and 20 of the Police and Justice Act 2006. Home Office May 2009

plan based on priorities expressed by local people and then oversees the delivery of that plan, monitoring crime and disorder data to ensure the desired impacts are achieved.

14. Delivery of the community safety plan is delegated to the Joint Action Group (JAG). This is also a multi-agency body. Operational level staff from each of the key agencies meet in this forum on a monthly basis to coordinate activity on the ground.
15. In addition, there is a Lewes District Domestic Abuse Action Group which focuses on multi-agency approaches to tackling domestic abuse and raising the profile of this issue – in particular through the White Ribbon campaign.
16. Other work relating to road safety and casualty reduction, substance misuse, reduction of reoffending and sexual violence is addressed in county-wide groups, to which local partners contribute as necessary.

### **Community Safety Funding**

17. The Community Safety Partnership receives a funding allowance each year to enable it to commission projects and activities to tackle its priorities. As a result of underspends in previous years, the partnership currently has £57k available to support local projects. It is likely that an additional allocation of £21,976 will be provided by the Police and Crime Commissioner for 2016/17.
18. These funds have to be allocated in line with the Partnership's priorities. There is a simple funding application process, whereby organisations requesting grants less than £1,000 can have their requests approved by the JAG. For larger allocations, a subgroup of the full Partnership is convened to consider the application. Given the current significant levels of unallocated funds, the Partnership intends to be more proactive in promoting the grants scheme with local groups and organisations in the coming year.

### **Activities in the past year**

19. The Community Safety Partnership has had a busy year, with a number of new and developing initiatives taking place to tackle the issues of concern. Summarised below are some of the main activities we have undertaken or commissioned. A full list of community safety grants awarded within 2015/16 to date is set out at appendix 2.
  - The Shop Watch scheme in Lewes has continued to grow and has been successful in reducing shoplifting in the town. 16 businesses are now participating in the scheme.
  - We have held a range of White Ribbon activities, including partnerships with local rugby team and the 'Living Library' project. These events have helped to raise the profile of domestic abuse and make people aware of agencies that can help. Reporting of domestic abuse incidents has increased significantly in

the past two years, which may be in part a result of the awareness raising activities undertaken.

- We have reduced the amount of fly-tipping occurring in the district by regular patrols of hotspots and taking legal action. Occurrences have reduced from over 500 in 12/13 to around 150 in the current year.
- Fire safety awareness work, including promoting installation of smoke alarms, has continued to reduce the number of dwelling fires. The number of dwelling fires in the district has reduced from 51 in 13/14, with an estimated 40 likely by the end of 2015/16.
- Safety in Action has been run again to address arson, amongst a range of other issues, with 859 young people from across the district attending sessions held last year.
- Road Safety Workshops have been held to address the driving behaviours of young men. Twelve 'safe drive stay alive' workshops have been held with around 180 participants in total.

### **Public Sector Prevent Duty**

20. A particular development in the past year has been a change in legislation around the prevention of violent extremism – known as Prevent. A new duty has been placed on local authorities which means the Council now needs to take a more active role in this area of work. Appendix A of this report explains the Government's strategy in relation to counter-terrorism (Contest), of which Prevent is a part.
21. Section 26 of the Counter-Terrorism and Security Act 2015 introduced a new duty for the Public Sector have due regard to the need to prevent people from being drawn into terrorism. The Prevent Duty came into force on 1 July 2015 and each Council was awarded a one-off grant from the Home Office of £10,000 to help the Council implement it.
22. Authorities have been advised that they should place an appropriate amount of weight on the need to prevent people being drawn into terrorism when they consider all the other factors relevant to how they carry out their usual functions. Specifically, the Council now has a duty to do the following:
  - Demonstrate an awareness and understanding of the risk of radicalisation in their area, institution or body.
  - Demonstrate evidence of active co-operation with the police, in particular with local Prevent co-ordinators and co-ordination through existing multi-agency forums.
  - Ensure staff who engage with the public are trained to ensure they understand what radicalisation means, why people may be vulnerable to it, know what measures are available to prevent people from being drawn

into terrorism, how to challenge extremism and access support for people who may be exploited by radicalising influences.

- Ensure information sharing agreements are in place at a local level, for example, to enable a person at risk of radicalisation to be given appropriate support.
- Maintain appropriate records to show compliance with their responsibilities and provide reports when requested.

23. In conjunction with the Community Safety Partnership, the Council has developed an action plan, to comply with the new legislation. This includes;

- Working with the Prevent Board to agree risk and co-ordinate Prevent activity.
- Working with our Partners, using counter-terrorism local profiles (CTLPs) ,to assess the risk of individuals being drawn into terrorism.
- Developing an action plan to deal with any identified risks.
- Ensuring that any publicly owned venues or resources in the District cannot be used for promoting extremist views, and that any publicly accessible Council IT equipment uses filtering systems that limit access to extremist material.
- Using the Home Office funding, we are purchasing a programme of staff training in combination with the other District and Borough Councils in East Sussex. This will be rolled out to all relevant frontline staff as well as senior management and elected Members.
- Also using the Home Office funding we are commissioning an innovative programme of workshops for local secondary schools. These workshops teach resilience to online radicalisation, tackle issues around hate crime and encourage safe discussion of contentious issues.

24. It should be noted that the Home Office funding has been provided at very short notice, and it must be spent by 31 March 2016. Officers have worked hard to commission interventions quickly, but there is a risk that not all of the £10k may be spent within the required time period, requiring some to be returned. If this happens, we will look to use local community safety funds to meet any shortfall.

25. The main focus of the Council is in the 'Prevent' stream of Contest, but, LDC also needs to be aware of how its work may have an impact on the other 3 strands (see appendix 1). For example, the Council needs to work with Partners to ensure there is sufficient protection around major international events or venues within the District, such as Bonfire or Glyndebourne. We may also be requested by law enforcement agencies to provide information which can assist with pursuing offenders – such as through our fraud detection work. Finally, our emergency planning function forms part of the 'Prepare' strand of Contest.

