

Scrutiny Committee

28 June 2018



Lewes District Council

Time and venue

2.00 pm in the Ditchling Room - Southover House, Lewes

Membership:

Councillors Peter Gardiner (Chair); Councillors Sam Adeniji, Bill Bovington, Joanna Carter, Nigel Enever, Vic Ient, Ruth O'Keeffe, Sarah Osborne, Julian Peterson and Robbie Robertson

Quorum: 2

Published: Wednesday, 20 June 2018

Agenda

1 Minutes of the meeting held on 19 April 2018 (Pages 1 - 6)

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 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. A Supplementary Report will be circulated at the meeting to update the main Reports with any late information.

5 Written Questions from Councillors

To deal with written questions from councillors pursuant to Council Procedure Rule 12.3 (page D8 of the Constitution).

6 Lewes Bonfire Celebrations

Report to follow.

7 Joint Equality Monitoring Policy (Pages 7 - 22)

Report of Strategy and Partnerships Lead – Thriving Communities and the Policy and Engagement Coordinator.

- 8 Corporate Plan 2016 - 2020** (Pages 23 - 46)
Report of Director of Strategy, Planning and Regeneration.
- 9 Corporate Performance Quarter 4 2017/18** (Pages 47 - 88)
Report of Deputy Chief Executive.
- 10 Forward Plan of Decisions – 1 June 2018 – 30 September 2018** (Pages 89 - 108)
To receive the Forward Plan of the Council.
- 11 Work Programme 2018-19** (Pages 109 - 110)
- 12 Date of Next Meeting**
To note that the next meeting of the Scrutiny Committee is scheduled to be held on 13 September 2018 in the Ditchling Room, Southover House, Southover Road, Lewes commencing at 2:00pm.

Information for the public

Accessibility: Please note that the venue for this meeting is wheelchair accessible and has an induction loop to help people who are hearing impaired. This agenda and accompanying reports are published on the Council's website in PDF format which means you can use the "read out loud" facility of Adobe Acrobat Reader.

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Information for councillors

Disclosure of interests: Members should declare their interest in a matter at the beginning of the meeting.

In the case of a disclosable pecuniary interest (DPI), if the interest is not registered (nor the subject of a pending notification) details of the nature of the interest must be reported to the meeting by the member and subsequently notified in writing to the Monitoring Officer within 28 days.

If a member has a DPI or other prejudicial interest he/she must leave the room when the matter is being considered (unless he/she has obtained a dispensation).

Councillor right of address: A member of the Council may ask the Leader, a Cabinet Member or the Chair of a committee or sub-committee any question without notice upon an item of the report of the Cabinet or a committee or subcommittee when that item is being received or under consideration by the Council.

A member of the Council may ask the Chair of a committee or sub-committee a question on any matter in relation to which the Council has powers or duties or which affect the District and which falls within the terms of reference of that committee or subcommittee.

A member must give notice of the question to the Head of Democratic Services in writing or by electronic mail no later than close of business on the fourth working day before the meeting at which the question is to be asked.

Democratic Services

For any further queries regarding this agenda or notification of apologies please contact Democratic Services.

Email: committees@lewes-eastbourne.gov.uk

Telephone: 01323 410000

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Scrutiny Committee

Minutes of a meeting of the **Scrutiny Committee** held in the **Ditchling Room, Southover House, Southover Road, Lewes, on Thursday, 19 April 2018** at 10:00am

Present:

Councillor P Gardiner (Chair)

Councillors J Carter, S Catlin, N Enever, V Ient and R Robertson

Officers Present:

J Gavigan, Head of Democratic Services

R King, Senior Planning Policy Officer

J Victory, Scrutiny Officer

In Attendance:

Councillor T Jones, Lewes District Council

Councillor T Nicholson, Lewes District Council

R Blake, Railfuture

C Page, Railfuture

Minutes

38 Minutes

The minutes of the meeting held on 22 February 2018 were approved as a correct record and signed by the Chair.

39 Apology for Absence/Declaration of Substitute Member

An apology for absence had been received from Councillor R O'Keeffe (MBE).

Councillor S Catlin declared that he was acting as substitute for Councillor R O'Keeffe for the duration of the meeting.

40 Lewes to Uckfield Railway Line

The Scrutiny Committee received the report of the Scrutiny Officer, which provided background information regarding the proposal to reinstate the Lewes to Uckfield railway line. Members expressed disappointment that East Sussex County Council had not been available to attend this meeting of the Scrutiny

Action

Committee.

The Committee welcomed Roger Blake and Chris Page, representatives of Railfuture, and received a presentation which covered the following topics:

- **Railfuture** – Railfuture was introduced as a not-for-profit company which was a long-established, national, voluntary, and independent organisation campaigning for a bigger better railway in Britain. Railfuture’s 2017 review could be viewed at: <https://www.railfuture.org.uk/display1709>
- **‘Irresistible Justification’** – Railfuture encouraged members to regard rail as, not just a means of transport, but a method of communication which enabled the growth and prosperity of communities and individuals. By considering the line as a growth-enabling investment, its reinstatement may be considered more justified.
- **Housing Needs** – The Association of Train Operating Companies suggested that a population of 15,000 (6,000 homes) should act as a guidance threshold for new/reopened rail lines/stations. Members were encouraged to contemplate whether Districts, including Lewes, would work together to accept their share of growth in order to reach this target.
- **Alternative funding** - Railfuture welcomed the interest of private investors, and asked the Committee to consider this as an alternative approach.
- **Stakeholder partnerships** – Railfuture encouraged the Committee to consider the benefits of an alliance with other Councils, Local Enterprise Partnerships (LSP) and Transport for South East (TfSE) and assured the Committee that, as advocates for the reinstatement of the Lewes to Uckfield railway line, Railfuture remained ready to collaborate.

Following the presentation, members of the Scrutiny Committee and Councillors present participated in an open Q&A session.

Members’ discussion included:

- Why the presentation did not mention the environmental advantages of reopening the line, such as; reduced air pollution, sustainable tourism, climate change impact and international obligations.
- Referring back to the Association of Train Operating Companies suggestion of a population of 15,000 (6,000 homes) as a guidance threshold. As Lewes had passed this threshold, why had the reinstatement of the line not already been warranted.
- Whether a Brighton to Uckfield railway line had been considered.
- Considering factors such as the ageing population, transport access and recruitment opportunities, could the economic cost of the line not

being reinstated be used to support the case.

- Whether the impact on property prices had been considered should the line be reinstated.
- What recommendations did Railfuture have regarding how Lewes District Council should pursue the reinstatement of the Lewes to Uckfield railway line.

Railfuture responded that:

- The positive environmental impact of the railway line being reinstated had been factored into the work of Railfuture; however members were informed that, with technological advancements such as electric cars affecting future forecasts of air pollution, it was not the most compelling argument that could be put forward.
- The population of 15,000 (6,000 homes) as a guidance threshold was if there was not already a railway line. This meant that Lewes would have to increase by another 15,000.
- Although Railfuture were advocates for the reinstatement of the Lewes to Uckfield line, they also supported the idea that the new railway did not have to be exactly where the old railway line was.
- They were thankful for the alternative perspective regarding the economic cost of the railway line not being reinstated, and agreed with the Committee that this viewpoint could be used to support the case.
- An additional railway line in Lewes may increase property prices, but there was no way of forecasting this.
- The importance of alliance building, forming partnerships, and discussing how this project could profit different stakeholders would be a key starting point for Lewes District Council pursuing the reinstatement of the Lewes to Uckfield railway line.

Resolved:

- (1) That the presentation by Railfuture regarding the reinstatement of the Lewes to Uckfield railway line be noted.
- (2) That East Sussex County Council once again be invited to to give a presentation and participate in a Q&A session regarding the Lewes to Uckfield Railway line at the next meeting of the Scrutiny Committee on 28 June 2018.

SO

Reason:

To comply with the Scrutiny Committee's right to invite people outside of the Council to address it, discuss issues of local concern and/or answer questions as stated in the Council's Constitution with regard to the Attendance by Others (Part 4, rule 15).

38 Scrutiny Work Programme 2018/19

The Committee received the Work Programme, which set out the timetable of Scrutiny meetings for 2018/19. The new start time of 2:00pm was noted.

Members were informed that, in addition to the items listed on the work programme, a report regarding the Council Tax Reduction scheme would be presented to the Committee in September.

The Chair brought to the Committees attention that, whilst being briefed on the performance targets for 2018/19, he recognised that the target for Affordable Homes Delivered was not consistent with the target that had been recommended by Scrutiny and agreed by Cabinet following a Scrutiny Review Panel which took place in 2013. The Chair therefore requested that an officer attend a future Scrutiny Committee meeting to provide an update regarding Affordable Housing across the District.

Regarding the performance monitoring reports, it was asked if the Head of Business, Strategy and Performance could include an update on air quality in future reports.

Resolved:

- (1) That the Scrutiny Committee Work Programme be noted.

Reason:

To meet the requirement of the Council's Constitution with regard to the preparation, execution and adjustment of the Work Programme.

39 Forward Plan of Decisions

The Committee received the Forward Plan for the period from 1 April 2018 – 31 July 2018.

Regarding the Environmental Issues item, the Head of Democratic Services agreed to confirm who the Lead Member would be for this decision.

Resolved:

- (1) That the Forward Plan of the Council for the period from 1 April 2018 – 31 July 2018, be noted.

Reason:

To demonstrate the discharge of the Scrutiny Procedure Rule 9 (d) to have regard to the Forward Plan of Decisions.

40 Date of Next MeetingResolved:

- (1) That the next meeting of the Scrutiny Committee scheduled to be held on Thursday, 28 June 2018 in the Ditchling Room, Southover House, Southover Road, Lewes, commencing at 2:00pm, be noted.

All to note.

The meeting ended at 11:25am.

P Gardiner
Chair

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Report to:	Scrutiny Committee
Date:	28 June 2018
Title:	Joint Equality Monitoring Policy
Report of:	Business Planning and Performance
Ward(s):	All
Officer recommendation(s):	Scrutiny Committee is asked to consider and endorse the proposed Equality Monitoring Policy and make any relevant recommendations in relation to these for Cabinet to consider when it meets on 2 July 2018.
Reasons for recommendations:	An Equality Monitoring Policy is required to ensure the Council meets its legal duties under Equality Act 2010 and collects the information required to fulfil its Public Sector Equality Duty (PSED) whilst complying with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.
Contact Officer(s):	Name: Pat Taylor; Anthony Howell Post title: Strategy and Partnerships Lead – Thriving Communities; Policy and Engagement Coordinator E-mail: pat.taylor@lewes-eastbourne.gov.uk ; Anthony.howell@lewes-eastbourne.gov.uk Telephone number: 01323 415909; 01273 085355

1 Introduction

- 1.1 The Joint Equality Monitoring Policy is required in order to underpin the council's approach to ensuring that full consideration of equality and fairness is given in the development, design and delivery of all services and policies and in the recruitment and development of staff.
- 1.2 Section 149 of the Equality Act 2010 imposes a legal duty, known as the Public Sector Duty (Equality Duty), on all public bodies, to consider the impact on equalities in all policy and decision making. The Equality Act 2010 requires all public bodies to promote equal opportunities on all protected discrimination grounds. The collection of data is required to demonstrate compliance.
- 1.3 The Public Sector Duty (Section 149 of the Equality Act 2010) requires a public authority, in the exercise of its functions, to:
- consider the need to eliminate unlawful (direct or indirect) discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - advance equality of opportunity between people who share a protected characteristic and those who do not share it; and

- foster good relations between people with a protected characteristic and those who do not share it.

1.4 The characteristics that are protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership (but only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race - this includes ethnic or national origins, colour or nationality
- Religion or belief - this includes lack of belief
- Sex
- sexual orientation.

1.5 The collection and monitoring of information, which includes personal data, assists in setting the framework for the development of Equality and Fairness Objectives and Action Plans, as required under the public sector equality duty (2010), and for the day to day consideration of equality and fairness in council work. This data collection and processing needs to be done in compliance with the Equality Act 2010 and with current data protection legislation.

1.6 The Equality Act 2010: Technical Guidance on the Public Sector Equality Duty (PSED) published by the Equality and Human Rights Commission states that, in order to give proper consideration to the aims set out in the PSED general duty, a public authority will need to have 'sufficient evidence of the impact of its policies and practices are having, or are likely to have, on people with different protected characteristics.' The courts have made clear the need to collate relevant information in order to have evidence-based decision making and be able to demonstrate this. Adequate and accurate equality evidence, properly understood and analysed, is therefore regarded as essential for complying with the PSED.

1.7 Legislation governing the privacy of personal data has changed recently. The General Data Protection Regulation ('GDPR') came into force across the European Union on 25 May 2018, placing more emphasis on being accountable for and transparent about the processing of personal data. In the UK, GDPR will be supplemented by the Data Protection Act 2018 (when in force) which, among other provisions, repeals the Data Protection Act 1998. Consequently, the council's Equality Monitoring Policy (2012), which relies on the collection of personal data, needs updating.

1.8 Because the information collected to monitor equality and fairness includes personal data, the council's policy on this activity must comply with current data protection legislation, namely the GDPR and the Data Protection Act 1998 or 2018 (as applicable).

1.9 The GDPR sets out how personal information can be used by government, companies and other organisations and places a strong emphasis on being

accountable for and transparent about our lawful basis for processing data.

- 1.10 Given the requirement to update the 2012 Equality Monitoring Policy of Lewes District Council, the opportunity to develop an aligned policy covering the monitoring practices of equality data across both councils has arisen.
- 1.11 The Joint Equality Monitoring Policy sets the principles under which Lewes District Council and Eastbourne Borough Council, and relevant contractors delivering services on their behalf, will monitor the equality characteristics of staff and service users. The term 'services' covers internal services and functions (such as personnel), as well as services provided for businesses and residents (such as street cleaning).
- 1.12 Equality monitoring supports effective corporate planning and decision-making. It is used to scrutinise access to services; fairness of outcomes, and satisfaction and complaints and assists in the development and delivery of the council's Equality and Fairness Objectives and Action Plans, and with the day to day consideration of equality and fairness in council work. The data collected will be used in the 'functional' equality and fairness assessments carried out across services as set out in the council's Action Plans, and in the equality and fairness assessments completed to inform Members of the impact of their decisions.
- 1.13 The proposed Joint Equality Monitoring Policy will underpin the council's approach to the collection, processing and use of this data in compliance with GDPR and will assist the council in ensuring its recruitment, services, activities, policies and decision-making benefit all sectors of the community and specifically groups protected under the Equality Act 2010 who might otherwise be adversely affected by council decisions and activities.

