

Policy and Performance Advisory Committee 15 September 2020



Time: 3.30 pm

PLEASE NOTE: This will be a 'virtual meeting', held remotely in accordance with section 78 of the Coronavirus Act 2020 and section 13 of the related regulations.

Members of the press and public can view the meeting by clicking on the link provided on the agenda page on the Council's website or calling the number provided.

Instructions for members of the committee, officers and other participants to join the meeting have been circulated separately.

Membership:

Councillor Joe Miller (Chair); Councillors Liz Boorman (Deputy-Chair). Robert Banks, Nancy Bikson, Roy Burman, Isabelle Linington, Milly Manley, Christine Robinson, Adrian Ross, Steve Saunders and Stephen Gauntlett.

Quorum: 3

Published: Monday, 7 September 2020

Agenda

1 Minutes of the previous meeting (Pages 5 - 10)

To confirm and sign the minutes of the meeting held on 29 June 2020.

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 if required.

5 Written Questions from Councillors

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

PERFORMANCE REVIEW

6 Updates and Reports from the Policy and Performance Advisory Committee Work Programme:

- (a) Portfolio Progress and Performance Report 2020-21 - Quarter 1 (1 April - 30 June) (Pages 11 - 34)

The Portfolio Progress and Performance Report 2020/21- Quarter 1 will be presented by Millie McDevitt, Performance and Programme Lead.

- (b) Review of the Development Management area of the Planning Service. (Pages 35 - 42)

The Review of the Development Management area of the Planning Service report will be presented by Leigh Palmer, Head of Planning.

POLICY INPUT AND DEVELOPMENT

7 Requested reports due for consideration by the Cabinet on 24 September 2020:

- (a) Recovery and Reset Programme (Pages 43 - 56)

The Recovery and Reset Programme report will be presented by Jo Harper, Head of Business Planning and Performance and includes the Corporate Plan work plan 2020/21.

- (b) Wave Leisure partnership support (Pages 57 - 68)

The Wave Leisure partnership support report will be presented by Philip Evans, Director of Tourism and Enterprise.

- (c) UTC, Newhaven (Pages 69 - 82)

The UTC Newhaven report will be presented by Peter Sharp, Head of Regeneration.

8 Cabinet Forward Plan of Decisions (Pages 83 - 108)

To receive the Cabinet Forward Plan of Decisions.

9 Policy and Performance Advisory Committee Work Programme 2020/21 (Pages 109 - 112)

To receive the Policy and Performance Advisory Committee Work Programme.

10 Date of Next Meeting

To note that the next meeting of the Committee is scheduled to be held via Microsoft Teams on 3 November 2020 commencing at 3:30pm.

Information for the public

Accessibility: 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.

Public participation: Please contact Democratic Services (see end of agenda) for the relevant deadlines for registering to submit a speech on a matter which is listed on the agenda if applicable. Where speeches are normally allowed at a Committee, live public speaking has temporarily been suspended for remote meetings. However, it remains possible to submit speeches which will be read out to the committee by an Officer.

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 meeting while the matter is being considered (unless he/she has obtained a dispensation).

Councillor right of address: A member of the Council may submit a question to ask the Chair of a committee or sub-committee 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.

Other participation: Please contact Democratic Services (see end of agenda) for the relevant deadlines for registering to speak on a matter which is listed on the agenda if applicable.

Democratic Services

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Policy and Performance Advisory Committee

Minutes of meeting held in Remote Meeting - via Microsoft Teams on 29 June 2020 at 3.30 pm

Present:

Councillor Joe Miller (Chair)

Councillors Liz Boorman (Deputy-Chair), Robert Banks, Nancy Bikson, Christine Brett, Roy Burman, Isabelle Linington, Milly Manley, Christine Robinson, Adrian Ross and Steve Saunders

Officers in attendance:

Millie McDevitt (Performance and Programmes Lead), Jo Harper (Head of Business Planning and Performance), Nick Peeters (Committee Officer), Kate Richardson (Strategy and Partnership Lead for Sustainability) and Leigh Palmer (Interim Head of Planning)

Also in attendance:

Councillor Matthew Bird (Cabinet member for sustainability), Councillor Chris Collier (Cabinet member for performance and people and Leader of the Labour Group), Councillor Zoe Nicholson (Deputy Leader of the Council and Leader of the Green Group) and Councillor Emily O'Brien (Cabinet member for planning and infrastructure)

1 Minutes of the previous meeting

The minutes of the meeting held on 19 April 2018 were submitted and approved, and the Chair was authorised to sign them as a correct record.

It was confirmed that there had not been a requirement to produce minutes from the informal 2 June briefing but that the notes could be referred to for clarification on any points if required.

2 Apologies for absence

There were none.

3 Urgent Items

There were none.

4 Declarations of Interest

There were none.

5 Written Questions from Councillors

There were none.

(e) Portfolio Progress and Performance Report 2019/20- Quarter 4 (1 January - 31 March 2020)

Millie McDevitt, Performance and Programme Lead, presented the report which included the impact of the pandemic on the organisation and the district.

It was agreed that, following the meeting, responses would be provided to the following questions:

- The number of rough sleepers in the district and estimates for the ongoing cost of supporting homelessness through the provision of accommodation.
- The number of disabled facilities grants applications.
- Clarification on the percentage figure for revenue collection
- The specific milestones for the Newhaven Enterprise Zone referred to in the report.
- Clarification on what approach was being taken by the Ethical Collection Team.
- An update on the viability stage of the Seaford Health Hub scheme and the cost to the Council of that stage.
- The number of instances of fly-tipping and the impact of the pandemic on the levels of household recycling compared to residual household waste.

Members wished to forward their commendation to the teams that supported benefit enquiries and the processing of benefit and disabled facilities grants claims during a uniquely difficult period. The staff who supported the Coronavirus Response Team were also commended for their tireless work.

It was confirmed to Members that the period the Performance Report related to only included the first three weeks of the pandemic, and the figures for the first quarter of 2020/21, including instances of fly-tipping, would be different.

Councillor Manley proposed that the Cabinet member for Recycling, Waste and Open Spaces be asked to discuss the potential use of household waste and recycling centres by residents on foot or bicycle with the County Council in an effort to reduce vehicle emissions. The

proposal was seconded by the Chair, Councillor Miller.

RESOLVED to:

- 1) Note the report; and
- 2) Recommend to the Cabinet that the Cabinet member for Recycling, Waste and Open Spaces be asked to communicate with East Sussex County Council, to discuss the use of household waste and recycling centres by residents in the district, on foot or bicycle.

6 Requested reports due for consideration by the Cabinet on 9 July:

(f) Climate Change and Sustainability Strategy Framework

Jo Harper, Head of Business Planning and Performance and Kate Richardson, Strategy and Partnership Lead presented the report.

Councillor Ross, Chair of the Emergency Climate Change Panel, updated the Committee on the Panel's work. The Panel had fed into the Sustainability Strategy Framework and asked that the Team consider following areas in particular:

- The acceleration of the process of engagement with the community; and
- Clarification that rather than formal consultation, there would be a process of engagement on the framework document with the community to assist the development of the strategy.

Although concern was expressed that new ideas and firm targets had not been introduced as part of the current draft and that, an additional and unnecessary period of consultation could be needed, the Committee was generally supportive of the content and format of the Framework, and the approach being taken. It was confirmed by officers that the approach set out in the report referred to a period of engagement rather than formal consultation and that a balance had been sought between providing a fully formed final Strategy and a document that evolved and allowed all stakeholders an opportunity for input.

The following points were clarified by officers

The air monitoring station in Newhaven was operational and was sited on the A259 at the top of the pedestrian High Street

The period of public engagement would include expert Panel meetings starting towards the end of July and on through to the beginning of September. The main route to engaging with the public would be the Community Forum and an expression of interest had been received for its facilitation. The expression of interest request included the

requirement to work with youth groups and other community interest groups. Town and parish councils would also have an opportunity to be part of any Community Forum.

RESOLVED to support the recommendations in the report, in full.

(f) Approval of the Revised Local Development Scheme

Leigh Palmer, Head of Planning, presented the report.

Members highlighted the following points:

Concern was expressed at the increase in expected housing numbers for the district as determined by the Government's new methodology. It was explained that the rationale behind the Government's directive for housing numbers aimed to provide a level playing-field for housing delivery across all authorities. The Council's Local Plan (part 1) had previously aligned with that of the South Downs National Park Authority (SDNP) who now had its own adopted Plan. As a result, Lewes District Council's Local Plan fell between emerging Government policies and the housing requirement had increased significantly. The Council would open to challenge if it was unable to demonstrate why it could not meet the expected numbers for delivery.

A request was made by the Committee for updates on those developments where adequate progress was not being made, and for developers to be held to account in instances where lack of viability was used as a reason for not providing previously agreed numbers of affordable housing. It was clarified that planning permissions counted towards housing delivery numbers and the consent lasted for three years, with associated delays. The Planning Service acted as a critical friend when monitoring affordable housing delivery by developers and this could result in alternative sites being sought. Members' concerns over the increase in housing delivery numbers was noted and would be kept under review.

The Committee also expressed concern over staff resources in the Planning Service and whether they were sufficient to meet the demands for housing delivery and whether there was cross-boundary work with other authorities to manage demand - Assurances were provided that the staffing would be appropriate to meet demands for delivery of the emerging Local Plan. It was also confirmed that 'duty to cooperate' meetings took place regularly with neighbouring planning authorities with discussion including unmet housing need. Members were advised that the housing delivery number was a starting point and further examination of the figure would take place.

RESOLVED to support the recommendations in the report in full.

(f) Recovery Planning report

Jo Harper, Head of and Business Performance, presented the report.

During discussion the following points were highlighted:

The focus of the July Recovery Summit would be on Lewes District and would include town and parish councillors, as well as county and district councillors. Statutory and voluntary sector partners would also be included, along with representatives from the business community.

The reduction in vehicle use during the pandemic was one of many themes being discussed. It was noted that a large majority of the Authority's staff had been working from home and it was anticipated that this would continue, decreasing car journeys and emissions.

The Centre for Local Economic Strategies (CLES) was chosen as a specialist to provide the lead on community wealth building and as the only consultancy in the field working with local authorities. The decision taken in November 2019 (as a Leader's decision during purdah) had already committed monies from the sustainability fund. CLES had been asked to make significant adjustments to its proposals, in order to encompass Covid-19 related recovery issues.

A 'lessons learned' exercise was being undertaken to reflect on the lockdown period and the Council's response. The exercise was being documented to ensure an effective response in the event of a spike in Covid-19 cases. The Council continued to work with the voluntary sector; meetings were still being held to ensure that the appropriate level of support was being provided.

It was recognised that the approach to recovery was not a single-agency activity and it was confirmed that collaborative work was being undertaken at County level also.

The Committee noted and supported the reduction in air traffic as a result of the epidemic. Members were keen for the reduction to continue and asked that local tourism be supported where possible as an encouragement for 'staycations'.

RESOLVED to note the Report.

7 Cabinet Forward Plan

The Chair, Councillor Miller, introduced the Cabinet Forward Plan. The Committee asked that the following items from the Plan be made available for consideration at the next scheduled meeting:

- Wave Leisure Trust Annual Review 2019/2020
- Community Infrastructure Levy Charging Schedule Review
- Denton Island Bowls Club
- Commercial Investment Strategy

RESOLVED to note the Cabinet Forward Plan.

8 Work Programme

The Chair, Councillor Miller, introduced the Policy and Performance Advisory Committee work programme for 2020/21.

RESOLVED to note the Committee's Work Programme.

The meeting ended at 5.20 pm

Councillor Joe Miller (Chair)

Report to:	Policy and Performance Advisory Committee
Date:	15 September 2020
Title:	Portfolio Progress and Performance Report 2020/21- Quarter 1
Report of:	Ian Fitzpatrick, Deputy Chief Executive/ Director of Regeneration and Planning
Cabinet member:	Councillor Chris Collier, Cabinet member for performance and people
Ward(s):	All
Purpose of report:	To consider the Council's progress and performance in respect of key projects and targets for the first quarter of the year (April-June 2020) as shown in Appendix 1.
Decision type:	Non-key
Officer recommendation(s):	(1) To note progress and performance for Quarter 1 (2) To make any recommendations as considered appropriate to Cabinet
Reasons for recommendations:	To enable Policy and Performance Advisory committee members to consider specific aspects of the Council's progress and performance and make recommendations to Cabinet as appropriate.
Contact Officer(s):	Name: Millie McDevitt Post title: Projects and Performance Lead E-mail: Millie.McDevitt@lewes-eastbourne.gov.uk Telephone number: 01273 085637 / 01323 415637

1 Introduction

- 1.1 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.
- 1.2 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.

2 Covid-19

- 2.1 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
- 2.2 During this quarter, the Covid-19 pandemic affected the country and lockdown measures were enforced. Performance out-turn was affected by this to some degree, however for the most part, services were able to maintain their performance levels. This was achieved whilst at the same time quickly rolling out new procedures to support the district's communities with the impact of Covid-19. The peak of the virus was estimated to have affected the UK in mid-April.
- 2.3 A review of the council's response to the pandemic was conducted in June 2020 and a summary of the lessons learned, as well as a time-line of the council's measures provided in appendix 2.

3 Corporate plan and council policies

- 3.1 This report sets out the Council's performance in the first quarter of 2020/21 against its aspirations as set out in the Corporate Plan 2020-24.

4 Financial appraisal

- 4.1 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.

5 Legal implications

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

6 Risk management implications

- 6.1 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.

7 Equality analysis

- 7.1 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 formed part of the Joint Transformation Programme were addressed through

separate Equality and Fairness assessments.

8









Appendices

- Appendix 1 – Portfolio Progress and Performance Report (Quarter 1 2020/21)
- Appendix 2 – LDC response to Covid-19 pandemic and lessons learned




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Appendix 1

Lewes District Council Portfolio Progress and Performance Report Quarter 1 2020-2021 (1 April to 30 June)

Key			
	Performance that is at or above target Project is on track		Performance that is below target Projects that are not expected to be completed in time or within requirements
	Project has been completed, been discontinued or is on hold		Performance that is slightly below target but is within an acceptable tolerance Projects : where there are issues causing significant delay, changes to planned activities, scale, cost pressures or risks
	Direction of travel on performance indicator : improving performance		Direction of travel on performance indicator : declining performance
	Direction of travel on performance indicator : no change		Data with no performance target

1. Leader & lead officer (Deputy Chief Executive) Projects & Programmes

Project / Initiative	Description	Target Completion or key milestone date	Status	Update
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.	Phase 1 completion: Q1 2021/22		<p>North Street Quarter Ltd (NSQL) commenced marketing the scheme for a developer (for all three phases) on 22 June 2019. Best and final offers were received by 9 December 2019.</p> <p>NSQL and the Council have continued to discuss terms with a prospective developer.</p> <p>The Cabinet meeting of 26 March 2020 granted delegated authority for the Council to enter into a Exclusivity 'lockout' agreement' with NSQL's preferred developer in order that it can carry out its own due diligence and detailed site investigations, and negotiate contractual arrangements / commit to a proposed contract without competition from third parties.</p> <p>A timeframe for delivery of the NSQ will only be available once a developer has been confirmed / appointed. A report will be tabled at a future Cabinet meeting which will seek authority for the Council to enter into the necessary agreement(s) with a developer.</p>
Seaford Health hub (formerly Downs Leisure Centre)	Project is intended to deliver new premises for two GP practices and East Sussex Healthcare NHS Trust, new and refurbished space in the Downs (Wave) Leisure Centre, a pharmacy and new facilities for the Over 60s' Club.	Q3 2020/21		<p>In accordance with the recommendations of Scrutiny, Cabinet agreed that the proposed redevelopment of The Downs site for new health premises will not be taken forward unless and until the council can be satisfied that there is no prospect of developing new GP premises at the site of the Seaford Medical Centre on Dane Road. The council approved the potential inclusion of the Richmond Road Car Park in any detailed viability work carried out by health partners on the Dane Road site.</p> <p>The council has helped the NHS Eastbourne, Hailsham & Seaford Clinical Commissioning Group to secure a viability study of the Dane Road site for delivering new GP premises. This included the site of Seaford Medical Centre which is owned by NHS Property Services, and the adjacent Richmond Road Car Park. The study identified that, subject to further design work and securing investment, a scheme could be feasible if the car park was included in the development.</p> <p>The Council will continue to work with Health partners to progress the design and feasibility work. Members were informed and a statement issued w/c 17/08/20 confirming this.</p>
Springman House- Blue light services hub	Relocation of key emergency services to create a blue light services hub that supports delivery of the North Street Quarter.	Q1 2020/21		<p>A further update on proposals for the Springman site will be available once an NSQ Developer is appointed.</p> <p>The council is currently preparing a planning application to demolish the Springman House building. Demolition will enable further intrusive ground investigations to take place on the site and will mean that any new development can progress quicker in the future.</p>



Project / Initiative	Description	Target Completion or key milestone date	Status	Update
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 floor space, refurbishing 15,000m ² of existing employment floor space and creating / sustaining up to 2,000 FTE jobs over a 25-year period. In 2019/20 we expect to reach the following milestones:	Overall Q4 2041/42 Q1 Key milestones: Eastside South - Completion of Phase 2 : All units complete North Quay - Completion of FM Conway Plant and occupation : Complete		Photographs of the town and businesses, to form part of the Newhaven Storybook, were taken in early July. The virtual narrative launch took place on 24 July 2020.
Newhaven Town Centre	Delivery of mixed use regeneration scheme within NEZ.	Q4 2020/21 Key milestone this quarter : Awaiting decisions from Government Future High Street Fund.		This site has been submitted as part of the council's Future High Streets Fund bid. If successful, the site will be redeveloped. The council will know the outcome of the bid in the autumn. Key milestone this quarter: Awaiting decisions from Government Future High Street Fund.
Railway Quay	Delivery of mixed use regeneration scheme within NEZ.	Q3 2020/21		Proposals for meanwhile use of site including café and active transport / cycle hub approved by Newhaven Town Deal Board on 22 July. Letter submitted to Government requesting £500k of accelerated project funding – delivery of scheme due March 2021. Proposal also aligns with successful Getting Building Fund bid for £1.3m towards cost of refurbishing the former UTC, which occupies the southern part of the site. A business case is being prepared for submission to SELEP by 11 September – the scheme will deliver a new maritime, training and public services hub to offer a new focal point for the community as well as business space, education and skills.