## **Community Safety Plan and Priorities for 2016/17**

26. When developing its plans and priorities for the coming year, the Community Safety Partnership has been mindful of the views and concerns of local residents. A survey is commissioned each year by ESCC which provides all the East Sussex Community Safety Partnerships with useful information about the views of their local residents.

In 2015, the top community safety priorities for residents in Lewes were:

- Anti-Social Behaviour (27%)
- Burglary (22%)
- Road Safety (14%)

The top types of Anti-Social Behaviour that residents said were the most important to tackle in Lewes were:

- Careless/Inconsiderate Driving (34%)
- Illegal Parking (14%)
- Dog Fouling (12%)
- Drinking in Public Places (11%)

In addition, the Residents Survey commissioned by LDC in Summer 2015 also asked some questions about community safety, and in particular environmental crime.

- 38% of respondents felt that rubbish or litter lying around was a problem.
- In Newhaven Valley and Central Seaford a third of people were particularly concerned about people being drunk or rowdy in public places.
- In Newhaven Valley and Lewes Bridge a third of people were concerned about vandalism and graffiti.

27. This resident feedback, together with an analysis of crime data, provided the basis for the Partnership to establish its priorities for the coming year. These have been agreed as set out below.

Work in partnership to seek long lasting solutions to Anti-Social Behaviour (ASB):

28. ASB remains a priority to the community and the police and partner agencies continue to receive many calls. The impact of anti-social behaviour can disproportionately affect the health and well being of residents and communities. We will continue our partnership approach to this work, collaborating closely between agencies to help resolve disputes and take action where resolution cannot be achieved.

Promote community safety initiatives to reduce crime and the fear of crime:

29. Crime levels in Lewes continue to be low but there is a disproportionate fear of crime that requires the partnership to reassure the public and promote the work



that all partners undertake. Proactive campaigns and promotional activities will continue to be used to provide public reassurance.

30. We will expand the Shopwatch Scheme, focussing on charity shops who often struggle to have an effective response to retail crime on their premises. Also, we will extend the 'Paws on Watch' initiative developed in the Wealden area to cover the Lewes District, enabling local dog walkers to be 'eyes and ears' in their local area on community safety matters. Work with community-based partners such as Neighbourhood Watch are also important in addressing this priority.

Work to protect and support vulnerable victims of crime:

31. This is a new priority for the Partnership, to acknowledge the importance of prioritising community safety work where vulnerable victims are involved.

Encourage the reporting of Domestic Abuse incidents:

32. Lewes continues to be strongly committed to the White Ribbon campaign and it will continue to be a priority to encourage victims to report incidents to the police. Domestic violence is widely known to be an under reported crime which this priority aims to reverse. The Lewes District Domestic Abuse Action Group will continue to lead on this area of work. We will continue our work to raise awareness - particularly in rural communities – of the Domestic Abuse support which is available.

Reduce the number of Dwelling Fires:

33. We continue to work with partners to identify those most vulnerable from fire in our community, so that prevention support can be promptly delivered, such as Home Safety Visits, smoke alarm installations, well-being checks and further referral links to other agencies.

Reduce the number of Killed & Seriously Injured on Lewes District's roads:

34. We continue to focus on making our roads safer for all road users across the district as the level remain unacceptably high. We will work with the fire service as it realigns posts to enable more dedicated staff time to be given to tackling behaviours resulting in road traffic accidents.

Promote and contribute to the implementation of the Prevent agenda:

35. We will deliver our local action plan, outlined above, including providing awareness training to partners as part of the national counter-terrorism strategy, Contest (see appendix 1).

### **The Future of the Community Safety Partnership**

36. Prompted by recent changes agreed within Sussex Police, local Community Safety Partnerships in East Sussex have been asked to consider their

structures going forward. Sussex Police are shortly to merge their current policing divisions of Lewes, Wealden and Eastbourne into a single division. With this in mind, the three local Partnerships for these areas have each been asked to consider a similar merger.

37. The Lewes Community Safety Partnership met in December 2015, and agreed, subject to suitable terms of reference and membership being established, that a merger with Eastbourne and Wealden would be beneficial. However, it was strongly felt that local Joint Action Groups should be retained in each area, to ensure a local focus for delivery was maintained. Similar views were expressed by both Wealden and Eastbourne Partnerships.
38. Work is currently in progress to set up this new merged configuration. Consideration will also need to be given to the officer support required by the new merged arrangements as our current officer support is through a shared post to which all councils and other partners contribute financially, but who is line managed through Sussex Police. This current arrangement comes to an end in March 2016. Given the Joint Transformation Programme between Lewes and Eastbourne, it is timely to consider how best officer support might be provided in future.

### **Financial Appraisal**

39. There are no direct financial implications for the Council arising from the recommendations set out in this report. Paragraph 38 explains that officer support to a merged Community Safety Partnership will need to be reviewed. This could lead to a reduction in the Council's annual contribution towards the cost of officer support, £5,800 in 2016

### **Legal Implications**

The Legal Services Department has made the following comments:

40. These are set out within the body of the report.

### **Risk Management Implications**

41. The Lewes District Community Safety Partnership is well established and provides a strong multi-agency framework for addressing crime, disorder and antisocial behaviour issues in the district. This report notes that there is to be a merger of this partnership with those of Eastbourne and Wealden. The merger presents a potential risk that Lewes issues may take a lower priority to those of other areas. This risk is to be mitigated through the Terms of Reference for the merged partnership providing equal status to the three areas.
42. There is a risk that the Council might not meet the new duty for Local Authorities relating to Prevent. The action plan set out in this report aims to mitigate that risk.

