

To All Members of Lewes Town Council

A Meeting of **Lewes Town Council** will be held on **Thursday 25th July 2013**, in the **Council Chamber, Town Hall, Lewes** at **7:30 pm** which you are requested to attend.

S Brigden, Town Clerk 17th July 2013

AGENDA

1. QUESTION TIME

To consider any questions received regarding items on the agenda for this meeting.

2. MEMBERS' DECLARATIONS OF INTERESTS

To note any declarations of personal or prejudicial interest in items to be considered at this meeting.

3. APOLOGIES FOR ABSENCE

To consider apologies tendered by Members unable to attend the meeting.

4. MAYOR'S ANNOUNCEMENTS

To receive any announcements from the Mayor.

5. MINUTES

To agree Minutes of the Council's meeting held on 13th June 2013.

(attached page 3)

6. WORKING PARTIES & OUTSIDE BODIES

To consider matters arising from working parties; members serving on outside bodies *etc.*

7. CORPORATE RISK ASSESSMENT 2013/14

To consider the annual risk assessment

(report FC005/2013 attached page 8)

8. CONSULTATIONS

a) South Downs National Park Authority Management Plan* *(*distributed by email 8th July 2013) p12*

b) National Assoc'n Local Councils "A New Future: developing the Strategy" *(attached page 13)*

c) ESCC Adult Social Care Day Services for Older People: Phoenix Centre Lewes *(attached page 21)*

9. UPDATE ON MATTERS IN PROGRESS

(Oral report by Town Clerk)

10. NOTICE of ITEMS IN PROSPECT

(Oral report by Town Clerk)

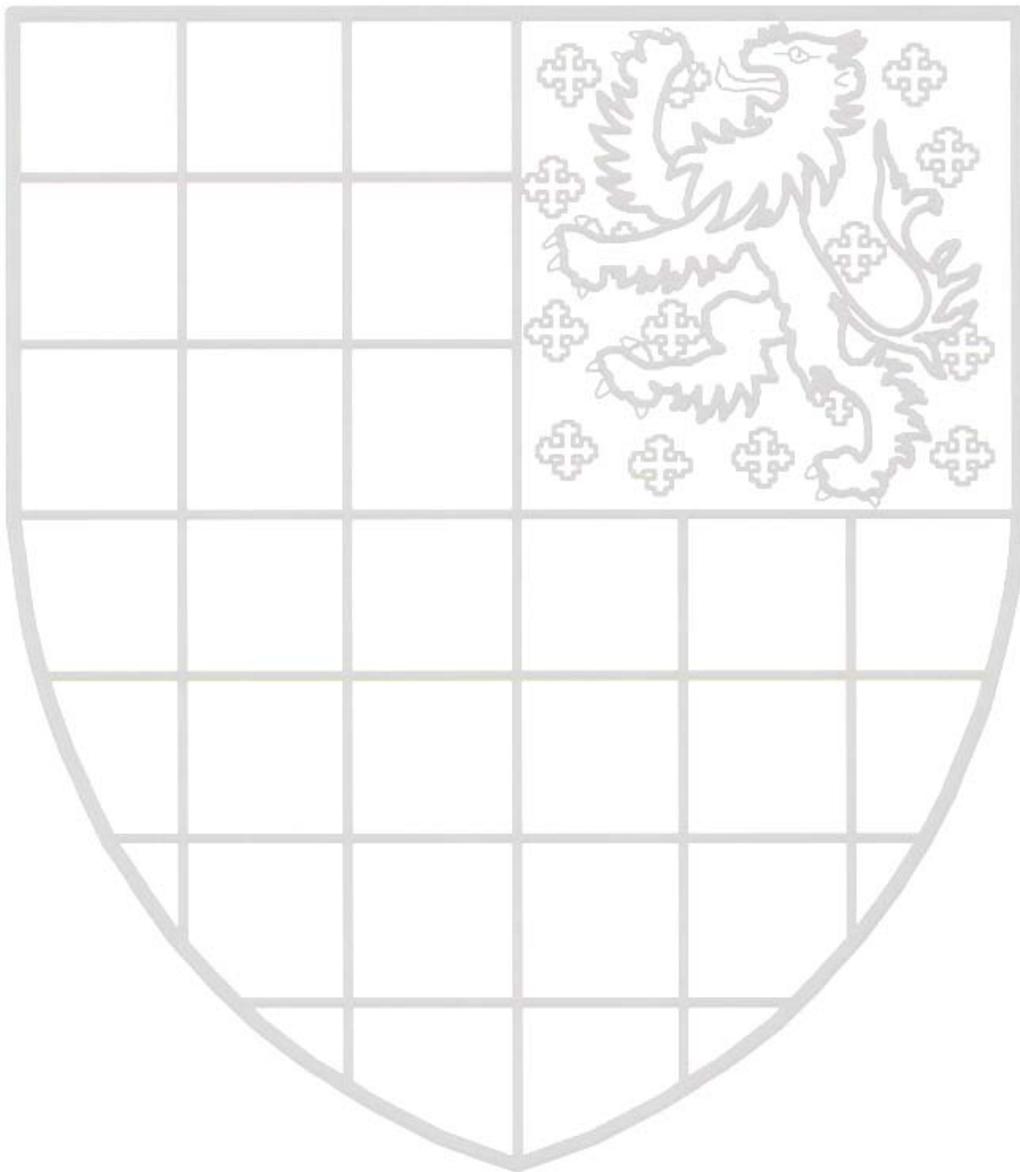
For further information about items on this agenda please contact the Town Clerk at the above address

This agenda and supporting papers can be downloaded from www.lewes-tc.gov.uk



PUBLIC ATTENDANCE: Members of the public have the right, and are welcome, to attend meetings of the Council – questions regarding items on this agenda may be heard at the start of each meeting with the Chairman's consent, and subject to time available. Questions or requests to address the Council should, whenever possible, be submitted in writing to the Town Clerk at least 24 hours in advance. **PLEASE NOTE:** As space is limited we would appreciate advanced warning if you plan to attend in a group; perhaps with neighbours, or to bring a party of student observers. We may be able to arrange for the meeting to be held in an alternative room. General questions can be raised at our offices between 9am-5pm Mons- Thurs; 9am-4pm on Fridays – our staff will be pleased to assist.