2. Finance portfolio holder & lead officer (Chief Finance Officer/ Director for Service Delivery): Projects & Programmes







Key Performance Indicators

KPI	Annual Target	Preceding year: Q1 19/20	Preceding quarter: Q4	Q1				Notes
				Out-turn	Q1 target	Q4 to Q1 trend	Status	
Maximise amount of Council Tax collected during the year	98.25%	29.47%	97.34%	28.48%	29.73%	↓	⚠	<p>Due to the Covid 19 pandemic, and in line with the approach most councils have taken, statutory recovery action has been suspended since March.</p> <p>A new revenue collection initiative was introduced in July to restart collection activity and to start addressing the significant fall in income. Working with our partner Ascendant Solutions, different types of 'soft' reminder letters will be sent to residents based on their financial position and ability to pay. Using this detailed information we are able to identify and differentiate those residents who can and those that can't afford to pay and tailor our approach to collection. Those residents identified as experiencing potential hardship will be contacted and offered the right level of support and advice. A small team of Customer Advisors has been set up to solely handle these calls.</p>
Maximise amount of Business Rates collected during the year	98.25%	29.48%	96.51%	27.91%	29.27%	↓	⚠	<p>The Covid 19 pandemic resulted in many local businesses closing during the lockdown period. The government introduced additional measures to support businesses through the pandemic and the suspension of all recoveries was introduced. There are currently 562 businesses in arrears totalling £1.4 million including previous year arrears.</p>




3. Planning portfolio holder & lead officer (Deputy Chief Executive) Projects & Programmes

Project / Initiative	Description	Target Completion or key milestone date	Status	Update
Neighbourhood Planning	The purpose of Neighbourhood Planning is to empower local people to enable them to shape development in the area in which they live. The other purpose of this work is to encourage areas to develop and maintain up to date local plans.	Q3 2021/22		<p>Chailey NP: The Chailey NP has reached the end of its Examination. The Examiner recommended that subsequent to his modifications, the Chailey NP should proceed to referendum. Once LDC publishes the Decision Statement (Reg. 18) the modified policies of the NP may be given "significant weight" in decision making until it can go to referendum next May.</p> <p>Peacehaven & Telscombe: The steering group continue to collate evidence and will begin drafting policies in the coming weeks. Currently carrying out an online survey for residents</p> <p>Seaford: The Town Council has requested a minor modification be made to insert an appendix to the 'made' NP. The appendix will contain a list of policies and a non-technical summary. It is not considered it will materially affect the policies of the NP.</p>
Local Plan	Develop progressive planning and infrastructure policy and commission evidence to underpin local plan part 1 review - leading towards late 2023 adoption of greenest local plan	Q3 2023/24		The Local Plan Part 2 was adopted in February 2020 and is now being used for development purposes. Preparatory work for Local Plan Part 1 review is taking place in the context of recent Government statements regarding the future of planning.

Key Performance Indicators



KPI	Annual Target	Preceding year: Q1 19/20	Preceding quarter: Q4	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
Exceed government targets for the % of major applications determined within 13 weeks - LDC	At least 60%	60%	25%	75%			In Q1, 3 out of 4 major applications determined within 13 weeks.
Exceed government targets for the % of minor applications determined within 8 weeks- LDC	At least 70%	75.84%	70.59%	83.5%			86 out of 103 minor applications determined within 8 weeks in Q1.
% of appeals allowed against the authority's decision not to grant planning permission	Less than 10%	11.1%	20%	100%			1 appeal allowed out of the 1 received during Q1. LW/19/0680 – Ringmer: The Inspector considered that on street parking would not be unacceptable from a safety point of view, and would not result in unacceptable harm to the living conditions of existing residents.

3. Recycling, Waste and Open Spaces portfolio holder & lead officer (Director for Service Delivery) Key Performance Indicators



KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
Reduce the number of reported fly-tipping incidents Page 21	data only-reducing	50	47	65	↓		<p>As was widely reported, nationally there was a trend of increased fly tipping during lockdown. Lewes District unfortunately was similarly affected. Since then we have been actively reminding communities not to fly tip through social media and other means.</p> <p>The HWRSs have now reopened and early indications are of a reduction in fly tipping.</p> <p>Fly tips reported in Q1 2020/21 were predominantly found on the highway, and mostly consisted of small-van-size amounts of household waste as well as construction/DIY type waste. This represents a significant increase in fly tips of DIY waste, as well as an increase in the number of large furniture items found in fly tips.</p> <p>Waste being dumped at mini recycling "bring sites" has increased dramatically during lockdown, with two particularly hard-hit bring sites in Seaford having to be temporarily closed due to the amount of non-recyclable waste being dumped in and around recycling bins at these sites.</p> <p>The above are the recorded figures but numerous small fly tips have been found by the waste crews whilst on patrol and these have not been recorded the crews just remove them as part of their patrols. Hot spots this quarter include public car parks in Peacehaven, Newhaven and Seaford, as well as areas in and around Ditchling and Westmeston.</p>
Increase percentage of household waste sent for reuse, recycling and composting	At least 43%	41.84%	31.79%	40.81%	↓		<p>Provisional data, awaiting verified June tonnage data from ESCC:</p> <p>Recycling rates increased through Q1 2020/21, driven partly by increased garden waste participation during lockdown. Closure of charity donation bins for textiles shoes and books has had a modest negative impact on the amount of recycling collected.</p> <p>April saw a significant increase in LDC's recycling contamination rate which spiked to 4.3%. Although this is close to double LDC's typical contamination rate, please note that this still represents excellent performance in the nation-wide context. Recycling contamination reduced back down to 2.1% for May. Reduction of bring sites (which are frequently and heavily contaminated), and encouraging residents to "Recycle Better From Home" has helped to reduce contamination rates by removing some of the worst contaminant elements from our recycling stream.</p>
KG waste collected per household	Data only	162.58	104.6	102.3	↑		<p>N.B. This is a holding figure of the average for Qrt 4 from 2019/20 until the data from ESCC comes through (AP29)</p> <p>This figure is expected to increase because of the impact of COVID-19 with households de-cluttering and having clear outs.</p>

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
							<ul style="list-style-type: none"> • April = 34.1kgs • May = 34.1kgs • June = 34.1kgs • Qrt Total: 117.3kgs

4. Sustainability portfolio holder & lead officer (Deputy Chief Executive): Projects & Programmes


Project / Initiative	Description	Target Completion or key milestone date	Status	Update
Deliver the Upper Ouse flood protection and water prevention project	3 year programme of flood protection work across the District	Q3 2022/23 Q1 milestone: Ringmer Village Green Project - Liaise with landowners and key stakeholders and seek initial approval/comment. Initial meeting with Trust to discuss where ponds need extending		<p>Discussions with partners earlier in the year has meant that progress is still being made, albeit Covid -19 pandemic makes this more difficult.</p> <p>Progress against Q1 key milestone: Initial meeting with the Trust regarding the ponds was favourable and approval given on 14 January 2020. Due to Covid 19, progress has slowed down. It was agreed with OART that during lockdown all desk top stages of this project would be taken forward, where possible to enable delivery later in year. Completion was expected in May 2020 and will therefore need to be extended. Once the design/feasibility is understood further stakeholder engagement will be required.</p>
Newhaven Flood Alleviation Scheme (Environment Agency)	Enabling the delivery of key infrastructure projects in Newhaven.	Q4 2020/21		<p>Work continues to progress with Network Rail to secure necessary rail possessions, although minor delays have been experienced due to Covid. Some of the legal agreements should be in place by September.</p> <p>A mitigation plan is in place for all outstanding risks, and forecast spend on project is £500k under budget.</p> <p>Last rail possession planned for end March 2021, to ensure project completion in this financial year.</p>


Key Performance Indicators

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2020/21	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
Reduce number of times nitrogen dioxide levels exceed national air quality objectives (200 µg/m3 hourly mean ave.)	18 (annual max)	0	0	0			This is a national target to measure the number of times per annum nitrogen dioxide levels have exceeded 200 µg/m3 hourly mean ave. There have been no occasions where the average 24 period has exceeded 200 µg/m3 hourly mean ave and therefore a nil has been recorded. This will continue to be monitored.
Reduce sites exceeding recommended national air quality nitrogen dioxide levels (40 µg/m3 quarterly mean)	Data only	REPORTED ANNUALLY				n/a	
Reduce number of times particulate matter levels exceed national air quality objectives (50 µg/m3 24 hour ave)	35 (annual max)	1	n/a				Due to problems with the analyser, this PI is under review.






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6. Housing portfolio holder & lead officer (Director of Service Delivery) Projects & Programmes

Project / Initiative	Description	Target Completion or key milestone date	Status	Update
Council Houses & affordable homes	200 new council houses over 4 years and a further 300 affordable homes (as per Corporate Plan)	2024		This is an ongoing programme of work. Work continues to enable the industry, community groups and other public sector partners to increase the overall supply of new homes within the district as well as the Council's own ambitious delivery programme for affordable housing, which is in the early stages of development. The following updates from 2020/21 Q1 contribute to the Council's overall targets: <ul style="list-style-type: none"> 13 x new Council rented homes in Fort Road, Newhaven, being built using modular construction methods, continues to progress positively toward completion by the end of 2020/21 Q2. 11 x S106 affordable homes acquired on Anchorfield, Ringmer as part of a wider 77

Project / Initiative	Description	Target Completion or key milestone date	Status	Update
				<p>x new homes development also involving some strategic land assembly.</p> <ul style="list-style-type: none"> • 12 x Council rented homes approved by Cabinet on Saxonbury in Lewes town, with works already commencing on site. • 12 x S106 affordable homes (rented and shared ownership) in delivery on the Old Hamsey Brickworks, South Chailey as part of a wider 54 x new homes development scheme plus commercial space, due to complete in 2020/21 Q3. • Contracts exchanged on the purchase of the former Newhaven Police Station site to develop up to 20 new homes, subject to planning. Modern methods of construction (MMC) are being considered for this and other schemes where appropriate. • Conversations also continue regarding the former Fire Station in Newhaven. • Negotiations continue with the developer of Oakfield House, Plumpton on the acquisition and development of 8 x S106 affordable homes. <p>The progress in delivering affordable housing in the more rural areas of the district as well as within Lewes town is a great achievement, given the market difficulties in these areas and the challenges of being able to secure new homes in these locations in past years.</p> <p>The Council's HRA Business Plan approved in 2019/20 Q4 is in the process of being updated to reflect these developments, recent changes in the industry (local housing allowance rates and borrowing rates) as well as accounting for any programme volatility due to economic uncertainties. The business plan will inform the project pipeline over the next 3-4 years with a clear focus on housing delivery using sustainable construction methodologies.</p>
Compliance of regulatory and health & safety requirements	Adherence to yearly schedule of compliance checks and timely completion of necessary work relating to council's regulatory and legislative health and safety requirements	Q4 2020/21		<p>In Q1 all statutory compliance inspections and checks continued. Domestic Gas LGSRs are continuing. Some residents are declining access (due to Covid -19) but we and our contractor are working with the residents for access ASAP.</p> <p>Commercial gas LGSRS are all up-to date; Passenger Lift inspections / servicing and insurance inspections are all up to date; Lightening conductors are all up to date; Communal asbestos surveys are up to date, Communal electrical testing program has re-started, All FRA's are up-to date and inspections have been continuing, Control of legionella and L8 risk assessment have been continued and are up to date. Water temperature checks and flushing of water in sheltered accommodation blocks has continued to be carried out, Estate inspections have continued to be carried out, Essential maintenance to all compliance related matters have continued to be carried out</p>

Key Performance Indicators

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
Increase net additional homes provided (reported annually only not quarterly)	245	REPORTED ANNUALLY			n/a	This is the number of net homes delivered with Lewes district outside the South Downs National Park.	
Decrease the time taken from the receipt of a fully complete DFG application to the grant being approved	Less than 28 days	14 days	4 days	4 days			The DFG process continues to be efficient and streamlined with occupational therapists working within LDC.
Decrease total number of households living in emergency (nightly paid) accommodation	Data only	61	36	45		<p>At the end of June there were 45 households in EA for Lewes.</p> <p>Since the start of the pandemic the team has been working hard to maintain levels of performance so that the impact on improvements made during Q3 and Q4 19/20 is minimal. During Q1 48 households who presented to LDC were found to be homeless or at risk of homelessness, and during this time we provide 42 outcomes on homelessness cases.</p> <p>During this quarter we placed 19 households into EA and move 31 households out of emergency and temporary accommodation.</p> <p>Alongside service delivery we have also been developing an online Housing Options Application Form to improve the level of service we provide. The new form will make it easier for customers to apply for help and support and reduce the amount of time front-line staff are completing paperwork. It is hoped that the online form will improve the customer experience, and lead to further efficiencies in the service.</p> <p><u>Data about rough sleepers:</u> Verified rough sleepers over Q1: April-4; May-1; June- 8 Rough sleepers newly accommodated over Q1: April -4; May- 3; June- 0 Rough Sleepers who declined accommodation over Q1: April- 3; May- 1; June- 0</p>	
Decrease rent arrears of current tenants (as a percentage of all rent)	Less than 4%	4.96%	5.56%	5.02%			<p>During the lockdown in Q1, there was sensitive rent arrears chasing, monitoring and contacting tenants to signpost additional support where lockdown as having a real impact on their ability to pay their rent.</p> <p>As a result of the rent arrears remaining high, the Council has implemented a Rent Action Plan bringing together staff from various teams for a period of time. This will enhance existing working processes and deliver significant improvements to our IT systems and reporting capabilities, with the goal of reducing the rent arrears, whilst continuing to help tenants maximise what they are</p>

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
							entitled to. This and current changes being made by the DWP, to pay the Universal Credit Housing element direct to landlords on the same day as they pay the tenants their Universal Credit will greatly assist with the rent collection. We are hopeful that the rent arrears will continue to reduce over the coming months and show further improvement for the Quarter 2 outturn.
Decrease average number of days to re-let Council homes (excluding temporary lets)	Less than 23	22.4	15.8	8	↑	✓	There was only one relet, in April which took 24 days, and due to Covid-19 voids contractors were furloughed and no works were completed. The target for this PI is profiled so will move from 20 to 15 days by the end of Q4
Number of housing lets per quarter	Data only		39	1	?	📊	Due to Covid-19 only 1 let this quarter.