### **Equality Screening**

- 43.** The work of the Community Safety Partnership positively impacts on a number of groups across the District who share protected characteristics, so has a positive contribution towards our Equalities Objectives, and as this report is a progress update, it does not require an EA. However, the report does contain one proposal for change going forward – the merger of the 3 Community Safety Partnerships – and this change will be subject to its own EA as part of the merger process.

### **Background Papers**

44. All papers relating to the Lewes District Community Safety Partnership are held by the Business Planning and Strategy Team

### **Appendices**

Appendix 1 – A Summary of the Government’s Counter-terrorism Strategy

Appendix 2 - Community Safety Grants Awarded in 2014/15

## A Summary of the Government's Counter-terrorism Strategy

**CONTEST** is the name of the United Kingdom's counter-terrorism strategy. The aim of the strategy is "to reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence." CONTEST is split into four work streams: Prevent, Pursue, Protect, and Prepare.

### **Prevent**

The purpose of Prevent is to stop people from becoming or supporting terrorism. This includes countering terrorist ideology and challenging those who promote it; supporting individuals who are especially vulnerable to becoming radicalised; and working with sectors and institutions where the risk of radicalisation is assessed to be high.

### **Pursue**

The purpose of Pursue is to stop terrorist attacks by detecting, prosecuting and otherwise disrupting those who plot to carry out attacks against the UK or its interests overseas.

### **Protect**

The purpose of Protect is to strengthen protection against a terrorist attack in the UK or against its interests overseas and so reduce their vulnerability. The work focuses on border security, the transport system, national infrastructure and public places.

### **Prepare**

The purpose of Prepare is to mitigate the impact of a terrorist attack where that attack cannot be stopped. This includes work to bring a terrorist attack to an end and to increase the UK's resilience so we can recover from its aftermath.

**Appendix 2****Community Safety Grants Awarded in the past year**

<b>Organisation</b>	<b>Purpose of Grant</b>	<b>£ awarded</b>
Sussex Community Development Association	Youth Drop-In facility at Denton Island premises, provision of youth worker sessions, venue costs, materials	5089
Stephen Israel – The Company	Film of a play dealing with juvenile mental health issues in conjunction with CAMHS to be shown in secondary schools	500
RISE	Living Library – Domestic violence drop in event at Lewes Library	280
East Saltdean Neighbourhood Watch	Shed alarms / OTD prevention for residents of East Saltdean	1000
Wave Leisure	Targetted Swim programme in conjunction with Priory School, Lewes	1000

**Agenda Item No: 7**

**Report No:  
41/16**

**Report Title: Portfolio Progress and Performance Report  
Quarter 3 (October - December 2015)**

**Report To: Scrutiny Committee Date: 3 March 2016**

**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**

**Post Title(s): Strategic Performance Manager**

**E-mail(s): [sue.harvey@lewes.gov.uk](mailto:sue.harvey@lewes.gov.uk)**

**Tel No(s): 01273 471600 (Ext 6119)**

---

### **Purpose of Report:**

1. To consider the Council's progress and performance in respect of key projects and targets for the third quarter of the year (October to December 2015 (Quarter 3)).

### **Officers' Recommendation(s):**

1. That progress and performance for Quarter 3 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 in 2016/17.

### **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 third quarter of 2015/16 (the period running from 1<sup>st</sup> October to 31<sup>st</sup> December 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.
6. Following a period of public/stakeholder consultation the Council Plan for 2016 - 2020 has been adopted (at Full Council on 25 February 2016). The Plan sets out the Council's priority projects, intended outcomes and associated performance targets over the next four years. Progress against key projects and performance targets contained within the Plan will be reported to Members in quarterly reports starting in September 2016.

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

7. 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 seven new Cabinet Portfolios adopted at the end of 2015.
8. 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 3 – 2015/16**

9. A summary of the third quarter's performance is as below:
  - 92% of the Council's key projects were either complete or on track at the end of the third quarter.
  - 70% of the Council's performance targets were either met, exceeded or within a 5% variance.
  - Only 7 indicators did not meet the planned targets.

- With regard to customer feedback during Quarter 3, 233 complaints were received and responded to, and 16 compliments were made by customers about council services.

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

10. 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 and Business Portfolio

11. The £2.5 million Newhaven Growth Quarter project is on track and approaching completion. This key partnership project (involving Basepoint, Sussex Downs College, Sussex Community Development Association and East Sussex County Council) is the result of a successful £1.9 million funding bid, led by the Council, that will see the delivery of significant additional space for business expansion and new business support facilities. Progress on the construction work can be followed at [www.growthquarterproject.com](http://www.growthquarterproject.com).
12. The Newhaven Enterprise Zone – The proposal to establish an Enterprise Zone in Newhaven was confirmed in the Government Spending Review announcement in November 2015. The project will get underway in 2017 and will unlock 8 strategic sites for business development and expansion, leading to new jobs for the area.
13. North Street Quarter – The Joint Venture with Santon to develop the North Street Quarter in Lewes took a major step forward with the granting of planning permission by the South Downs National Park Authority. This major regeneration project (partially on land owned by the Council) will deliver new homes, a health centre, new jobs, and commercial and leisure areas. Revenue generated from the sale of land will be re-invested in Council services.

#### Finance Portfolio

14. Newhaven Shared Facility – This project is complete. Saxon House opened to the public in January and offers a range of services and facilities to local residents. The new shared facility brings staff from the Council, police and fire service together under one roof, saving money and enabling more opportunities for multi-agency partnership working.

#### Housing Portfolio

15. Local Growth Fund – This project to bring forward 7 small scale sites owned by the Council for development is progressing well. The project is still at design/consultation stage but is expected to deliver up to 30 new Council homes for rent. Planning applications have now been submitted and these will be considered during February/March 2016.
16. Photovoltaic Panels - Solar Panels have been installed in 597 Council homes. This will save money for both tenants and Council tax payers alike as well as reduce our carbon footprint.



17. The time taken to process new council tax and housing benefits applications (14 days) continues to well exceed the target of 20 days.