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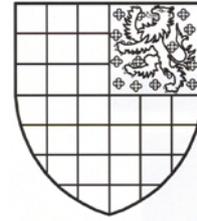


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**LEWES
TOWN
COUNCIL**

MINUTES

Of the meeting of **Lewes Town Council** held on
Thursday, 13th June 2013, in the **Council Chamber, Town Hall, Lewes** at **7:30pm**.

NB if a record of voting was requested, this is shown in a table appended to these Minutes.

PRESENT:

Councillors S Catlin (Wischusen); J Daly; I Eiloart; P Kingham; D Lamport; L F Li; J MacCleary; M Milner; R Murray; S Murray; R O’Keeffe (*Mayor*); A Price; J Stockdale and Dr M Turner (*Deputy Mayor*).

In attendance: S Brigden (*Town Clerk [TC]*); Mrs F Garth (*Civic Officer and Asst. Town Clerk*) M Larkin (*Mace Bearer*); Ms E Martin (*C’tee Administration*)

Observing: Mrs V McLachlan (*Finance Administration Officer*); Ms J Dean (*Customer Services Officer*)

Before sitting, those present paused in remembrance of Doreen Ford; a past Councillor and Deputy Mayor who had passed away on Monday 3rd Jun, after a short illness. Members joined with the Mayor and staff in recording their deepest sympathy to Mrs Ford’s family, and their fond recollections of her as a lively character and committed Councillor.

FC2013/14 QUESTION TIME: There were no questions.

FC2013/15 MEMBERS’ DECLARATIONS OF INTEREST:

Cllrs S Murray; R Murray; O’Keeffe; Price and Stockdale declared interests *in* agenda item 6e) (Grants Panel recommendations) as they were influential members of applicant bodies.

FC2013/16 APOLOGIES FOR ABSENCE: Apologies were received from Cllrs M Chartier and A Dean who were on holiday and Cllrs M Kent and R Rudkin who were both working.

FC2013/17 MAYOR’S ANNOUNCEMENTS:

The Mayor welcomed back Cllr Dr Turner who had been unwell. Cllr Turner had been elected as Deputy Mayor in his absence, at the Annual Meeting on 23rd May 2013, and he now made his declaration of acceptance of the office of Deputy Mayor and signed a deed to that effect.

Members were informed that the funeral of Doreen Ford would be at 2.15pm on Wednesday 19th June at the Downs Crematorium, Brighton. The Mayor, TC and Mrs Garth planned to attend.

A former Lewes soldier, Tom Freret, was organising a tribute to his comrade and friend, Drummer Lee Rigby of the Royal Regiment of Fusiliers, who had recently been murdered on a London Street. Mr Freret had launched an appeal for funds, some of which would be used for a wreath which he hoped to display temporarily at Lewes War Memorial, with any surplus going to services charities. Councillors were pleased to agree that this tribute could be placed at the War Memorial.

FC2013/18 MINUTES:

The minutes of the Council meeting held on 23rd May 2013 were received and signed as an accurate record.

FC2013/19 WORKING PARTIES AND OUTSIDE BODIES:

Members were reminded that anyone who may have attended a meeting of any recognized

Continues...

outside body which had covered issues that deserved attention by the Council, should ensure that TC was aware of this before the meeting, and preferably before the agenda deadline. Reports on all activities of the organization were not expected.

a] *Liaison meeting with Friends of Lewes 16th May 2013*. The notes of this meeting were received, and **it was resolved that:**

FC2013/19.1 Minutes of the meeting with representatives of The Friends of Lewes, on 16th May 2013 (*copy in minute book*) are noted, and recommendations approved.

b] *Pells Pool Community Association liaison Panel 21st May 2013*. The notes of this meeting were received, and **it was resolved that:**

FC2013/19.2 Minutes of the meeting with representatives of the Pells Pool Community Association on 21st May 2013 (*copy in minute book*) are noted and recommendations approved.

c] *Neighbourhood Plan update*. Cllr S Murray updated colleagues on recent deliberations of the Planning Committee. A draft list had been prepared (*copy in minute book*) of representative elements in the town, whom it was proposed should be invited to attend an initial meeting to formally designate a Neighbourhood Plan Steering Group.

Cllr Murray related concerns that younger people had not attended the NP workshops that had been held in the Town Hall and All Saints Centre. Coincidentally, Action in Rural Sussex had invited the council to engage with a “digital citizenship” initiative they were running in partnership with Brighton University, involving work with young people to encourage them to show an interest in what is happening in their communities. Cllr Murray had attended a first workshop at Priory School and reported that feedback had been very positive. TC advised that comments made to him suggested that the project was already considered to be extremely successful, with great enthusiasm being shown by the students.

After a short debate, **it was resolved that:**

FC2013/19.3 The update on progress towards a Neighbourhood Plan for Lewes be noted and the draft list (*copy in minute book*) of representative elements in the town be agreed and these invited to attend an initial meeting to formally designate a Neighbourhood Plan Steering Group. This list to be extended by the addition of: registered social landlords; the Tenants Of Lewes District group (*TOLD*) and the Kingston Road & Cranedown Residents’ Association.

d] *Commemorations Working Party 29th May 2013*. The Minutes of this meeting were received. Cllr Stockdale declared an interest as he was a personal friend of the musical composer being proposed. **It was resolved that:**

FC2013/19.4 Minutes of the Commemorations Working Party of 29th May 2013 (*copy in minute book*) are noted.

FC2013/19.5 The recommendation of the Commemorations Working Party of 29th May 2013 described at minute CmemsWP2013/07:1 (*copy in minute book*) is agreed - costs of the production of a play to be performed during commemoration of the Battle of Lewes in 2014 will be supported up to maximum of £1,500 to be drawn from the financial reserve established for this purpose (designated R7 in the Council’s published accounts).

e] *Grants Panel 29th May 2013*. Members considered report FC001/2013 (*copy in minute book*) which contained the panellists’ recommendations and **it was resolved that:**

FC2013/19.6 The grant payments recommended in column E of report FC001/2013 be approved, with the sum of £5,000 in respect of the grant to Wave Leisure being paid from the General Fund *ie* outside the approved grants budget..

e] *Audit and Governance Panel 11th June 2013*. Members received and noted the minutes of the Panel (*copy in minute book*) and **it was resolved that:**

FC2013/19.7 Minutes of the Audit & Governance Panel meeting of 11th June 2013 are noted

FC2013/20 COUNCIL'S ANNUAL REPORT:

Members considered a draft Annual Report on the activities of the Council in the 2012/2013 year (*a copy of which is included in the Minute book*).