7. Community and Customers portfolio holder & lead officer (Director for service delivery)

Key Performance Indicators


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KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q3 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
Number of bonfire complaints	Data only	New: C-19 monitoring		81		📊	This compares to a total of 2 for the quarter in 2019. Nuisance bonfire smoke complaints rose substantially during the Covid lockdown, mainly due to waste sites being closed. To counter this, as well as direct contact from council officers which resulted in some ceasing bonfires, we shared East Sussex Fire and Rescue communication messages around responsible and considerate use of bonfires and barbeques.
Number of ASB reports	Data only	New: C-19 monitoring		419		📊	There has been a significant rise in reports of ASB, noise and nuisance during lockdown. We have adjusted our approach to responding to these in order minimize escalation.
Increase percentage of calls to the contact centre answered within 60 seconds (NB- quality of response to be reported in commentary)	At least 80% during normal call demand	48.98%	89.95%	88.78%	↓	✓	Although Q1 started during some of the most challenging times ever experienced, we still managed to hit and exceed our targets for the quarter. The quarter saw Customer Contact still managing to achieve a great figure of 88.78% of all calls being answered within 60seconds. As the COVID-19 situation started to become more serious and lockdown extended during April with no apparent easing of restrictions imminent, the team continued to make quick adaptations and changes in resource priority as both the public and council workers were urged to stay at home wherever possible. This included making weekly phone calls to our council tenants. IT was provided to team members to enable them to effectively work at home and advise residents and

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q3 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
							<p>the wider Lewes district community. Webchat has been effectively used in many cases.</p> <p>Performance Improvement Plan: As we enter Q2 for 2020/2021' our focus continues to remain on not only maintaining performance, but also supporting those in our communities who are most vulnerable and in need of our support due to the impact of COVID-19. In addition to covering our normal duties on the phone lines, webchat, emails and post and with reduced staffing present, we now see Customer Contact solely covering the Community Hub lines where residents who are most vulnerable have been contacting us for assistance. We will continue to evaluate our available resources on a daily bases and ensure that those most in need are able to contact us quickly and effectively, whilst encouraging those that are able to self-source information on our website or use of the Webchat facility.</p> <p>Number of telephone calls: April-6003; May-5065; June-6135</p> <p>Average time (in seconds) to answer calls: April-36; May-36; June-24</p> <p># of calls to Coronavirus helpline :(Joint with Eastbourne) April-1801; May- 782 June- 527</p>
Reduce the numbers of abandoned calls to the contact centre	5%	22.16%	2.91%	2.54%	↑	✓	Target was met in every month of this quarter. For more detailed commentary see above PI.
Average number of days to process new claims for housing benefit/council tax reduction	No more than 22 days	22.9	17.3	15.2	↑	✓	<p>Despite seeing a huge increase in the number of new claims due to C-19, the team still managed to perform ahead of target. This has been achieved through focussed work on new claims and support from other officers who have been able to assist with benefits work.</p> <p>Number of new claims over Q1: April-360 May-181 June-122</p>
Average number of days to process change of circumstances for housing benefit/council tax reduction	No more than 8 days	7.2	2.2	6.8	↓	✓	Despite the increase in workload caused by the pandemic the team, along with support from the Specialist advisors and other officers who have benefits experience and were redeployed from other council services, managed to perform ahead of target.

8. Tourism and Devolution portfolio holder & lead officer (Assistant Director for Legal & Democratic Affairs)



Projects & Programmes







Project / Initiative	Description	Target Completion or key milestone date	Status	Update
Devolution of Open Spaces	Work with Town and Parish Councils to identify and complete devolution of relevant parks and open spaces	2024 (Corporate Plan duration)		<p>Updated devolution list has now been finalised and the Portfolio holder will be having discussions with the Parish and Town Councils.</p> <p>Telscombe Town Council is considering this month whether they wish to proceed with devolution of Telscombe Playing Fields.</p> <p>Devolution Committee due to be held in the Autumn.</p>

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9. Performance and People portfolio holder and lead officer (Assistant director of human resources)

Key Performance Indicators

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
Continued Improvement in average working days lost due to sickness per FTE equivalent staff	Less than 8 days (less than 2 days per quarter)	2.2 days	2.52 days	1.63 days			<p>This is the first full quarter of reporting average days lost due to sickness for our entire staff group since lockdown measures were introduced and the majority of staff who were able, commenced working from home. This has had a positive impact on sickness levels with the councils recording only 1.63 days which is a significant reduction from Q4 which was 2.52 days. If this trend continues we will achieve the annual target of 8 days.</p> <p>If we remove LDC Waste Services, the Q1 figure reduces to 1.10 days and Waste Services on its own is 5.24 days, which is a reduction from 5.89 days in Q4. It is worth noting that Waste Services staff have continued to work operationally during the pandemic.</p> <p>Absences due to Covid-19 were relatively low during Q1 with 11 staff reporting Covid-19 sickness (those staff reporting symptoms) and 6 staff recording Covid-19 Isolation (those</p>

KPI	Annual Target	Preceding year: Q1 2019/20	Preceding quarter: Q4 2019/20	Q1			Notes
				Out-turn	Q4 to Q1 trend	Status	
							<p>staff required to self-isolate as have been in contact with someone showing symptoms) These relatively small numbers will be largely due to the change in ways of working, including working from home and strict social distancing measures within our buildings.</p> <p>Although sickness levels have reduced the HR Business Partners continue to support managers and staff in managing any attendance issues that arise.</p>
Number of staff redeployed	Data only	New: C-19 monitoring PI		99	n/a		Through a managed process where skills, experience were assessed, staff were redeployed to service areas most affected by C-19. This included benefits, business support, Customer first and Homes first.
Increase social media responsiveness rate	At least 80%	88.67%	88%	92%	80%		<p>We achieved our best ever quarter for responsiveness to social media during Q1 and this is due to the hard work of the customer advisors in Customer First who were responding to these enquiries alongside enquiries made via web chat.</p> <p>Number of social media/web enquiries over Q1: April-1207; May-938; June 2228</p>
Increase number of new sign-ups to social media channels	600 (150 per quarter)	251	241	403	150		<p>We have seen a marked increase in the number of customers following our social media channels during Q1. We are attributing this increase to resident's increasing use of digital channels, particularly social media to find out information during the Covid-19 pandemic. We have been more active than ever during the period in terms of the content we have been posting and our engagement with our customers through these channels. This includes daily (now weekly) live Q&A sessions with the leader and deputy leader which at the early stages of the pandemic reached up to 10% of residents in the district.</p>
Increase number of email sign-ups	2004 (501 per quarter)	1368	1500	2706			The high level of new subscriptions to our email alert service was driven by an increase in people wanting to receive information from the council relating to the Covid-19 pandemic and also because we used this channel to reach businesses eligible for a Covid Small Business Grant and Retail and Hospitality Grant.
Proportion of customer processes initiated online	Data only	New: C-19 monitoring PI		32.88%	n/a		<p>This quarter saw a marked increase in the number of people using our online services. As well as a Coronavirus telephone helpline, we received a number of requests via online forms as follows: April 460 May 28 June 3</p>

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Appendix 2: Covid-19: Lockdown March 2020

Background: On 16 March 2020, the Prime Minister asked people to avoid non-essential travel and work from home where possible. Schools were soon closed and a formal lockdown was introduced on 23 March, restricting when and why people could leave their homes. Lewes District Council (LDC) staff responded in a phenomenal and impressive manner; supporting residents, businesses and the voluntary sector tirelessly, whilst protecting themselves and their families from the Coronavirus. This is a summary of the lessons learned from that experience. Two things should be noted:

- 1) the emergency response continues for some teams so many of the challenges outlined below are still encountered;
- 2) unlike traditional lessons learned, this note tries to capture the positive as well as some of the more challenging to ensure that these are remembered and referred to should a similar response be needed in the future.

Summary of lessons learned:

1. Emergency response:

a) The LDC response started up quickly and there was no 'lag' in actions. However, there could have been more preparations for working off-site.

2. Staff

a) LDC has an extremely flexible, agile, team-spirited and responsive workforce which can be re-directed to deliver tasks beyond their usual work. Moreover, the workforce has a plethora of skills and experience that were re-deployed into different roles.

b) During an emergency, delivering services to our communities has to dovetail with maintaining our staff's health & wellbeing. LDC's existing agile working policy was a huge help and having consistent messaging from managers is also vital.

c) Clear and explicit empowerment of staff to ensure timely decision making is essential.

3. Communication

a) Our external communications worked extremely well. Social media engagement was particularly successful. Using existing websites helped. Internal communication was also good. For consistency, all communication, from the beginning of an emergency, should be led by the communications team with relevant teams supporting (e.g. HR/IT/ finance).

b) There must be a clear description of the purpose and roles of different groups/ meetings and membership (why certain people are involved) and flow of information and intelligence sharing between the groups. There should be a review of any emergency response groups' membership and clear understanding of why people are invited to join.

c) Get distribution lists set up quickly to ensure coordination of work and so that communications and activities are known by relevant officers so that the right people are involved in the right activities.

4. Partnerships and expertise

a) LDC, through existing relationships, worked incredibly effectively with partners and local networks. In many cases we enabled partners to continue to operate. In the future, there needs to be a clear exit strategy and expectations managed around what will be provided and under what circumstances.

5. Tools

a) The nimbleness provided by having in-house IT, print team, graphic designers etc resulted in fast turn-around of vital resources.

b) The rapid re-configuration of our IT set-up was impressive. IT support was consistently excellent however further thought needs to be given to an out of hours IT on-call provision (e.g. weekends/nights when staff may need to work).

c) Managers should ensure that their staff receive emergency response refresher training and that they have the tools to work from home and, where appropriate, off-line tasks which they can complete without LDC laptops/ phones etc.

16/3 PM advises against non-essential travel; 20/3 Pubs, cafes, restaurants etc closed & furlough scheme

17/3-20/3:

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- Website update/ phone lines/ additional staff for customers contact (*separate Comms plan*)
- Staffing spreadsheet (redeployment/absence/ personal circs) re-started/ circulated to HoS
- Staff guidance & comms issued (repeat weekly as a minimum)
- HR - fixed term contracts; working hours for all staff etc.
- Managers' script - re staffing/ flexibility etc.
- Finance & costs guidance provided/ cost-codes set up
- IT set up for increased WFH; IT guidance & wiser internet usage issued (prob w/24-7 apps)
- Whatsapp put on all corporate phones
- Waste areas prioritised- bulky waste stopped
- Customer contact: receptions closed/ notice re how to contact us
- N1st staff trained to help at crem
- Vol sector needing assistance identified as an area to investigate. Emergency £ given to food banks
- Local resilience forums (LRF) asked to set up community hubs. Southover house ruled out due to lack of storage space
- Potential issue around office vehicles: extra may need to be hired due to MOT expiry
- Potential need for extra delivery drivers (taxi trade contacted)
- Community info packs issued to Cllrs & printed cards for delivering to residents.

Lockdown announced by PM 23/3; Coronavirus Act passed 25/3; Police new enforcement powers-26/3

24/3-28/3:

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- Mini call centre created for C-19 calls. Phone message & social media re opening times
- Additional licences (incl webchat) for WFH obtained. Additional soft phones needed.
- Webex trialled, Outlook challenges. Vid-conf options being looked at. 24/7 IT use not pos: data backup
- Enforcement action notices drafted
- T&E food suppliers contacted for foodbank support. Neighbourhood First assisting with delivery of food
- Increase in benefits applications. Staff redeployed to assist.
- Top Desk Guidance being prepared, health & wellbeing info
- Micollab issue resolved by Cavendish
- Staff: essential travel explained, Hub FAQs, school place letters, C1st staff rota for in office; Online courses for staff increased. Staff info re tactical group.
- Public toilets closed. Signage in parks
- Staff redeployed into waste team and CF additional staff for crem admin (new guidance for funerals)
- CA's making welfare calls to tenants. 1st case of C-19 in sheltered accom.
- Housing- non-emergency repairs & visits stopping; Rough Sleepers accommodated
- Hardship funds received. Business rates- more gov't guidance. Daily team mtg- comms to join. Rate relief work done by CoC & teams. FB updated with info for businesses
- 14 day payment terms implemented by finance
- Increase in Cllr comms- incl Facebook live Q&A. Staff redeployed to help in comms. Voluntary sector directory underway.
- FAQs for taxi drivers (licensing team)
- Garden waste collection suspended.
- Teams going out to inspect food premises. Protocols on working with police/ trading standards
- Income losses starting to come through

30/3-3/4

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- Staff redeployed to help voluntary sector (3VA) & matching volunteers to roles
- C-19 line launched (comms); Online form for C-19 help. Contact centre needing more staff. CAs rota
- Revised IVR message and start of business queue. TIC staff helping with calls
- Probs w/ C-19 phone line when dialling from land-line (ITBAU investigating)
- Risk assessments/ safe systems of work completed
- More PPE & hand sanitiser received.
- Business rates scheme – preparing project plan approx. 2 – 3 weeks before can roll out scheme – waiting for software suppliers
- Working with partners to see if can assist businesses where they pay themselves dividends.
- Businesses being re-directed by CoC to revenue team. Website guidance updated and callers re-directed
- ILO number given for out of hours calls.
- LDC & EBC tourism website – portal for businesses re: moving from restaurant to takeaway.
- Possible homeless hub arrangements needed
- SRF stepping up to do multi-agency handling. C-19 testing for relevant staff
- C-19 landing page on website
- ESCC have given parking concessions
- Easter handling of call still TBC but good response from staff
- Further comms re waste etc. over Easter

6/4- 9/4

Easter weekend 10/4-13/4

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- Remote committee meetings to be held via video conf- request to start these soon. Looking at Webex CMT trialling Webex as well. MS Teams chosen for virtual meetings (starting with planning/ licensing)
- Probs with C-19 contact number. Online ok- most requests : food parcels/ medication/ befriending
- SRF and Army food supplies for parcels.
- SMF will cover staff redeployment – to ensure business critical service areas are fully resourced
- Crematorium – preparing for increased demand in coming weeks. NF staff covering technicians due to staff shortages. Discussions about rolling out shift work/rotas, may need to tap into other resources
- LDC waste – HWRS to support with fly-tipping needs. Waste comms being dealt with
- Foodbank – food parcel deliveries increased. 2 members of staff doing transfers. Pos need more drivers
- Lewes business grants – majority of data capture forms have been finalised and branding work completed. Go live scheduled for 9 April & letters to be dispatched. Staffing tbc. Payment plans to be tested
- Businesses- starting to sell off-licence and asked to apply for licence.
- Phone support from Civica/ Cavendish for Easter weekend in place
- Further staff comms – pre Easter weekend. CMT visiting office buildings over Easter weekend
- Request for ideas for staff wfh
- Working with probation office – offenders being released early. Linking with DWP re benefits
- Staff deployed to help manage volunteers for 3VA
- Business Portal caused 400 calls as well as large number of web chats due to technical issues.
- Waste services over Easter in place. Staff wfh helping with data transfer

14/4-17/4 (UK peak)

- Bonfire & homelessness info provided to Members
- Business grants – huge amounts processed over weekend.
- W360 issues. Team and Civica in process of resolving.
- Advice on meals on wheels, food boxes etc to be given to CF team
- Staff: Focus on work that can be done from home (eg data cleansing; W360). Working with managers to ID staff at home not fully utilised or unable to WFH b/c their job is not suitable or due to technology
- Homelessness – issues with social distancing and getting them to stay in hotels
- Public conveniences – lots of queries about opening them. Possibly one or two could be opened with a permanent attendant.
- Low stock on soft phones, no mobile phone 10 laptops in stock. Team looking to obtain stock. Increase in no of IT help calls from 100 (normally) to 400.
- Letter from Lewes cabinet will go out to all residents. Tel number for Covid 19 in this letter.
- Refuse sites – Las come under pressure to reopen refuse sites (tips) across the region. The decision is that they are to remain closed in line with government advice
- Reviewing foodbank distribution capacity due to high volumes. 3VA possibly co-ordinating additional drivers to assist with foodbank distribution.
- PPE equipment still in short supply in Sussex, waiting for online ordering system (clipper system)
- Keyworker testing due to commence. SRF -would like a snap shot of public facing keyworkers who are self-isolating but are currently well
- Members briefing which will include the information regarding demand on services

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20-24/4

- Defra keen on reopening waste sites
- Post-lockdown: Managers to focus on new ways/ what their services will look like
- HF, NF and EF have all received PPE. Not all orders delivered , need to look at the next 6 months to ensure we are prepared with regards to PPE provision
- Testing - Commenced at the AMEX and referral details with us shortly
- SRF RAG status is amber - means we are carrying out essential services and currently coping
- County setting up own hub. Their stock of food parcels will go to them by the end of the week
- Information posters being printed and given to businesses that are experiencing social distancing issues (to put in their windows to reiterate the rules), i.e. for food takeaway / food shops.
- Microsoft Teams will be used for all Council meetings and they are factoring in the ability for people to speak, to engage and to mute people in the meeting
- Taxi licence changes nearly completed. Looking at issues occurring with W360 to try and get the Covid form back up on- line as it is useful for reporting. New form for customer advisors being worked on so they can update their records when customers call in.
- Starting to look at things we are doing now that in future we will be able to switch off, but be able to switch back on if there is another Covid spike
- Countywide homelessness meeting - 82 rough sleepers and now down to 19 rough sleepers. Awaiting guidance around prison leavers and who is responsible for them.
- Sheltered Accommodation in Ringmer (person in bungalow) is the only case of Covid-19 in our housing stock that we are aware of.

