



## **PLACE SCRUTINY COMMITTEE**

**TUESDAY, 11 JUNE 2019**

**10.30 am COMMITTEE ROOM - COUNTY HALL, LEWES**

MEMBERSHIP - Councillor Bob Bowdler (Chair)  
Councillors Godfrey Daniel (Vice Chair), John Barnes, Martin Clarke,  
Chris Dowling, Nigel Enever, Darren Grover, Pat Rodohan, Stephen Shing,  
Andy Smith and Barry Taylor

## **A G E N D A**

- 1 Minutes of the previous meeting (*Pages 3 - 14*)
- 2 Apologies for absence
- 3 Disclosures of interests  
Disclosures by all members present of personal interests in matters on the agenda, the nature of any interest and whether the member regards the interest as prejudicial under the terms of the Code of Conduct.
- 4 Urgent items  
Notification of items which the Chair considers to be urgent and proposes to take at the appropriate part of the agenda. Any members who wish to raise urgent items are asked, wherever possible, to notify the Chair before the start of the meeting. In so doing, they must state the special circumstances which they consider justify the matter being considered urgent.
- 5 SPACES Programme Update (*Pages 15 - 18*)  
Report by the Chief Operating Officer.
- 6 Vacant and Surplus Property Update report (*Pages 19 - 22*)  
Report by the Chief Operating Officer.
- 7 Exclusion of the Press and Public  
To consider excluding the public and press from the meeting for agenda item 8 on the grounds that if the public and press were present there would be disclosure to them of exempt information as specified in paragraph 3 of Part 1 of the Local Government Act 1972 (as amended), namely information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 8 Vacant and Surplus Property Update - Additional Information (exempt) (*Pages 23 - 26*)  
Report by the Chief Operating Officer.
- 9 Any other exempt items previously notified under agenda item 4
- 10 Work Programme (including Forward Plan) (*Pages 27 - 40*)
- 11 Any other non-exempt items previously notified under agenda item 4

PHILIP BAKER  
Assistant Chief Executive  
County Hall, St Anne's Crescent  
LEWES BN7 1UE

3 June 2019

Contact Martin Jenks, Senior Democratic Services Advisor,  
01273 481327  
Email: [martin.jenks@eastsussex.gov.uk](mailto:martin.jenks@eastsussex.gov.uk)

## PLACE SCRUTINY COMMITTEE

MINUTES of a meeting of the Place Scrutiny Committee held at Committee Room - County Hall, Lewes on 19 March 2019.

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PRESENT	Councillors Richard Stogdon (Chair), Godfrey Daniel (Vice Chair), Colin Belsey (substituting for Councillor Chris Dowling), Martin Clarke, Claire Dowling, Simon Elford, Nigel Enever, Darren Grover and Barry Taylor
LEAD MEMBERS	Councillors Nick Bennett, Bill Bentley, David Elkin and Rupert Simmons
ALSO PRESENT	Becky Shaw, Chief Executive Rupert Clubb, Director of Communities, Economy and Transport James Harris, Assistant Director, Economy Nick Skelton, Assistant Director Communities Karl Taylor, Assistant Director Operations Victoria Eaton, Team Manager Emergency Planning Dale Poore, Contract Manager Highway Infrastructure Services Ian Gutsell, Chief Finance Officer  Jo Shippey, Community Engagement Manager, South East Water Douglas Whitfield, Head of Production, South East Water Andy Beston, Operations Manager (East), Southern Water Joel Hufford, Stakeholder Engagement Manager (Sussex), Southern Water.

## 22 MINUTES OF THE PREVIOUS MEETING

22.1 The Committee RESOLVED to agree the minutes of the meeting held on 15 November 2018 as a correct record.

## 23 APOLOGIES FOR ABSENCE

23.1 Apologies for absence were received from Councillors Chris Dowling and Pat Rodohan. Apologies were also received from Stephen Potter, Head of Customer & Library Services and Richard Sands, Head of Assets, South East Water.