2 Proposal

- 2.1 Scrutiny Committee is asked to consider and endorse the proposed Equality Monitoring Policy set out at Appendix A and to make any relevant recommendations in relation to these for Cabinet to consider when it meets on 2 July 2018.
- 2.2 The introductory text explains that the Policy has been written with reference to the Equality Act 2010, GDPR and the Data Protection Act 2018. It emphasises that the GDPR places a strong emphasis on being accountable for and transparent about our lawful basis for processing data.
- 2.3 Sections 2 and 3 set out the principles of equality data collection, including the general presumption in favour of equality monitoring, but giving guidance on when equality data should not be collected.
- 2.4 Section 4 deals with the format of monitoring questions and section 5 covers confidentiality and data protection.
- 2.5 Section 6 provides guidelines on how equality data is to be used and explains that a review of the equality monitoring data collected and analysed will be included within Functional Equality and Fairness Reviews to be carried out as

part of the development of new strategies, policies and/or services and as part of an agreed programme of functional reviews.

2.6 Responsibility for ensuring appropriate collection, processing and use of equality data within their service areas rests with the Heads of Services.

2.7 Appendix 1 – Core Text and Questions provides a standardised text to be used in the collection of all equality monitoring data. Appendix 2 – Options for Additional Text is for use only where there is a service need to collect data on one or more additional protected characteristics.

3 Outcome expected and performance management

3.1 The expected outcomes of the proposed policy are that employment and other policies and practices comply with equal treatment laws, equal access to services and opportunities provided by the council for all residents and increased fairness, inclusion and participation in activities.

3.2 The policy and its appendices will provide officers with clear guidelines to ensure that the council's policies and practices comply with equality legislation and data protection regulations. The principles set out in the policy will allow officers to make a judgement about when they should and should not collect data, what data is appropriate to collect and how this should be processed and used.

4 Consultation

4.1 The council consulted in 2018 both on the Joint Equality and Fairness Policy and on its Equality Objectives 2018 to 2021. Given this earlier consultation and that the proposed Policy has been drafted to comply with changes in legislation, it has not been considered appropriate to conduct a separate consultation exercise.

5 Corporate plan and council policies

5.1 The proposed policy will cover all council functions ensuring the recruitment and development of staff and services to all our customers are fair and inclusive.

6 Business case and alternative option(s) considered

6.1 The proposed policy will ensure the council complies with its legal duties. The policy has been drafted in response to changes in legislation and with reference to GDPR, the Data Protection Act 2018 and the Equality Act: Technical Guidance on the PSED. Alternative options have not been considered.

7 Financial appraisal

7.1 Equality monitoring was established following the introduction of the Equality Act 2010 and has, since then, been a regular activity carried out by service teams as part of their ongoing service improvement. The new policy updates and clarifies the principles and processes for equality monitoring but does not introduce any new area of work. There are therefore no direct costs arising from the proposed

policy.

8 Legal implications

- 8.1 The implications of recent changes to data protection law are specified in the body of the report. The privacy of individuals whose personal data are collected and analysed for equality and monitoring purposes must be respected. This is achieved by processes that adhere to current data protection legislation.

Lawyer consulted 24 May 2018

Legal ref: 007349-EBC-OD

9 Risk management implications

- 9.1 The following risks will arise if the recommendations are not implemented:

- Failure to comply with statutory obligations under the Equality Act 2010 and
- Increased risk of incurring vicarious liability for acts of discrimination, harassment or victimisation in the event of litigation
- Failure to comply with statutory obligations under the Data Protection Act 2017 and GDPR.

10 Equality analysis

- 10.1 An Equality and Fairness Analysis has been completed for the proposed policy and is available from the report author. No actions have been identified.

- 10.2 The Analysis sets out the differences between equality monitoring data which may be collected as 'standard'; additional equality monitoring data which may be collected where there is a service need for this; and data which should not be collected, namely on gender reassignment. The Analysis states that the draft policy has been developed with reference to the Equality Act 2010: Technical Guidance to the Public Sector Equality Duty.

11 Appendices

- Appendix A – Draft Joint Equality Monitoring Policy

12 Background papers

The background papers used in compiling this report were as follows:

- Joint Equality Monitoring Policy – Equality and Fairness Analysis
- Joint Equality and Fairness Policy
- Equality Objectives
- [Equality Act: Technical Guidance to the Public Sector Equality Duty : England](#)
- Information Commissioners Office (ICO). Guide to the General Data Protection Regulation (GDPR). <https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr/>

- European Commission. European handbook on equality data (2016 revision). http://ec.europa.eu/newsroom/just/item-detail.cfm?item_id=54849



Lewes District Council and Eastbourne Borough Council

Joint Equality Monitoring Policy (2018)

The Joint Equality Monitoring Policy has been written with reference to the Equality Act 2010, the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.

The GDPR places a strong emphasis on being accountable for and transparent about our lawful basis for processing data.

Section 149 of the Equality Act 2010 imposes a legal duty, known as the Public Sector Duty (Equality Duty), on all public bodies, to consider the impact on equalities in all policy and decision making. The Equality Act 2010 requires all public bodies to promote equal opportunities in relation to all groups protected under the Act. The collection of data is required to demonstrate compliance.

The Joint Equality Monitoring Policy sets out the principles under which Lewes District Council and Eastbourne Borough Council, and relevant contractors delivering services on the councils' behalf, will monitor the equality characteristics of staff and service users.

The term "services" covers internal services and functions (such as personnel), as well as services provided for businesses and residents (such as street cleaning).

1. Purpose of equality monitoring

1.1 Equality monitoring is used to scrutinise:

- Access to services
- Fairness of outcomes
- Satisfaction and complaints.

It supports effective corporate planning and decision making.

1.2 Equality monitoring helps the council to meet its Equality Duty (Equality Act 2010) to eliminate discrimination, advance equality of opportunity and deliver services that meet the needs of our diverse community.

2. Overall approach

2.1 The approach taken to equality monitoring must be reasonable and proportionate, in accordance with best practice recommendations from the Equality and Human Rights Commission.

2.2 Equality monitoring data will be collected only if it is:

- To be used to scrutinise and improve services;
- Unavailable from other sources;
- Practical to collect – seriously incomplete data cannot be used for scrutiny;
- Relevant to the service – data on age, gender, disability, ethnicity, and residential area will normally be collected. Data on other protected equality characteristics and socio-economic status will only be collected if there is a specific need to do so. Information on gender reassignment will not be sought, as the information is likely to relate to numbers of people too small to be analysed statistically.

3. Applicability

3.1 There will be a general presumption in favour of equality monitoring. However, services will not be required to collect data where:

- The service is universal e.g. it is not necessary to monitor the equality characteristics of all council tax payers;
- There is no request for service e.g. general enquiries;
- The service has no relevance to equality.

3.2 Monitoring data will be recorded for customers and staff members. Where an individual applies to the Council for a service more than once or for more than one service, any equality monitoring data collected with each application will be recorded separately (e.g. three applications in one year by one individual will result in three equality monitoring records).

3.3 Heads of Service will make arrangements for the collection of equality monitoring data by their service area, in accordance with this policy. The arrangements will include consideration of the point at which it is most appropriate to collect equality monitoring data for an individual service. Each service area will set its own working practice e.g. monitoring may be at the point the service is requested, or when it has been delivered. In some circumstances, it may be appropriate to monitor a statistically valid sample of service requests or service units delivered.

4. Format of monitoring questions

4.1 All equality monitoring questions will use the approved Council text, which is based on the questions asked in the 2011 census. The approved text will be

APPENDIX A

reviewed following publication of the questions to be included in the 2021 Census for England and Wales.

- 4.2 The approved text includes an explanation of the purpose of monitoring and the procedure relating to confidential storage and handling of data.

5. Confidentiality and data protection

- 5.1 Equality monitoring data must be treated in accordance with the requirements of the Data Protection Bill 2017 and the Council's Data Protection principles and guidance.
- 5.2 Equality monitoring data will be separated from the rest of the document (e.g. job application, complaint, service request) at the point of receipt by a department. It must not be linked to the processing of the document or request in any way, but if used to monitor fairness, will be linked to a record of the outcome.
- 5.3 The Heads of Service will be responsible for ensuring that equality monitoring data collected by their department is stored securely and confidentially. Access to the data will be on a strictly need to know basis.
- 5.4 The Heads of Service will be responsible for ensuring that the data collected by their department is retained for no longer than is necessary, before being securely disposed of / deleted from our systems e.g. information on service uses may be deleted after it has been analysed; information on personnel will form part of their personnel record and will be retained for the duration of their employment.
- 5.5 Equality monitoring data must not be shared with any other organisations (except relevant contractors) and will only be used for statistical monitoring purposes.

6. Scrutiny

- 6.1 The Heads of Service will arrange for ensuring equality monitoring data is scrutinised on a regular basis, and compared with benchmarks such as the population profile, to ensure services identify trends or patterns which are unexpected or may indicate differences relating to access, fairness or satisfaction for people who share different equality characteristics e.g. older/younger; male/female etc.

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- 6.2 Heads of Service will be responsible for ensuring that reasonable steps are taken to investigate patterns and trends when appropriate. These steps may include a full equality analysis.
- 6.3 Heads of Service will be responsible for ensuring their equality monitoring arrangements and scrutiny serve the purposes set out in section 1 above, and are focused on service improvement.
- 6.4 Heads of Service will be responsible for taking any appropriate actions which are identified by scrutiny of equality monitoring data, in order to eliminate discrimination, advance equality of opportunity and deliver services that meet the needs of our diverse community.
- 6.5 A review of the equality monitoring data collected and analysed will be included within Functional Equality and Fairness Reviews to be carried out as part of the development of new strategies, policies and/or services and as part of an agreed programme of functional reviews.

Appendix 1 – Core Text and Questions

Appendix 2 – Options for Additional Text

APPENDIX A

Appendix 1 – Core Text and Questions

Guidance

The core equality monitoring questions are the Council’s “default” position. These questions ask about gender, age, ethnicity, disability and residential area.

The Equality Monitoring Policy explains that data on equality characteristics other than age, gender, ethnicity, disability and residential area must only be collected if there is a specific need to do so. See Appendix 2 for optional text and questions on additional equality characteristics.

The **appearance** of the core text and questions can be altered to suit the style of any document. However, the wording must NOT be altered because it is based on the 2011 Census, and the monitoring results must be comparable over time and between departments.

The Equality Monitoring Policy will be reviewed following publication of the questions to be included in the 2021 Census for England and Wales.

Core Text and Questions

These are given on the next page. The text at the start explains what the respondent should do. There is a data protection statement at the end of the questions which must be included.

Equality Monitoring Questions

Please help us ensure our services are accessible and meet everyone’s needs as fairly as possible by answering the questions on this form. We collect this information to build up an accurate picture of the communities using our services and the outcome of their service requests. Please feel free to leave out questions you do not wish to answer. All the information in this questionnaire is confidential and will be held separately from your personal details or anything identifying you personally.

Please put an ‘x’ in the appropriate box

If you prefer not to fill in any of the boxes, please leave them blank.

Thank you - by completing this form you are helping us to ensure that our services are fair and open to all.

Your name will not be linked to the equality data when we monitor or report on it.

Male:		Female	
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What is your age?

Under 18		18 - 24		25 - 34		35 - 44	
45 - 54		55 - 64		65 - 74		75+	

What is your ethnic group? Ethnic groups are defined by the 2011 census.

A. White

English / Welsh / Scottish / Northern Irish / British	
Irish	
Gypsy or Irish Traveller	
Any other White background, write in box	

B. Mixed / multiple ethnic groups

White and Black Caribbean	
White and Black African	
White and Asian	
Any other Mixed / multiple ethnic background, write in box	

C. Asian / Asian British

Asian / Asian British	
Indian	
Pakistani	
Bangladeshi	
Chinese	
Any other Asian background, write in box	

D. Black / African / Caribbean / Black British

African	
Caribbean	
Any other Black / African / Caribbean background, write in box below	

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E. Other ethnic group

Arab	
Any other ethnic group, write in box	

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

Yes, limited a lot:		Yes, limited a little:		No:	
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Where do you live in the District?

Lewes town		Newhaven		Peacehaven / Telscombe / East Saltdean	
Seaford		Village / countryside north of A27		Village / countryside south of A27	
Outside Lewes District (please say where)					

Data Protection Statement

Lewes District Council collects equality data to monitor fairness – to ensure our services are accessible to all, and that we are meeting the needs of different groups. The responses we receive to equality monitoring questions are separated from other information a person has provided to avoid any risk of bias. The Council stores equality data securely and confidentially. The information is kept no longer than is necessary for monitoring purposes, before being securely disposed of/ deleted from our systems. Equality data is not shared with any other organisations (except authorised external agencies - to ensure diversity and equality needs are met) and will only be used for statistical analysis and reporting.

Appendix 2 – Options for Additional Text

1. Accessibility

You may wish to add text to make the monitoring form more accessible:

This form is also available in big print and other formats.

Please contact

2. Guidelines for use of Optional Equality Monitoring Questions

The core equality monitoring questions set out in Appendix 1 are the Council's "default" position. Those questions ask about gender, age, ethnicity, disability and residential area.

The Equality Monitoring Policy explains that data on equality characteristics other than age, gender, ethnicity, disability and residential area must only be collected **if there is a specific need to do so**. For example, there may be a specific need to ask about the religion or belief of respondents to a survey relating to the Council's cemetery service, because the service should meet the diverse needs of people with different faiths. However, it is much less likely that a parking survey would need to ask such a question.

Where a specific need exists, questions may be asked about religion or belief; sexual orientation; socio-economic status and/or marital or civil partnership status. Information regarding gender reassignment must not be sought, as the data gathered is likely to relate to a low number of people which is too small to analyse statistically.