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Report to: Policy and Performance Advisory Committee

Date: 15 September 2020

Title: Review of the Development Management (DM) area of the Planning Service

Report of: Ian Fitzpatrick, Deputy Chief Executive and Director of Regeneration and Planning

Ward(s): All

Purpose of report: To advise on the operations & functions of the DM service

Officer recommendation(s):

- (1) To note the content of the report
- (2) To note and agree the action points highlighted in the report
- (3) to report back to the Policy and Performance Advisory Committee the progress on the action points in (2) above

Reasons for recommendations: To provide an efficient and economic Development Management service that is responsive to its customer base.

Contact Officer(s): Name: Leigh Palmer
Post title: Interim Head of Planning
E-mail: leigh.palmer@lewes-eastbourne.gov.uk
Telephone number: 07939578235

1 Introduction

1.1 As members will know there are three broad areas of responsibility/activity within the Planning Service:-

- Building Control – responsible for applying the National Building Regulations which outline the structural issues relating to development
- Planning Policy – responsible for delivering the Local and Neighbourhood Plans which aim to deliver sustainable development under a suite of strategic policies and land allocations
- Development Management (DM)– responsible for processing all types of planning applications submitted to the Council for determination.

1.2 It is recognised that the DM function is one of the key customer facing services for the Council and that underperformance can give rise to reputational damage to the service in particular and the Council in general terms.

- 1.3 This report focuses on the development management area of the planning services with specific reference to the areas of potential service improvement over a number of theme/topic areas as outlined below.
- 1.4 It is acknowledged that this report will become more focused with a shorter action list over time. The list below is not an exhaustive list of actions and where appropriate additions and deletions will be made in consultation with the Chair of PPAC and the Director of Planning and Regeneration.
- 1.5 It is suggested that an update report will be made back to Planning and Performance Advisory Committee in Spring 2021.

2 Theme One Customer Engagement & Interaction

- 2.1 Under this theme the service has had a number of criticisms relating primarily to customers having poor/limited access to staff to discuss progress and issues on applications.

It should be noted that there will always be disgruntled applicants/neighbours if a particular decision has not gone their way; this theme though looks at the issues relating to the case officer contact in the lead up to the recommendations being made.

ISSUE	ACTION	TIMELINE	Responsible Officer
		Short 1-2 months	Manager case Workers MCW
		Medium 2-6 Months	Head of Planning HoP
		Long 12 months +	Senior Specialist Advisors SSA
Theme 1 Customer Engagement & Interaction			
1 Poor contact direct with the case officer	Supported home working technology including telephony– response to C19 - could include roll out of second screens for home use	SHORT	HoP
2 As above	Explore the potential to move an element telephony/indexing back with Customer Advisors	MEDIUM	MCW
3 As above	Instigate regular rounds of mystery shopping and report findings	SHORT	MCW & SSA Planning

4 Complaints handling and feedback	Formalise case conference reviews of significant complaints received (LGO and Stage 2 Complaints)	MEDUIM	HoP & SSA Planning
5 Customer Feedback	Instigate a LDC annual customer survey	LONG	HoP
6 Wider engagement	Planning User Group	MEDIUM	HoP
	Review the function of this group to understand if its meeting the wishes of the Members		
7 Complex enforcement cases	Scope the potential of the establishment of a 'Difficult Property Group' to support the Enforcement Team in processing complex cases	LONG	HoP & SSA Enforcement
8 Neighbour consultation letters	Review content of neighbour consultation letters to see if they aid contact with the case officer	MEDIUM	MCW & SSA Planning
9 Social Media	Explore the potential of utilising existing Social Media outlets/platforms to increase awareness of planning applications	MEDIUM	HoP

3 Theme Two Staffing & Establishment

3.1 This theme looks at current staffing levels alongside recruitment and retention issues as to whether these are impacting on service delivery.

ISSUE	ACTION	TIMELINE	Responsible Officer
		Short 1-2 months	Manager case Workers MCW
		Medium 2-6 Months	Head of Planning HoP
		Long 12 months +	Senior Specialist Advisors SSA
Theme 2 Staffing & Establishment			
10 Staff numbers	Review establishment and look to fill all current vacancies that exist within base budget	MEDIUM	HoP
11 Professional Qualifications	Continue to support (financial and day release) academic qualifications for three planning apprentices	SHORT	HoP
12 Unsupported staff	Embed a buddying system for more junior members of staff	SHORT	SSA Planning & MCW
13 Staff feeling exposed due to lack of experience	Embed a small geographical area teams to increase local understanding	SHORT	SSA Planning & MCW
14 South Downs National Park	Review the cost effectiveness of continuing to deliver this service	LONG	HoP
15 Staff survey (annual)	Respond to issues arising from the annual staff survey	LONG To report to PPAC where appropriate.	HoP + Others where appropriate

4 Theme Three Performance

4.1 This theme looks at performance of the DM team against nationally set performance indicators.

- 4.2 These performance indicators set nationally and look at the speed of processing major and non-major application and also the quality of those decision by way of the number of appeal that have been overturned by the Planning Inspectorate.
- 4.3 It is this area where the Council could be most affected by the reputational damage caused by under performance and where a number of the customer frustrations lay with the time taken to process applications.
- 4.4 For all of these national performance indicators there is the potential of 'Special Measures' designation if the indicators are not met.
- 4.5 The Government runs a rolling two year data set in an attempt to soften the periodic peaks and troughs in performance.
- 4.6 As can be seen by the latest set of data in Appendix 1 & 2 whilst the performance level is above the special measures threshold the position of the Council in comparison to other authorities is not where would want it to be.

ISSUE	ACTION	TIMELINE	Responsible Officer
		Short 1-2 months	Manager case Workers MCW
		Medium 2-6 Months	Head of Planning HoP
		Long 12 months +	Senior Specialist Advisors SSA
Theme 3 Performance			
16 Speed of validation Currently 50% validated within 5 Working Days	Restructure ways of working to ensure that 80% of submissions are validated within 5 working days	MEDIUM	SSA Planning
17 Speed of processing National Figures at Dec 2019 - 60% within 13 Weeks (Place 352) – 75% of non-major applications in time (8weeks) (Place 338)	Restructure ways of working to ensure that 80% of applications are determined within the 8 & 13 week National PI	MEDIUM	SSA Planning

18 External Peer Review	If performance does not take an upturn then engage with the services of the Planning Advisory Service to undertake a peer review	LONG Instigate if needed after reporting on the performance levels to PPAC in Spring 2021	HoP if appropriate
19 Tour of completed sites	To initiate a an annual tour of completed sites to inform staff/members of key issues	MEDIUM Subject to C19 restrictions then to report the progress to PPAC in Spring 2021	HoP & SSA Planning
20 Support for applications	To restructure ways of working to negotiate on submissions to result in more than a 90% approval rate across all application types	SHORT	SSA Planning
21 Added Value	Scope a reporting PI to capture where officer have added value to the proposal or scheme	MEDIUM	HoP & SSA Planning
22 Major Applications Lead (Principal Planner)	Scope the potential of creating a Major Applications Lead (Principle Planning Officer) role to oversee all aspects of the Major Applications processing	MEDIUM	HoP & SSA Planning
23 Delegated sign off	If Major Applications Lead is created then scope the potential to separate the delegated function	MEDIUM	HoP SSA Planning

	from the processing of major applications		
24 Reduce number of Extension of Time request as a % of all Major and Non-Major Applications - currently running at 31%	Under 10% of applications relying on Extensions of Time	MEDIUM	SSA Planning
25 Design Advice	To establish and embed an Architects Advisory Panel to be a critical friend on design related matters	MEDIUM	HoP & SSA Planning

5. Financial appraisal

5.1 All of the recommended actions here save for additional posts can be scoped, undertaken and implemented from within the existing establishment and there should not be significant financial exposure.

6. Legal implications

6.1 There are no legal risks to these initiatives/suggestions.

7. Appendices

7.1 There are no background papers connected to this report.

8. Background papers

8.1 There are no background papers connected to this report

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Report to:	Policy and Performance Advisory Committee
Date:	15 September 2020
Title	Recovery and Reset Programme
Exemption:	None
Report of:	Robert Cottrill, Chief Executive
Ward(s):	All
Purpose of Cabinet report:	To set out the reasons for, and purposes of, the Recovery and Reset Programme to address the financial and organisational challenges faced in light of the Covid-19 pandemic and resultant economic climate.
Officer recommendation(s):	Members of the Policy and Performance Advisory Committee are asked to consider the recommendations in the main report attached at Appendix 1 and to make one of the following recommendations: (1) To support the recommendations in the report in full; OR (2) To support the recommendation in the report subject to the consideration of amendments agreed during discussion OR; (3) To not support the recommendations in the report, and provide reasons for this.
Reasons for recommendations:	To provide a critical friend challenge to the Cabinet decision and policy making process.
Contact Officer(s):	Name: Nick Peeters Post title: Committee Officer E-mail: nick.peeters@lewes-eastbourne.gov.uk Telephone number: 01323 415272

1 Introduction

- 1.1 In its role as a provider of public scrutiny and as critical friend, the Policy and Performance Advisory Committee has a duty to provide a challenge to the executive decision and policy makers.
- 1.2 The Policy and Performance Advisory Committee is able to provide this challenge through the inclusion of the Council's Forward Plan of Decisions as a standing item on each of the Committee's agendas, allowing the Committee to

request the inclusion of reports due for consideration by the Cabinet on its agenda and by asking that the relevant officers, heads of service or directors, attend the Committee meetings and discuss the content of the reports.

1.3 Following consideration of each item, where the Members will be able to ask questions of the relevant officers, heads of service, directors and other stakeholders, the Policy and Performance Advisory Committee will provide one of the following three recommendations to the Cabinet:

- 1) To support the recommendations in the report in full; or
- 2) To support the recommendation in the report subject to the consideration by the Cabinet of any amendments agreed by Committee; or
- 3) To not support the recommendations in the report and give reasons.

1.4 The Cabinet will be provided with the recommendations from the Policy and Performance Advisory Committee when it considers the main report.

2 Financial / Legal / Risk Management / Equality Analysis/ Environmental Sustainability Implications/ Background Papers

2.1 All implications are addressed in the Cabinet report attached at Appendix 1.

3 Appendices

Appendix A – Cabinet Report – **Recovery and Reset Programme**

Report to:	Cabinet
Date:	24 September 2020
Title:	Recovery and Reset Programme
Report of:	Robert Cottrill, Chief Executive
Cabinet member:	Councillor James MacCleary, Leader of the Council
Ward(s):	All
Purpose of report:	To set out the reasons for, and purposes of, the Recovery and Reset Programme to address the financial and organisational challenges faced in light of the Covid-19 pandemic and resultant economic climate.
Decision type:	Key
Officer recommendation(s):	<p>(1) Cabinet to agree the Recovery and Reset Programme, described in this report, including governance arrangements as set out at paragraph 3.1 of the report.</p> <p>(2) Cabinet to endorse those measures taken to date, details of which are set out in paras 2.4-2.6 of the report.</p> <p>(3) Cabinet to agree to establish a cross party Board comprising members from Eastbourne Borough Council and Lewes District Council to oversee the programme.</p> <p>(4) Cabinet to agree that the Chief Executive, taking advice from the Board set out above and in consultation with Leaders of the Councils, be given delegated powers to oversee and progress the Recovery and Reset Programme and for tasking individual Corporate Management Team postholders with the delivery of identified workstreams within it.</p> <p>(5) That further update reports on the progress of the Recovery and Reset Programme be provided on a regular basis.</p>
Reasons for recommendations:	The Recovery and Reset Programme provides a structured and accountable approach for delivering the level of significant organisational change needed to respond to current challenges.

Contact Officer(s): **Name: Jo Harper**
Post title: Head of Business Planning and Performance
E-mail: jo.harper@lewes-eastbourne.gov.uk
Telephone number: 01273 085049

1 Introduction

- 1.1 This report sets out the purpose of the Recovery and Reset Programme, explaining how it will address the financial and organisational challenges faced in light of the Covid-19 pandemic and resultant economic climate. This follows previous reports to Cabinet earlier this year on; the Council's Response to Covid-19 (7 May), Initial Financial Assessment of Covid-19 (7 May), Financial Assessment of Covid-19 Update (11 June) and Recovery Planning (9 July).
- 1.2 Prior to the Covid-19 pandemic, the council had set a challenging but realistic budget for the current financial year as a result of various factors, including changes in government funding, sharp increases in demand for essential services particularly housing and homelessness, economic uncertainty and the significant support and investment the Council has undertaken to support the local economy. The budget set for this financial year (2020/21) included a requirement to achieve challenging savings and additional income targets of £2.7m.
- 1.3 The Covid-19 pandemic and associated lockdown has had a profound effect on the local people and businesses of the district. In the same way it has also significantly affected the council's financial position. As has been set out in previous reports, the council's ability to generate income through its investments and through fees and charges has been massively reduced. Alongside this, the council has had to undertake activities in response to Covid-19 which were not budgeted for and have put further pressure on the financial situation. In addition, many of the savings and income targets which were a budget requirement of the current year will not now be achievable in full due to the economic downturn.
- 1.4 Local authority finances throughout the country have been affected by Covid-19 and this has been particularly significant for district and borough councils. The impacts are yet to emerge fully, but the pace and scale of the impact is highly likely to be significant. Like many authorities, the council has a significant reliance on its locally generated fee and receipts income. The council projects £2m of shortfall in its income levels for 2020/21. There has been some welcome support from central government to offset the council's additional expenditure and loss of income. However, it is clear that this will not be sufficient to bridge the budget gap, as is demonstrated in the Medium Term Financial Strategy report found elsewhere on this agenda.
- 1.5 It has become clear that there needs to be a fundamental reset of the council's plans and budgets to respond to this challenging situation. This reset will be undertaken at pace, in order to achieve a balanced budget position for the current year, as well as for the medium and long-term. Given that the economic impact of the pandemic will last into the next few years, the way the Council

delivers its services will also need to adapt to ensure that they are sustainable and resilient in the long term. The changing needs of residents and how they interact with the council will also need to drive future delivery. The Recovery and Reset Programme has been established to respond to these factors and deliver appropriate organisational change.

2 Recovery and Reset Programme

2.1 The purpose of the Recovery and Reset Programme is to address the council's financial challenges in a sustainable way to ensure delivery of the following objectives;

- A sustainable service delivery model to adapt to the needs of residents and businesses as a result of the pandemic
- A balanced budget
- A sustainable Medium Term Financial Strategy
- No on-going reliance on reserves to support revenue budgets
- An affordable Capital Programme
- A continued focus on the Corporate Plan priorities, recognising that these may need to be revisited in light of resource limitations

2.2 Recognising the final point above, the Corporate Plan priorities have been reviewed over the summer. This review has reconfirmed the over-arching ambitions of the Corporate Plan, as adopted in February 2020, remain unchanged. These Corporate Plan priorities will now underpin the recovery and reset work, in order to;

- Deliver services right first time
- Provide leadership to the district on tackling climate emergency
- Create sustainable community wealth
- Build homes that people can afford to live in.

However, in light of the Covid-19 pandemic and the challenging financial climate being faced there has been a re-appraisal of what it is realistic to deliver in the short term. Appendix B of this report sets out the results of that re-appraisal and states the actions that will now form the focus of the council's work in the short term (2020/21).

2.3 The Recovery and Reset Programme has been designed to deliver the objectives set out at 2.1, which will support the overall Corporate Plan priorities, through a variety of projects and interventions falling under four main pillars; best use of digital, reshaping delivery, best use of assets, and restart. The Programme builds on what we have learned through recent months and the organisation's proven ability to flex and rapidly adapt to changing situations.