## 24 DISCLOSURES OF INTERESTS

24.1 Councillor Claire Dowling declared a personal, non-prejudicial interest in agenda item 5 as she is the Wealden District Council Cabinet Member responsible for Emergency Planning.

## 25 URGENT ITEMS

25.1 There were none.

## 26 EMERGENCY PLANNING - WATER COMPANY RESPONSE TO SEVERE WEATHER EVENT

26.1 The Team Manager, Emergency Planning introduced the report and outlined the background to the incident which occurred at the beginning of March 2018. There was a disruption of water supplies over 3-4 days during which time the Emergency Planning Team and Sussex Resilience Forum (SRF) were involved in the response to the incident. Learning from this incident has been captured by the multi-agency Operation Kirkwall de-brief held by SRF three months after incident. Since that time the Emergency Planning Team has been working with the Water Companies and the Resilience Forum on the lessons learnt to update and amend emergency plans.

### South East Water

26.2 Douglas Whitfield, South East Water, gave a presentation to the Committee which outlined the water supply areas covered by South East Water; the background to the freeze thaw incident; the company's response to it; and the follow up work that was been undertaken. The points raised in the presentation are summarised below.

26.3 South East Water supplies around 517 million litres of water per day to properties across Kent, Surrey, Sussex, Hampshire and Berkshire. The majority of the water comes from ground water sources (80%) with the remainder coming from surface water sources.

### *Freeze thaw incident*

26.4 The Eastern Region which covers Sussex and Kent was affected by the freeze thaw incident during which temperatures went from -11°C to +11°C. The rapid change in temperature caused ground movement which led to a large number of burst pipes, particularly on customers' premises. 70-80% of the burst pipes were on customers' premises and around one third (20-30%) were on the water supply network. This led to a 20% increase in demand for water of around 105 million litres on the first day of the incident, which drained the water supply network. This was the worst loss of water supply incident that South East Water has experienced in the last 20 years, and it affected 8,000 properties in East Sussex.

26.5 South East Water responded to the incident through an emergency plan and in conjunction with the Resilience Forums. The emergency plan included setting up an incident team in advance of the weather event due to the forecast impact on the water network of an increased number of leaks and burst pipes. However, South East Water did not anticipate an incident of this magnitude, which involved a large number of leaks on customer's premises.

26.6 Teams of engineers repaired 633 leaks over the five day period and 28 burst mains a day; 675 vulnerable customers were contacted and provided with emergency water supplies; and emergency supplies were provided to affected farmers and businesses. South East Water also set up a communications sub group to provide communications through councils and other partners, but accepted that it needs to make more use of these links in future.

### *Emergency Water Supplies*

26.7 Customer feedback showed the main concern was about the availability of emergency bottled water and the location of the distribution centres. It was clear this needed to be improved. Since the incident South East Water has worked closely with Local Authorities and the SRF on the provision of bottled water and has revised the location of distribution centres. Bottled water supply arrangements have been changed and South East Water now holds larger

stocks of emergency bottled water. It has also invested in additional plant and equipment to provide emergency water supplies.

#### *Communications*

26.8 Communications were also a major concern, with residents complaining they could not get accurate or up to date information about the incident. In particular customers wanted to know which areas were affected, when supplies would be restored, and where and when emergency water supplies would be available. South East Water acknowledges that they were not proactive enough with communications. They will aim to improve information from the incident team on updates, and will make more use of social media as the speed of communications is much more important now.

#### *Compensation*

26.9 South East Water wrote to all affected customers within a week of the incident to offer compensation. They provided automatic compensation, above the minimum levels, determined by the length of time customers were without a water supply.

#### *Follow up actions*

26.10 South East Water do plan for cold weather and have a priority services register of vulnerable customers who they contact in the event of an interruption to the water supply. Following the incident, they have done a lot of stakeholder engagement to get feedback on what needed to be improved. South East Water have revised their emergency plans in the light of this feedback, and carried out an exercise to test the plans.