Following consideration **it was resolved that:**

FC/2013/20.1 Publication of the report on the Council's activities during the 2012/13 year, as presented to the meeting of 13th June 2013, be approved (*copy in the Minute book*).

FC2013/21 ANNUAL REPORT & DRAFT ACCOUNTS Year Ended 31st March 2013:

Members considered report FC002/2013 (*a copy of which is included in the Minute book*); the draft annual accounts statements; the statutory annual return to the Audit Commission; and the final report for the year by the internal auditor and **it was resolved that:**

FC2013/21.1 Lewes Town Council approves the statutory annual return and supporting documentation as required for the year 1st April 2012 to 31st March 2013, for submission to the Audit Commission's appointed external auditor (*a copy is included in the Minute book*).

FC2013/21.2 Lewes Town Council approves the financial accounts statements for the year 1st April 2012 to 31st March 2013, as provided with report FC002/2013 and subject to audit (*a copy is included in the Minute book*).

FC2013/22 TOWN HALL MAINTENANCE & REPAIR:

Members considered report FC003/2013 (*a copy of which is included in the Minute book*) which presented the implications of a recent survey of the South elevation of the Town Hall (high Street façade). This had been conducted by a specialist surveyor, at close-quarters with the aid of a mobile elevating work platform and had identified and prioritized over eighty items of work required. Other items had been recorded as deserving further investigation and it was accepted that there could be further latent or concealed defects such as problems with hidden ferrous metalwork. Costs were estimated for the items identified, and it was reported that previous experience with works of this nature suggested that the necessary additional costs of traffic-control and scaffolding would represent a significant expense that would be most efficiently disbursed if other works were carried out at the same time eg window replacement and slate roof repairs. Total costs were estimated at £139,150, and the Council held earmarked financial reserves for the purpose with a current aggregate balance available of £111,118.

After discussion, **it was resolved that:**

FC2013/22.1 Lewes Town Council establishes a Working Party comprising Cllrs Catlin, Chartier, Daly, Milner, S Murray, R Murray and O'Keefe to oversee the commencement of an integrated programme of repairs to the South elevation (High Street façade) of the Town Hall, as described in report FC003/2013, and funded initially by the established reserves shown in R1 and P6 in the Council's accounts with any balance required to complete the work being drawn from the General Fund, and

FC2013.22.2 That the balance available for 2013/14 in project reserve P6 (labelled "Town Hall Access") is appropriated to augment the repairs reserve R1 for this purpose.

FC2013/23 MEMBERS' ABSENCE:

Members considered report FC004/2013 (*a copy of which is included in the Minute book*) regarding the prolonged absence of Cllr R Rudkin, which was expected to continue in the immediate future as he had been forced by personal circumstances to accept work in the Netherlands on short-term monthly-renewable contracts. The report explained the statutory position and options open to Council.

After discussion, **it was resolved that:**

FC2013/23.1 In accordance with provisions of the Local Government Act 1972 (s85) Lewes Town Council approves the absence from meetings of Cllr R Rudkin since 13th December 2012, for which apologies to date had been submitted and recorded.

FC2013/23.2 In accordance with provisions of the Local Government Act 1972 (s85) Lewes Town Council approves the absence of Cllr R Rudkin from future meetings due to present circumstances leading him to work abroad, and will review this decision after six months, at the Council meeting scheduled for 12th December 2013.

FC2013/24 ANNUAL PLAN:

Members considered a motion (*NOM 006/13 copy in minute book*) proposing that the Council should formalize an annual plan for its projects and activities, which would then inform the budget process. It was suggested that progress against the plan could then be monitored in a similar way to the “traffic-light” system employed by the District and County Councils. There was some discussion during which it was noted that the Council’s current budgeting process already took full account of all known and anticipated projects and demands upon resources, and it simply stopped-short of publishing a separate listing in the form of a plan. Progress on all activities was reported to Council as appropriate at every meeting. There was some resistance to the idea of introducing additional bureaucracy in the Council’s working practices, and systems better-suited to the larger organizations of the principal councils, and members recognized the extra burden on resources that this would represent. An amendment was proposed, which was accepted and **it was resolved:**

FC2013/24.1 Lewes Town Council asks its Finance Work Party to discuss the creation of an annual Council Plan starting with one for 2014-15 which would be presented as a draft to the Council Meeting in October.

FC2013/25 CIVIC HANDBOOK:

The Council meeting on 4th April 2013 had deferred consideration of a proposed handbook on Mayoral and Civic matters. This was primarily intended to support serving Mayors and prospective Mayors, although it contained much information that would be of general interest to Councillors and others. The content was an amalgamation of current practice; tradition; convention and best-practice guidance from the National Association of Civic Officers (NACO). The initiative to codify such matters was an administrative one, but Members had been asked to note and agree some elements such as the traditional events programme that Council would expect any Mayor to support. Indicative costs were given based upon experience in recent years. Members had been asked to pass any comments on the draft to Mrs Garth – some questions had been asked, but no amendments proposed. Members considered the Civic Handbook an informative guidebook which would offer a handy reference point on several aspects of civic activity.

Following a short discussion **it was resolved that:**

FC2013/25.1 Lewes Town Council adopts the Civic Handbook on Mayoral and Civic matters, originally presented to Council on the 4th April 2013 (*a copy of which is in the Minute book*), and records thanks to Mrs Fiona Garth for her efforts in compiling the handbook.