You must seek authorisation from your Chief Officer before including any of the additional optional questions listed below in equality monitoring. Choose only the relevant question(s).

The **appearance** of the optional questions can be altered to suit the style of any document. However, the wording must NOT be altered because it is based on the 2011 Census, and the monitoring results must be comparable over time and between departments.

The Equality Monitoring Policy will be reviewed following publication of the questions to be included in the 2021 Census for England and Wales.

3. Wording for optional equality monitoring questions

APPENDIX A

Please put an 'x' in the appropriate box.

If you prefer not to fill in any of the boxes, please leave them blank.

Thank you - by completing this form you are helping us to ensure that our services are fair and open to all.

Your name will not be linked to the equality data when we monitor or report on it.

What is your religion?

No religion	<input type="checkbox"/>	Christian	<input type="checkbox"/>	Buddhist	<input type="checkbox"/>	Hindu	<input type="checkbox"/>
Jewish	<input type="checkbox"/>	Muslim	<input type="checkbox"/>	Sikh	<input type="checkbox"/>	Other	<input type="checkbox"/>
If you selected 'other' please describe your religion:			<input type="checkbox"/>				

.....

Sexual orientation. Are you?

Bi/Bisexual	<input type="checkbox"/>	Gay woman / lesbian	<input type="checkbox"/>
Heterosexual / straight	<input type="checkbox"/>	Gay man	<input type="checkbox"/>

.....

Are you? Please tick all that apply

In paid work...	Not in paid work...
An employee	Retired
On a government-sponsored training scheme	A student
Self-employed or freelance	A carer
Working for your own or your family's business	Looking after home or family
	Long term sick or disabled
	Actively looking for work
	Other (e.g. volunteering)

.....

What is your legal marital or same-sex civil partnership status?

Never married and never registered a same-sex civil partnership		Divorced or formerly in a same-sex civil partnership which is now legally dissolved	
Married or in a registered same-sex civil partnership		Widowed or the surviving partner from a same-sex civil partnership	
Separated, but still legally married or still legally in a same-sex civil partnership			

.....

Data Protection Statement

Lewes District Council collects equality data to monitor fairness – to ensure our services are accessible to all, and that we are meeting the needs of different groups. The responses we receive to equality monitoring questions are separated from other information a person has provided to avoid any risk of bias. The Council stores equality data securely and confidentially. The information is kept no longer than is necessary for monitoring purposes, before being securely disposed of/ deleted from our systems. Equality data is not shared with any other organisations (except authorised external agencies - to ensure diversity and equality needs are met) and will only be used for statistical analysis and reporting.

Report to:	Scrutiny
Date:	28 June 2018
Title:	Review of the Council Plan 2016-2020
Report of:	Director of Strategy, Planning and Regeneration
Ward(s):	All
Purpose of report:	This report sets out the results of a review which has been undertaken of the Council's four year plan (2016 – 2020) at the end of the second year. The report enables Scrutiny to note the successes and achievements to date and to approve the further development and refinement of the Plan as it moves into its third year.
Officer recommendation(s):	(1) To note the progress made in the second year of delivery of the Council Plan (appendix A); and (2) To note the design changes to the Council Plan (appendix B).
Reasons for recommendations:	During the period of a four year Council Plan adjustments and refinements may need to be made to respond to changed circumstances and emerging opportunities. In acknowledgement of this, an annual review is a helpful way of ensuring that the Plan remains focused on delivery of the organisations overall strategic objectives.
Contact Officer(s):	Name: Millie McDevitt Post title: Performance and Programmes lead E-mail: Millie.Mcdevitt@lewes-eastbourne.gov.uk Telephone number: 01273 085637

Information

- 1** The Council Plan is a key corporate document. It sets out the Council's commitments to its residents and businesses and outlines a programme of important strategic objectives and the projects that will deliver these for the District. The Plan draws upon a range of statistical data, as well as the views of key stakeholders, to inform and help shape the policy priorities for the Council.
- 2** The 2016-2020 Council Plan was adopted by the Council in February 2016, following extensive consultation and engagement with local residents, partners and stakeholders.

- 3 Progress against key success measures and project deliverables set out in the Plan has been reported to Members on a quarterly basis, as part of normal performance management arrangements (through both Scrutiny and Cabinet). This reporting will continue in 2018/19.
- 4 It was agreed by Council that, although covering a four year period, the Plan would be considered a dynamic document that would evolve over time. As such, an annual review was agreed. The results of the second such review are set out in this report.

Achievements in the Second Year

- 5 The Council has made good progress in the past year in delivering across a range of the projects and initiatives set out in the Council Plan. The table at Appendix A shows which projects have been completed already, and what has been achieved. It also sets out progress made to date on those longer term projects which will take more time to fully deliver.
- 6 Also included in Appendix A is information about the volume and range of services the council has delivered across its functions.
- 7 Notable achievements in 2017/18 include:
 - 7.1 Citizens Advice Bureau: We re-housed the Citizens Advice Bureau (CAB) in the main Council offices in Lewes and assisted with new premises in Newhaven.
 - 7.2 Grants: We supported voluntary organisations through grants totalling £202,505.
 - 7.3 Local Growth Fund: Project was completed in 2017 delivering 22 new affordable homes on garage and HRA sites.
 - 7.4 Housing Investment Company: Set up and launched.
 - 7.5 Recycling: Co-mingled recycling was successfully introduced resulting in higher recycling rates (33.0% in April 2018 vs 27.57% in April 2017).
 - 7.6 Website: A shared website with Eastbourne Borough Council was launched.
 - 7.7 Joint Transformation Programme: The first and second phases of the Joint Transformation Programme have been completed, bringing together one staff team to deliver services for both Eastbourne Borough and Lewes District Councils and delivering the targeted levels of savings.
- 8 As well as the projects set out in the Council Plan, through the year opportunities have arisen for additional areas of work to be progressed, which help to deliver the Council Plan objectives. Cabinet is asked to agree that these projects be included in the 2016-2020 Council Plan.
 - 8.1 Seaford: Redevelopment of Downs Leisure Centre to provide ground-breaking healthcare space.

- 8.2 Housing Development Projects: As agreed in the April 2018 Cabinet, this suite of projects will deliver up to 198 homes in the district.
- 8.3 Vote 100: As agreed in the February 2018 Cabinet.
- 8.4 Single use plastics: As agreed in the February 2018 Cabinet.

Work Plan for 2018/19

- 1 Appendix A sets out the work which the Council will be focusing on in the coming year to continue to ensure that our objectives and priorities are delivered. Amongst these are a number existing projects which will be moving in to new phases. Some of the larger, longer duration projects will deliver key milestones in the coming year. These are highlighted below.
 - 1.1 Waste Strategy
Summer 2018- performance review
 - 1.2 North Street Quarter
Summer 2018 - Land Collaboration Agreement

Summer 2018 – discharge pre-commencement planning application conditions

Autumn 2018 – procure development partner for phase 1
 - 1.3 Newhaven
Spring 2018 – updated strategy

Spring 2018 – start of Phase 2 of Eastside South development

Winter 2018- submission of planning application for town centre

Spring 2019 – submission of planning application for railway quay

Financial Appraisal

- 9 The financial aspects of all projects and actions within the Council Plan are either included within the approved budget for 2018/19 and the Medium Term Finance Strategy, or (in the case of new initiatives which may still be at an early planning stage) will be subject to future reports to, and approval by, Cabinet.

Legal Implications

- 10 There are no legal Implications arising from this report.

Risk Management Implications

- 11 The risk management implications of individual decisions relating to the projects and initiatives covered in this report will be addressed as part of the planning and delivery of those individual projects.

Equality Screening

- 12 Equality Analyses are being undertaken in relation to the individual projects which make up the Council Plan, and therefore it has not been considered necessary to undertake an overarching analysis of the Plan as a whole.

Background Papers

- 13 The Council Plan 2016 – 2020 :

<https://www.lewes-eastbourne.gov.uk/about-the-councils/corporate-plans/>

Appendices

- 14 Appendix A – Progress to date against the Council Plan 2016 – 2020 – achievements in 2017-18

Appendix B – Refreshed LDC Council Plan

Achievements in 2017/18

Our Commitment: <i>We will deliver improvements for customers and communities</i>	
Communities: <i>Resilient, health and engaged communities</i>	
Review voluntary organisations' Service Level Agreements Note: New three year service level agreements were signed with partner organisations	Completed
Citizens Advice Bureau (CAB) re-housed within main council offices in Lewes Town and refurbished premises in Newhaven.	Completed
Undertake scrutiny reviews of housing supply and demand and transport planning (<i>MM to go through report and write sentence re review</i>)	Completed
Develop community engagement arrangements to inform design of customer journeys for JTP Note: User testing of the new website was completed involving a wide cross-section of customers	Completed
Work with Wave Leisure and other health partners to provide information and activities to encourage healthy lifestyles, with a particular focus on the needs of specific parts of the district and an ageing population. Note: In March 2019, Cabinet agreed that long leases may be granted to Wave Leisure, subject to negotiations.	Progressing
Increased sign up to the Council's social media channels, particularly by young people.	Progressing
Working through our Community Safety Partnership to address environmental crime, anti-social behaviour and aim to reduce the fear of crime.	Progressing
Delivered	
<ul style="list-style-type: none"> ❖ We supported voluntary organisations through grants totalling £202,505 in 2017/18 and agreed new 3 year service level agreements with our partner voluntary organisations. ❖ LDC Tweets appeared 976,000 times in the past year with 1354 being 're-tweeted' 	

APPENDIX A

Customer	
A new shared website with EBC was launched.	Completed
Introduce new aligned complaints policy across LDC/EBC to enable complaints to be dealt with more efficiently	Completed
Develop call-centre to enable increased proportion of calls to be dealt with at first point of contact – Target 75%: staff have been cross-skilled to enable them to work across service areas and with Eastbourne.	Completed

Our Commitment: *We will achieve investment in our towns and villages*

Place (sustainable new housing and infrastructure)

Status

North Street Quarter (NSQ) development - Springman House acquired, significant progress on the health hub

Progressing

Local Growth Fund (garage sites)- 22 new affordable homes were completed

Completed

Neighbourhood Plans – Help develop and adopt 2 new Neighbourhood Plans (Plumpton and Chailey) and deliver Referendums in Ditchling, Streat and Westmeston, Lewes and Plumpton

Completed

Newhaven Flood Alleviation Scheme - work started which will unlock sites for future development and reduce the flood risk

Progressing

Upper Ouse Flood Protection – Project started – Funding and structure in place to identify opportunities to reduce the risk/impact of flooding in local communities

Progressing

Housing Investment Company - Company to enable development of housing to meet local needs

Completed

Rail Infrastructure – Scrutiny committee lobbied for the Lewes to Uckfield line and improvements to the A259.

Completed

APPENDIX A

Delivered	
<ul style="list-style-type: none"> ❖ Rent collection levels reached ❖ Processed xxx new benefit claims within an average of xxx days per claim 	
Our Commitment: <i>We will achieve investment in our towns and villages</i>	
Place (Growth and Prosperity)	
Newhaven Enterprise Zone – Designation of 8 sites within Newhaven as part of the Enterprise Zone. Phase 1 of new business units at Eastside South completed. New Programme Manager appointed in October.	Completed
Newhaven town centre: Masterplan of a redeveloped town centre completed including provision for a new hotel.	Completed
Artwave Festival 2017: Another successful Festival. Other notable events delivered during the year include Gin & Fizz.	Completed
Lewes Business Awards 2017	Completed
Develop a new arts and culture brand and tourism offer in conjunction with Eastbourne as a shared service	Completed
Place (Clean and Green)	
Waste Strategy – Co-mingled recycling introduced in the district resulting in a positive impact on recycling rates.	Completed
Neighbourhood First launched: A new Council service which has advisors working within towns and villages inspecting streets,, open spaces and recreation grounds to ensure the environment is well-maintained.	Completed
Delivered	
<ul style="list-style-type: none"> ❖ Our recycling rate in April 2018 was 33.6% compared with 27.57% in April 2017. 	

Our Commitment: *We will keep close control of our budgets and make the best use of our resources*

APPENDIX A

Value for money	
Shared Services - Property and IT services now shared with EBC - external shared IT supplier to deliver shared network and telephony	Progressing
Joint Transformation Programme launched – Aim to deliver up to £2.79m savings by 2019/20; reduction of up to 79 FTE posts; Phase one staff restructure – delivering £1.05m savings, <ul style="list-style-type: none">• JTP Phase 2 (service delivery) restructuring phase completed –mobilisation and transition phase underway– target efficiency savings circa £545k.• Delivered single IT infrastructure across LDC and EBC	Progressing

Work plans for 2018/19

Our Commitment: <i>We will deliver improvements for customers and communities</i>	
Thriving Communities	
Introduce a local District lottery	Action 2018/19
Prepare for and respond to roll-out of Universal Credit Full Service in Lewes (LDC)	Action 2018/19
Considering options Revenues and Benefits operating systems (Joint)	Action 2018/18
Complete merger of Community Safety Partnerships	Action 2018/19
Deliver the Community Safety Plan for LDC (adopted by the Community Safety Partnership Strategy Group in March)	Action 2018/19
Deliver the Equality & Fairness Action plan including Service Group	Action 2018/19
Review of safeguarding policy	Action 2018/19
Customer	
Enable more self-service options through JTP technology	Progressing
Neighbourhood First team embedding their partnerships with Sussex Police, Town & Parish Councils and other community groups such as DIG	Progressing

Our Commitment: *We will achieve investment in our towns and villages*

Housing and Development- Delivering sustainable housing and infrastructure

Neighbourhood Plan- progressing work on remaining neighbourhood plans	Progressing
Newhaven Flood Alleviation Scheme - work started which will unlock sites for future development and reduce the flood risk	Progressing
Upper Ouse Flood Protection –continuing to identify opportunities to reduce the risk/impact of flooding in local communities	Progressing
Continuing to campaign for improvements to the A259 and A27	Progressing

Growth and Prosperity- Prosperous Economy

North Street Quarter (NSQ) development of 416 houses (40% affordable), 330 car parking spaces, health club, flood defences and riverside walkway - <ul style="list-style-type: none"> Springman House: New Community Fire station 	Progressing
Seaford: Downs Leisure Centre- provision of new healthcare facility	Action 2018/19
Newhaven Port Access Road	Progressing
Artwave Festival 2018	Action 2018/19
Lewes Business Awards 2018	Action 2018/19

Quality Environment (Clean and Green)	
Waste Strategy <ul style="list-style-type: none"> Continuation of food waste collection promotion to increase recycling rates Expand commercial waste service 	Progressing
Devolve more open spaces to towns and parishes	Progressing

Our Commitment: We will keep close control of our budgets and make the best use of our resources

Value for money

Joint Transformation Programme (JTP) <ul style="list-style-type: none"> Introduce Shared Finance Service with EBC Deliver new housing IT system Phase 3 of JTP 	Progressing
Review Asset Portfolio - to ensure all assets are required for operational or investment purposes and to identify potential options for surplus property.	Progressing

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CUSTOMERS PLACE VALUE FOR MONEY

Council Plan

2016 → 2020

UPDATED JULY 2018

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CUSTOMERS PLACE VALUE FOR MONEY

Welcome to our Council Plan which sets out our priorities and key projects over the next few years. This four year plan sets out the key outcomes the Council will deliver with its partners for our district.