#### Waste and Recycling Portfolio

18. The Waste Strategy – Seven new fleet vehicles are now in operation in the waste, recycling and street cleaning service. The vehicles will improve service quality, efficiency and safety compliance. Two of the new vehicles are electric, continuing our commitment to sustainable energy for our own operations, where practicable. A project manager has now been appointed and a communication plan has been developed, beginning with a middle page spread in the Spring issue of the Council's magazine (District News). The Garden waste collection is also being rolled out across the District, following a successful trial in Seaford. This starts in South Heighton, Denton and Newhaven from April 2016 and will extend to Peacehaven and Telscombe from the summer. It is intended to make the service available across the rest of the district during the next two years.

#### Planning Portfolio


19. The Council received 239 major and minor planning applications during the last quarter. All of these were determined within target.

#### People and Performance Portfolio

20. The Joint Transformation Programme which will see the integration of staff and services with Eastbourne Borough Council has commenced, a notable milestone being the appointment of a shared Chief Executive from January 2016. The project aims to deliver savings in the region of £2.9 million per year by March 2020.
21. The records management project which updated the Council's information governance policies and retention schedules, and worked to align these with Eastbourne is now complete.

#### Customers and Partners Portfolio


22. Dementia Friends – Funding has been approved by the Council to enable 3VA to provide new and enhanced co-ordination of Dementia Action Groups in the District. The Council continues to raise staff and councillor awareness of dementia through a training programme as part of its equality action plan.

**Areas for Improvement** –  Where performance has been very slightly below target (but within 5% tolerance) or the project is slightly off track.

23. 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 3 performance areas which fell into this category in Quarter 3. Information about management action to address underperformance is set out in the appendix to this report. The 3 areas are:
  - Business Rates collection
  - Overall tenants satisfaction

- Urgent Council house repairs

24. There is 1 project has been discontinued and there is 1 project where actions have taken longer than the originally agreed timescale. Information about the reasons for this, along with the management action being taken, is set out within Appendix A.

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

25. 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 7 such areas at the end of Quarter 3. The management actions to address these are set out below:
26. Invoices – Training of over 30 officers who are involved in invoice processing took place in October/November 2015. Invoice performance is now being monitored monthly by managers and finance business partners. This is helping to identify specific trends or barriers to efficient processing which can then be addressed either through short term measures or longer-term action plans. This is a more dynamic and flexible approach which has identified, for example, the need for changes to or expansion of authorised signatories, to provide additional resilience. In the revenues service, where there have been particular issues, officers continue to work with suppliers to encourage them to aggregate multiple invoices. A particular area of focus has been in respect of VAT only invoices for bailiff services. It is anticipated that the Council will move to electronic processing in 2016/17 which should significantly improve processing times.
27. Council house re-lets - In addition to the management action described in the quarter two report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times. Processes are becoming more streamlined and improvement is expected in quarter 4. There is work underway to identify possible options to consider how bedsits within our sheltered accommodation might be improved to make them easier to let.
28. Household waste collected and recycling rate – These two performance measures are closely interlinked. By increasing recycling, we will reduce the amount of waste collected. This is being addressed through the waste strategy which is expected to improve recycling rates when the new service is in place by 2018. The successful green waste trial in Seaford will also continue and will also be rolled out to residents in South Heighton, Denton and Newhaven from April and Peacehaven and Telscombe from the summer. It is intended to make this service available across the rest of the district during the next two years.
29. Planning appeals – During Q3, two appeal decisions were received, both of which were allowed. This increased the overall percentage of appeals allowed this year to 33% - the annual target is to remain below this percentage. Decisions made on planning appeals continue to be reviewed and for any lessons to be learnt. This includes reporting back to the Planning Committee on the outcome of appeals that relate to decisions made by the Committee. This forms part of the continued learning and training for Councillors, particularly those who sit on the Planning

Committee. Recent training has included a session on making defensible decisions, held on the 8th January, and training specific to planning in the National Park, which took place on the 3rd March.

30. Net additional homes - The Council is accountable to Government on the delivery of homes in the district, despite it not being within Council control to deliver. Officers will continue to monitor and engage with developers to track the potential for implementation of extant permissions. The annual survey, which follows up on the completion of developments on smaller sites, is expected to add to the total for the year. This will be reflected in the next (Quarter 4) report.
31. Staff sickness – A further increase for Q3 means we have not met our annual target of 9 days for 2015/16 (currently standing at 9.06). Historically Q3 tends to be a high month with an increase in absences for cold and flu type illnesses. Short term absence makes up 36% of the total (up from 32% in Quarter 2) and long term makes up 64% (down from 68% in Quarter 2). Approximately 50% of the long term absence is in Waste and Recycling. 37% of the short term absence is in Waste and Recycling with the rest being evenly split across the Council. A comparatively higher level of sickness in the waste service is not unusual given the physical nature of the work, hazardous environments and challenging weather conditions. All long and short term absences across the Council are closely monitored. The Sickness Absence Management Procedure continues to be applied by line managers in consultation with HR. Managers in waste and recycling have received specific training on monitoring and managing sickness. Work is currently being undertaken to review the Council's Sickness Absence Policy.

### **Financial Appraisal**

32. 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**

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

### **Risk Management Implications**

34. **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**

35. 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 3)

## PORTFOLIO PROGRESS AND PERFORMANCE – QUARTER 3 (October to December 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.