FC2013/26 UPDATE ON MATTERS IN PROGRESS:

a) *Pedestrian crossing at Malling* – Cllr Milner reported on developments on the proposed crossing. East Sussex County Council (ESCC) had presented a breakdown of costs for the project and were asking Lewes Town Council for a contribution of over £24,000 rather than the £15,000 which had been offered. It was acknowledged that some increase in cost was inevitable since the original informal estimates had been provided in 2009, although no warning had been given by ESCC that the sum offered would fall so far short of that required. It was suggested that the contingency element (roughly £4,000) could be

discounted with some confidence that it would not be needed, as the design was straightforward and the location presented no obstacles. It was considered reasonable to increase the Council's contribution to the revised total of £20,000 by "meeting half-way" at £17,500 and consequently **it was resolved that:**

FC2013/26.1 Lewes Town Council will increase its contribution to East Sussex County Council in respect of the installation of a pedestrian crossing in Church Lane, Malling, to a total of £17,500.

b) *Malling Community Centre* - Building work to the old Bridgeview Social Club premises had been completed, with the new ESCC Children's Centre currently being fitted-out and expected to open mid-Summer. TC noted that once the new facility was completed it would be practical to "re-start" the Council's own project to refurbish the remainder of the building; once architects or builders could gain unfettered access to all parts, and could benefit from the experience of the ESCC contractors who had recently dealt with matters such as asbestos removal; utility supply and drainage complications.

FC2013/27 **NOTICE OF ITEMS IN PROSPECT:** Members were advised of the following events:-

- a) Meetings would be arranged of the Devolution Liaison Group and All Saints Centre Steering Group.
- b) A local site meeting regarding the area adjoining Malling Community Centre was to be arranged. The clearance was complete, except for relocation of the pre-school group's kitchen garden, and the grass seed was establishing itself well.
- c) Presentations would be invited from architects who had responded to the Pells Pool Community Association approach (previously discussed) about redevelopment of the kiosk building.
- d) The Planning Committee would meet on Tuesday, 25th June and Tuesday 16th July at 7:00pm in the Yarrow Room.
- f) The next meeting of Council was scheduled for Thursday, 25th July 2013 at 7.30pm in the Council Chamber, with the deadline for submission to the Town Clerk of proposed items for the agenda being 12 noon on Monday 15th July.
- g) Cllr Daly offered his apologies for absence from any Council activities between 25th June and 3rd September, as he would be visiting his family in Israel.

FC2013/28 There being no further business the Mayor declared the meeting closed, and invited those present to join her in the Parlour for refreshments.

The meeting ended at 9:05pm

Signed:

Date:

Agenda Item No: 7 Report No: FC005/2013
Report Title: Corporate Risk Assessment 2012-13
Report To: Full Council Date: 25th July 2013
Report By: S Brigden, Town Clerk

Purpose of Report: To apprise members of the results of the statutory annual risk assessment carried out for the Council's activities and functions for the 2013-14 municipal year.

Recommendation(s):

- 1 That this report, and the summary table of assessed risks appended to it, be noted.

Information:

1 It is a requirement of the audit and corporate governance regime for parish councils that an annual appraisal is carried out, of risks arising from its activities. This extends the familiar and long-established concept of "physical" Health & Safety oriented risks to include such things as the likely effect of a failure to observe a statutory deadline, or the omission of important clauses in contracts.

2 The Council utilizes a very simple computer software package (*DMH Solutions LCRS system*) designed specifically for the parish council sector and this "prompts" analysis of all the required elements, and allows the addition of local, specialized, risk elements unique to an individual Council. This has been updated in 2013 and is the latest version available, covering all known/anticipated legislation affecting parish council risk.

The principle of assessment is to award a score for the LIKELIHOOD of a risk element "event", *given current controls and systems*, and a score representing the likely IMPACT or EFFECT on the Council should there be an occurrence of the event or failure. The system effectively multiplies these factors and highlights high-risk elements for inclusion in a risk-reduction action plan. For example:

Example 1 an **intangible** risk might be associated with the statutory requirements for the administration of Council meetings (agenda timetable, press and public access, minute-keeping etc.) - failure to meet any or all the legal requirements is unlikely (score = LOW likelihood of event) and the probable effect would be (relatively) minor; probably limited to public criticism, although could result in a legal reprimand and/or "qualified" audit report (score = LOW impact on the business). This element would be considered to be CONTROLLED, *eg* we are aware of the risk and run the organization's day-to-day functions in such a way as to minimize or avoid it.

Example 2 a **tangible** risk exists with the provision of amenities such as bus-shelters and street furniture – this gives rise to an almost constant threat of vandalism and the associated repair costs, and street seating carries the risk of liability claims if unrepaired faults result in damage to clothing or personal injury to a member of the public. Example Score = MEDIUM/HIGH likelihood of an "event" and MEDIUM impact on business (mainly financial, but includes the disruption of organizing and/or effecting repairs). This element would be noted as UNCONTROLLED, and a plan demanded to address this. Such risks are minimized by a programme of scheduled inspections by the Town Ranger; a policy to immediately repair or remove potentially dangerous items; adequate budget provision to address regular repair costs; appropriate public liability insurance provision *etc....* and the risk then becomes CONTROLLED.

3 **This year's review** has taken account of **274** risk elements within **36** "functions" or areas of operation. Not all are relevant to LTC, but scores have been awarded to **233** risk elements, and there are **none** which are uncontrolled.

A summary report extract is appended; the full report (70 pages) is available on request to TC.

S Brigden
11th July 2013



LCRS 6. Overall Summary

Lewes Town Council Assessment for year 2013 To 2014

Area	Duty	No of risks	Number scored	Avg Score	No of uncontrolled Risks (>3)	Your action plan rank
Allotments	Powers to provide allotments Duty to provide allotment gardens if demand unsatisfied	20	19	1.8	0	<input type="text"/>
Bar Services		8	8	1.4	0	<input type="text"/>
Bonfire Celebrations	Power to provide	4	4	2.0	0	<input type="text"/>
Bus Shelters	Power to provide and maintain shelters	7	6	1.3	0	<input type="text"/>
Cemeteries/Churchyards	Power to provide	18	7	1.7	0	<input type="text"/>
Clocks	Power to provide public clocks	5	4	1.8	0	<input type="text"/>
Code of Conduct	Duty to adopt a code of conduct	1	1	2.0	0	<input type="text"/>
Community Centres	Power to provide and equip buildings for use of clubs having athletic, social or educational objectives	16	16	1.9	0	<input type="text"/>
Computing	Power to facilitate discharge of any function	3	3	1.7	0	<input type="text"/>
Council Meetings		4	4	2.0	0	<input type="text"/>
Council Property and Document	Duty to disclose documents and to adopt publication scheme	4	4	2.0	0	<input type="text"/>
Crime Prevention - CCTV	Powers to spend money on various crime prevention measures	10	2	1.5	0	<input type="text"/>
Data Protection	Duty of Notification and Duty to Disclose (subject access)	1	1	2.0	0	<input type="text"/>
Employment of Staff	Duty to Appoint	7	7	2.1	0	<input type="text"/>
Entertainment and the arts	Provision of entertainment and support of the arts	17	17	2.0	0	<input type="text"/>
Financial Management	Duty to ensure responsibility for financial affairs	11	11	2.0	0	<input type="text"/>
Gifts	Power to accept	1	1	1.0	0	<input type="text"/>
Investments	Power to participate in schemes of collective investment	4	4	1.5	0	<input type="text"/>
Land	Power to acquire by agreement, to appropriate, to dispose of land Power to accept gifts of land	13	13	1.7	0	<input type="text"/>
Markets	Power to provide	18	13	1.0	0	<input type="text"/>
Meetings of the Council	Duty to meet	5	5	1.2	0	<input type="text"/>