The Plan has been informed and developed in consultation with our residents, partners and other stakeholders. We would like to thank everyone who took the time to contribute.

We monitor the Plan regularly and report progress to Cabinet each quarter. As a 'living plan' it responds to changing times, and the financial context within which we operate. We refresh the Plan annually. This refreshed document was published in July 2018.

The data reported in this Plan comes from a variety of sources including the Council's 2015 Residents' Survey, our own performance data and the website 'East Sussex in Figures'. Any questions about the content of this Plan should be directed to the Business Planning and Performance Team

Introduction from the Leader



**Councillor
Andy Smith**

Lewes District Council is an innovative, efficient and forward thinking council with a proven track record of delivering good quality services and responding dynamically to the changing needs of its customers and communities. We are committed to providing value for money for our residents and keeping Council Tax levels as low as possible, despite the challenging financial climate.

Since we adopted this plan in February 2016 and refreshed it in July 2017. We have already gone a long way towards delivering our objectives and commitments.

- Assisted the Citizens Advice Bureau with premises in Newhaven and dedicated office space within the council's main offices in Lewes.
- Successfully introduced co-mingling recycling which is resulting in improved recycling rates.
- Launched a new shared website with Eastbourne Borough Council.
- Set up a Joint Venture for Energy and Sustainability named Clear Futures.
- Set up a Housing Investment Company to help meet the district's housing needs.
- Delivered another series of large events including a successful Artwave Festival and the Lewes Business Awards.

- Launched our 'Neighbourhood First' service: a team of advisors who work with communities in Lewes to improve their neighbourhoods and maintain the quality of the environment.
- Launched a new smartphone app 'Report It' ([hyperlink to council webpage](#)) for flagging up environmental issues.
- Agreed new 3 year service level agreements with our partner voluntary organisations.

We are also making excellent progress, working with partners, on a number of large scale projects to improve our district, including:

- Our North Street Quarter development which will deliver over 400 new homes and a new health hub in Lewes.
- Continued delivery of regeneration through the Newhaven Enterprise Zone – offering new employment opportunities (up to 2,000 jobs) for local residents.

“ *As Leader of the Council I have made a strong commitment to listen to and work with all political groups on the Council, key partners in the public, private, community and voluntary sectors and Council staff. Through these partnerships we will continue to deliver high quality services whilst also taking forward a broad range of ambitious and innovative projects to meet the needs of the district.* ”

”

The Lewes district

Our people and places



Our residents, businesses and visitors benefit from beautiful landscapes and a historic environment. Our diverse and attractive countryside includes chalk cliffs and downland, shingle beaches, heathland, wetland and areas of ancient woodland. Our County Town, Lewes, is at the heart of the district and is a popular historic tourist destination. The district has a vibrant and diverse contemporary arts scene and boasts a rich cultural heritage which is important to its economic prosperity.

This diversity of landscapes and communities is a great strength. Community life is a strong and distinctive feature of the district. Residents identify closely with their own towns, villages and neighbourhoods. There are specific issues and challenges affecting some local communities in terms of employment, skills, and health and housing factors. Connectivity, rural isolation and access to services can also be an issue for some people.

Our population of 101,381 is projected to grow by 8% by 2030. Life expectancy is higher than the East Sussex average. However, around 21% of people are living with a limiting long-term illness or disability.

There is a higher than average occurrence of ill-health and mental health issues (including dementia) in some coastal communities. It is therefore important that we work with our partners to ensure the needs of our changing communities are met. We want to help support people in maintaining healthy and active lifestyles, and to remain living in their own homes.

We benefit from an entrepreneurial economy with self-employment being a significant feature of our district, representing 15% of the economically active population. Over 33% of residents are employed in managerial or professional roles. Unemployment is below the East Sussex average.

Our new business start up rate is above the East Sussex average. Small companies of between 1 and 10 employees account for 90% of all local businesses. It is critical that we support these businesses to grow and prosper, through advice and guidance as well as suitable, high quality employment premises, so they can provide future employment within the district.

Alongside this, we want to put particular emphasis on supporting our young people to ensure they have the training and skills they need to thrive in the future.

Our commitments

We are making the following commitments to our residents, businesses and communities. These commitments can only be met by working with a range of partners in the private, public, community and voluntary sectors. We are proud of what we have achieved through strong partnership working over recent years, especially our work with town and parish councils. We will continue to seek new and cost-effective ways to work with others to shape and improve services and outcomes for local people.



CUSTOMERS

Our population has a higher percentage of residents over 65 years of age compared to the national average and this is expected to increase from 25% of the current population to 31.5% by 2030. These changes will need to be taken into account as we develop our services over the coming years.

Although not an area experiencing high levels of deprivation, there are some parts of our district which require more support than others, due to factors such as low incomes or social isolation. We will work to ensure that these needs are understood and reflected in the way our services are planned in the future.

We will deliver improvements for customers and communities.

PLACE

The Lewes district is a vibrant and diverse place. Whilst balancing the need for growth we have a commitment to protect our environment, open spaces and countryside.

A recent survey showed that local people living in our towns and villages wish to see affordable housing that fits the local demands and needs of their community. The survey showed that economic regeneration, supporting business and campaigning for improved road/rail infrastructure to be important roles for the Council. These views have been reflected in this Plan.

We will achieve investment in our towns and villages.

VALUE FOR MONEY

The financial future is challenging throughout local government. The funding we receive from central government is likely to reduce significantly over the next few years, ending completely from 2020. We need to find £2.7 million each year if we are to maintain a balanced budget.

At the same time, our 2015 survey indicated that residents would like the Council to keep Council Tax at or below the target rate of inflation. This Plan sets out how we will balance residents' priorities within our diminishing resources.

We will keep close control of our budgets and make the best use of our resources.

Customers

Improved customer service



We will work to improve our customer service by making better use of technology. Our aim is to deliver a better service to customers by joining up our systems and training our staff to handle a wide variety of calls.

In addition we will offer more services on-line, so they can be accessed by customers 24 hours a day, 7 days a week. We will promote and communicate these services which will provide more choice and convenience for our residents.

We will work with our customers to ensure we design our services to meet their needs. We will also continually review our website and online services to respond to customer feedback.

We will achieve this by

- Improving our customer service to ensure more enquiries can be dealt with by speaking to just one person.
- Delivering high quality services for our customers including options to self-serve on our website and increasing use of social media and email alerts.
- Investing in new technology to speed up and improve the service people receive when they contact us.
- Promoting use of the 'Report It' app.
- Introducing a 'My Account' option on the website to enable customers to keep track of their enquiries and applications.

Measuring our success

- Increasing the majority of phone calls answered within 60 seconds.
- Monitoring, acting on and learning from the customer complaints and compliments we receive.
- Satisfaction with the quality of services provided by the Council.
- Increase use of the 'Report It' app.
- Increase proportion of transactions carried out online.

Thriving Communities

Resilient, healthy and engaged communities



The Council will continue to work with its partners to help local communities become stronger and better able to support themselves. Key to this is the provision of good, accessible information and on-going two way engagement with these communities.

Through our Community Safety Partnership we will work to address environmental crime and antisocial behaviour and aim to reduce the fear of crime. 69% of residents feel we are working to make the area safer, a 6% improvement compared to 2008.

With our leisure, tourism and cultural partners, such as Wave Leisure, we will work to promote healthy lifestyles and support people to maintain their health and wellbeing.

We will also continue to work with key voluntary organisations in the area; they provide a range of advice and support services to a wide cross-section of people, also helping vulnerable people to retain their independence.

We will achieve this by

- Continuing to support local people with low incomes by delivering an efficient Housing Benefit service and through our Council Tax Reduction Scheme.
- Working with Wave Leisure and other health partners to provide information and activities to encourage healthy lifestyles, with a particular focus on the needs of specific parts of the district and an ageing population.
- Working closely with our voluntary sector partners (3VA, Lewes Homelink, Sompriti, Citizens' Advice Bureau and AiRS) to deliver key advice services and make effective use of grant funding.
- Improved engagement with local communities, particularly focusing on how we connect with young people, through the delivery of our social media strategy.
- Further develop our relationships with Town and Parish Councils to ensure we work collaboratively on local issues, such as housing, infrastructure and rural isolation through our Neighbourhood First teams.

- Introduce a local lottery for our District to support voluntary and community groups.
- Celebrating a century of women's suffrage through our 'Vote 100' initiative.

Measuring our success

- Keeping the time taken to process claims for housing/council tax reduction below the average time taken nationally.
- Increased participation in leisure activities amongst older people and in rural areas.
- More visitors to our leisure facilities.
- Mystery visit satisfaction score of 80% or more at our leisure centres.
- Increased sign up to the Council's social media channels, particularly by young people.

Housing and Development

Delivering sustainable new housing and infrastructure



In the district the average house price rose by more than 5% in 2017, making it a challenging place for first time buyers as well as those on lower incomes. Lewes is the second most expensive market town in England in which to buy a home. As the housing authority, we have over 1,300 people on our housing register.

As a Council, we have a clear commitment to deliver more new affordable housing. We have established a range of public/private arrangements and a significant Joint Venture (Clear Futures) which will see the Council using its assets to stimulate growth in the housing market at a local level. We have an ambitious house building programme, which will see over 5,800 new market and affordable homes built by 2030.

We recognise the need for infrastructure improvements to support new and existing homes and businesses. Our planning policies and the operation of the Community Infrastructure Levy are aimed at securing such improvements.

We will achieve this by

- Using our planning powers (including our policy to ensure 40% of new housing is affordable) to encourage and enable developers to deliver further, suitable and sustainable housing in the district.
- Working with local communities on Neighbourhood Plans, to guide future land use and identify where housing can be built.
- Campaigning for improvements to the A27 and A259, rail infrastructure and rail services.
- Enabling the delivery of key infrastructure projects in Newhaven, including flood alleviation and the Port access road.
- Investigating the feasibility of providing modular housing in the district.
- Investigating the feasibility of developing a scheme to help address rural housing.
- Working in partnership with towns and parishes to unlock development and growth projects.

Measuring our success

- Delivery of over 1,400 new homes across the district, 40% of these being affordable.
- 10 adopted Neighbourhood Plans in place by 2020.
- Flood Alleviation Scheme delivered to unlock development sites in Newhaven.
- Southern part of Newhaven Port area made accessible for development.

Growth and Prosperity

Prosperous Economy



The district is an outstanding location for business and enterprise with a diverse community of over 4,800 businesses. They employ over 35,000 people from a wide catchment area.

Key sectors include public administration, cultural and visitor services and destinations, creative industries, education and health, retail and manufacturing.

Lewes, Seaford and Newhaven all have rail links to London, Gatwick and the Sussex coast and beyond and we are lobbying for these links to be improved. Similarly, whilst the district benefits from access to the trunk road network, with the A27/A26 linking Lewes and Newhaven to neighbouring Brighton and Eastbourne, we are lobbying for a new A27 dual carriageway. The nearby A23/M23 provides access to London, Gatwick and the M25.

The port of Newhaven offers cross channel passenger and freight services to Dieppe and beyond to northern European. There is great potential to open up a European market with in excess of 450 million customers.

We recognise the importance of inward investment and have an important role to play in enabling new and developing businesses. We will work closely with strategic and economic partners to bring about investment in jobs, skills and training opportunities. This will contribute to the regeneration needed, especially in coastal and rural areas.

With our cultural partners we will present a distinct visitor brand for the district that promotes the vibrant arts and culture on offer.

We will achieve this by

- Progress the Newhaven town centre masterplan and Enterprise Zone to enable extensive refurbishment and revitalisation.
- In Seaford we will provide 30,000 sq. ft of healthcare space through a groundbreaking project to deliver improved health and wellbeing services to Seaford.
- Working with our commercial partners to deliver over 400 new homes (40% of which will be affordable) as part of the North Street Quarter Regeneration Scheme in Lewes.
- Providing advice and support to help businesses to grow and invest through measures such as our innovative LEAP programme.

- In partnership with Eastbourne Borough Council, developing a new tourism, arts, cultural and heritage brand building on the 'Stay Lewes coast and country' approach. ([hyperlink](#))

Measuring our success

- 140,000 sq. ft of commercial space, 330 public car parking spaces and a new 3,695m² health centre in Lewes.
- Clear promotion of the district as a distinct visitor destination to increase the value of tourism to the local economy.
- Support a business award scheme with good uptake from local businesses.
- Level of investment into local businesses secured through partners.
- Enterprise Zone established, resulting in increased occupied commercial floor space in Newhaven.
- Facilitation of Artwave festival in the district.

Quality Environment

Clean and green district



Rightly, our residents value their high quality environment. They believe rubbish and litter is more of a problem now than in 2008. We expect the district to remain a clean and beautiful place to live, work and visit, as a result of continued effort to protect the quality of the local environment.

We have undertaken major investment in our recycling service. This has included introducing garden waste collections, co-mingled kerb-side recycling collections and further promoting our food waste recycling. As a result of this our recycling rate is improving significantly.