2.4 Good progress has been made already to start addressing the challenges, whilst also tackling the fall-out of the past few months' pressures on the council. Members will recall from previous reports that a tactical officer team was set up in March 2020 to oversee the emergency during the lock down period. The focus at that stage was on;

- Establishing a Community Hub drawing together a council helpline with voluntary and community organisations to ensure local people were supported, particularly with regard to accessing food and essential medication.
- Working with local foodbanks and providing additional food stocks to meet local needs
- Ensuring additional government grants to local businesses were administered quickly and effectively
- Keeping council staff safe whilst ensuring services could continue to be provided to customers
- Enabling remote working, including remote council meetings
- Keeping local people informed

2.5 With the easing of lockdown, a Tactical Restart Team (TRT) was established to steer the council's emergence from the lockdown period. This group has coordinated the council's work to gradually restart those areas of activity which had to stop during lockdown or which needed to change to co-exist with Covid-19. This has been done cautiously and carefully, being mindful that plans may have to change in light of any Covid-19 resurgence. Focus of the group has been in the following areas;

- Recovery – with particular attention to the local economy, the restart of tourism and welfare issues continuing to affect local residents – with an aim of ‘building back better’ rather than simply returning the district to its’ pre-Covid position
- The health and safety of staff, tenants and customers
- Covid-safe service delivery mechanisms, including re-introducing some limited face-to-face contact with customers
- How buildings and processes need to be reconfigured to ensure staff and customers are protected
- Continuing to support and enable staff as they work, in the main, from home
- Preparing for a resurgence of Covid-19 cases and related service demands, should this occur
- Undertaking an analysis of lessons learned during lockdown to improve future resilience (a summary of which is reported elsewhere on this Cabinet agenda)
- Continuing to keep local people, and staff, informed and reassured
- Tracking the costs of Covid-19 to the council

2.6 Through TRT, given the clear financial challenges ahead, the following particular pieces of work have been progressed at pace over recent months, in consultation with Cabinet Members;

- a) Establishing the Workplace 2021 programme, the purposes of which are;
- Create clarity, direction and structure for staff on the council's new “reality” – including a blueprint for what we do, how we do it and from where we do it
 - Implement further efficiencies and take advantage of technology to support new ways of working and use of data and to generate financial savings

- b) Redesign of the Tourism and Enterprise service to re-shape it in response to current limitations caused by the pandemic
- c) A review of assets to determine a schedule for retention, transferal and /or disposal in line with corporate priorities and future requirements
- d) Channel shift – increasing the council’s transactional on-line offer to make services more resilient through periods of lockdown, as well as increasing efficiency
- e) A multi-agency Recovery Summit was held in July 2020, with a second, follow up event planned for October 2020.

2.7 The projects listed above, together with a number of other key work-streams, form the overall Recovery and Reset Programme. As well as addressing the financial and organisational challenges going forward, the programme also has a focus on ensuring the council remains equipped to deal with a Covid-19 resurgence, should this occur. It has been designed to be flexible, responsive and to allow for any external changes that may occur to be accommodated whilst making the organisation more resilient. The programme is structured within 4 pillars,

Pillar 1: Best use of Digital

This builds on existing work-streams to ensure we maximise use of technology to bring about efficiency and achieve financial savings by automation, responding to customer demand for self-service options and further aligning systems and processes between LDC and EBC.

Pillar 2 : Reshaping Delivery

A key part of this pillar is the Workplace 2020/21 programme (W21) which will address the council’s future office and community contact provision and the ways of working to respond to the new context within which we work. As the needs of customers change, how council services are shaped to respond to them will need to change too. Following the introduction of a newly shaped customer resolution team, other relevant areas will also be reshaped to reflect future customer and business demand and need.

Pillar 3 : Best Use of Assets

All of the council’s assets will be reviewed, in light of future requirements. This will then lead to a revision both of the capital programme and the commercial investment strategy to ensure these are in line with the council’s future strategic direction and are financially sustainable.

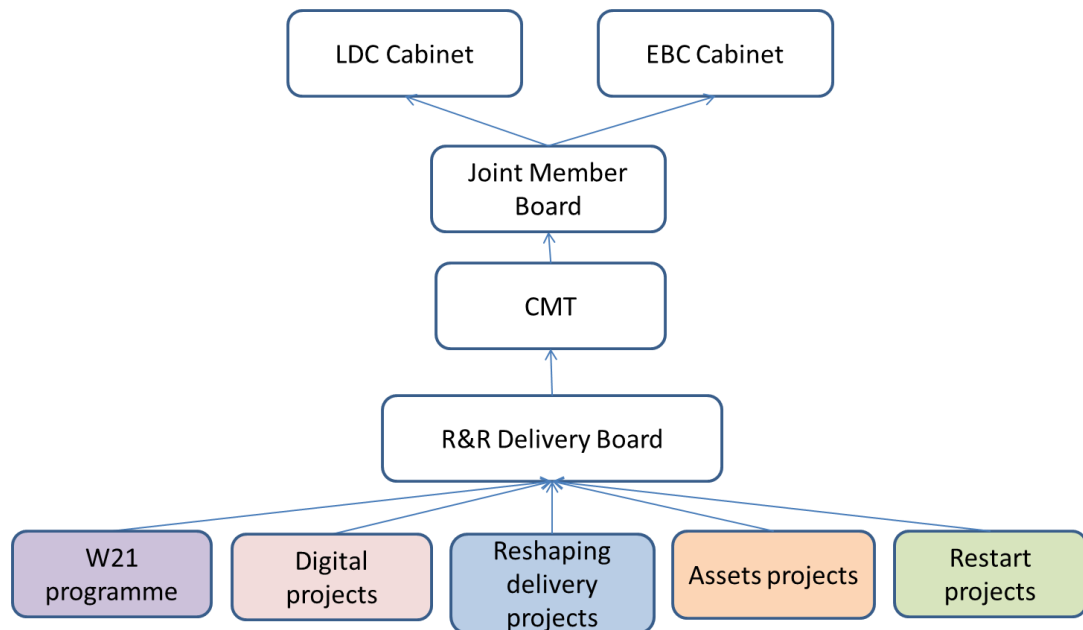
Pillar 4 : Restart

This pillar will continue the work started as the council came out of lockdown, looking to aid the recovery of the district through economic development work, supporting tourism and working with other agencies to ensure the welfare of local people experiencing hardship due to Covid-19. There will also be a continued focus on keeping staff and customers safe and ensuring that services can continue to be delivered throughout the pandemic, including during any further resurgence or lockdown.

A fuller description of the programme objectives can be found at Appendix A.

3 Programme Governance

3.1 The programme has been designed to be delivered at pace, in order to ensure the council's resilience going forward. It is proposed that a new cross party Member Board be established to oversee the Programme comprising members from both EBC and LDC. The aim of this Board would be to provide guidance and more detailed oversight of the Programme and would meet more frequently than formal Cabinet meetings to ensure that pace and direction are set and agreed by members. CMT will act as the Programme Board focussed on delivery. A proposed governance structure is set out below;



4 Programme Delivery

4.1 This is a large programme which will require a significant level of organisational change to deliver. To this end, as would be expected for any programme of this size and complexity, it will be necessary to invest in dedicated, time-limited programme management resource to support the work. The resource requirements for this will be further formulated as the programme is established.

4.2 Each part of the programme will be supported by a lead officer at Senior Managers Forum level in the organisation, brought together in regular Delivery Board meetings. Oversight of the programme at officer level will be undertaken by CMT.

5 Performance management

5.1 A dashboard style report will be established to provide reports to CMT regarding the progress of each of the projects. This will track the achievement of project actions as well as flagging any strategic issues and risks. Progress towards the achievement of savings targets will also be tracked and reported regularly.

- 5.2 Regular reports will be prepared for the Joint Member Board and for Cabinet to update on progress and outcomes.

6 Consultation, communication and engagement

- 6.1 The programme is likely to result in significant changes, learning from our experience of adapting quickly during the Covid-19 pandemic, using information from residents and businesses on how they want to access our services and ultimately impacting both customers and council staff. As a result, it will be necessary to undertake a range of consultation and engagement activities (both internal and external) as the programme progresses. Details of these will be reported at an appropriate time.
- 6.2 Given the wide ranging changes likely, a communications plan will be developed to sit alongside the programme. This will ensure timely communications to our residents and partners on matters that will affect them. Internal communications with staff and Councillors will also be undertaken on a regular basis throughout the programme.

7 Corporate plan and council policies

- 7.1 The Programme has been developed being mindful of the priorities set out in the council's Corporate Plan for 2020-2024. Although it is set out within the Programme purpose (see para 2.1) to have a 'continued focus on the Corporate Plan priorities', Cabinet should note that the level of financial pressure on the council may mean that a further review of Corporate Plan priorities, to ensure that the level of ambition articulated remains realistic.

8 Financial appraisal

- 8.1 The recommendations from this report have no immediate direct financial implications. However, the priorities within the Recovery and Reset Programme are to address the financial and organisational challenges faced in light of the Covid-19 pandemic and resultant economic climate. As the Recovery and Reset Programme progresses and gets adopted it is likely that existing resources and budget will need to be redirected and refocused towards the programme outcomes. Other cross party Board proposals will be covered within the Council Medium Term Financial Strategy and all future budget proposals will be subject to the usual democratic and scrutiny process.

9 Legal implications

- 9.1 As is made clear in the report, this programme has been designed to be delivered at pace, for which reason it is recommended that Cabinet gives the Council's Chief Executive delegated powers to progress and oversee it. It is intended that the programme will be a standing item on both CMT and Cabinet agendas.

In addition, it is recommended that the governance structure include a cross – party, cross-authority member Board, the purpose of which will be to give

guidance and act as a sounding board for officer proposals, as well as providing member oversight in the period between Cabinet meetings.

Eastbourne and Lewes councils are already in the process of establishing a cross –party Joint Staff Advisory Committee, sign off for which is to be formally approved at forthcoming full Council meetings (Lewes 17 Sept; Eastbourne 18 Nov). This Advisory Committee will contain the portfolio holder responsible for staff matters at each authority. It is suggested that the membership could be augmented by including the Leader at each council in order to meet in the capacity of the Recovery and Reset Joint Member Board.

Of course, should it be preferred, an additional, new cross–party joint member board can be created for this purpose.

10 Risk management implications

- 10.1 The risks within this programme will be regularly assessed and managed as part of the programme and project management activities. Significant risks will be reported to CMT, along with mitigation plans to deal with them.

11 Equality analysis

- 11.1 An equality analysis will be undertaken for each project within the programme and the outcomes will be reported to CMT.

12 Environmental sustainability implications

- 12.1 A number of the projects within the programme have sustainability implications. These implications will be considered as the detailed project plans are established for each project, being mindful of the councils' stated objective, as set out in the Corporate Plan, of achieving net carbon zero by 2030.

13 Appendices

Appendix A - Objectives of the Recovery and Reset Work-streams
Appendix B - Corporate Plan work plan 2020/21

14 Background papers

[Cabinet report - Council's Response to Covid-19 \(7 May\)](#)
[Cabinet report - Initial Financial Assessment of Covid-19 \(7 May\)](#)
[Cabinet report - Financial Assessment of Covid-19 Update \(11 June\)](#)
[Cabinet report - Recovery Planning \(9 July\)](#)

Objectives of the Recovery and Reset Work-streams

Pillar	Project	Objective
Best use of Digital	LDC waste system	A new IT system for the waste service to increase efficiency for LDC
	Cx housing system	A new IT system for housing to increase efficiency and enable self service
	GDPR	Improving our management, retention and disposal of documents
	Digital democracy	Deliver a fully digital democratic process for council meetings
	Officer self service	Enhanced levels of self-service functionality within council back-office operations including finance, HR, Payroll etc
	Artificial Intelligence / Bots	Deliver an approach for the councils to achieve efficiencies through AI/Bots
	Single R&B system	A single revenues and benefits system across the councils to increase efficiency
Reshaping Delivery	Workplace 2021 Programme	Implement a new operating model that responds to the challenges we face
	Reshape for future delivery	New delivery models including; customer resolution team and other service areas
	Companies	To ensure the council owned company structure is fit for purpose and meets future organisational needs
Best use of Assets	Asset review and disposal	To agree which council assets will be retained, transferred and /or disposed in line with corporate priorities and future requirements, and then to dispose of relevant assets in line with the asset review to generate appropriate capital receipts
	Commercial investment review	A future-proof commercial investment portfolio and strategy
	Capital Programme review	A sustainable capital programme
Restart	Recovery (economy, tourism and welfare)	Aiding the recovery of the district/borough through economic development work, supporting tourism and working with other agencies to ensure the welfare of local people experiencing hardship due to Covid-19
	Health and Safety and Business Continuity	Ensuring staff and customers are safe and that services can continue to be delivered throughout the pandemic, including during any further resurgence or lockdown

Corporate Plan work plan 2020/21

1 Corporate Plan Section	2 Actions
<p>Your Services: Getting it right first time (p2 of Corporate Plan)</p> <p>4year goals:</p> <ul style="list-style-type: none"> • Improved quality of customer contact, outcomes and satisfaction • Reduction in waste, increased reuse and recycling to top quartile performance • A supported community where we listen and respond • Fairer council tax for those on lowest incomes <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 54</p>	<p><u>Communities and Customers</u></p> <ol style="list-style-type: none"> 1. Provide greater resilience of our customer contact service by supporting the increase uptake of our online services by improving our digital offer. 2. Provide new single point of customer/ community contact 3. Reduce face to face contact but ensure this is provided for those that most need it. 4. Implement an ethical debt collection service & maximise efficiencies in our revenue collection. 5. Council tax reduction scheme implemented <p><u>Recycling, Waste and open spaces</u></p> <ol style="list-style-type: none"> 6. Develop options to optimise waste and recycling collections 7. Introduction of improved technology to enable service and administrative efficiencies <p><u>Planning and infrastructure</u></p> <ol style="list-style-type: none"> 8. Help towns and parishes deliver their plans to spend Community Infrastructure Levy (CIL) 9. Fast-track planning advice service for businesses which need to make changes in response to Covid-19 (eg changes to use of outdoor space) <p><u>Finance</u></p> <ol style="list-style-type: none"> 10. 'Right-size' and restructure our teams so that we are able to provide an even more efficient service

1 Corporate Plan Section	2 Actions
<p>Sustainability and climate change (p3 of Corporate Plan)</p> <p>4 year goals:</p> <ul style="list-style-type: none"> • On a clear path to being a net zero carbon council and district by 2030 • Helping our tenants with their energy bills by decarbonising our council housing stock • Well managed and protected local environment including waterways and coastal areas • Cleaner air across the district <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 55</p>	<p><u>Sustainability</u></p> <ol style="list-style-type: none"> 11. Complete consultation on sustainability strategy and adopt 12. Ensure sustainability strategy focuses particularly on carbon reduction initiatives which also are also revenue/income generating for the council – eg renewable energy production <p><u>Planning and infrastructure</u></p> <ol style="list-style-type: none"> 13. Review Infrastructure development plan to ensure that is in line with the Corporate Plan 14. Investigate how we maximise our biodiversity net gain and how it may generate resources 15. Review planning policy as a step towards delivering a green local plan <p><u>Recycling, Waste and open spaces</u></p> <ol style="list-style-type: none"> 16. Improve waste round efficiency and reduce future waste vehicle requirements 17. Explore ways in which hydrogen fuel can be brought into the district 18. New waste depot which will be more sustainable and eco-friendly
<p>Building Community Wealth (p4 of Corporate Plan)</p> <p>4 year goals</p> <ul style="list-style-type: none"> • More of the district’s money staying within the district, directly benefitting residents and local companies. • A supported vibrant local voluntary sector with empowered community groups. • Developing job opportunities in renewable and clean green technologies. • Reduce employment inequality so that no wards are in the lowest 20 wards in East Sussex. 	<p><u>Finance (Deputy Leader)</u></p> <ol style="list-style-type: none"> 19. Redraft commercial / asset management strategy 20. Comprehensive sectoral review to kick-start our Community Wealth building approach 21. Review procurement processes <p><u>Regeneration and Prosperity</u></p> <ol style="list-style-type: none"> 22. Apply for funding from Towns Fund and Future High Streets fund (Newhaven) 23. Secure funding for the UTC, Newhaven 24. .Ensure Community wealth building principles are used to make our local economy more resilient (economically and environmentally) 25. Ensure the long term sustainability of town centres within the district 26. .Provide free training for residents who would like to start a business through the LEAP programme

1 Corporate Plan Section	2 Actions
	<p><u>Planning and infrastructure</u></p> <p>27. Circular economy approach to construction (eg waste/ materials etc) – new technical guidance note on this early 2021</p> <p>28. Implement local employment technical guidance note</p> <p>29. Explore the extent to which the tourist economy can be supported through planning</p> <p><u>Communities and Customers</u></p> <p>30. Take forward in-sourcing</p>
<p>Delivering Homes</p> <p>year goals</p> <p>200 new additional council houses</p> <ul style="list-style-type: none"> • And an additional 300 new affordable homes using national definitions, moving towards truly affordable • More sustainable and energy efficient homes across the district • Opening up access to quality housing options for low and middle income residents • Accessible housing for those with physical and additional support needs 	<p><u>Housing</u></p> <p>31. Continue to further refine appropriate development sites</p> <p>32. Progress with decarbonising LDC housing stock</p> <p><u>Planning and infrastructure</u></p> <p>33. Support home-working in the district</p>

Report to:	Policy and Performance Advisory Committee
Date:	15 September 2020
Title	Wave Leisure partnership support
Exemption:	None
Report of:	Robert Cottrill , Chief Executive and Phil Evans, Director of Tourism and Enterprise
Ward(s):	All
Purpose of Cabinet report:	To note the impact of Covid 19 on Wave Leisure Trust and the Trust's plans for re-mobilisation. To consider the provision of financial loan/grant support to the Trust to assist it in its recovery programme.
Officer recommendation(s):	Members of the Policy and Performance Advisory Committee are asked to consider the recommendations in the main report attached at Appendix 1 and to make one of the following recommendations: (1) To support the recommendations in the report in full; OR (2) To support the recommendation in the report subject to the consideration of amendments agreed during discussion OR; (3) To not support the recommendations in the report, and provide reasons for this.
Reasons for recommendations:	To provide a critical friend challenge to the Cabinet decision and policy making process.
Contact Officer(s):	Name: Nick Peeters Post title: Committee Officer E-mail: nick.peeters@lewes-eastbourne.gov.uk Telephone number: 01323 415272

1 Introduction

- 1.1 In its role as a provider of public scrutiny and as critical friend, the Policy and Performance Advisory Committee has a duty to provide a challenge to the executive decision and policy makers.
- 1.2 The Policy and Performance Advisory Committee is able to provide this challenge through the inclusion of the Council's Forward Plan of Decisions as a

standing item on each of the Committee's agendas, allowing the Committee to request the inclusion of reports due for consideration by the Cabinet on its agenda and by asking that the relevant officers, heads of service or directors, attend the Committee meetings and discuss the content of the reports.