LCRS 6. Overall Summary

Lewes Town Council Assessment for year 2013 To 2014

Area	Duty	No of risks	Number scored	Avg Score	No of uncontrolled Risks (>3)	Your action plan rank
Newsletters	Power to provide from 'free resource'	7	6	1.3	0	<input type="text"/>
Nuisances	Power to deal with offensive ditches	1	1	2.0	0	<input type="text"/>
Open spaces	Power to acquire land and maintain	11	11	1.7	0	<input type="text"/>
Planning & Development Contr	Rights of consultation	1	1	1.0	0	<input type="text"/>
Play Areas	Power to provide	4	4	2.0	0	<input type="text"/>
Provision of Office Accommoda	Power to provide	5	5	1.6	0	<input type="text"/>
Provision of Website/Internet A	Power to provide from 'free resource'	2	2	1.5	0	<input type="text"/>
Public buildings and Village hall	Power to provide buildings for offices and for public meetings and assemblies	16	16	1.6	0	<input type="text"/>
Seats		3	3	1.7	0	<input type="text"/>
Shelters & Seats	Power to provide	3	3	1.3	0	<input type="text"/>
Swimming Pool	Power to provide	15	7	2.0	0	<input type="text"/>
Town and Country Planning	Right to be notified of planning applications	3	3	1.0	0	<input type="text"/>
Village Signs	Power to erect (with Highway Authority approval)	4	3	1.0	0	<input type="text"/>
War Memorials	Power to maintain, repair, protect and adapt war memorials	3	3	1.7	0	<input type="text"/>
Web Sites		19	15	1.1	0	<input type="text"/>

AGENDA ITEM 8a

Please refer to Management Plan documents

previously distributed by email on 8th July 2013

From: [Chris Paterson](#)
Subject: South Downs National Park Partnership Management Plan
Date: 04 July 2013 15:14:52
Importance: High

Dear Sir/Madam,

I am writing to you regarding the launch of the public consultation on the draft South Downs National Park Partnership Management Plan.

The South Downs National Park Partnership Management Plan is the most important strategic document for the area – its landscapes, people, wildlife and businesses. We are keen to hear the views of your Council and the public on the draft Plan through the consultation which is now live, running until Monday 16th September.

We are asking for feedback to be provided through our online survey at www.southdowns.gov.uk/managementplan . By following this link you will also find a copy of the draft Partnership Management Plan to read prior to making any comment.

Ideally we would prefer a Council response to this consultation but I understand this will be difficult using an online survey, therefore we have arranged for paper copies of the management plan and online survey to be sent to you in the post. I would ask that (if possible) you collate individual responses and feed these back via the online survey, of course individual parish councillors can respond via the online survey if they prefer.

You will receive the following in the post in the next few days:

- A copy of the draft Partnership Management Plan for your consideration;
- A poster which you may wish to use in Parish notice boards or similar; and
- A printed copy of the questions we are asking through the consultation, for reference purposes, please try to give your final response through the electronic survey at www.southdowns.gov.uk/managementplan

I would like to take this opportunity to thank you all for your contribution so far, the fact that so many of you have already engaged in the development of this South Downs National Park Partnership Management Plan shows just how committed local people are to conserving and enhancing this wonderful place we live in.

Kind Regards

Chris

Chris Paterson
Strategy Lead - Communities
South Downs National Park Authority
Telephone - 01730 811766
Mobile - 07889 280029

To County Associations
Cc National Council
Cc Direct Access Councils

Dear Colleagues

I attach the paper "A New Future: developing the Strategy" which was adopted on National Council on 02 July 2013 for consultation.

Please return comments by Friday, 30 August. These will then be reported to the Executive Committee on 10 September and National Council on 01 October.

The National Chairman would like this consultation to be as wide-ranging as possible so it would be helpful if the paper was forwarded to all members councils.

Please respond electronically and make reference to specific paragraphs in the report except where it is a more general point.

If I can be of further assistance please do not hesitate to contact me.

Best wishes
Claire

Claire FitzGerald
Executive Officer

National Association of Local Councils
109 Great Russell Street
London
WC1B 3LD

A NEW FUTURE: developing the strategy

Draft for consultation

Introduction

This draft Future Strategy has been prepared by the Strategy Group established by the Executive Committee. The Group consists of all the members of the Executive Committee and the Chairmen of the Finance and Policy Committees, supported by the Chief Executive.

The Executive Committee is determined to

- **achieve a new and effective strategy for the National Association and the sector as a whole**
- **ensure that the strategy is delivered successfully**
- **secure a new culture of unity and co-operation.**

All initiatives will be contained in a Strategic Plan and Implementation Programme, with quantified objectives and based on targets and outcomes, and with clear monitoring and reporting systems.

The immediate next steps will be:

- *Consideration of this Draft Strategy at National Council in July*
- *Circulation of the Draft Strategy to County Associations and all member councils for consultation and consideration, between July and October*
- *Finalisation of the Draft by the Strategy Group and Executive Committee*
- *Final approval by National Council in October*
- *Preparation of the Implementation Programme for National Council December 2013*
- *Full implementation from April 2014*

The task

Our task is to

- Assess what we do, at all levels
- Determine our priorities
- Identify quantifiable outcomes
- Determine how to deliver these outcomes
- Work within available resources

Key objectives

There are three key objectives, the foremost of these is

- **Delivering quality services to County Associations and member councils**

The other key objectives are

- **Creating new local councils and aiding membership growth**
- **Promotion and representation**

These three objectives will form the basis for a new culture in our sector, with the National Association, County Associations and member councils all working together with common purpose.