Our parks, open spaces and nature reserves are highly valued by local residents and visitors alike. We have a strong track record of environmental enhancement and biodiversity schemes which aim to preserve natural habitats for future generations.

We will achieve this by

- Continue to promote and encourage recycling including garden and food waste.
- Introduce a policy on single-use plastics.
- Exploring opportunities to further develop our commercial waste service.
- Working with our grounds maintenance contractor, Town and Parish Councils and local volunteers, our Neighbourhood First teams to maintain high quality public parks and community spaces.
- Working with the police and other agencies to tackle environmental crime such as litter and fly-tipping through use of our 'Report It' app.
- Working with partners to deliver a high profile campaign to promote cliff safety.
- Enabling flood protection in the upper Ouse.
- Further progressing our air quality plans.

Measuring our success

- Increased levels of recycling including garden and food waste.
- Working with partners to reduce incidents of fly-tipping.
- Progress against our air quality action plans.
- The number of parks and open spaces devolved to local communities.
- Flood defences in Lewes completed in partnership with the Environment Agency.

Value for money

Delivering sustainable services



Having already absorbed cuts of 40% we anticipate that our Revenue Support Grant will be completely withdrawn by 2020. This is challenging but we are already on the way to managing this reduction. We will continue to remain agile and flexible in how we manage our services and deploy our resources within this tightening financial environment.

We have an ambitious capital investment programme which will yield new income streams for the Council. But at the same time, we must continue to explore new ways of delivering services.

A significant element of our future savings is being achieved through our Joint Transformation Programme. This ambitious programme has involved a complete remodelling of our services in collaboration with Eastbourne Borough Council. Through flexible working and best use of modern technology we will provide better customer service whilst delivering savings of £2.7 million per year.

We will achieve this by

The formation of a shared workforce with Eastbourne Borough Council and the full integration of management, services and ICT to:

- Protect services delivered at the same level or better to local residents while at the same time reducing costs for both councils.
- Create two stronger organisations which can operate more strategically within the region while still retaining the sovereignty of each council.
- Meet communities and customers' expectations to receive high quality, modern services focused on local needs and making best use of modern technology.
- Build resilience by combining skills and infrastructure across both councils.
- Develop a shared model of governance that enables the sovereignty and democratic legitimacy of each council to be maintained.

We will ensure that our retained asset portfolio delivers best value in terms of efficiency and running costs. Where an asset is held for investment purposes, we will ensure that the return on investment reflects market conditions.

Measuring our success

- Council tax precept remains below the target rate of inflation.
- Deliver a balanced budget and savings of £2.7 million each year.
- Encourage our residents to self-serve using our website and app enabling 24/7 access.
- Percentage of invoices paid on time.
- Maximising the collection of Council Tax and Business Rates to ensure the council has sufficient finances to provide services to residents.

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Report to:	Scrutiny
Date:	28 June 2018
Title:	Portfolio Progress and Performance Report 2017/18 - Quarter 4 (January- March 2018) and Year end
Report of:	Ian Fitzpatrick, Director of Regeneration and Planning
Ward(s):	All
Purpose of report:	To note the Council's progress and performance in respect of key projects and targets for the fourth quarter of the year (January to March 2018) and the overall year performance as shown in Appendix 1.
Officer recommendation(s):	Note progress and performance for Quarter 4/ end of year.
Reasons for recommendations:	To enable Scrutiny to consider specific aspects of the Council's progress and performance.
Contact Officer(s):	Name: Millie McDevitt Post title: Performance and Programmes Lead E-mail: Millie.McDevitt@lewes-eastbourne.gov.uk Telephone number: 01273 085637 / 01323 415637

Background

1. The Council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. 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.
2. It is important to monitor and assess progress and performance on a regular basis, to ensure the Council continues to deliver priority outcomes and excellent services to its customers and communities. These priorities are set out in the Council Plan that was adopted by the Council in February 2016 and refreshed by the Cabinet in July 2017.
3. The Scrutiny Committee has a key role in terms of oversight of the Council's progress and performance and challenging areas of under-performance. This report sets out the Council's performance against its targets and projects for the fourth quarter of 2017/18 (the period running from 1st January to 31st March 2018) as well as the performance for the year.

Performance in the fourth quarter of 2017/18/ Year end

- Appendix 1 provides a high level summary of progress and performance arranged by Cabinet portfolio. The summary shows where performance and projects are 'on track/on target' and where there are areas of risk, concern or under-performance. Where performance or projects are 'off track/below target', an explanation of the management action being taken to address this is also provided.
- Detailed project/performance tracking information is recorded in the Council's performance management information system Pentana (formerly known as Covalent). 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 acceptable 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;
-  = Data with no performance target.

Portfolio Progress and Performance – Quarter 4/ Year end

- An overview of the Council's performance for the year as at the end of the fourth quarter is set out below:
 - 14 of the Council's 18 key projects were on track at the year end. There are no serious project delays which constitute a serious risk to the Council.
 - 72% of the Council's performance targets were either met, exceeded or within acceptable levels.
 - 6 performance indicators did not meet their targets (see paragraph 24 below).

The Good News for Quarter 4/ year-end –  Notable project milestones or service performance achieved.

- This section of the report provides specific highlights by portfolio in terms of notable project progress or performance achievements.

Regeneration and Business portfolio

- Key milestones achieved in the **Newhaven Enterprise Zone** include refurbishing 5,000m² of existing floorspace. This is around 1/3 of our target for the whole 25-year lifespan! £8m-plus of new private sector investment was attracted and 2,000m²-plus of new commercial floorspace was opened and a further 5,000m² is under construction.
- The **LEAP** business programme also had a number of highlights: 23 candidates attended business start-up training, 7 of whom have started up a business in the district with more expected to follow shortly.
- Value of tourism to the local economy.** The monetary value on the impact of tourism is only reported annually. Due to the complexity of background data required

to generate this measure, the most recent figure available for this report relates to 2016. It is estimated that the value of tourism to the Lewes District in 2016 was £178 million. This is based on 314,000 total overnight trips, resulting in 1.2million visitor nights in the district.

People and Performance

11. As part of the **Joint Transformation Programme**, in 2017/18 the Customer First; Homes First and Neighbourhood First brands were launched. A new joint website and intranet were also delivered. Report It Lewes & Eastbourne - an app to facilitate and speed up the reporting of environmental issues such as littering and dog fouling - launched across both the borough and district in February 2018.

Environmental Impact

12. **Clear Ventures (the Joint Venture for Energy and Sustainability)** was set up in 2017/18 and has started its first LDC project: Springman House.

13. **Co-mingled recycling** was introduced and is having a positive effect on recycling rates in the district.

Finance

14. The collection of both **Council Tax and Business Rates** exceeded their year targets with their total combined figures exceeding £90 million.

Housing

15. 22 new homes were delivered under the **Local Growth Fund** and research into **rural housing** options was undertaken.

Planning

16. **Neighbourhood Plans:** The Plumpton neighbourhood plan and the Ditchling, Streat & Westmeston plan was adopted in 2017/18.

Waste and Recycling Transformation

17. Year-on-year performance for **Percentage of household waste sent for reuse, recycling and composting** has improved by approximately 2.5%.

Customer and Partners

18. In 2017/18 more people signed up for **email service and to our social media channels** than anticipated.

Areas for Improvement – 🟡 Project/performance is slightly off track (but within acceptable/5% tolerance). The 'amber' warning flags up performance that has fallen very slightly below target or projects that are slipping behind schedule or going slightly off-track.

19. One performance indicators was in this category during the fourth quarter/ year end:

Percentage % of invoices paid on time: Performance for Q4 of 93% is below the target of 98%. We fell just short of our annual target but we hope to avoid this next year as a new financial system (CAFI) will have successfully been rolled out across the Council, resolving previous issues.

20. Four projects are being reported as amber at the end of the year and are reported more fully in the appendix:

**North Street Quarter;
Joint Transformation Programme;
Local Plan (Part 2) and
Devolution of Open Spaces**

Areas for Improvement – ● Performance well below target and/or project significantly off-schedule or revised. Where service performance falls well below target levels, or a project is significantly off track or has been significantly revised or cancelled, priority is given to addressing these issues.

21. There were five indicators where this was the case in the third quarter.

22. Average working days lost due to sickness per FTE equivalent staff: Sickness absence rates in Q4 were the highest so far this year. This was anticipated as our HR Business Partners and managers were advising us, particularly in January and February, of large numbers of staff suffering from flu and stomach bugs. This was confirmed by the most frequent reasons for short term absence in Q4 being recorded as colds, flu and viruses. As a result the total for the year 2017/18 was 10.12 days per full time equivalent employee which is slightly over the target of 10 days. That said, Q4 rates were lower than in 2016/17 and 10.12 is the lowest figure we have had for many years (the overall level of absence has decreased continuously every year for the last 7 years).

A survey of our neighbouring authorities with an in house waste survey indicates that an average of between 9 and 11 days is usual. Bearing in mind the absence totals of Lewes and Eastbourne over recent years and those of our neighbouring authorities we are suggesting a combined target for Lewes and Eastbourne of 9 days per FTE for the financial year 2018/19. This feels like a sufficiently challenging yet realistic target. It will be our aim to reduce this to 8 days over the next two years.

23. Number of households living in temporary accommodation: The pressure on housing continues to reflect the national and regional position. This figure covers all forms of temporary accommodation. Emergency and nightly paid accommodation did not increase significantly either. The effect of the Homeless Reduction Act (HRA), introduced on 2 April will be noted in the next quarter's figures. The team will continue to develop the local leasing incentive scheme and offer larger prevention payments to keep clients in existing accommodation for longer.

24. Overall tenants' satisfaction: Overall tenant satisfaction is below target. Out of the figures supplied, 20 respondents said they were neither satisfied nor dissatisfied. If these neutral comments were discarded, the actual satisfaction figures would increase to 88%. In response to this, in April 2018 a question was added to enable tenants to advise why they are dissatisfied. Service Managers are being sent details of any

dissatisfied reports provided by tenants and asked to analyse and investigate. Common areas of dissatisfaction will be looked at and service improvements instigated. There were 22 reports received 3 of which related to current anti-social behaviour and noise cases, 11 of the reports related to maintenance issues. These reports are being sent to the Head of property Services to analyse to see if there are any trends. However it is anticipated the new repairs contractor will improve performance and increase satisfaction levels.

25. Percentage of all planning appeals allowed (officer/committee decisions): In 2017/18, 22 appeals were submitted, 11 of which were allowed.

26. Average time taken to answer telephone calls: Higher than normal call volumes have resulted in lower than expected average speed of answer. New starters have continued to be trained and are in the early stages of their training and development. We continue to implement improvements to achieve the targets. In the short term while the team manages the peak in contacts it has been expanded to help answer emails more quickly, a message has been put on the phone line to advise customers that missed bin requests will not be processed (and if they could wait until next time, advising of the long wait for calls to be answered and encouraging them to go online) and a call-back system has been implemented. In the longer term there has now been a greater emphasis given to promote other methods of contact and self-service, the likely busiest call times are advertised, and mail-outs from services around the organisation will be more carefully synchronised.

Financial Appraisal

27. Project and performance monitoring and reporting arrangements are contained within existing estimates. Corporate performance information should also be considered alongside the Council's financial update reports (also reported to Cabinet each quarter) as there is a clear link between performance and budgets/resources.

Legal Implications

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

Risk Management Implications

29. It is important that corporate performance is monitored regularly otherwise there is a risk that reductions in service levels, or projects falling behind schedule, are not addressed in a timely way.

Equality Analysis

30. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports or as part of programmed equality analysis. The equality implications of projects that form part of the Joint Transformation Programme are addressed through separate Equality and Fairness assessments.

Background Papers

[Council Plan 2016 to 2020](#)

Appendices





Appendix 1 - Portfolio Progress and Performance Report (Quarter 4 2017/18)

Appendix 2 - Performance measures 2018/19

APPENDIX 1


PORTFOLIO PROGRESS AND PERFORMANCE QUARTER 4 (January to March 2018)





Key to Symbols

-  - Project is complete; Performance is at or above target (please note, in some instances performance data has been rounded to the nearest whole number/percentage); 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;
-  - No performance target set.

LDC Regeneration and Business Portfolio: Councillor Andy Smith Portfolio Projects and Initiatives


Portfolio Projects and Initiatives


Project / Initiative	Target Project Completion	Current Status	Update
North Street Quarter	30-Apr-2021		<p>The NSQ landowners have continued to negotiate the final points in the Land Collaboration Agreement with a view to agreeing the document by early summer 2018. Once the LCA is agreed, the landowners will go to market to secure a developer for the scheme. LDC and NSQ Ltd. have now exchanged historic costs, which are being reviewed.</p> <p>The landowners continue to progress resolution of outstanding third party land / title matters, including those relating to LDC title.</p> <p>Applications to discharge Phase 1 pre-commencement planning conditions have been prepared and were submitted to the planning authority (SDNP) in April 2018. Stakeholders / community representatives have been fully engaged in the discharge of pre-commencement conditions (via regular meetings of the NSQ Sounding Board, Design Group and Landscape & Play Working Group – facilitated by LDC & NSQ Ltd.).</p> <p>LDC has prepared and submitted an application for prior approval (to SDNP) for the early demolition of LDC owned buildings on North Street, due to concerns over the condition of these buildings. It is intended that this vacant site will be used as a temporary car park</p>

Project / Initiative	Target Project Completion	Current Status	Update
			<p>during construction of Phase 1 of the scheme. An application for a temporary car park in this location is currently being prepared.</p> <p>There is a fuller report elsewhere on the agenda.</p>
Newhaven Port Access Road (ESCC Project)	30-Apr-2019		The business case for the Department for Transport was slightly delayed in Q4. ESCC is due to submit it in Q1 of 2018/19.
Newhaven Enterprise Zone	31-Mar-2042		<ul style="list-style-type: none"> • Updated Strategy was being drafted and linked to Coast to Capital's new Strategic Economic Plan. • Officers managed a positively-received consultation on planning restrictions. • Coastal Communities Fund bid being was being prepared for Town Centre. • The start of Phase 2 of Eastside South development was imminent. • FM Conway application at North Quay was approved by ESCC. <p>This is a 25 year project.</p>
Newhaven Growth Quarter	30-Apr-2028 (15 year commitment)		<p>All rectification periods now complete. Project for ongoing annual monitoring only.</p> <p>This project is a Coastal Communities Funded bid to extend existing premises of Sussex Downs College, Sussex Community Development Association and Newhaven Enterprise Centre on Denton Island in Newhaven, as well as increasing collaboration between users of all three facilities.</p>
Newhaven Town Centre	01-June-2020		Consultation with stakeholders scheduled for June.