1.3 Following consideration of each item, where the Members will be able to ask questions of the relevant officers, heads of service, directors and other stakeholders, the Policy and Performance Advisory Committee will provide one of the following three recommendations to the Cabinet:

- 1) To support the recommendations in the report in full; or
- 2) To support the recommendation in the report subject to the consideration by the Cabinet of any amendments agreed by Committee; or
- 3) To not support the recommendations in the report and give reasons.

1.4 The Cabinet will be provided with the recommendations from the Policy and Performance Advisory Committee when it considers the main report.

2 Financial / Legal / Risk Management / Equality Analysis/ Environmental Sustainability Implications/ Background Papers

2.1 All implications are addressed in the Cabinet report attached at Appendix 1.

3 Appendices

Appendix A – Cabinet Report – **Wave Leisure partnership support**

Report to: Cabinet

Date: 24 September 2020

Title: Wave Leisure partnership support

Report of: Robert Cottrill , Chief Executive and Phil Evans, Director of Tourism and Enterprise

Cabinet members: Cllr Zoe Nicholson, Cabinet member for Finance and Assets and Cllr Ruth O Keeffe, Cabinet member for Tourism and Devolution

Ward(s): All

Purpose of report: To note the impact of Covid 19 on Wave Leisure Trust and the Trust's plans for re-mobilisation. To consider the provision of financial loan/grant support to the Trust to assist it in its recovery programme.

Decision type: Key

Officer recommendation(s):

- (1) To provide a loan to Wave Leisure Trust up to a maximum of £500k.
- (2) To delegate authority to the Chief Executive in consultation with the Lead Member for Finance and Assets and the Lead Member for Tourism and Devolution to agree terms for the loan.

Reasons for recommendations: To recognise the value of the service provided by Wave Leisure Trust (WLT) as a long-term partner of the Council in the provision of leisure services across the district and to contribute to the re-mobilisation of WLT's services in the wake of the Covid 19 lockdown

Contact Officer(s): Name: Robert Cottrill
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1 Introduction

1.1 The Council provides Wave Leisure Trust (WLT) with an Annual Service Statement that sets the framework for WLT to produce an Annual Service Delivery Plan for consideration by Cabinet. That process has been interrupted this year as a direct result of Covid 19.

On 20 March 2020 the Government instructed all leisure centres to close with immediate effect and that lock-down remained in place until 25 July 2020, at which point leisure centres could re-open, but only if strict health and safety measures including social distancing were implemented and maintained.

1.2 WLT is a long-term partner of Lewes District Council in the provision of local leisure services, a successful business relationship which has enabled the Council to reduce its leisure service fee from £1.1m in 2006 to zero in 2020.

WLT also provides leisure services in partnership with Eastbourne Borough Council and East Sussex County Council and several Public Health Partners including East Sussex Public Health and the NHS.

Lewes DC is however the only WLT partner which does not pay a leisure service fee.

Since 20 March 2020, at which date 95% of WLT staff were furloughed, WLT has faced a combination of zero income and limited access to financial support packages provided by the Government. Social distancing measures and reduced customer confidence mean it will take a considerable period for income levels to return to pre-Covid 19 levels.

WLT has therefore approached the Council to ask if the Council might provide financial support to assist WLT in its re-mobilisation insofar as this affects its leisure services provision for Lewes District.

2 Proposal

2.1 The impact of Covid 19 on WLT's financial position is such that, even after streamlining provision, WLT's accumulated non-recoverable deficit to the end of March 2021 is circa £1.5 million.

Whilst WLT's situation is not unique, its financial challenge is compounded because it falls between gaps in government support packages:

- It is not considered "small", nor is it "delivering front line services", so is ineligible for the Government's £750m for Charities
- Most of the leisure buildings have a higher rateable value than £51k, which makes them ineligible for the business support grants
- Sport England Covid 19 designated funding does not cover the financial impact on local authority services (and, by extension their leisure trust partners)
- Trusts cannot gain assistance under the Business Interruption Loan Scheme on the current criteria

It is estimated that a little under half of the nation's public leisure service operators are at risk of becoming financially non-viable or insecure over the next six months

WLT has approached the Council to request loan/grant aid. It is proposed that this be for a sum not exceeding £500k to assist in the re-start of leisure services

across the district in line with the re-mobilisation plan set out below

- 2.2 The Council could, taking into account the impact of Covid-19 on its own financial situation, decide against supporting WLT with aid, however, this would leave WLT unable to continue to operate facilities in the district; the community/financial costs of this in the short/medium term would be significant.

Cabinet has usually received the WLT CEO's Annual Service Delivery Plan report at this time of year outlining the wide-reaching benefits to the community through services offered by the Trust. Highlights from the last report showed how WLT continued to increase participation and reduce health inequality, and improve accessibility and social inclusion. Failure for WLT to continue to provide leisure services locally would impact adversely on the health and wellbeing of the community.

Other leisure operators are facing similar financial hardship and there is therefore unlikely to be a reasonable alternative operator at this time.

Holding costs for sites owned by the Council (business rates, security, maintenance and site management) would be a significant additional direct cost that is not able to be met through existing allocated budgets should WLT fail.

3 Re-mobilisation

- 3.1 During lock-down WLT continued to maintain its contractual responsibilities. All weekly building, health and safety and compliance checks were carried out, ensuring the continued security and safety of council owned premises.

A weekly schedule of online group exercise classes (both "live" and pre-recorded) were provided at no cost to participants. The content included yoga, body conditioning, cardio hit etc and was made available to key workers for free. A range of online resource packs for parents of children with special educational needs and disabilities were added to WLT's website, which parents and schools could download and use to keep children active during lock-down. A range of older people's resources were and remain available on WLT's website for seated and gentle exercise. These were also shared with health practitioners

- 3.2 Looking to the future, until such time as Covid-19 might be better managed, there will be changes in the way leisure sites operate, the range of activities on offer and how those activities are delivered. WLT has prepared a re-mobilisation plan for sites to re-open in three phases from 25 July 2020 with a significantly reduced activities programme. This is set out at Appendix 1 attached

- 3.3 In producing this plan, certain key assumptions were made:

- Operations would focus on providing gym, swim and group exercise classes
- These classes would all be "bookable" activities i.e. customers would not be able to turn up and access them without booking
- Booking and payment would be required in advance to enable cashless environments
- Team sports and activities whereby social distancing guidance could not be

respected would not be available

- 3.4 Physical changes and adaptations, together with modifications to systems and procedures are designed to “*Build Confidence*” in staff coming to work and in customers returning to in-site activities e.g.
- One-way systems
 - Removal of turnstiles, erection of screens at reception points, hand sanitiser stations, reduction in number of touch points, reduction in number of toilets
 - Restructuring of activities to respect social distancing, including staggering timing of bookable slots to minimise customers arriving/leaving at same time
 - Transferring activities to different locations within a leisure complex
 - Intro of new cleaning regimes
 - Review of equipment e.g. customers now to supply own yoga mats.
 - Staff training on Covid 19 issues, including PPE
- 3.5 WLT is currently using flexible furlough, to ask people to work part-time and be on furlough for part of the time. It is unlikely that WLT will be able to provide work for all WLT employees going into the future and it may have to make redundancies. Consultation is likely to commence towards the end of September

4 Financial Re-structuring into the future

- 4.1 WLT has produced a 3-year financial model which shows it moving from a £1.5m loss in 2020/21 to a £130k surplus by 2022/23 financial year end, based on:

2020/21: “Restart” stripped model base on re-opening 25 July 2020

2021/22: “Rebuild” based on 50% of pre lockdown non-membership income

2022/23: “Recover” return to 202/21 pre lockdown non-membership activity

- 4.2 The following assumptions have been used:

Income:

- Membership Direct Debit collection commencing Aug 2020
- Membership return assumed at 45% pf pre lockdown rate rising 2% monthly
- Swim activities returning Sept 2020
- Pay as You Go and other activities resuming Jan 2021

Expenditure:

- Employee costs include cost of restructuring
- ITC remain fully costed
- Variable cost base ,including employees, to rise with return of non-membership

Funding Opportunities:

- *Sport England in partnership with DCMS/MHCLG from Treasury*
If funding becomes available (and UK Active advises that this fund has “in principle” Treasury approval)WLT will work with LDC to submit an application
- *HLF Cultural Recovery Fund*
This is relevant to Newhaven Fort.

A water mains leak has prevented the Fort from opening to date and the 2020 season ends on 31 Oct. The Fort is likely to remain closed until the 2021 season commences.

WLT has applied to this fund for £850k. The bid envisages review and implementation of social distancing measures for safe access and reviews of the following: maintenance programme, current business plan, staff structure, marketing and engagement plan, visitor experience, educational offering, secondary spend services.

- The Resilience & Recovery Loan Fund (RRLF)

This is a new fund of up to £1.5, (per application) for social enterprises and charities that are “improving people’s lives” where those bodies are experiencing disruption to their normal business model as a result of Covid 19. It has been established to make an existing government scheme (the Coronavirus Business Interruption Loan Scheme) more easily accessible to charities and social enterprises.

WLT is currently working through relevant guidance to submit an application prior to the funding deadline of end September 2020.

5 Financial appraisal

5.1 As for all leisure providers across the country, centre closures meant complete loss of income for the Wave Leisure Trust. The Trust during recent conversation with the Council, is committed to undertaken further financial modelling of a number of scenarios to show what opening with less attendance will mean, and the financial picture is very challenging. The final model will be shared with the Council following the open-book relationship that is in place.

5.2 What is very clear is that, even after taking account of its own reserves, the Trust are facing very significant medium-term losses. The losses are incurred through low footfall, albeit anticipated to increase over a six-month period, and limitations on the level of services able to reopen, combined with the increased costs of opening. This will result in a considerable financial gap that could threaten the future provision of leisure services in Lewes and other locations. Even with the Council’s support, the Trust will still have to make changes to its operating model and the services being provided as part of its recovery strategy and on-going business planning.

5.3 The Trust has provided the Council with its last three-year accounts, for the Council to be able to determine the financial robustness of the Trust and a creditworthiness health check in line with the Council’s Financial Procedure rules. The anticipated up to a maximum of £500k loan to Wave Leisure Trust will be resourced through a combination of earmarked COVID grant, borrowing and/or a realignment of existing resources. The loan terms will further be discussed and agreed following the approval of the officer recommendations contained within this report.

6 Legal Implications:

The Council does not have a statutory duty to provide or support the provision of recreational/ leisure facilities, but it has wide discretionary power to do so.

Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 states that a local authority may provide, inside or outside its area, such recreational facilities as it thinks fit. The power is drafted widely so as to allow the local authority to provide premises, staff, equipment, supplies “and assistance of any kind” in connection with the provision of such facilities.

Wave Leisure Trust is a charitable not-for-profit private company limited by guarantee, without share capital, and a long-term leisure partner of the Council. Section 19 specifically gives the Council power to “contribute by way of grant or loan towards the expenses incurred or to be incurred by any voluntary organisation in providing any recreational facilities which the authority has power to provide”.

A voluntary organisation is defined in section 19 as meaning “*any person carrying on or proposing to carry on an undertaking otherwise than for profit*”. Wave Leisure falls within this definition and so the Council may lawfully provide financial assistance to it by way of either grant or loan. Any loan may be made on such terms as the Council thinks fit. Any grant may be made to Wave on such conditions as the Council wishes to impose.

Section 19 alone provides sufficiently wide powers to permit a loan or grant, but if further power were needed then section 1 of the Localism Act 2011 (General Power of Competence) gives the Council power to do anything which an individual can do, provided it is not prohibited by other legislation. There is nothing in the 1976 Act or other legislation which suggests any limitation or constraint on the power to award a grant or loan in these circumstances.

It is not considered that a proposed loan/grant to Wave would constitute state aid. Wave Leisure is providing a series of local recreational facilities across a small community in England. This is not likely to have any effect on inter community trade. Wave does not provide a service that would attract cross-border investment or deter organisations in other member states trying to establish such services here. On this basis the Council’s financial support will not amount to state aid.

7 Risk management implications

The Trust is facing significant medium-term losses. Provision of a loan will assist in ensuring business continuity, WLT has produced a robust recovery proposal based on a series of assumptions relating to income/costs and an ability to increase public use/access. There remains uncertainty over the re-occurrence of Covid-19 infections and future lockdown measures that may further impact delivery of leisure services across the district. The pandemic is a fast moving situation and the risk of further impact on delivery will need to be balanced against the potential costs of not providing WLT with financial support.

8 Equality analysis

Equality, accessibility and equality of opportunity have for many years been key building blocks of Wave’s Service Delivery Plans. These have been designed to increase participation across a number of disadvantaged groups, reduce health

inequality, improve accessibility and social inclusion and education. If the recommendation in this report is approved, then these objectives will be furthered as a consequence of the support given to ensure business continuity

9 Environmental sustainability implications

There are none arising from this report

10 Appendices

- Appendix 1 - Re-mobilisation plan

11 Background papers

None

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Appendix 1

Phase	Activities	Location	Opening
Phase One	Gym and group exercise classes, outdoor and some Club activities if social distancing can be guaranteed by Club Officials.	<ul style="list-style-type: none"> • Downs Leisure Centre • Lewes Leisure Centre (dry activities only) • Seahaven Swim and Fitness Centre (dry activities only) • Peacehaven Leisure Centre • Shakespeare Hall • East Grinstead Sports Club • Eastbourne Sports Park • Hampden Park Sports Centre • Sovereign Harbour Community Centre • Regency Park Community Centre 	25 th July
Phase Two	Gym and Group Exercise, outdoor and some Club activities if social distancing can be guaranteed by Club Officials.	<ul style="list-style-type: none"> • Shinewater Sports Centre • Cavendish Sport Centre 	1 st Sept
Phase Three	Swimming, Learn to Swim (Wave Swim School) and other Aquatic Activities	<ul style="list-style-type: none"> • Lewes Leisure Centre • Seahaven Swim and Fitness Centre • Ringmer Pool <p>Seaford Head Pool will remain closed for community access due to social distancing guidelines</p>	7 th Sept

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Report to:	Policy and Performance Advisory Committee
Date:	15 September 2020
Title	UTC, Newhaven
Exemption:	None
Report of:	Ian Fitzpatrick, Deputy Chief Executive and Director of Regeneration and Planning
Ward(s):	All
Purpose of Cabinet report:	To approve acquisition, letting and redevelopment proposals for the former UTC building in Newhaven.
Officer recommendation(s):	Members of the Policy and Performance Advisory Committee are asked to consider the recommendations in the main report attached at Appendix 1 and to make one of the following recommendations: (1) To support the recommendations in the report in full; OR (2) To support the recommendation in the report subject to the consideration of amendments agreed during discussion OR; (3) To not support the recommendations in the report, and provide reasons for this.
Reasons for recommendations:	To provide a critical friend challenge to the Cabinet decision and policy making process.
Contact Officer(s):	Name: Nick Peeters Post title: Committee Officer E-mail: nick.peeters@lewes-eastbourne.gov.uk Telephone number: 01323 415272

1 Introduction

- 1.1 In its role as a provider of public scrutiny and as critical friend, the Policy and Performance Advisory Committee has a duty to provide a challenge to the executive decision and policy makers.
- 1.2 The Policy and Performance Advisory Committee is able to provide this challenge through the inclusion of the Council's Forward Plan of Decisions as a standing item on each of the Committee's agendas, allowing the Committee to request the inclusion of reports due for consideration by the Cabinet on its

agenda and by asking that the relevant officers, heads of service or directors, attend the Committee meetings and discuss the content of the reports.