1. Objective 1: Delivering high quality services

- 1.1. We need to review current priorities in service provision to assess what our councils need, both at National and County Association level.
- 1.2. We will ensure that all services to members are prompt and effective.
- 1.3. The general principle for service delivery will be that
 - NALC will provide national initiatives, general frameworks, guidance and advice
 - County Associations will provide primary service delivery and support to councils.
- 1.4. It is to be understood that not all County Associations will need to provide all services themselves. They could be outsourced to other County Associations or agencies as may be effective for members.
- 1.5. Current arrangements for 'Direct Access' councils will continue.
- 1.6. The National Association will provide legal services, policy advice, information bulletins and publications, and improvement & development initiatives; these in turn will be delivered locally by County Associations. Each County Association will of course continue to provide any additional services and support which it may choose to offer to both its members and to other County Associations as appropriate. It is to be understood that the NALC legal service is multifaceted in providing briefing notes, assessments of Government legislation, and detailed legal advice to members through their County Association. Some County Associations use additional local legal services to supplement their services to members.
- 1.7. We will:
 - sustain our work in providing support in the core service areas of policy, improvement and development, legal advice and support, accounts and audit support and information, publications and communications.
 - ensure that there is effective operational consideration of how best to deliver these services:
 - by NALC
 - by County Associations, particularly where services need local delivery
 - outsourced from commercial organisations
 - as part of Government-based initiatives with partner organisations
- 1.8. assess and consult on new support services including:
 - planning advice, including information and regular updates
 - property management (both buildings and facilities)
 - commissioning services
 - business planning (with templates/toolkits)
 - risk assessment and good practice
 - human resources and employment
 - guidance on mediation
 - IT development, guidance and promotion
 - income generation (including guidance on bidding)
 - local lobbying and campaigning
- 1.9. develop more national and regional workshops and seminars on specific policy or practitioner issues for delivery by County Associations and by NALC.
- 1.10. ensure that there is a clear statement of 'who does what' in our delivery of services at all levels.
- 1.11. ensure that there is a comprehensive information base about membership and electorate numbers and a scheduled review of all publications, notes and the like.

2. Objective 2: Creating new local councils

- 2.1. This is an objective of crucial importance and we regard it as a major initiative in its own right. Two thirds of the electorate live in (primarily urban) areas without any town, parish, community or neighbourhood council. It is a sustainable way of ensuring growth and increased influence for our sector. Devolution to the local level is supported by all the major political parties.
- 2.2. Successful achievement of this objective is of prime strategic importance. It would provide:
 - empowered communities
 - greater weight for the sector and its organisations
 - increased income
 - a radical change in the composition of the sector and its organisations.
- 2.3. Creating new councils has been a key objective for many years, with hundreds of new councils formed, especially in urban areas and as a consequence of the shift to unitary principal authorities.
- 2.4. The Government is highly committed to this initiative. While it will not impose a 'top-down' requirement on communities, it is very keen to support communities in developing a new local council. Ministers have already stated their position and a new Government national programme to support the creation of new local councils is expected to be announced shortly.
- 2.5. To pursue this objective, we will:
 - work with CLG and Cabinet Office for this objective
 - aid County Associations working with District and Unitary Councils
 - assist effective lobbying of local MPs
 - support the development of local teams to campaign and support communities and new councils
 - seek to reduce or eliminate current restraints at principal authority level
 - work to change current attitudes in some principal authorities
 - work with the LGA as appropriate
 - provide national co-ordination and support

3. Objective 3: Promotion and representation

- 3.1. It is an important function of the National Association to promote the local councils sector, with appropriate lobbying and campaigning.
- 3.2. We have had a successful political programme for over twelve years, building the profile of the sector and the National Association from one of near obscurity to being part of every political party's objectives. Major legislative change and new powers and a much improved positioning of the sector across the political spectrum has been achieved.
- 3.3. While need to sustain our current position on the political agenda, using targeted approaches, it is time to build better and more effective services for our members.
- 3.4. We will:
 - sustain our engagement with Government
 - sustain our work with the political parties and those preparing their manifestos and future policy programmes
 - demonstrate our effectiveness by promoting our achievements
 - develop public awareness of local councils
 - seek Government support for public promotional activity
 - ensure co-ordination and cohesion in promotional and political activities at NALC, County Association and member council levels
 - ensure that all member councils are fully aware of the issues of the day and able to participate more effectively in the development of policy and its implementation
 - ensure effective communication in promotion and representation at all levels
 - ensure that our policies are developed democratically, with full participation and consultation, and member-led
 - ensure we have national political unity, at all levels, in our external representations
 - work with new partners, especially Third Sector organisations and the business sector, for sponsorship, joint working and research, especially in the areas of community development, planning and housing, community safety and economic development.
 - consider the scope, and our capacity, for greater links with the European Commission, particularly in relation to programmes and funding
 - expand our promotional work with the media
 - expand our programme of high-profile events

4. Resources

- 4.1. This strategy is based on working within available resources; but resource generation is an area of fundamental importance if new initiatives are to be delivered.
- 4.2. We will seek new income generation, including
 - New and funded Government programmes on specific initiatives (*there is currently progress on the SCA, community budgeting and, particularly the creation of new councils*)
 - New events and conferences, both general and on specific policy and practitioner issues
 - Commercial sponsorship
 - Joint initiatives with the business sector, particularly in housing, planning and economic development
 - Joint working with national Third Sector bodies on initiatives for community development

- More profitable outcomes from publications
- Securing improvement and development funding from Government (a proportion of the 'top sliced' funding available to the LGA)
- Possibly securing rental income from better use of property assets.