Project / Initiative	Target Project Completion	Current Status	Update
			Plans for the site progressing with different options currently under discussion. Agreement For Lease with hotel projected for Q2 2018. Meetings with anchor store have taken place. Offer received for the affordable housing element. Financial appraisal of the various options pending.

Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Joint Transformation Programme	31-Mar-2020		<p>As a major change management programme, the JTP continues to deliver the key elements of the intended transformation, including:</p> <ul style="list-style-type: none"> - launch of the new Customer First, Homes First, Neighbourhood First brands creating a stronger and more visible presence; - launch of the new joint website and intranet to enhance and modernise the way in which we engage and communicate with residents, businesses and staff; - new IT and telephony kit has been deployed to support improved and flexible delivery of services; - Report It Lewes & Eastbourne - an app to facilitate and speed up the reporting of environmental issues such as littering and dog fouling - launched across both the borough and district in February 2018; - Customers completed 20% of their transactions online in April 2018 compared with 7% a year earlier. This move to cheaper ways of interacting with

Project / Initiative	Target Project Completion	Current Status	Update
			<p>customers supports the aspirations of the Channel Shift Strategy and allows us to focus our resources on those who need our services most.</p> <p>Delivery of the transformation is being managed within the £6.8m budget and the £2.8m of savings for JTP Phases 1 and 2 are on track to be achieved.</p> <p>Challenges within the programme are known and being managed to ensure successful delivery of the overall programme goals.</p>
Lewes District Lottery	31-Mar-2019		This project is at the licensing application process.



Key Performance Indicators


KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		2017/18 overall performance			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
Average working days lost due to sickness per FTE equivalent staff	2.60	2.80	1.81	2.87		10.12	9.00		Sickness absence rates in Q4 were the highest so far this year. This was anticipated as our HR Business Partners and managers were advising us, particularly in January and February, of large numbers of staff suffering from flu and stomach bugs. This was confirmed by the most frequent reasons for short term absence in Q4 being recorded as

KPI Description	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/18		2017/18 overall performance			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
									<p>colds, flu and viruses.</p> <p>As a result the total for the year 2017/18 was 10.12 days per full time equivalent employee which is slightly over the target of 10 days. That said, Q4 rates were lower than in 2016/17 and 10.12 is the lowest figure we have had for many years (the overall level of absence has decreased continuously every year for the last 7 years).</p> <p>A survey of our neighbouring authorities with an in house waste survey indicates that an average of between 9 and 11 days is usual. Bearing in mind the absence totals of Lewes and Eastbourne over recent years and those of our neighbouring authorities we are suggesting a combined target for Lewes and Eastbourne of 9 days per FTE for the financial year 2018/19. This feels like a sufficiently challenging yet realistic target. It will be our aim to reduce this to 8 days over the next two years.</p>







LDC Environmental Impact Portfolio: Councillor Isabelle Linington Portfolio Projects and Initiatives

Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Clear Futures (Joint Venture for Energy and Sustainability)	01-Apr-2037		Discussions are ongoing regarding Springman House. A pipeline of further projects is being developed.
Upper Ouse Flood Protection and Water	31-Mar-2019		<p><u>Outputs delivered by Sussex Flow Initiative:</u></p> <ul style="list-style-type: none"> • Nearly 18,000 trees planted in the Ouse Catchment • 30 pocket ponds dug in and around Chailey Common • 25 woody dams delivered • 5 meetings with landowners interested in Natural Flood Management • Mapping of potential hedgerows in the Longford stream (Wivelsfield area) • Development of upstream surface water flow path model enabling improved targeting of potential interventions • Excavation of Ringmer pond postponed as land water logged <p><u>Initiatives delivered by Ouse and Adur River Trust</u></p> <ul style="list-style-type: none"> • Legal agreement still being negotiated with landowner for connection of Ouse to its former flood plain at Anchor Gate upstream of Barcombe Mill • Consultation with landowners at Isfield to explore connecting river Uck back to its flood plain have been

Project / Initiative	Target Project Completion	Current Status	Update
			undertaken and constructive outcome <ul style="list-style-type: none"> • Work with landowners have agreed locations where the Bevern Stream can be reconnected to its flood plain • Work undertaken to improve mapping and survey techniques and so improve efficient delivery of projects
Newhaven Flood Alleviation Scheme (Environment Agency)	31-Dec-2018		There was a small delay and increase in costs at the start of Quarter Four, but this was resolved and works are progressing well.




Key Performance Indicators

KPI Description	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
% of invoices paid on time	97.79 %	96.59 %	93.03 %	93.00 %		95.10 %	98.00 %		<p>Performance for Q4 of 93% is below the target of 98%. Year end we fell just short of our annual target but we hope to avoid this next year as explained below.</p> <p>Performance Improvement Plan Once the new financial system (CAFI) is successfully rolled out across the Council, it is anticipated that performance will start to return to the expected level and within target.</p>
Percentage of Council Tax collected during the year - Lewes	30.04 %	58.28 %	85.77 %	98.23 %		98.23 %	98.00 %		The Council Tax collection rate for 2017/18 is 98.23% (£66.9 million), and 0.23% above the target rate of 98%. This is an improvement to 2016/17 when 98.17% (£63.5 million) was collected.
Percentage of Business Rates collected during the year - Lewes	29.18 %	56.37 %	85.05 %	98.60 %		98.60 %	98.50 %		The Business Rate collection rate for 2017/18 is 98.60% (£24.6 million) and 0.10% above the target rate of 98.50%. This is an improvement to 2016/17 when the percentage collected was 97.90% against a target of 98.50% (£25.3 million).









LDC Housing Portfolio: Councillor Ron Maskell





**Key Performance Indicators
Portfolio Projects and Initiatives**



Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Housing Delivery : Local Growth Fund	31-Jul-2017		This project has now delivered 22 new homes and only remains active due to the defects period which runs to July 2018.
Rural Housing	31-Mar-2019		Research has been undertaken and a meeting has been held to review and discuss findings with Cllr Osbourne. Discussions focussed around planning policy. This relates to the Local Plan Part 2 prohibition on allowing annexes to be rented out and the use of ancillary buildings as separate dwellings.
Modular Temporary Accommodation	31-Mar-2019		The budget for this project was agreed by full council for Lewes in February 18. A number of sites are under consideration for further investigations.


Key Performance Indicators

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
Number of households living in temporary accommodation	63	80	78	80		80	65		<p>The pressure on housing continues to reflect the national and regional position.</p> <p>This figure covers all forms of temporary accommodation. Emergency and nightly paid accommodation did not increase significantly either. The effect of the Homeless Reduction Act (HRA), introduced on 2 April will be noted in the next quarter's figures.</p> <p>Performance Improvement Plan: The team will continue to develop the local leasing incentive scheme and offer larger prevention payments to keep clients in existing accommodation for longer.</p>
Percentage of rent collected during the year (cumulative)	92.74 %	95.96 %	96.91 %	98.32 %		98.32 %	95%		The 2017/18 year-end outturn is just slightly below the 2016/17 year-end figure of 99.09% but still above target.
The number of days taken to process new housing/council tax benefit claims	21.3	17.1	19.5	16.8		19.0	20.0		2017/18's performance was slightly below that of 2016/17 when the average days taken was 17.3
Total number of days that families need to stay in emergency	0	0	0	0		0	15		This PI relates to the number of days that families need to stay in non self contained B&B rooms. There have been none this year as families are in self contained

KPI Description	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
(nightly paid) accommodation									accommodation.
Total number of households living in emergency (nightly paid) accommodation	5	19	15	9		9	15		
Average number of days to re-let LDC Council homes (excluding temporary lets)	19	20	18	34		23	25		<p>On average over 2017/18, the number of days to relet Council homes was below our maximum target figure reflecting a positive performance by the team during a period of change.</p> <p>In Q4, extenuating circumstances (related to a change in contractual provider) led to an above average figure.</p> <p>Performance Improvement Plan Our new provider, Mears, has had a higher volume of voids to deal with than usual coupled with some properties needing quite extensive refurbishment. A plan has been put in place with Mears to clear the backlog and bring performance into line with the targets set out in the contract. The plan is being monitored closely by the management team who are also working with housing management colleagues to find ways of minimising the impact of internal transfers and evictions.</p>


KPI Description	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
Overall tenants' satisfaction	87%	86%	84.55 %	80.47 %		84.32 %	90%		<p>Overall tenant satisfaction is below target. Out of the figures supplied, 20 respondents said they were neither satisfied nor dissatisfied. If these neutral comments were discarded, the actual satisfaction figures would increase to 88%.</p> <p>Performance Improvement Plan In response to this, in April 2018 a question was added to enable tenants to advise why they are dissatisfied. Service Managers are being sent details of any dissatisfied reports provided by tenants and asked to analyse and investigate. Common areas of dissatisfaction will be looked at and service improvements instigated. There were 22 reports received 3 of which related to current anti-social behaviour and noise cases, 11 of the reports related to maintenance issues. These reports are being sent to the Head of property Services to analyse to see if there are any trends. However it is anticipated the new repairs contractor will improve performance and increase satisfaction levels.</p>

Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
Neighbourhood Planning	29-Feb-2020		<p>Plumpton</p> <p>The Plumpton Neighbourhood Plan went to Referendum on 8th March 2018 and received a majority vote in favour of its adoption by the eligible electorate. It was recommended to Cabinet on 19th March that the Plumpton Neighbourhood Plan be 'made' at the Council Meeting on 2nd May. The Local Authority has a duty to 'make' Neighbourhood Plans within eight weeks of a successful Referendum (as long as they do not contravene EU obligations).</p> <p>Seaford</p> <p>The Regulation 14 consultation concluded in January 2018. The Steering Group are still reviewing the comments made during this consultation and are considering what additional work - if any - will be required before moving on to the next stage. It is likely a Design Guide will accompany the Neighbourhood Plan and further work in this area is to be commissioned to bolster the proposed design related</p>







Project / Initiative	Target Project Completion	Current Status	Update
			<p>policies. A viability assessment (partly funded by LDC) is to be carried out to further investigate the development potential for the Dane Valley Project Area.</p> <p>Newhaven</p> <p>The Town Council anticipate submitting their amended Neighbourhood Plan in accordance with Regulation 15 within the coming months. A formal submission date will be confirmed by the Steering Group in the coming weeks. The group had hoped to submit by the end of January 2018, but the review of the Regulation 14 comments and the subsequent modifications to the Plan have taken longer than anticipated. This has delayed submission, but should not result in any significant issues and there are not considered to be any significant negative impacts resulting from a later Reg. 15 submission.</p> <p>Peacehaven and Telscombe</p> <p>The Steering Group were due to carry out some public engagement events in early/mid-April 2018. The Steering Group have set several dates and times at various venues in the Neighbourhood Area in order to engage with the community. They have commissioned information boards from their consultants for the events.</p>





Project / Initiative	Target Project Completion	Current Status	Update
			<p>Barcombe</p> <p>The Steering Group are making relevant amendments in accordance with the points made by attendees to their public engagement event in January. Informally, they are considering the merits of potential documents which could feed into their evidence base.</p> <p>Chailey</p> <p>The Steering Group have worked with LDC Housing, who agreed to carry out a Housing Needs Survey (HNS). The group have been advised that the HNS will have limited scope in contributing to the evidence base for the Neighbourhood Plan, however, it still has the potential to inform direction for further studies where desired/required. The Neighbourhood Plan is coming together as a draft document. The draft NP and supporting documents are informally being reviewed by the Neighbourhood Planning Officer.</p> <p>Ditchling, Streat & Westmeston</p> <p>The development of this Neighbourhood Plan is being led by the SDNPA. A Decision Statement created by the SDNPA and LDC, was published on 7th Feb. This document details the changes to be made to the Neighbourhood Plan ahead of Referendum. As LDC is the electoral authority, it is responsible for carrying out of the Referendum, which was held on 19th April 2018.</p>

Project / Initiative	Target Project Completion	Current Status	Update
			<p>The documents required to be published before the Referendum have been made public on both Authorities' websites. On 19th March Cabinet agreed that the DS&W NP should go before full Council on 2nd May to be 'made' subject to a successful Referendum.</p> <p>Lewes Town (SDNPA-led)</p> <p>On 29th March 2018, Lewes Town Council voted unanimously to accept the Lewes Neighbourhood Plan for Submission to the SDNPA. Once all the supporting documents such as the Basic Conditions and Consultation Statements have been finalised, the town council will formally submit the Submission Plan to the SDNPA (documents are not submitted to LDC, however, relevant service areas of LDC can comment on the submitted documents once the SDNPA has initiated a formal Reg. 16 consultation). SDNPA will start the formal Reg 16 consultation following receipt of all of the submission documents. It is anticipated that this will be within the coming weeks; however the town council have not confirmed a fixed date with the SDNPA. It is not known whether any amendments have been made to the proposed low-cost housing policy or whether LDC-owned sites are still allocated in the NP.</p>
The Local Plan (Part 2)	31-Dec-2018		Local Plan Part 2 consultation responses on the Draft Plan are being considered; the Statement of

Project / Initiative	Target Project Completion	Current Status	Update
			<p>Consultation is being prepared and necessary amendments are being made to the Plan accordingly.</p> <p>The concurrent 'Call for Sites' to deliver the Gypsy and Traveller pitches yielded no results, however further options identified are being considered, with no final decision made. The identification within Local Plan Part 2 of suitable site(s) for the delivery of 5 permanent pitches is established within Core Policy 3 of the Local Plan Part 1, the Core Strategy hence the amber status of the project.</p> <p>The schedule for the publication of the Pre-Submission Local Plan Part 2 (Regulation 19) is currently September 2018 and this version must be considered 'sound' by the authority and will therefore need to demonstrate conformity with the Core Strategy.</p>


Key Performance Indicators

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	83.33 %	70.49 %	75.56 %	91.27 %		81.90 %	75%		The overall year average is above the target of 75%. A total of 337 minor planning applications were submitted in 2017/18.
Percentage of major applications determined within 13 weeks (LDC only)	83.33 %	66.67 %	100%	66.67 %		80.95 %	80%		Four out of six major applications were determined within 13 weeks in Quarter Four. There was one major application in March which did not meet the 13 week target; this related to a very complex case. Performance across the quarter without this exceptional case would have exceeded its target at 03%. Throughout the year though performance for this indicator has been above our target.
Percentage of all planning appeals allowed (officer/committee decisions)	33.3 %	66.7 %	40.0 %	0%		50.0%	33%		In 2017/18, 22 appeals were submitted, 11 of which were allowed.