**PLACE - GROWTH AND PROSPERITY**  
**Portfolio: Regeneration and Business**  
 Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Newhaven Growth Quarter	April 2016		Construction work is within budget and progressing well. The Sussex Downs College element is now complete and handed over. The Sussex Community Development Association (SCDA) rear extension is also complete. Front extension completed on 29 Jan 2016. The Newhaven Enterprise Centre is on target for completion by April 2016. A launch event is being planned for April.
Newhaven Enterprise Zone	March 2018		The next phase of the Enterprise Zone Newhaven Project is due to start April 2017 following a successful bid to Government. Eight key strategic, non-contiguous, sites are included. Some will come forward in the short-term, whilst others are much longer-term opportunities (possibly up to 2042). The project target date reflects the completion of specific short-term development/improvement schemes. Initial meetings have been held with landowners to discuss EZ and plans for individual sites. Locate East Sussex are currently drafting marketing proposals which should be completed by the end of February 2016.
Support for Business	March 2019		A European Regional Development Fund outline bid for business support services has been submitted by Prevista (on behalf of all Coast to Capital LEP authorities). The Council has identified match funding of around £100k to support the project. The detailed submission will be worked up once the outcome of the outline bid is known.
Lewes Business Awards	July 2016		Work has started on planning for the 2016 Lewes District Business Awards. The event is due to take place in July 2016. The target date (originally March 2016) has been revised to reflect this.


Project / Initiative	Target Completion	Current Status	Update
North Street Quarter	2021		The South Downs National Park Authority planning committee resolved to grant planning permission in December 2015 and the Section 106 Planning Agreement is being finalised. A report agreeing the Heads of Terms of the Joint Venture agreement, along with other commercial matters, was approved by Cabinet in January 2016. We continue to work with the existing tenants on relocation options, prioritised by phase.
Refreshed Regeneration Strategy	March 2016 (Revised date September 2016)		The Regeneration Strategy will be refreshed in line with the new Council Plan, which is expected to be adopted in February 2016. The target date has been revised to reflect this.
Newhaven Flood Alleviation Scheme	March 2016 (Revised date March 2019)		The business case (known as the Project Appraisal Report) was approved by the Environment Agency Executive Director of Operations in December 2015. The tender for the detailed design and construction phase was issued in November 2015; the contract will be awarded in April/May 2016. A planning application for the works has been submitted. The timeframe for this project is now clearer and the target date has been revised to reflect this.

# VALUE FOR MONEY



## Portfolio: Finance

### Portfolio Projects and Initiatives



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.

Project / Initiative	Target Completion	Current Status	Update
Newhaven Shared Facility	November 2015		Construction is complete and the building became operational from 18 <sup>th</sup> January 2016. Visitors to Saxon House will be able to access planning, environmental health, and revenue and benefits services.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of overpayments recovered	70%	68%	71%	70%		Performance is being maintained.
Percentage of invoices paid on time	98%	93%	90%	92%		Performance improved in October 2015 but dipped slightly in November and December. The Council has processed 11,738 invoices to date this year, of which 977 have been late payments. A significant proportion of late payments have been in revenue services where action is now being taken to address the problem (see below).
Performance Improvement Plan	Training of over 30 officers who are involved in invoice processing took place in October/November 2015. Invoice performance is now being monitored monthly by managers and finance business partners. This is helping to identify specific trends or barriers to efficient processing which can then be addressed either through short term measures or longer-term action plans. This is a more dynamic and flexible approach which has identified, for example, the need for changes to or expansion of authorised signatories, to provide additional resilience. In revenues, officers continue to work with suppliers to encourage them to aggregate multiple invoices. A particular area of focus has been in respect of VAT only invoices for bailiff services. It is anticipated that the Council will move to electronic processing in 2016/17 which should significantly improve processing times.					






KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of Council Tax collected during the year	98.4%	30.3%	28.3%	27.9%		The target stated is for the year. Overall performance for the year to date is 86.5% which is on track to meet year end targets.
Percentage of Business Rates collected during the year	98.5%	33.2%	24.7%	28.5%		The target stated is for the year. Overall performance for the year to date is 86.4% which is slightly below the planned target for the year to date (87%). Although performance is down compared to the same period last year, forecasts are that business rate collection will reach 98% at the end of the financial year, slightly below target.




# PLACE - 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 Q3 detailed designs were drawn up and local consultations events took place in each Town in the District to show the plans and collect comments. Following consultation, amendments were made to several of the site designs, and one site (Waldshut Road, Lewes) is having a complete re-design to reflect the comments made by residents. Planning applications were submitted on the remaining 6 sites in December and expressions of interest were sought from prospective construction companies. Five of the six applications are due to be decided upon by the planning committee on 24th Feb - the sixth is likely to be heard at the March planning committee.
New Homes Project	March 2019		It was agreed at a meeting of Cabinet on 17 <sup>th</sup> February 2016 that the New Homes project in its current form be terminated. Alternative proposals for the delivery of new homes will now be developed and a report on options will be brought back to Cabinet in due course.
Photovoltaic Panels	March 2016		This project is now complete. 597 Council homes have been fitted with solar panels ahead of Government changes to the Feed in Tariff (FIT) which was substantially reduced in January 2016. The original programme was for 700 installations but this is now not commercially viable due to the changes in Government funding.

## Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
The number of days taken to process new housing benefit/ Council tax benefit claims	20 days	16 days	7 days	14 days		
Percentage of rents collected during the year (cumulative)	95%	93%	97%	95%		Levels of rent collected can vary throughout the year as rent officers are also targeting arrears from the previous year.
Total number of days that families need to stay in temporary accommodation (B&B)	18 days	0 days	0 days	0 days		
Total number of households living in bed and breakfast/emergency accommodation	50 or fewer	66	41	50		Although the number of people presenting as homeless in Quarter 3 increased, the number requiring to be placed in temporary accommodation remains within target. Data for January 2016 indicates increasing demand on temporary accommodation and options for tackling this are being investigated..
Average number of days to re-let Council homes (excluding temporary lets)	26 days	30 days	30 days	30 days		There were 42 Council properties relet during Quarter 3. 15 properties required major improvement work during the period which has brought accommodation up to a higher standard. As reported in Quarter 2, there remains a small number of sheltered bedsits for which there is less demand, making them harder to let. Performance in the last 2 months of quarter 3 improved due to smoother procedures, weekly void progress meetings and a dedicated officer to co-ordinate voids.
<b>Performance Improvement Plan</b>	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. Processes are becoming more streamlined and improvement towards target is expected in quarter 4. There is work underway to identify possible options to consider how bedsits within our sheltered accommodation might be improved to make them easier to let.					