5. Changing our culture and process

- 5.1. While many of our councils have made huge modernising steps forward, many still operate according to the traditional role of a parish council, not fully developing their potential with their community. This needs to be addressed through improvement and development initiatives.
- 5.2. At county level, there is diversity among County Associations, in both levels of resource and operational capacity. Some have radically modernised their operations, moving to more of a business model; others still operate in a very traditional way. Some County Associations are under resourced and should be encouraged to take services from neighbouring County Associations whilst still maintaining their independent County identity. Clearly direct subsidies are not appropriate but monies and resources could be diverted from NALC to support such initiatives as it is generally in those areas where membership growth needs positive assistance to secure the future and vibrancy of the sector. It should be a major objective of NALC to see healthy and strong County Associations. New models of support, including opportunities for income generation, as already evidenced by some County Associations, for County Associations need to be developed and rolled out; and new meaningful Service Level Agreements are needed at all levels.
- 5.3. At the National Association level, we will concentrate on service delivery and operational working. Once the strategic objectives and programme of initiatives are clear, and are operational, then that will be the time to review our democratic structures aimed at providing a simplified and streamlined arrangement with flexible and dynamic leadership functions fit for this century. More attention needs to be spent on services and developing the entire sector, rather than in looking inwards at structure; too much time has been spent by the leadership on this over the past few years.
- 5.4. We also need much greater ease and frequency of communication, including through a developed website, with County Associations and member councils. The key principle should be that all elected members and officers, at national, county and member council level, should have easy and open access to information.
- 5.5. We need to expand and promote our improvement and development work. Much has been done to improve the quality and development of clerks, with latterly more emphasis on councillor training and development. Progressing an Improvement and Development Board for the sector could provide a focus for work in this area. This needs to be carried out in conjunction with CLG, DEFRA and other such agencies, but most of all with active participation of the County Associations as the primary delivery agents.
- 5.6. To succeed, it is actions such as those below that will require detailed consideration and targeted action.
 - Concentrate on Service Delivery to Members with inclusion of performance metrics and periodic reviews
 - Target achievable policy objectives, with dynamic priorities as political flavours change, to show progress rather than attempt to deliver on an ever widening spectrum.
 - Seek to secure CLG 'top slice' funding to promote improvement and development within the sector.

- Develop further models of support for County Associations, including opportunities for income generation
- develop our communications, primarily through a constantly evolving website, and ensure frequent two way communication with member councils and County Associations.
- make effective use of IT, at all levels, including support and guidance to councils

6. Constitution

- 6.1. This has been a continuing debate for over fifteen years. We need clarity and consensus. We need in due course to review the Constitutional relationship between the National Association, County Associations and member councils.
- 6.2. There are three main options:
- i. A single national organisation, with member councils and county branches as the base of its democratic structure, and with integrated management and operational structures
 - ii. A change to make County Associations the members of the national body, effectively a national federation of county associations, with councils being members solely of the County Association
 - iii. Maintaining the status quo, with NALC as a national association of member councils, grouped into largely independent county associations.
- 6.3. This is a very important issue and it needs very careful consideration. We propose that there is further review and consideration once the new strategy for the future is in place.

7. Conclusion

- 7.1. National Council is invited to consider this report and endorse it for consultation with County Associations and member councils.

Strategic Review Function Assignment Sheet 2013 Side 1

	national staff	chairman and or vice chairmen	agm	exec comm	finance comm	policy comm	larger councils comm	smaller councils comm	national council	county staff	county chairman and or national council reps	county exec / GP board	member town and parish councils	out source to sevice provider	slcc	no need to provide this service	other comments or suggestions	
lobby government																		
lobby M Ps																		
promotion to political parties																		
promote new t & p councils																		
participate in government policy making																		
communicate and negotiate with national partners																		
raise awareness of changes to current relavent legislation																		
with whom should national staff communicate																		
to whom should the national chairman communicate																		
maintain the all new website																		
lead on social media contact																		
maintain data base of member councils																		
use the data base of member councils																		
lobby non member councils																		
set national policy																		
deliver national policy																		
co-ordinate policy strategy																		
provide legal advice																		
provide relevent publications																		
provide information bulletins to all t & p councils																		
deliver planning guidance																		
set strategic objectives																		
provide guidance and training for those setting up new councils																		
provide legal topic notes																		
monitor delivery of objectives																		

Horizontal :- whose job Vertical :- the function You may tick more than one box in any row	national staff	chairman and or vice chairmen	agm	exec comm	finance comm	policy comm	larger councils comm	smaller councils comm	national council	county staff	county chairman and or national council reps	county exec / GP board	member town and parish councils	out source to sevice provider	slcc	no need to provide this service	other comments or suggestions
organise national conferences and events																	
develop new funding streams																	
staff management / development																	
define membership of the national association																	
appoint new ceo																	
produce training publications																	
train new / existing clerks																	
train councillors																	
train county staff																	
manage and develop QPS & NTS																	
raise local councils profile																	
lobby opinion formers																	
lobby journalists, media and think tanks																	
communicate with LGA Solace and government bodies																	
communicate with SLCC																	
set national financial budgets																	
monitor national finances																	
give accounts and audit advice																	
carry out public and statutory resonsibilities																	
provide recruitment / HR advice																	
share good practice																	
<i>name a function</i>																	
<i>name a function</i>																	
<i>Has your council experienced any problems regarding NALC services in the last 12 months</i>																	
Name and Council / County (optional)..... Thank you in anticipation of your help Ken Browse Chairman NALC																	

Date: 5th July 2013

when responding please contact

our ref:

your ref:

Sophie Clark/Audrey Franks/Janice Knight
Tel: 01323 464113
Email: DPSconsultation@eastsussex.gov.uk
Fax: 01323 464239

Dear Stakeholder

Re. ESCC Adult Social Care Day Services for Older People

The County Council met today 5th July, to consider a proposal to consult on the future of the council's directly provided day services for older people. This is to inform you that the Cabinet have **accepted** the following recommendations put forward:

1. **agree to review and consult on a range of options for the following services: Phoenix Centre – Lewes, Charter Centre – Bexhill, Orion Centre – Hailsham, Hookstead Centre – Crowborough, Pinehill – Hastings, Isabel Blackman Centre – Hastings**
2. **options for each service include:**
 - **develop or change provision in light of need, specified outcomes and demand**
 - **closure and re-provision within capacity in the voluntary, community or independent sector**
 - **closure and commissioning of new services within the voluntary, community or independent sector**
 - **retaining the status quo**
3. **agree to consider the full range of options for the delivery of day services and the outcome of the consultation at the Cabinet meeting on 10th December 2013.**

It is now proposed that consultation will be undertaken; seeking the views of clients, relatives or representatives, staff and other interested parties of ESCC day services. This consultation will **commence on 15th July** and take place over 90 days, up **until 14th October 2013.**



If you wish to comment on the future of this service, please either write to:

DPS Project Team
5th Floor, St Mary's House
52 St. Leonard's Road
Eastbourne
BN21 3UU

or e-mail: DPSconsultation@eastsussex.gov.uk

There will be a survey available requesting your views on these proposals. This will be available from mid July and can be accessed online via the East Sussex County Council website – www.eastsussex.gov.uk.