KPI Description	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
Outcome of planning appeals (Costs awarded (£))	£0.00	£0.00	£0.00			£0.00			
Number of appeals where the Inspector has considered that there has been unreasonable behaviour by the Local Planning Authority	0	0	0	0		0	0		
Number of major applications for new housing granted planning permission following appeal (LDC only)	0	0	0	0	0	0	0		





LDC Waste and Recycling Transformation Portfolio: Councillor Paul Franklin

**Key Performance Indicators
Portfolio Projects and Initiatives**



Project / Initiative	Target Project Completion	Current Status	Update
LDC co-mingled recycling	30-Apr-2018		<p>There was an informal Cabinet review of phase one roll-outs in January, which included positive feedback from Members and customers. Subsequently phases two and three were completed in March, with an enthusiastic anticipation for the improved service outputs once the final phases are completed in Quarter One.</p> <p>Bring sites now include Tetra Paks and coffee cups.</p>

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Key Performance Indicators

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		Explanatory Note		
	Value	Value	Value	Value	Status	Value	Target	
KG waste collected per household	143.16	152.64	147.2	170.66		613.66		The year-end figure has increased by approx 5% from last year when the 2016/17 year end figure was 584.53 kg.
% of household waste sent for	27.46%	27.21%	29.21%	30.08%		28.48%		The year-end figure for 2017/18 is above the 2016/17 figure which was 27.13%.

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		Explanatory Note		
	Value	Value	Value	Value	Status	Value	Target	
reuse, recycling and composting								



Project / Initiative	Target Project Completion	Current Status	Update
Devolution of Open Spaces	31-Mar-2018 Revised to 31 May-2018 (Newhaven sites) Revised to 30 Sep 2018 (remaining sites)		Lewes Town: All work on devolution of Landport Bottom finalised and transfer is imminent. We have written to Lewes Town Council offering devolution of Timberyard play area, the Paddock play area (including WCs) and Bell Lane as the next sites for prospective devolution and expect to hear from the Town Council shortly. Newhaven Town: The first “wave” of transfers currently being progressed are: (a) East Side Recreation Ground; (b) Avis Road Recreation Ground; (c) Drove Park Recreation Ground; (d) Lewes Road Recreation Ground; and (e) Valley Road Recreation Ground. These transfers are actively being dealt with by LDC and NTC solicitors and, subject to resolution of various issues some of which involve third parties (e.g. in relation to access rights), should proceed to completion in approximately the next two months.
New Arts and Culture Brand and Tourism offer	31-Mar-2019		The LDC Tourism Strategy was discussed at LDC Scrutiny Panel on the 18th January and the Tourism Team are in discussion on how this can be delivered within the existing resources

LDC Customers and Partners Portfolio: Councillor Tony Nicholson

Key Performance Indicators
Portfolio Projects and Initiatives

Key Performance Indicators

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
Number of new sign-ups to the Councils' social media channels	196	291	244	129	✔	1,051		✔	Aim to maximise.
Number of people registering for our email service	2,593	2,723	594	667	✔	294	167	✔	
Wave Leisure: Visitors to leisure centres	227,950	208,757	230,802	281,772	✔	949,281	945,000	✔	<p>Participation; Whilst Downs Leisure Centre has seen a below target result, overall performance in comparison to last year has increased. Q2/3/4 outperformed last year's figures for the Wet and Dry Side activities.</p> <p>The reason for the figures being below target for Downs is due to a reduction in hire of the 3G pitch, meetings and functions. However the</p>

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
									attendance within the Gym, Group Exercise and Activities has increased. Figures overall have been maintained and are slightly up on last year, although slightly below the projected target. 16/17 actual participants = 921,113, 17/18 actual participants 949,281, target for 17/18 956,800. Overall performance positive.
Average time taken to answer telephone calls	0h 00m 35s	0h 00m 49s	0h 00m 28s	0h 01m 34s		0h 00m 52s	0h 00m 30s		Higher than normal call volumes have resulted in lower than expected average speed of answer. New starters have continued to be trained and are in the early stages of their training and development. We continue to implement improvements to achieve the targets. Performance Improvement Plan In the short term while the team manages the peak in contacts it has been expanded to help answer emails more quickly, a message has been put on the phone line to advise customers that missed bin requests will not be processed (and if they

KPI Description	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18		2017/18			Explanatory Note
	Value	Value	Value	Value	Status	Value	Target	Status	
									could wait until next time, advising of the long wait for calls to be answered and encouraging them to go online) and a call-back system has been implemented. In the longer term there has now been a greater emphasis given to promote other methods of contact and self-service, the likely busiest call times are advertised, and mail-outs from services around the organisation will be more carefully synchronised.

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LDC Performance and Projects Measures: 2018/19

The following pages highlight the performance indicator targets and projects which will be reported on in 2018/19.

1. Regeneration and Business: Councillor Andy Smith

Project / Initiative	Description	Target Completion
North Street Quarter	Regeneration of the North Street Quarter area in Lewes to provide over 400 homes; health hub; car park and new commercial space.	Q1 2021/22
Springman House- New Community Fire Station	Relocation of key emergency services to create a blue light services hub that supports delivery of the North Street Quarter.	Q3 2019/20
Set up and Energy Services Company (ESCO) for North Street Quarter (LDC)	Establishment of an ESCO to support delivery of the North Street Quarter.	Q3 2019/20
Downs Leisure Centre- Seaford	To improve and reconfigure the Downs Leisure Centre site	Q4 2019/20
Newhaven Port Access Road (ESCC Project)	A new road that will remove Port traffic from existing roads to enhance access and economic growth, as well as safeguarding existing residential areas from the impact of Port traffic.	Q1 2020/21
Newhaven Enterprise Zone (NEZ)	NEZ covers 8 key sites of strategic importance with the aim of driving economic growth through the creation of up to 55,000m ² of new employment floorspace, refurbishing 15,000m ² of existing employment floorspace and creating / sustaining up to 2,000 FTE jobs over a 25-year period.	Q4 2041/42
Newhaven Town Centre	Delivery of mixed use regeneration scheme within NEZ.	Q4 2021/22
Railway Quay	Delivery of mixed use regeneration scheme within NEZ.	Q3 2022/23

2. People and Performance : Councillor Elayne Merry

2.1 Key Performance Indicators	Annual Target 2018/19
Average working days lost due to sickness per FTE equivalent staff	9 days

2.2 Projects & Programmes

Project / Initiative	Description	Target Completion
Joint Transformation Programme	A major programme to integrate the Eastbourne Borough Council and Lewes District Council workforces, and transform the service delivery model for both organisations. Deliver £2.7m savings while protecting services	Q4 2019/20
Lewes District Lottery	A lottery for good causes for Lewes District	Q4 2018/19
Vote 100	Events to mark the centenary of women's suffrage	Q3 2018/19

3. Environmental Impact : Councillor Isabelle Linington

3.1 Project & Programmes

Project / Initiative	Description	Target Completion
Deliver the Upper Ouse flood protection and water prevention project	3 year programme of flood protection work across the District	Q4 2020/21
Newhaven Flood Alleviation Scheme (Environment Agency)	Enabling the delivery of key infrastructure projects in Newhaven.	Q4 2018/19
Joint Venture for Energy and Sustainability	A joint venture between Eastbourne and Lewes Council and a private sector organisation to deliver local energy and sustainability ambitions for the next 20-30 years. The Joint Venture will follow a programme of work.	Q4 2036/37
Single Use Plastics	Project to decrease the use of single use plastics (SUP) in council offices	Q3 2018/19

4. Finance : Councillor Bill Giles

4.1 Key Performance Indicators

KPI Description	Annual Target 2018/19
Percentage of Council Tax collected during the year	98%
Percentage of Business Rates collected during the year	98.5%

5. Housing : Councillor Ron Maskell

5.1 Key Performance Indicators

KPI Description	Annual Target 2018/19
Number of affordable homes delivered (gross)	30
Net additional homes provided	160
Number of Licensed HMOs Inspected per Quarter	2
Number of households where prevention duty has been accepted	Data only to allow benchmarking for 2019/2020- new target introduced for Homelessness Reduction Act
Number of households where relief Duty has been accepted	Data only in yr1 to allow benchmarking for 2019/2020- new target introduced for Homelessness Reduction Act
Number of households where full homelessness duty has been accepted	Data only in yr 1 to allow benchmarking for 2019/2020- new target introduced for Homelessness Reduction Act
Proportion of homeless households where decision has been made within 10 working days	Data only in yr 1 to allow benchmarking for 2019/2020- new target introduced for Homelessness Reduction Act
Number of households where homelessness has been successfully prevented	Data only in yr 1 to allow benchmarking for 2019/2020- new target introduced for Homelessness Reduction Act
The time taken from the receipt of a fully complete DFG application to the grant being approved (nb removes OTs and external providers from PI)	28 days

APPENDIX 2

KPI Description	Annual Target 2018/19
Total number of households living in emergency accommodation	15
Total number of days in emergency accommodation	70 (reflects new HRA requirements)
Overall tenant satisfaction	Data only as process changing- allow target setting for 2019/20
Percentage of Rent collected during the year (%)	96%

5.2 Projects & Programmes

Project / Initiative	Description	Target Completion
Welfare Reform	To support those vulnerable residents affected by the government's welfare reform programme.	Q4 2019/20
Housing Delivery : Local Growth Fund	Deliver up to 30 new Council homes for rent on 7 sites.	Q2 2017/18
Community Rural Housing	Investigation into Community rural housing	Q2 2018/19
Modular Temporary Accommodation	Delivery of modular housing options. (UPDATE- from Leighton)	Q2 2018/19
Universal credit (UC) preparation	Further develop action plan to prepare for and respond to roll-out of Universal Credit Full Service in Lewes	Q4 2018/19

6. Planning : Councillor Tom Jones

6.1 Key Performance Indicators

KPI Description	Annual Target 2018/19
Percentage of major applications determined within 13 weeks	65%
Percentage of Minor applications determined within 8 weeks	75%
Processing of other planning applications within 8 weeks	75%
Percentage of all planning appeals allowed	10%
Percentage of major planning applications allowed on appeal (as a percentage of all MAJOR applications made)	10%

6.2 Projects & Programmes

Project / Initiative	Description	Target Completion
Neighbourhood Planning	Ongoing with annual review.	Q4 2019/20
Local Plan Part 2		Q4 2018/19

7. Waste and Recycling : Councillor Paul Franklin

7.1 Key Performance Indicators

KPI Description	Annual Target 2018/19
The average no. of working days taken to remove reported flytips	2
Percentage of household waste sent for reuse, recycling and composting	32%

7.2 Projects & Programmes

Project / Initiative	Description	Target Completion
LDC co-mingled recycling	PHASE TWO: All households able to accommodate wheelie bins will receive them and co-mingled dry recycling collections will be rolled out across Lewes District.	Q4 2018/19
Delivery of waste improvement programme	This is the overarching programme for a suite of projects designed to affect and manage changes in the waste, recycling, street and beach cleaning services across Lewes District.	Q2 2019/20

8. Customers and Partners : Councillor Tony Nicholson

8.1 Key Performance Indicators

KPI Description	Annual Target 2018/19
Percentage of calls to the contact centre answered within 60 seconds	80%
Reduce the numbers of abandoned calls to the contact centre	Less than 5%
Average number of days to process new claims for housing/council tax reduction	23 days
Average number of days to process new claims for change of circumstances	8 days
Number of new sign-ups to social media channels	600
Crime: Improve our ranking compared to similar authorities	Target ranking of 1-5 out of 15

7.2 Projects & Programmes

Project / Initiative	Description	Target Completion
Devolution of Open Spaces	Work with new grounds maintenance contractor, Town and Parish Councils and local volunteers to maintain high quality public parks and community spaces.	Q2 2018/19
New Arts and Culture Brand and Tourism offer		Q4 2018/ 19



Lewes District Council

FORWARD PLAN OF DECISIONS

Period covered by this Plan:

1 June to 30 September 2018

Date of publication:

1 June 2018

Councillor Andy Smith: Leader of the Council and Chair of Cabinet. Cabinet member for regeneration and business.

Councillor Paul Franklin: Cabinet member for waste and recycling.

Councillor Bill Giles: Cabinet member for finance.

Councillor Tom Jones: Cabinet member for planning.

Councillor Isabelle Linington: Cabinet member for environmental impact.

Councillor Ron Maskell: Cabinet member for housing.

Councillor Elayne Merry: Cabinet member for people and performance.

Councillor Tony Nicholson: Cabinet member for customers and partners.

Please see the explanatory note appended to this Plan for further information and details of how to make representations and otherwise contact the Council on matters listed in the Plan. Documents referred to will be available at least 5 clear working days before the date for decision.