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Overall tenants satisfaction	88.5%	93%	89%	87%		Q3 performance is slightly below target, although the average satisfaction for the year to date is over 89% which is above target. Generally satisfaction is high. The satisfaction survey is generated quarterly through a random sample of tenants. Specific comments or issues raised are responded to directly. Analysis has not found any specific reasons for this drop in satisfaction. Officers will continue to monitor and benchmark with other housing authorities to see if this is a trend elsewhere.
Percentage of urgent repairs carried out within Government time limits	98%	99%	95%	96%		Although slightly below target, performance is improving since the second quarter. Officers continue to work with contractors to ensure performance continues to improve.
Percentage of repairs noted as good or satisfactory by tenants	98%	97%	98%	98%		Tenants' satisfaction with the repairs service remains high. All tenants who require repairs to be carried out are surveyed. Around 50% of them respond. An online survey is being developed to make it easier and more efficient for tenants to give us feedback.


## CUSTOMERS - CLEAN AND GREEN DISTRICT



### Portfolio: Waste and Recycling

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Waste Strategy (Weekly Recycling and food waste, fortnightly refuse collection)	March 2018		Seven new fleet vehicles are now in operation in the waste, recycling and street cleaning service. The vehicles will improve service quality, efficiency and safety compliance. Two of the new vehicles are electric, continuing our commitment to sustainable energy for our own operations, where practicable. A project manager has now been appointed for the Waste Strategy and a communication plan has been developed, beginning with a middle page spread in the Spring issue of the Council's magazine (District News). The Garden Waste collection service, piloted in Seaford is now being rolled out more widely in the district.
Seaford Iconic Leisure	March 2019		The Council is working to support Seaford Town Council on this project. Soft market testing has been delayed while the Town Council work on the future of the existing cafe at the Salts. It is now expected to take place in early Spring 2016.

#### Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
KG of household waste collected per household (cumulative)	500Kg or less	142Kg	143Kg	143Kg		The Council has limited control over this. Performance has been at a consistent level this year and is unlikely to meet the year-end target. In the year ahead the waste strategy aims to tackle this issue.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of household waste sent for reuse, recycling and composting	30%	27%	26%	27%		As above
<b>Performance Improvement Plan</b>	These two performance measures (above) are closely interlinked. By increasing recycling, we will reduce the amount of waste collected. This is being addressed through the waste strategy which is expected to improve recycling rates when the new service is in place by 2018. The successful green waste trial in Seaford will also continue and will also be rolled out to residents in South Heighton, Denton and Newhaven from April and Peacehaven and Telscombe from the summer. It is intended to make this service available across the rest of the district during the next two years.					
Percentage of refuse bins/recycling boxes collected on time	99.9%	99.9%	99.7%	99.9%		



# PLACE - 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		During the last quarter, the resumed hearing sessions for the Examination into the Core Strategy were undertaken (16 <sup>th</sup> and 17 <sup>th</sup> December). The Inspector requested further information on housing land supply, which has been provided. The Inspector's final report is due to be received in early Spring. Subject to the Inspector concluding that the plan is 'sound' it will then be adopted by the District Council and National Park Authority.
Neighbourhood Plans Target: to deliver at least 3 Neighbourhood Plans by 2017	March 2017		Good progress continues to be made. Following a successful referendum the Ringmer Neighbourhood Plan is going through the adoption process (due to be complete on the 25 <sup>th</sup> Feb). The Hamsey Neighbourhood Plan had a successful outcome at Examination and is expected to proceed to referendum in Spring 2016. A Neighbourhood Area designation has been made for Seaford during the last quarter.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	75%	82%	100%		Continued good progress has been made with the determination of major planning applications.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	91%	84%	100%		Continued good progress has been made with the determination of minor planning applications.






KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of planning appeals allowed (LDC only)	Less than 33%	25% (4 appeals, 1 allowed)	20% (10 appeals, 2 allowed)	33% (12 appeals, 4 allowed)		During Q3, two appeal decisions were received, both of which were allowed. This increased the overall percentage of appeals allowed this year to 33% - the annual target is to remain below this percentage.
Performance Improvement Plan	Decisions made on planning appeals continue to be reviewed and for any lessons to be learnt. This includes reporting back to the Planning Committee on the outcome of appeals that relate to decisions made by the Committee. This forms part of the continued learning and training for Councillors, particularly those who sit on the Planning Committee. Recent training has included a session on making defensible decisions, held on the 8th January, and training specific to planning in the National Park, which took place on the 3rd March.					
Net additional homes provided in the District (cumulative)	227	10	16	36		The cumulative total at the end of Q3 is 62 housing completions on sites yielding 6 units or more (smaller sites are only monitored on an annual basis, which will significantly boost the end of year completions figures). As at the end of December, there were approximately 1,700 residential units that had been granted planning permission in the district but had yet to commence construction, or were under construction but had yet to be completed.
Performance Improvement Plan	The Council is accountable to Government on the delivery of homes in the district, despite it not being within Council control to deliver. Officers will continue to monitor and engage with developers to track the potential for implementation of extant permissions. The annual survey, which follows up on the completion of developments on smaller sites, is expected to add to the total for the year. This will be reflected in the next (Quarter 4) report.					