Click on the box **Have your say** at the foot of the page.

Then click "Take part in current consultations".

If you would like to complete this survey but do not have access to the internet, a paper version will be available at your day centre or, if you would like to receive a copy via the post, please contact Steph Arnold on tel: **01323 463943** who will arrange this for you.

All comments/surveys to be submitted by **no later than 14th October 2013**.

A further report, including details of the outcome of the consultation, will be presented to the County Council Cabinet on 10th December 2013 and we will write to you again following the Cabinet's decision.

Yours sincerely



Keith Hinkley
Director of Adult Social Care

Report to: **Cabinet**
Date: **5 July 2013**
By: **Director of Adult Social Care**
Title of Report: **Older People's Directly Provided Services – Review of Day Services for Older People**
Purpose of Report: **To seek Cabinet's approval to review older people's directly provided day services and consult on a range of options for the future**

RECOMMENDATIONS

Cabinet is recommended to:

- 1. agree to review and consult on a range of options for the following services: Phoenix Centre – Lewes; Charter Centre – Bexhill; Orion Centre – Hailsham; Hookstead Centre – Crowborough; Pinehill – Hastings; Isabel Blackman Centre - Hastings. Options for each service include:**
 - **develop or change provision in light of need, specified outcomes and demand**
 - **closure and re-provision within capacity in the voluntary, community or independent sector**
 - **closure and commissioning of new services within the voluntary, community or independent sector**
 - **retaining the status quo; and**
 - 2. agree to consider the full range of options for the delivery of day services and the outcome of the consultation at the Cabinet meeting on 10 December 2013.**
-

1. Financial Appraisal

1.1 Details about each of the services are set out in Appendix 1. This includes gross expenditure, income received from clients, net expenditure, spaces available in each of the services and current use of the service. The unit cost of each service is also included, based on actual attendance and expenditure in 2012/13.

1.2 Adult Social Care needs to reduce its budget by £27.8m over the next three years. Through Reconciling Policy, Performance and Resources savings of £1.06m are projected in the Medium Term Financial Plan against these services. Alternative savings will need to be identified if this is not delivered.

2. Background and Supporting Information

2.1 Directly Provided Services (DPS) day services for older people provide general support for frail older people and specialist support for people living with dementia or mental health needs. All of the services listed are managed by the Council with the exception of the Isabel Blackman Centre which is delivered by staff seconded from Adult Social Care to a

local voluntary organisation. A range of needs are met within the day services, including: provision of respite for carers; assistance with personal care needs; and reduction of social isolation.

2.2 There is an increasing range of provision of day services for older people in East Sussex being delivered by the independent, voluntary and community sectors. Additionally, growing numbers of older people are exercising choice and control over the provision of their support by taking Direct Payments and arranging their own care. As a consequence the overall use of DPS older people's day services is reducing as individuals seek more flexible services than traditional centre based models.

2.3 Through Reconciling Policy, Performance and Resources a revised Adult Social Care offer was agreed that took account of the need to deliver a budget reduction of £27.8m over three years. As part of the approach an average 30% reduction is being made in individuals' Personal Budgets, for those receiving community services. This will mean individuals will have less money to spend on support and this will reduce demand for all services, including DPS older people's day services.

2.4 There is a requirement to periodically review all DPS service provision to ensure the best outcomes are being achieved alongside value for money, particularly given the current financial challenges. Account also needs to be taken in the reviews of the developing market across the independent, voluntary and community sectors and the change in demand for services with the impact of personalisation and the reductions in individuals' Personal Budgets.

2.5 It is proposed that the consultation process includes clients, carers, staff, voluntary and community organisations, independent sector and staff.

3. Conclusion and Reason for Recommendation

3.1 It is proposed that consultation is undertaken with key stakeholders on the proposals set out in the recommendations. The consultation will also include a detailed analysis of comparable provision available in the voluntary, community and independent sector and individual needs and risk assessments of the clients attending each unit.

3.2 The completion of an Equalities Impact Assessment as part of the consultation process will ensure that due regard is paid to the needs of disabled people under the Equalities Act 2010. It is proposed a further report will be presented to Cabinet at its meeting on 10 December, 2013, with the outcomes of this work and proposals on the future of the service, taking into account the outcome of the consultation and Equalities Impact Assessment.

KEITH HINKLEY
Director of Adult Social Care

Contact Officer: Barry Atkins; Head of Strategic Commissioning Tel no: 01273 482308
Local Members: Councillors St Pierre, O'Keeffe, Ensor, Phillips, Tidy, Stogdon, Wincott, Birch,
Keeley and Bentley

BACKGROUND PAPERS: None

2013/14 Information

Establishment	Ownership	Location	Capacity	2013/14 Budget		
				Gross Expenditure	Income	Net Expenditure
				£	£	£
Phoenix	ESCC	Lewes	25.00	367,600	95,000	272,600
Charter	Lease	Bexhill	23.43	286,000	50,300	235,700
Orion	Lease	Hailsham	17.14	260,300	30,000	230,300
Hookstead	ESCC	Crowborough	20.00	333,100	50,000	283,100
Pinehill	ESCC	Hastings	27.14	439,400	123,000	316,400
Isabel Blackman	ESCC	Hastings	25.00	658,400	85,000	573,400

2012/13 Information

Establishment	Days Open	Capacity	Average Attendance	2012/13 Gross Unit Cost per day
				£
Phoenix	Mon - Friday	25.00	72%	66.56
Charter	Mon, Wed, Friday	23.43	64%	114.15
Orion	Mon - Friday	17.14	44%	90.98
Hookstead	Mon - Friday	20.00	53%	84.38
Pinehill	Mon - Saturday	27.14	74%	68.17
Isabel Blackman	Mon - Sunday	25.00	66%	108.47