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Portfolio progress and performance report 2017-18 - quarter 4</p> <p>To update Members on the Council's performance against corporate plan priority actions, performance indicators and targets over the quarter 4 2017/18 period.</p> <p>(Lead Cabinet member: Councillor Nicholson)</p>	All wards	Non-key Decision	Cabinet	2 Jul 2018	Open	Not applicable.	Report	<p>(Ian Fitzpatrick)</p> <p>Jo Harper, Head of Business Planning and Performance Tel: 01273 484049 jo.harper@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Finance update - performance quarter 4 - 2017-2018</p> <p>To provide an update on the Council's financial performance, revenue budgets and capital programme to the end of quarter 4 2017/2018 and explain the impact on the current financial position.</p> <p>(Lead Cabinet member: Councillor Giles)</p>	All wards	Key decision	Cabinet	2 Jul 2018	Open	Not applicable.	Report.	<p>(Alan Osborne)</p> <p>Steve Jump, Deputy Head of Finance Tel: 01273 085257 steve.jump@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Council plan refresh</p> <p>To consider a refreshed plan and recommend full Council adoption.</p> <p>(Lead Cabinet member: Councillor Nicholson)</p>	All wards	Budget and policy framework	Cabinet Full Council	2 Jul 2018 16 Jul 2018	Open	Not applicable	Report	<p>(Ian Fitzpatrick)</p> <p>Millie McDevitt, Performance and Programmes Lead Tel: 01273 085637 millie.mcdevitt@lewes.gov.uk</p>
<p>North Street Quarter - Acquisition of NSQ assets, Temporary Parking and Traffic Regulation Order (TRO)</p> <p>The report will make recommendations in respect of:</p> <p>1) Land and property assets to be acquired as part of the NSQ</p>	Lewes Castle	Key decision	Cabinet	2 Jul 2018	Part exempt Exempt information reason: 3	Public consultation has taken place during the planning application stages of the North Street Quarter scheme, and at subsequent points during its detailed development.	Report	<p>(Ian Fitzpatrick)</p> <p>Beverley Lucas, Regeneration Specialist – North Street Quarter Tel: 01273 085523 beverley.lucas@lewes.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>scheme</p> <p>2) Temporary public parking provision during construction of Phase 1.</p> <p>3) Applications to amend Transport Regulation Orders to deliver the permitted scheme.</p> <p>(Lead Cabinet members: Councillors Smith and Giles)</p>						Public workshops have taken place on proposed improvements to Pells and Mallings Recreation Areas.		

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Asset Development: Newhaven Town Centre</p> <p>Report to Cabinet requesting authorisation to undertake work to develop the scheme up to the letting of the construction contracts.</p> <p>(Lead Cabinet members: Councillors Smith and Giles)</p>	Newhaven Valley	Key decision	Cabinet	2 Jul 2018	Part exempt Exempt information reason: 3	None	Report	<p>(Ian Fitzpatrick)</p> <p>Bee Lewis, Head of Property and Facilities Tel: (01273) 661101 bee.lewis@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Asset Development: Sutton Road, Seaford</p> <p>Report to Cabinet requesting authorisation to undertake work to develop the scheme up to the letting of the construction contracts.</p> <p>(Lead Cabinet members: Councillors Smith and Giles)</p>	Seaford North	Key decision	Cabinet	2 Jul 2018	Part exempt Exempt information reason: 3	None	Report	<p>(Ian Fitzpatrick)</p> <p>Bee Lewis, Head of Property and Facilities Tel: (01273) 661101 bee.lewis@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Asset Development: Springman House, Lewes</p> <p>Report to Cabinet in relation to the proposed development of the Springman House site and update on the progress in relation to the proposed new fire station.</p> <p>(Lead Cabinet members: Councillors Smith and Giles)</p>	Lewes Castle	Key decision	Cabinet	2 Jul 2018	Fully exempt Exempt information reason: 3	None	Report	<p>(Ian Fitzpatrick)</p> <p>Bee Lewis, Head of Property and Facilities Tel: (01273) 661101 bee.lewis@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Development of Anchor Field, Ringmer</p> <p>To update the Cabinet on proposed residential development and confirm changes from the details outlined in the report to Cabinet in February 2017.</p> <p>(Lead Cabinet member: Councillor Maskell)</p>	Ouse Valley and Ringmer	Non-key Decision	Cabinet	2 Jul 2018	Part exempt Exempt information reason: 3	None	LDC Cabinet Report – Anchor Field Ringmer and Old Malling Farm, February 2017 and Site Plan	(Ian Fitzpatrick) Leighton Rowe, Development Project Manager Tel: 01323 415367 Leighton.rowe@lewes-eastbourne.gov.uk

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Proposals to develop Environmental Initiatives</p> <p>To gain authorisation and agreement from Cabinet for Officers to proceed with various initiatives outlined at February 2018 Council, as follows:</p> <p>1) To conduct a feasibility study for the potential of drinking water fountains</p> <p>2) To develop guidance for developers on the provision of underground bins.</p>	All wards	Key decision	Cabinet	2 Jul 2018	Open	None	Report	<p>(Ian Fitzpatrick)</p> <p>Jane Goodall, Strategy and Partnership Lead, Quality Environment Tel: 01273 484383 Jane.Goodall@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
3) To agree in principle support for Electric Vehicle feasibility study (Lead Cabinet member: Councillor Linington)								
Equality monitoring policy The report proposes a new policy for LDC and EBC which takes account of the GDPR 2017. (Lead Cabinet member: Councillor Nicholson)	All wards	Key decision	Cabinet	2 Jul 2018	Open	With members of Council's Equality and Fairness Stakeholder Forum and local groups representing those protected under the Equality Act by end of May.	Report	(Ian Fitzpatrick) Pat Taylor, Strategy and Commissioning Lead for Community and Partnerships Tel: (01323) 415909 pat.taylor@lewes-eastbourne.gov.uk

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>New Affordable Housing Supplementary Planning Document (SPD)</p> <p>The New SPD provides detailed explanation in support of the implementation of Core Policy 1: Affordable Housing, and Core Policy 2: Housing Type, Mix and Density of the Lewes District Local Plan Part 1 – Joint Core Strategy 2010 - 2030 (adopted 2016).</p> <p>It contains advice relating to the standards required of residential sites in order to deliver the</p>	All wards	Non-Key Decision	Cabinet Full Council	2 Jul 2018 16 Jul 2018	Open	The Draft SPD was published for consultation for an 8 week period between 30 November 2017 and 25 January 2018. The consultation followed the principles set out in the Statement of Community Involvement.	Report.	(Ian Fitzpatrick) Anthony Howell, Policy and Engagement Co-ordinator Tel: 01273 085355 Anthony.Howell@lewes-eastbourne.gov.uk

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
affordable housing necessary to meet local needs. (Lead Cabinet members: Councillor Jones and Maskell)								
Portfolio progress and performance report 2018-19 - quarter 1 To update Members on the Council's performance against corporate plan priority actions, performance indicators and targets over the quarter 1 2018/19 period. (Lead Cabinet member: Councillor Nicholson)	All wards	Non-key Decision	Cabinet	17 Sep 2018	Open	Not applicable.	Report.	(Ian Fitzpatrick) Jo Harper, Head of Business Planning and Performance Tel: 01273 484049 jo.harper@lewes-eastbourne.gov.uk

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Finance update - performance quarter 1 - 2018-2019</p> <p>To provide an update on the Council's financial performance, revenue budgets and capital programme to the end of quarter 1 2018/2019 and explain the impact on the current financial position.</p> <p>(Lead Cabinet member: Councillor Giles)</p>	All wards	Key decision	Cabinet	17 Sep 2018	Open	Not applicable.	Report.	<p>(Alan Osborne)</p> <p>Alan Osborne, Deputy Chief Executive Tel: (01323) 415149 Alan.osborne@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Lewes District Local Plan Part 2: Pre-Submission Document</p> <p>To seek Cabinet approval to progress the Lewes District Local Plan Part 2: Site Allocations and Development Management Policies through to its formal submission to the Secretary of State and to seek approval for the arrangements for the Local Plan Examination in Public process.</p> <p>(Lead Cabinet member: Councillor Jones)</p>	All wards	Key decision	Cabinet	17 Sep 2018	Open	All Town and Parish Councils within or adjoining Lewes district, all other statutory consultees as prescribed in the relevant planning regulations, and any persons or organisations who have previously registered their interest in the Local Plan will be notified by 3 August 2018.	Report.	<p>(Ian Fitzpatrick)</p> <p>Natalie Carpenter, Planning Policy Officer, Tel: 01273 085454 natalie.carpenter@lewes-eastbourne.gov.uk</p> <p>Robert King, Senior Planning Policy Officer Tel: 01273 085455 robert.king@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Wave Leisure Trust Annual Review 2017/2018</p> <p>To seek Cabinet approval of the objectives stated within the 2019-20 Annual Service Statement between Lewes District Council and Wave Leisure Trust.</p> <p>(Lead Cabinet member: Councillor Nicholson)</p>	All wards	Non-key Decision	Cabinet	17 Sep 2018	Open	Not applicable.	Report.	<p>(Ian Fitzpatrick)</p> <p>Bee Lewis, Head of Property and Facilities Tel: (01273) 661101 bee.lewis@lewes-eastbourne.gov.uk</p>

Forthcoming decisions

Title, description and lead cabinet member :	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information as defined by Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))	Consultation arrangements proposed or undertaken (where known):	Documents to be submitted:	Lead Chief Officer/ Contact Officer
<p>Joint transformation programme update.</p> <p>Report will provide an update on the joint transformation programme. In October 2015, cabinet approved a strategy for the development of shared services between Lewes District Council and Eastbourne Borough Council based on the integration of the majority of council services.</p> <p>(Lead Cabinet member: Councillor Smith)</p>	All wards	Non-key Decision	Cabinet	17 Sep 2018	Open	Communication with staff representatives throughout mobilisation period. The Joint Transformation Programme Consultative Forum will continue to meet on a bimonthly basis, involving a range of staff representatives including UNISON representatives.	Report.	<p>(Becky Cooke)</p> <p>Lee Banner, Joint Transition Programme Manager Tel: 01323 415763 lee.banner@lewes-eastbourne.gov.uk</p>

Explanatory Note

The Council is required to publish information about all key decisions at least 28 days in advance of the decision being taken.

This plan is a list of the decisions likely to be taken over the coming four months. The list is not exhaustive as not all decisions are known that far in advance. The Plan is updated and re-published monthly.

The forward plan shows details of key decisions intended to be taken by the Cabinet and Chief Officers under their delegated powers.

The plan shows:-

- the subject of the decisions
- what wards are affected
- the decision type
- who will make the decision
- when those decisions will be made
- expected exemption class (open, part exempt or fully exempt.)
- what the consultation arrangements are
- what documents relating to those decisions will be available
- who you can contact about the decision and how to obtain copies of those documents referred to in the plan

What is a key decision?

"Key decisions" relate to a decision, which is likely:-

(1) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

(2) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Council's area.

Confidential and exempt information

From time to time, the forward plan will indicate matters (or part thereof) which may need to be considered in private, during which time the press and public will be excluded. This is in accordance with the provisions of Regulation 5(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Any representations that such matters should not be considered in private should be sent to the contact officer.

Information given to the Council by a Government Department on terms which forbid its disclosure to the public, information which cannot be publicly disclosed by a Court Order and information, the disclosure of which is prohibited by an enactment are all

legally defined as “Confidential Information” and must not be disclosed. All other local authority information which it is desired should not be disclosed has to be categorised under one or more of the following “Exempt Information” reasons (as given under Schedule 12A of the Local Government Act 1972) and subject to the public interest test.

Category	Condition No.
1. Information relating to any individual.	See conditions 9 and 10 below.
2. Information which is likely to reveal the identity of an individual.	See conditions 9 and 10 below.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).	See conditions 8, 9, 10 and 12 below.
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.	See conditions 9, 10, 11 and 12 below.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.	See conditions 9 and 10 below.
6. Information which reveals that the authority proposes— (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.	See conditions 9, 10 and 12 below.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.	See conditions 9 and 10 below.

Conditions
8. Information is not exempt information if it is required to be registered under: (a) the Companies Acts (as defined in section 2 of the Companies Act 2006); (b) the Friendly Societies Act 1974; (c) the Friendly Societies Act 1992; (d) the Industrial and Provident Societies Acts 1965 to 1978; (e) the Building Societies Act 1986; or (f) the Charities Act 1993. “Financial or business affairs” includes contemplated as well as past or current activities.
9. Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
10. Information which:

(a) falls within any of paragraphs 1 to 7 above; and
(b) is not prevented from being exempt by virtue of paragraph 8 or 9 above, is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11. "Labour relations matter" means:

(a) any of the matters specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (matters which may be the subject of a trade dispute, within the meaning of that Act); or

(b) any dispute about a matter falling within paragraph (a) above;

and for the purposes of this definition the enactments mentioned in paragraph (a) above, with the necessary modifications, shall apply in relation to office-holders under the authority as they apply in relation to employees of the authority;

"Office-holder", in relation to the authority, means the holder of any paid office appointments to which are or may be made or confirmed by the authority or by any joint board on which the authority is represented or by any person who holds any such office or is an employee of the authority.

"Employee" means a person employed under a contract of service.

12. "The authority" is a reference to the council or a committee or sub-committee of the council or a joint committee of more than one council.

Further information

The plan is available for inspection, free of charge upon request from Reception at the Council Offices at Southover House, Southover Road, Lewes between 9.00am and 5.00pm on Monday to Friday; Saxon House, Meeching Road, Newhaven between 10.00am and 2.00pm on Monday to Friday; the Tourist Information Centre at 37 Church Street, Seaford between 9.00am and 4.45pm on Monday to Friday and the Information Office, Meridian Centre, Peacehaven between 9.00am and 4.00pm on Monday to Friday and 9.00am to 12.00noon on Saturday, website at <http://www.lewes-eastbourne.gov.uk/councillors-committees-and-meetings/cabinet-and-committees/>

If you have any questions about the Forward Plan please contact Simon Russell, Committee Services Lead, on (01323) 415021, or e-mail simon.russell@lewes-eastbourne.gov.uk

Scrutiny Committee Work Programme 2018/19

13 September 2018	Chair of the Council's Annual Business Report Performance Monitoring 2017/18 – Quarter 1 Affordable Housing Council Tax Reduction scheme Forward Plan
29 November 2018	Performance Monitoring 2017/18 – Quarter 2 Forward Plan
7 February 2019	Council Budget proposals 2019/20 Equalities Annual Report Council Plan Forward Plan
21 March 2019	Performance Monitoring 2017/18 – Quarter 3 Forward Plan

To be scheduled:

- Affordable Workspace Panel Report to Scrutiny
- Transport Panel Report to Scrutiny
- Call in

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