# VALUE FOR MONEY

## Portfolio: People and Performance

### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Joint Transformation Programme (previously known as the Shared Services Project) <i>- in partnership with Eastbourne Borough Council</i>	March 2019		Joint Transformation Programme workshops were undertaken during the period from November to January, involving staff from both Councils, to inform the detailed business case. Appointment of a Shared Chief Executive was agreed by both Councils and commenced in mid-January. The detailed business case and implementation plan are due for consideration by both Cabinets in April/May 2016.
Workforce Planning	March 2016		The HR team is continuing to consider correlation of policies and procedures and identify opportunities for alignment between Eastbourne and Lewes District Council.
Workforce Equality Profile	September 2015		Complete: Relevant workforce data has been collated and analysed.
Equal Pay Audit	September 2015 (Revised to March 2016)		Relevant workforce data has been collated and analysed but is considered to be too far out of date to be useful. Further data collection/cleansing is underway. Following agreement with the Portfolio Holder, the timetable for completion of this work has been extended. Work is now expected to be completed by end of March 2016 and will be published thereafter.
Records Management	December 2015		Complete: The review of the Records Management Policy and retention schedule has been carried out and is currently being implemented. This included an opportunity to start to align policies and procedures with Eastbourne Borough Council. A new post of Information Governance Officer started in February 2016. Work to ensure old records are disposed of or archived, in accordance with the Data Retention Policy, also continues and a new project to focus on this will commence shortly.





## Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	2.51 days	2.98 days	3.57 days		A further increase for Q3 means we have not met our annual target of 9 days for 2015/16 (currently standing at 9.06). Historically Q3 tends to be a high month with an increase in absences for cold and flu type illnesses. Short term absence makes up 36% of the total (up from 32% in Quarter 2) and long term makes up 64% (down from 68% in Quarter 2). Approximately 50% of the long term absence is in Waste and Recycling. 37% of the short term absence is in Waste and Recycling with the rest being evenly split across the Council. A comparatively higher level of sickness in the waste service is not unusual given the physical nature of the work, hazardous environments and challenging weather conditions.
Performance Improvement Plan	All long and short term absences across the Council are closely monitored. The Sickness Absence Management Procedure continues to be applied by line managers in consultation with HR. Managers in waste and recycling have received specific training on monitoring and managing sickness. Work is currently being undertaken to review the Council's Sickness Absence Policy.					

# CUSTOMERS – IMPROVED CUSTOMER SERVICE


## Portfolio: Customers and Partners




### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Devolution (Parks and Open Spaces)	March 2017		A report on the formal transfer of sites from 1 <sup>st</sup> April 2016 was considered by the Devolution Committee on 2 <sup>nd</sup> February 2016 and is also reported for consideration by Cabinet in March 2016. Subject to this decision, the first phases of transfers will take effect, with the remainder being transferred by the end of March 2017.
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. The Council's consultants are preparing a report which is expected to be considered by Cabinet in April/May 2016. At the time of report writing, application for the release of Environment Agency funding of more than £20,000 for monitoring coastal erosion is awaiting approval. The monitoring equipment and works will be purchased and carried out soon after.
Tourism Strategy	March 2018		The Tourism Strategy and Action Plan is now in its second year of implementation. Preparations are underway for Artwave 2016, which will take place in August/September. A refreshed, mobile enabled and user friendly visitor website ( <a href="http://www.staylewes.org">www.staylewes.org</a> ) has been launched. Twitter followers of @enjoylewes have now reached just under 5000. An application has been made to the European Agricultural Fund for Rural Development for the development of a rural tourism destination partnership, together with Brighton and Lewes Biosphere.
Event Management Plan	Feb 2016		An events calendar is included as part of the refreshed Stay Lewes website. An events policy has been drafted and a programme of events is being encouraged. The Enchanted Park event in Lewes at Christmas was well received.

Project / Initiative	Target Completion	Current Status	Update
Dementia Friends	March 2017		3VA has been funded to work with the Council to assist with supporting existing Dementia Action Groups in the District and setting these up in areas where they do not yet exist. Staff training and other internal awareness activities continue. Further Member training sessions are planned for early 2016, and the invitation to attend will be extended to local community groups.
Resident/Customer Engagement	November 2015 (Revised to March 2016)		The Engagement Strategy is due for adoption by the Cabinet Portfolio Holder for Customers and Partners in March 2016, informed by the Residents' Survey. The target completion date for this project has been extended to allow sufficient time for full engagement with the new Portfolio Holder for this area.

#### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Total number of customer feedback received; a) complaints; b) compliments	Data Only	a) 306 b) 6	a) 297 b) 19	a) 233 b) 16	Data Only	This data represents those complaints received and recorded through the Customer Hub.
Average time taken to answer telephone calls	30 seconds	25 seconds	19 seconds	29 seconds		Performance remains on track. Following comments made by members of Scrutiny Committee, officers have confirmed that action is being taken to (wherever possible and appropriate) enable the Council's telephone number to be displayed when customers are contacted by us. Further improvements to the telephony service will be made as the customer contact centre and telephony system is developed, as part of the Joint Transformation Programme.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Overall satisfaction with how the Council runs things	Baseline	-	63%	-	Data Only	The data was derived from a one-off Residents' Survey carried out in summer 2015.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	92%	100%		
The average number of days taken to remove reported fly-tips	Less than 2 days	2.2 days	1.8 days	2.0 days		Fly tip removal performance continues to be maintained.
Number of people receiving Dementia Awareness training	150 by 2017	40	0	5		The training aspect of this project has continued, with Dementia Friends information sessions delivered to councillors in October 2015. Further staff and councillor training sessions are planned in Spring 2016, and the invitation will also be extended to local community groups.