1.3 Following consideration of each item, where the Members will be able to ask questions of the relevant officers, heads of service, directors and other stakeholders, the Policy and Performance Advisory Committee will provide one of the following three recommendations to the Cabinet:

- 1) To support the recommendations in the report in full; or
- 2) To support the recommendation in the report subject to the consideration by the Cabinet of any amendments agreed by Committee; or
- 3) To not support the recommendations in the report and give reasons.

1.4 The Cabinet will be provided with the recommendations from the Policy and Performance Advisory Committee when it considers the main report.

2 Financial / Legal / Risk Management / Equality Analysis/ Environmental Sustainability Implications/ Background Papers

2.1 All implications are addressed in the Cabinet report attached at Appendix 1.

3 Appendices

Appendix A – Cabinet Report – **UTC Newhaven**

Report to: Cabinet

Date: 24 September 2020

Title: Proposals for use of former UTC building, Newhaven

Report of: Ian Fitzpatrick, Deputy Chief Executive and Director of Regeneration and Planning

Cabinet member: Cllr James MacCleary – Leader and Cabinet Member for Regeneration & Prosperity

Ward(s): Newhaven South

Purpose of report: To approve acquisition, letting and redevelopment proposals for the former UTC building in Newhaven.

Decision type: Key

Officer recommendation(s):

1. To note the successful submission to the Getting Building Fund for £1.3million, subject to presentation of full business case.
2. To delegate authority to the Director of Regeneration & Planning, in consultation with the Leader of the Council, to:
 - a) authorise the acquisition by the Council of a new Sublease or the existing Sublease as set out within section 2 of this report, subject to prior completion of due diligence and survey if required;
 - b) authorise entry into a deed of variation of the existing Sublease as set out within section 2 of this report in the event that the Sublease is acquired by the Council;
 - c) authorise the acquisition by the Council of the Headlease as set out within section 2 of this report, subject to prior completion of due diligence and survey if required;
 - d) agree the mix of end users as noted in this report and authorise sublettings and other occupational rights in respect of the end users (in the event the Council acquires a lease interest in the land and building);
 - e) authorise any financial commitments arising from the transactions set out at paragraphs a) to d) above; and
 - f) commence the refurbishment works as noted in this report.

Note: It is anticipated that a deed of variation of the Sublease would not be required if the Council also acquires the Headlease, on the basis that the Sublease would be merged into the Headlease. For further explanation see paragraph 2.9 of this report. The recommendations above are designed to deal with the complex factual background relating to this matter.

3. To note the Executive Member Decision (21 August 2020) to commit the required match funding from Lewes District Council (£500k) as set out in Paragraph 2.4, and to note that authority has been delegated to the Director of Regeneration & Planning to work with partners, including the Newhaven Enterprise Zone, to secure additional contributions as needed.

Reasons for recommendations:

The funding opportunity meant that there was a significant time imperative to agree the match funding for the UTC, via Executive Member Decision. This report seeks to build on the previous report to seek authority to progress the acquisition of the property as set out in Recommendation 2, above.

The proposals also accord with Council policies and seek to regenerate a vacant, highly prominent and strategic building within Newhaven that will directly contribute to the Council's ongoing regeneration ambitions and the successful delivery of the Enterprise Zone.

Contact Officer(s):

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1 Introduction

- 1.1 The former UTC building occupies part of the Railway Quay site and has a long and rich industrial heritage. It is a highly visible Grade II-listed 19th century building, formerly hosting marine and carpenter's workshops, that was converted to a University Technical College (UTC@harbourside) that opened in 2015.
- 1.2 UTC@harbourside was a training college for 14-18 year olds, specialising in STEM subjects. Sadly, the UTC closed in July 2019 due to financial pressures

and a lack of student numbers.

- 1.3 Since this time, the UTC has remained empty. It offers a visible sign that, despite much of the excellent Regeneration work that has been undertaken in Newhaven, significant further intervention is required.
- 1.4 Railway Quay is one of the eight sites that comprise the Newhaven Enterprise Zone, which focuses on place-making and inclusive economic growth alongside job creation and inward investment. There therefore exists an opportunity to link the redevelopment of the UTC to the wider economic development and place-making ambitions of both LDC and SELEP through the Newhaven Enterprise Zone.

Getting Building Fund

- 1.5 In June 2020, Local Enterprise Partnerships (LEP's) were invited by Government to bid for a share of the £900 million Getting Building Fund. As a Member of SELEP, the Council was invited to submit 'shovel-ready' capital projects that could be delivered within an 18-month timeframe (i.e. by March 2022).
- 1.6 The overarching objectives of the Getting Building Fund are to drive economic growth, create new jobs and support green recovery. This includes funding to enable:
 - Town and city centre modernisation through targeted infrastructure investments, unleashing their longer-term economic potential
 - Investment in physical connectivity to improve the functioning of the local economy
 - Investment in innovation eco-systems including through improvements to research and development facilities, driving up business productivity
 - Improvements to human capital; and
 - Improving digital connectivity in order to support economic performance, particularly in more isolated areas.
- 1.7 SELEP has been allocated £85 million of the total Getting Building Fund pot. This is the highest allocation of any LEP in the country and is a notable achievement. Of this, East Sussex has been awarded funding for 8 projects totalling just over £11 million.
- 1.8 The Council has been shortlisted for 2 projects (the UTC and 4 Fisher Street), with a total of 5 projects across Lewes district¹. Members should note the extremely competitive process for this funding, with SELEP alone receiving bids totalling £573 million.
- 1.9 All of these projects must be delivered by March 2022. The funding allocations are secured subject to presentation of a robust business case, highlighting good value-for-money (i.e. at least a 2:1 Benefit-Cost Ratio), in line with the

¹ Including the Sussex Innovation Centre at the University of Sussex; enhancing the accessibility to Charleston; and Riding Sunbeams solar railway project (based in Lewes, although work will be undertaken at Berwick in the neighbouring Wealden area).

Treasury's Green Book guidance and SELEP's Assurance Framework.

2 Proposal

- 2.1 The UTC is a large grade II-listed building, with an internal floorspace of around 55,000ft². As such, it is considered that the future of the building requires a number of different uses to ensure sustainability and that the previous issues with singular use of the building do not recur.
- 2.2 The proposed uses for the UTC building are focused primarily on education / skills use, which is in keeping with the building's lease requirements. Broadly speaking, it is intended that there be three 'hubs' which will be split throughout the building. Members should note that each of these uses is suitably flexible and can take on additional space / operate in a smaller footprint as required:
- **Maritime and Sustainable Technology Hubs:** establishing both marine and sustainable technology focuses, building on Newhaven's historic maritime heritage to offer education and commercial training facilities alongside space for marine sector-based SME's to maximise the value to the local economy
 - **Public Services Hub:** providing space for a range of public services and education providers to have a central reception to serve the local community effectively
 - **Commercial Hub:** subject to the space needs for the above 'hubs', some additional space to rent on flexible terms to support the provision of a small number of units on a private commercial rental basis.

Consideration is also being given to additional ancillary uses that may add value to the overall offer.

- 2.3 The UTC building is currently configured for education use only. To enable the creation of a multi-purpose Hub, considerable work is required. These works are specified below, and total cost of these works is estimated at £1.8 million.
- 2.4 Following the Executive Member Decision, officers are moving quickly to appoint necessary external professionals, such as a cost consultant, to begin defining the scope of works and costs. Finalising the detail of users would need to take place at the same time so that a detailed specification of works can be developed – this is likely to include strip out of some areas, including laboratory spaces and some internal partitioning, separation of mechanical services to provide climate control areas, additional cooling, and refurbishment to allow fit-out of hub spaces.
- 2.5 Subject to the success of the bid and necessary legal arrangements being in place, it is anticipated that works could commence in January 2021 with a 12-month programme.
- 2.6 The Government's Getting Building Fund (see paragraphs 1.5 – 1.9) is offering the Council a grant of £1.3 million towards these costs. There is, however, a need for an additional £500,000 of match funding to be provided by the Council. Given the profile of the UTC and the Council's regeneration ambitions for

Newhaven, an Executive Member Decision committed this match funding to support accelerated delivery of this project.

2.7 Members should note that the Council is in discussion with the Newhaven Enterprise Zone around securing additional supporting funding, as may be necessary, to ensure the viability and sustainability of the conversion.

2.8 The land interests for the area on which the UTC sits are as follows:

- Freehold
- Long leasehold of 999 years (the “Headlease”), owned by Newhaven Construction Limited as tenant.
- UTC sublease of 250 years (the “Sublease”), created out of the Headlease, and owned by UTC@Harbourside as tenant.

The DfE is currently drafting some heads of terms for a new lease arrangement that reflects the Council’s proposed use of the building and their continued involvement in a lease structure. This would involve a surrender of the Sublease and the grant of a new sublease to the Council. An alternative would be a deed of variation of the Sublease that permits the proposals outlined above. The agreement of the Headlease owner (Newhaven Construction Limited) is required for both options. If a deed of variation of the Sublease is being contemplated, it would also be necessary for the Sublease to be assigned (ie. transferred) to the Council.

2.9 There is a potentially cleaner way of acquiring the site through the purchase by the Council of the Headlease itself together with the acquisition of the Sublease. The Council would then become the owner of the Headlease (as tenant) and the Sublease could be “merged” into the Headlease title (ie. brought to an end). Whilst any restrictions and tenant obligations in the Headlease would still apply, acquiring the Headlease would remove the need for potentially complex lease arrangements with a number of different parties, providing the Council with ownership of a strategic additional area of Railway Quay and make future build and use considerations easier. The Headlease owner has stated it is open to these discussions in principle.

Officers will consider the possible routes to acquire the land and building as outlined above as part of the due diligence processes, including any related costs.

2.10 The conversion of the UTC building also offers opportunities for the Council to link with the emerging scheme at Railway Quay to create a more holistic place-making offer. Across the two projects, new education, employment, training, commercial and leisure spaces will be created. These uses will link well with the town centre² to offer a new perspective for residents, businesses and visitors to Newhaven.

3 Outcome expected and performance management

3.1 The objectives for this work are to:

² Subject to the outcome of the Council’s bid for Future High Streets Funding.

- Reduce overhead costs through a mixed-user scheme
- Allow the consideration of future options for Council sites, subject to a future report to Cabinet
- Provide an additional income stream for the Council
- Bring a highly visible and strategic site within the Enterprise Zone back into use and help to accelerate the town's regeneration
- Provide new education and training facilities to support the upskilling and employability prospects for local residents
- Provide additional commercial space for local businesses seeking to expand in a Post-Covid environment.

4 Consultation

4.1 This proposal has been developed in consultation with the Leader of the Council. Discussions around the future of the former UTC have also been held with Maria Caulfield MP, and discussed briefly at the Newhaven Town Deal Board meeting on 22 July. Further discussions have subsequently been held with Newhaven Port & Properties, to ensure that the proposed uses for the building do not impact negatively on the ferry service / port operations.

5 Corporate plan and council policies

5.1 The proposed redevelopment of the UTC building fits strongly with existing Council policies, including LDC's Corporate Plan. In particular, the proposals will:

- Help to build community wealth through use of Council land to create new investment in our local economy and creating new employment for local residents in sustainable technology sectors.
- Help to provide new customer-facing presence to serve our residents in Newhaven, whilst supporting the town's wider regeneration and the objectives of the Newhaven Enterprise Zone.

5.2 The proposed development also aligns closely with the Newhaven Enterprise Zone Strategic Framework and its three priorities for growth to ensure lasting and positive change. In particular, Priority 1 (Quality Growth). The UTC will ensure more cohesive development, linking well with the Town Centre and key employment areas to help foster greater pride in Newhaven and showcase its riverside location. Priority 2 (Inclusive Growth) is also closely aligned through the creation of new employment to ensure local residents are shared benefactors of change.

5.3 The UTC proposal also aligns with the Council's recent submission to the Future High Streets Fund. The Re-imagining Newhaven proposals were endorsed by Cabinet and will be complemented by the proposed scheme at the UTC, as well as the adjoining Railway Quay site.

6 Business case and alternative option(s) considered

- 6.1 Given the timescale for the grant funding, there is a very limited range of alternative uses that could be delivered whilst meeting the value-for-money criteria set out in the Green Book. The building has been empty for around one year, and no viable alternative uses have been presented to the current leaseholder during this period. It is therefore considered that there are no realistic alternative options to meet the requirements of the Getting Building Fund.

7 Financial appraisal

- 7.1 The Government's Getting Building Fund is offering the Council a grant of £1.3 million towards the re-development of the former UTC building in Newhaven and there is a requirement for an additional £500,000 of match funding to be provided from the Council's capital programme. Taking into consideration the urgency for submitting the bid, discussions have taken place at the senior management level with regards to providing the business case required for the submission in compliance with sections 2.1.26 of the Council financial procedure rules
- 7.2 The Council policy is to ensure any additional capital expenditure which is not fully funded would normally require funding from generation of capital receipts or further borrowing. This additional £500,000 of match funding will be resourced through a combination of capital receipts, borrowing and realignment of existing capital programme resources.

8 Legal implications

- 8.1 Full legal due diligence will be needed in respect of the various land transactions outlined in this report.

Initial work on the legal title to the land shows that the tenant's covenants in the Headlease include the following:

- To pay to the landlord (the freehold owner) the costs properly incurred by the landlord in order to comply with its obligations as port authority in repairing and maintaining the harbour wall adjacent to the demised premises.
- To pay to the landlord a fair and reasonable proportion according to user of the reasonable and proper costs and expenses of reinstating, rebuilding, maintaining, repairing and cleansing the access roads and all service conduits on any other premises which shall be used in common by the tenant with any other person.

- 8.2 The current UTC Sublease includes a clause requiring the tenant to pay by way of rent a fair proportion calculated according to use of all sums other than principal rent payable by the tenant under the Headlease. The end result is that the Sublease tenant is responsible for the Headlease tenant's obligations outlined above. It is likely that any new sublease (following on from a surrender

of the current Sublease) would include the same terms relating to the Headlease tenant's obligations under the Headlease.

- 8.3 Contracts for the refurbishment works will have to be procured in accordance with the Council's Contract Procedure Rules (CPRs).

It will be necessary to ensure compliance with rules relating to securing best consideration for subleases and any occupational rights of end users (section 123 Local Government Act 1972), together with rules relating to state aid.

18 August 2020 Ref: 009442-LDC-MR

9 Technical due diligence

- 9.1 Technical due diligence will be needed in respect of the harbour wall referred to in section 8 above (Legal Implications), so that the liability to pay the costs of repair and maintenance in the short, medium and longer term is understood and taken into account before the Director makes a decision as to whether or not to acquire the land and building.

10 Risk management implications

- 10.1 A full risk register will be assembled as part of the project's due diligence process, including, but not limited to:
- a) Increased costs: once the specification is defined, more detailed costs can be worked up. Expenditure will be carefully managed to ensure it stays within budget;
 - b) Delivery: a programme of works will be set at the start of the project detailing key milestones and these will continue to be reviewed as the project progresses to identify any issues early on, including any future impacts as a result of CV-19;
 - c) Hub space brief: finalising the users of the building and brief for the hub spaces is a critical early stage of the project;
 - d) Legal arrangements: agreeing arrangements for sub-letting to the various hub spaces and ensuring arrangements are in place for to acquire the building;
 - e) Running costs: need to ensure that the buildings running costs are covered by the mixed tenure arrangements.

11 Equality analysis

- 11.1 An equality analysis will be provided at a later stage, once development proposals for the site have been finalised.

12 Environmental sustainability implications

- 12.1 The proposed development accords with the Council's Sustainability Policy (2018) and the three pillars of sustainability (the economy, the environment and social community). The scheme will encourage sustainable economic growth, seeking to re-purpose an existing building and bring it back into educational and commercial uses. The proposal will also deliver new premises for public

services, helping to ensure our communities are able to thrive.