## Forward Plan of Decisions – 1 April 2016 to 31 July 2016

Published: March 2016

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

### Key Decisions:

EZ Newhaven – an update on progress to date ahead of April 2017 implementation (Lead Councillor: Councillor Smith)	28 April 2016	To be confirmed	To be confirmed	To be confirmed	Peter Sharp Regeneration Project Manager 01273 661125, <a href="mailto:peter.sharp@lewes.gov.uk">peter.sharp@lewes.gov.uk</a>
To consider options for the Coastal Management Implementation plan (Lead Councillor: Councillor Franklin)	28 April 2016	Key Stakeholders have been consulted	None	Report by external consultants	Ian Morris Head of Customer Service 01273 484079 <a href="mailto:ian.morris@lewes.gov.uk">ian.morris@lewes.gov.uk</a>
To receive and endorse the annual report on Risk Management (Lead Councillor: Councillor Giles)	28 April 2016	Cabinet Member for Risk Management and Corporate Management Team by 9 March 2016	Direct to contact officer by email, writing or telephone by 6 March 2016	The Council's Risk Management Strategy	David Heath Head of Audit Fraud and Procurement 01273 484157 <a href="mailto:david.heath@lewes.gov.uk">david.heath@lewes.gov.uk</a>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
<p>Adoption of the Lewes District Local Plan Part 1: Joint Core Strategy (Lead Councillor: Councillor Jones)</p>	<p>28 April 2016</p>	<p>No further consultation is necessary. Extensive public engagement has taken place throughout the development of the Joint Core Strategy at key stages resulting in hundreds of representations that have informed the development of the plan, resulting in the Adoption version:</p> <p>Issues and Options – published May 2010</p> <p>Emerging Core Strategy – published September 2011</p> <p>Proposed Submission Document – published January 2013</p> <p>Proposed Focused Amendments – published May 2014</p> <p>Examination in Public (hearings) – January 2015</p> <p>Proposed Modifications – published August 2015</p> <p>Resumed Examination in Public (hearings) – December 2015</p>	<p>Please see the “Consultation” column (left)</p> <p style="text-align: right;">Page 39 of 40</p>	<p>Planning Inspector's Final Report (expected early spring 2016)</p> <p>Letter to Planning Inspector October 2015  <a href="http://www.lewes.gov.uk/Files/plan_Letter_to_inspector_-_Proposed_Modifications.pdf">http://www.lewes.gov.uk/Files/plan_Letter_to_inspector_-_Proposed_Modifications.pdf</a></p> <p>Addendum to the Consultation Statement October 2015  <a href="http://www.lewes.gov.uk/Files/plan_Addendum_Consultation_Statement_Oct_2015.pdf">http://www.lewes.gov.uk/Files/plan_Addendum_Consultation_Statement_Oct_2015.pdf</a></p> <p>Lewes District Joint Core Strategy Proposed Main Modifications August 2015  <a href="http://www.lewes.gov.uk/Files/plan_Proposed_Main_Modifications_Schedule_3_-_July_2015.pdf">http://www.lewes.gov.uk/Files/plan_Proposed_Main_Modifications_Schedule_3_-_July_2015.pdf</a></p> <p>Addendum to the Sustainability Appraisal August 2015  <a href="http://www.lewes.gov.uk/Files/plan_Addendum_to_the_Lewes_District_Core_Strategy_Sustainability_Appraisal_-_Proposed_Modifications.pdf">http://www.lewes.gov.uk/Files/plan_Addendum_to_the_Lewes_District_Core_Strategy_Sustainability_Appraisal_-_Proposed_Modifications.pdf</a></p> <p>Core Strategy Track Changes Proposed Modifications Version August 2015  <a href="http://www.lewes.gov.uk/Files/plan_Core_Strategy_Track_Changes_Modifications_Illustrative_Aug_2015.pdf">http://www.lewes.gov.uk/Files/plan_Core_Strategy_Track_Changes_Modifications_Illustrative_Aug_2015.pdf</a></p> <p>Planning Inspector's 'Initial Findings' letter February 2015  <a href="http://www.lewes.gov.uk/Files/plan_ID-05_Letter_to_Councils_10_Feb_2015.pdf">http://www.lewes.gov.uk/Files/plan_ID-05_Letter_to_Councils_10_Feb_2015.pdf</a></p> <p>Lewes District Joint Core Strategy Submission Document September 2014  <a href="http://www.lewes.gov.uk/Files/plan_CS_Submission.pdf">http://www.lewes.gov.uk/Files/plan_CS_Submission.pdf</a></p> <p>Submission Sustainability Appraisal 2014  <a href="http://www.lewes.gov.uk/Files/plan_SA_Submission.pdf">http://www.lewes.gov.uk/Files/plan_SA_Submission.pdf</a></p> <p>Consultation Statement September 2014  <a href="http://www.lewes.gov.uk/Files/plan_Consultation_Statement_Submission.pdf">http://www.lewes.gov.uk/Files/plan_Consultation_Statement_Submission.pdf</a></p>	<p>Catherine Jack            Planning Policy Lead            01273 484417  <a href="mailto:catherine.jack@lewes.gov.uk">catherine.jack@lewes.gov.uk</a></p>

Proposed decision to be considered	Date of Cabinet meeting	Consultation: How, with whom and by what date	Representations: How, by whom and by what date	Background documents	Contact Officer
To seek Cabinet Approval to amend the East Sussex Emergency Planning Partnership Memorandum of Understanding (Lead Councillor: Councillor Nicholson)	28 April 2016	Not applicable	Not applicable	Memorandum of Understanding for the East Sussex Resilience and Emergencies Partnership	Rebecca Wynn Environmental Health Specialist 01273 471600 Rebecca.wynn@lewes.gov.uk
Financial Update: Revenue Budgets and Capital Programme (Lead Councillor: Councillor Giles)	28 April 2016	None	Direct to Contact Officer by email, writing or telephone by 15 April 2016	None	Alan Osborne Director of Corporate Services 01273 661377 <a href="mailto:finance@lewes.gov.uk">finance@lewes.gov.uk</a>
Financial Update: Revenue Budgets and Capital Programme (Lead Councillor: Councillor Giles)	4 July 2016	None	Direct to Contact Officer by email, writing or telephone by 20 June 2016	None	Alan Osborne Director of Corporate Services 01273 661377 <a href="mailto:finance@lewes.gov.uk">finance@lewes.gov.uk</a>

## Non-Key Decisions:

(None received as yet)