13 Appendices

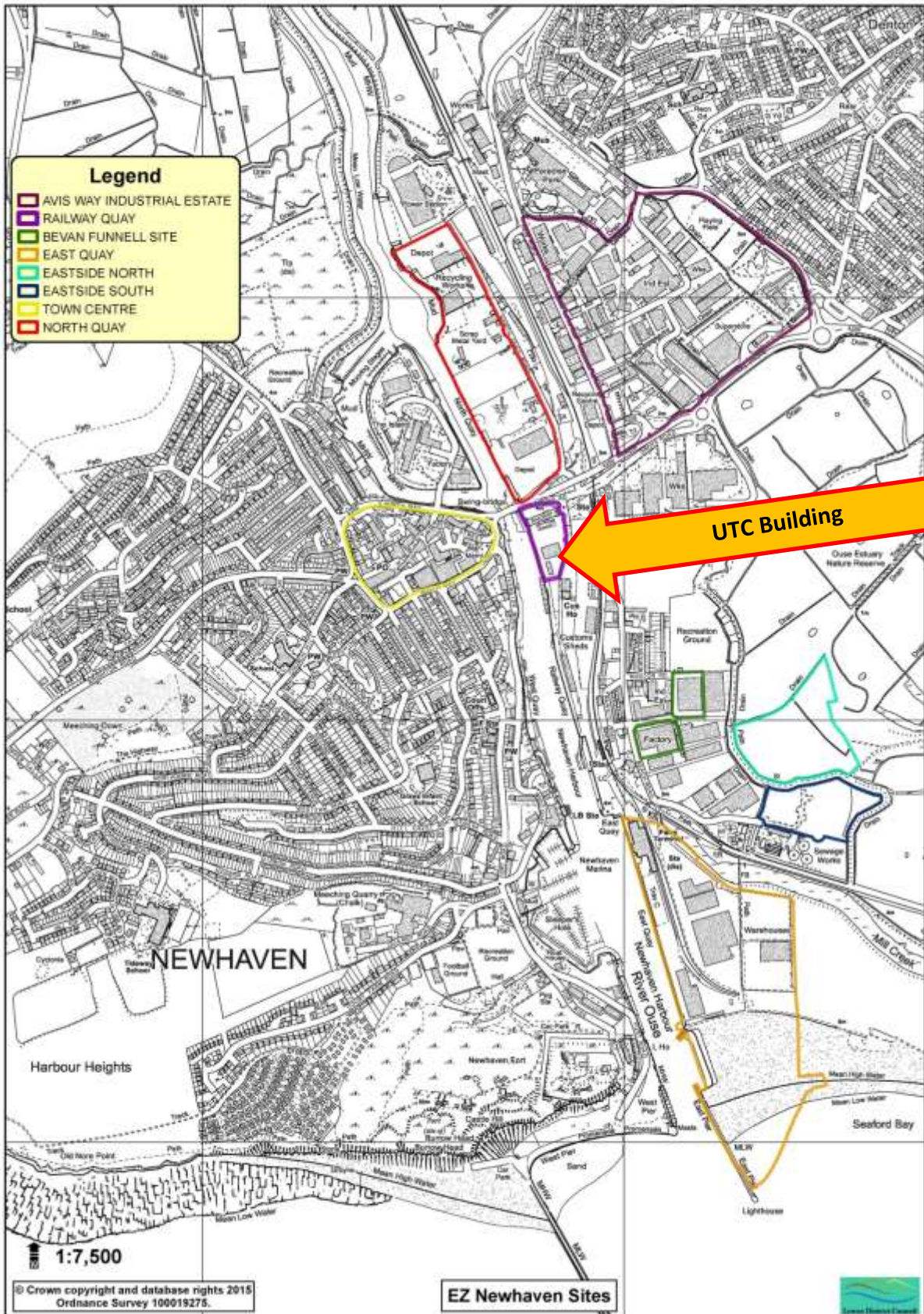
- Appendix 1 – Location Plan showing UTC

14 Background papers

- None

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Appendix 1 – Map of Newhaven EZ showing Location of former UTC Building



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Lewes District Council

Agenda Item 8

September 2020

FORWARD PLAN OF DECISIONS

Period covered by this Plan:
Date of publication:

1 September to 31 December 2020
26 August 2020

Membership of Cabinet:

Councillor James MacCleary: Leader of the Council and Chair of Cabinet

Councillor Zoe Nicholson: Deputy leader and Cabinet member for finance

Councillor Matthew Bird: Cabinet member for sustainability

Councillor Julie Carr: Cabinet member for recycling and open spaces

Councillor Chris Collier: Cabinet member for performance and people

Councillor Johnny Denis: Cabinet member for communities and customers

Councillor William Meyer: Cabinet member for housing

Councillor Emily O'Brien: Cabinet member for planning and infrastructure

Councillor Ruth O'Keeffe: Cabinet member for tourism and devolution

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 reason 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>Provisional Revenue and Capital Outturn 2019/20</p> <p>To update Members on provisional outturn for 2019/20.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	None	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@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 reason 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 - 2020-2021</p> <p>To provide an update on the Council's financial performance, revenue budgets and capital programme to the end of quarter 1 2020/2021 and explain the impact on the current financial position.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Policy and Performance Advisory Committee	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@lewes-eastbourne.gov.uk</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@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 reason 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 quarter 1 - 2020-2021</p> <p>To update Members on the Council's performance against corporate plan priority actions, performance indicators and targets over the quarter 1 2020/21 period.</p> <p>(Lead Cabinet member: Councillor Chris Collier)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Policy and Performance Advisory Committee	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Millie McDevitt, Performance and Programmes Lead Tel: 01273 085637 millie.mcdevitt@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 reason 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>Corporate Plan 2020-24: Prioritisation</p> <p>Cabinet approval of the prioritisation and related actions of the Lewes District Corporate Plan 2020-24</p> <p>(Lead Cabinet members: Councillor Zoe Nicholson, Councillor Chris Collier)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Informal cabinet (30 July) and relevant officers	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Millie McDevitt, Performance and Programmes Lead Tel: 01273 085637 millie.mcdevitt@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 reason 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>Recovery and Reset Programme</p> <p>The report seeks Cabinet's approval to establish a programme which will deliver organisational changes and savings in response to new pressures resulting from covid and the current economic climate.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Detailed in the report.	Report	<p>Chief Executive (Robert Cottrill)</p> <p>Lee Banner, Transformation Programme Manager Tel: 01323 415763 lee.banner@lewes-eastbourne.gov.uk</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 reason 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>Medium term financial strategy</p> <p>To consider and approve the council's medium term financial strategy.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Consultation be undertaken as part of a wider consultation on the council's budget later in the year.	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@lewes-eastbourne.gov.uk</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@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 reason 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>Annual treasury management report</p> <p>To report on the activities and performance of the Treasury Management service during 2019/20.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Budget and policy framework	Cabinet Full Council	24 Sep 2020 23 Nov 2020	Open	Not applicable	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@lewes-eastbourne.gov.uk</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@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 reason 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>UTC, Newhaven</p> <p>Report to update on progress with bringing the former UTC building in Newhaven back into use.</p> <p>Decisions required will be to note Leader's Executive Decision re: match funding and to note the successful bid to the Government's Getting Building Fund via South East Local Enterprise Partnership.</p> <p>(Lead Cabinet member: Councillor James MacCleary)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Informal consultations with Leader/Deputy Leader, Maria Caulfield MP, Newhaven Enterprise Zone and Newhaven Town Deal Board.	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Peter Sharp, Head of Regeneration Tel: 01273 085044 Peter.Sharp@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 reason 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>Business support for Lewes District</p> <p>The purpose of the report will be to review the achievements of the Local Enterprise & Apprenticeship Platform (LEAP) business start-up and the general business support programmes and to secure further funding for LDC's continuing contribution to the business support landscape.</p> <p>(Lead Cabinet member: Councillor James MacCleary)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Through continued dialogue with Edeal and University of Chichester including feedback from programme participants. Will take place during the drafting stage of the Cabinet report.	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Kerry Barrett, Regeneration Project Manager Tel: 01323 415624 kerry.barrett@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 reason 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 partnership support</p> <p>Working with the Wave Leisure on future leisure services. (Lead Cabinet members: Councillor Zoe Nicholson, Councillor Ruth O'Keeffe MBE)</p>	All Wards	Key	Cabinet	24 Sep 2020	Open	Not applicable	Report	Director of Tourism and Enterprise (Philip Evans), Chief Finance Officer (Homira Javadi)

Forthcoming decisions

Title, description and lead cabinet member:	Ward(s):	Decision type:	Decision maker:	Expected date of decision:	Expected exemption class: (Exempt information reason 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>Local council tax reduction scheme</p> <p>To approve the local council tax reduction scheme and agree any amendments as necessary. It is a legal requirement that the council approve the scheme annually.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Budget and policy framework	Cabinet Full Council	12 Nov 2020 23 Nov 2020	Open	With such persons and groups as the council considered likely to have an interest in the operation of the scheme.	Report	<p>Director of Service Delivery (Tim Whelan)</p> <p>Bill McCafferty, Revenues and Benefits Manager Tel: (01323) 415171 bill.mccafferty@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 reason 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 2019/2020</p> <p>For Cabinet to approve the 2019/20 Annual Service Delivery Plan from Wave Leisure Trust and the annual service delivery objectives for 2021/22.</p> <p>(Lead Cabinet member: Councillor Ruth O'Keeffe MBE)</p>	All Wards	Key	Cabinet	12 Nov 2020	Open	Policy and Performance Advisory Committee (if requested)	Report	<p>Director of Tourism and Enterprise (Philip Evans)</p> <p>Mark Langridge Kemp, Head of Property, Delivery and Compliance Tel: 07900 057102 mark.langridge-kemp@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 reason 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>Denton Island Bowls Club</p> <p>For Cabinet to consider whether to financially support the a roof replacement at Denton Island Bowls Club</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	12 Nov 2020	Open	None	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Mark Langridge Kemp, Head of Property, Delivery and Compliance Tel: 07900 057102 mark.langridge-kemp@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 reason 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>North Street Quarter - update on delivery</p> <p>The report will provide a further update on scheme delivery.</p> <p>(Lead Cabinet member: Councillor James MacCleary)</p>	All Wards	Key	Cabinet	12 Nov 2020	Fully exempt Exempt information reason: 3	Public consultation has previously taken place during the planning application stages of the permitted scheme, and at subsequent points during its more detailed design. Public workshops have taken place on proposed improvements to Pells and Mallings Recreation Areas.	Document	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Beverley Lucas, Specialist Project Manager 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 reason 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>Draft budget proposals 2021/22</p> <p>Preparation of the 2021/22 council budget. (Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	10 Dec 2020	Open	Policy and Performance Advisory Committee	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@lewes-eastbourne.gov.uk</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@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 reason 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 tax base and non-domestic rate income for 2021/22</p> <p>The Council is required to set its council tax base and the expected business rate income for the forthcoming year. These calculations are used as the basis for the amount of income the Council will precept from the collection fund.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	10 Dec 2020	Open	Policy and Performance Advisory Committee	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@lewes-eastbourne.gov.uk</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@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 reason 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 2 - 2020-2021</p> <p>To provide an update on the Council's financial performance, revenue budgets and capital programme to the end of quarter 2 2020/2021 and explain the impact on the current financial position.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	10 Dec 2020	Open	Policy and Performance Advisory Committee	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@lewes-eastbourne.gov.uk</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@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 reason 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 quarter 2 - 2020-2021</p> <p>To update members on the Council's performance against corporate plan priority actions, performance indicators and targets over the quarter 2 2020/21 period.</p> <p>(Lead Cabinet member: Councillor Chris Collier)</p>	All Wards	Non-Key	Cabinet	10 Dec 2020	Open	Policy and Performance Advisory Committee	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Millie McDevitt, Performance and Programmes Lead Tel: 01273 085637 millie.mcdevitt@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 reason 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>Community safety partnership annual report</p> <p>Receipt of annual report to note. (Lead Cabinet member: Councillor Johnny Denis)</p>	All Wards	Non-Key	Cabinet	10 Dec 2020	Open	An ongoing process of engagement is in place to help assess and evaluate the success of projects and other measures supported by the Partnership.	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Oliver Jones, Strategy and Partnership Lead Tel: 01323 415464 Oliver.Jones@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 reason 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>Community Infrastructure Levy Recommendations for Spending</p> <p>The report will present the recommendations of the CIL Management and Executive Boards following the assessment of infrastructure project bids by Members and officers.</p> <p>(Lead Cabinet member: Councillor Emily O'Brien)</p>	All Wards	Key	Cabinet	10 Dec 2020	Open	Infrastructure Providers will be invited to submit bids over a 4 week window from End of August 2020 (TBC). The bids will be assessed by the CIL Management Board and Executive Board formed of officers and councillors.	Report	<p>Director of Regeneration and Planning (Ian Fitzpatrick)</p> <p>Matt Hitchen, Senior Planning Policy Officer Tel: (01323) 415253 matt.hitchen@lewes-eastbourne.gov.uk</p> <p>Emma Kemp, Planning Policy Officer Tel: 01273 085756 emma-kemp@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 reason 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>Fees and charges</p> <p>To propose a revised schedule of fees and charges to apply from 1 April 2021.</p> <p>(Lead Cabinet member: Councillor Zoe Nicholson)</p>	All Wards	Key	Cabinet	10 Dec 2020	Part exempt Exempt information reason: 3	Policy and Performance Advisory Committee	Report	<p>Chief Finance Officer (Homira Javadi)</p> <p>Andrew Clarke, Deputy Chief Finance Officer (Financial Planning) Tel: 01323 415691 andrew.clarke@lewes-eastbourne.gov.uk</p> <p>Ola Owolabi, Deputy Chief Finance Officer (Corporate Finance) ola.owolabi@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.

What is budget and policy framework?

When a decision is marked as "budget and policy framework", it requires the approval of Full Council.

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 and Civic Services Manager, on (01323) 415021, or e-mail simon.russell@lewes-eastbourne.gov.uk

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Policy and Performance Advisory Committee Work Programme 2020/2021

Subject	Lead Officer	Date of meeting
Quarterly Performance report Q4	Millie McDevitt, Performance & Programme Lead millie.mcdevitt@lewes-eastbourne.gov.uk	29 June 2020
Planning Service Performance Update	Leigh Palmer, Functional Lead, Housing and Development leigh.palmer@lewes-eastbourne.gov.uk	15 September 2020
Recovery and Reset Programme (including Corporate Plan 2020-2024 work plan 20/21)	Jo Harper, Head of Business Planning and Performance jo.harper@lewes-eastbourne.gov.uk	15 September 2020
Quarterly Performance report Q1	Millie McDevitt, Performance & Programme Lead millie.mcdevitt@lewes-eastbourne.gov.uk	15 September 2020
UTC, Newhaven	Peter Sharp, Head of Regeneration peter.sharp@lewes-eastbourne.gov.uk	15 September 2020
Wave Leisure partnership support	Phil Evans, Director of Tourism and Enterprise philip.evans@lewes-eastbourne.gov.uk	15 September 2020
Quarterly Performance report Q2	Millie McDevitt, Performance & Programme Lead millie.mcdevitt@lewes-eastbourne.gov.uk	30 November 2020
Chair of Lewes District Council's Civic Programme	Caroline Hanlon, Civic and Member Services Officer, caroline.hanlon@lewes-eastbourne.gov.uk	30 November 2020
Quarterly Performance report Q3	Millie McDevitt, Performance & Programme Lead millie.mcdevitt@lewes-eastbourne.gov.uk	30 November 2020

Policy and Performance Advisory Committee Work Programme 2020/2021

Draft Budget 2021/22	Homira Javadi, Chief Finance Officer Homira.Javadi@lewes-eastbourne.gov.uk	25 January 2021
Voluntary Sector Report	Seanne Sweeney, Strategy & Corporate Projects Officer, seanne.sweeney@lewes-eastbourne.gov.uk	25 January 2021
Annual Lewes District Community Safety Partnership Report.	Oliver Jones, Strategy & Partnerships Lead oliver.jones@lewes-eastbourne.gov.uk	25 January 2021
The Council's approach to development and sustainability for public sector sites in Newhaven	Leighton Rowe, HEDP Development Project Manager leighton.rowe@lewes-eastbourne.gov.uk	TBC
Tourism in the District	Helen Browning-Smith, Tourism and Culture Manager Helen.Browning-Smith@lewes-eastbourne.gov.uk	TBC
Recycling and Environmental Enforcement Update	Thomas Broad, Recycling Engagement Coordinator thomas.broad@lewes-eastbourne.gov.uk and Robin Fuller, Environmental Crime Specialist Advisor robin.fuller@lewes-eastbourne.gov.uk	TBC
Forward Plan of Decisions	Simon Russell, Committee & Civic Services Manager simon.russell@lewes-eastbourne.gov.uk	All meetings
Policy and Performance Advisory Committee Work Programme	Nick Peeters, Committee Officer, Democratic Services nick.peeters@lewes-eastbourne.gov.uk	All meetings

Policy and Performance Advisory Committee Work Programme 2020/2021

Additional items requested at previous meetings of the Scrutiny Committee

- East Sussex College Group Partnership Working (subject to the report including detail on the University Technology College).
- Sustainable Transport and Supporting the Economy - cross-border work looking at park-and-ride, the A259 and A27.
- Mears contract (performance).

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