26.11 An Action Plan on how South East Water is going to improve resilience was also required by the regulator, Ofwat. To date around 40 out of the 61 actions listed in the Action Plan have been completed. The focus of South East Water's work over the next 5 years is to improve resilience to weather events, climate change, and population growth. The Business Plan is available on their website and would welcome the Committee's input on the Business Plan.

#### *Southern Water*

26.12 Joel Hufford, Southern Water, outlined the water supply areas covered by Southern Water. The freeze thaw incident mainly affected Southern Water customers in the Hastings water supply zone (postcode areas TN34 and TN35) and in particular the Fairlight area which had the worst water supply interruption. Across the whole Southern Water supply area (2.3 million people in Kent, Sussex, Hampshire and the Isle of Wight) 7,700 customers were out of supply for up to 4 hours during the freeze / thaw event, and 2,246 customers were out of supply for up to 3 days.

26.13 The severe weather impacts on the water supply were similar to those experienced by South East Water. There was a rise in bursts on the water supply network and customers premises, although this impacted fewer residents in East Sussex. Southern Water responded to the incident in a similar way by:

- Setting up emergency bottled water distribution points;
- Undertaking bottled water delivery to priority customers;
- Communicating information about the incident and Southern Water's response;
- Working with the SRF and other partners on the incident; and
- Customers were offered automatic compensation based on the length time without a water supply.

26.14 Following the incident, Southern Water has focussed work on increasing resilience for severe weather and other events. They were also required to produce an Action Plan by Ofwat and have fully implemented around half of the actions, with the remainder in progress. Vulnerable customers have been encouraged to sign up to the company's priority services

customers register. Southern Water have held an internal review of the lessons learnt and worked with its Customer Challenge Group, the Consumer Council for Water and Local Resilience Forums to improve their response and emergency plans. They have also conducted research among customers who were affected to gain their insight and use this to make improvements. In future, incident communications will provide clarity on what has gone wrong, and why, when will it be fixed and what customers can do. A full list of actions has been published on the Southern Water web site.

26.15 Longer term, Southern Water is working on key areas under their Business Plan including the 'Target 100' project, which aims to get water usage down from 130 litres to 100 litres per person, per day. Another project 'Network 2030' aims to have a water supply network which is more intelligent. The aim is to have fewer customers out of supply if there is another incident, and Southern Water wants people to have confidence in their response in terms of alternative water supplies and when the supply will be restored.

26.16 The Committee highlight that it is particularly interested in the steps being taken to improve the response to future incidents, including the provision of alternative water supplies, communication with residents, and the support available for vulnerable residents. It observed that communications about the incident were very poor and there was no information on the South East Water web site about what had happened to cause the interruption to the water supply. There was little reliable information on when supplies would be restored and no accurate information on when alternative water supplies would be delivered to distribution centres.

26.17 Douglas Whitfield, South East Water, acknowledged that communications needed to be improved. In the first 48 hours of the incident South East Water was trying to establish what had caused the problems. From the customer point of view communications were not good and in future South East Water will use local organisations and groups to assist with communications. Jo Shippey added that they learnt very quickly throughout the incident and responded by setting up dedicated pages on the South East Water web site. It proved very difficult to give accurate timescales for restoring supplies, as engineers strove to understand the cause of the problems. South East Water accepted that communications needed to be improved and recognise early communication of information to customers is important to them.

26.18 The Team Manager, Emergency Planning commented that a major incident was not declared until Monday so there was a delay in the multi-agency response. This meant resilience groups were not involved early enough to assist the water companies. The Team Manager, Emergency Planning confirmed that when a major incident is declared the Priority Service Register from other utility companies can be shared with the responding organisations. The SRF and partners are looking at how to share information more quickly and store it in standard format. Jo Shippey confirmed South East Water is working with SSE and other utility companies to share data. Both water companies confirmed work is ongoing on this issue, and there is an ongoing communications campaign to get people to sign up to the Register.

26.19 The Committee discussed the relationship between the water companies and the SRF, and asked if there had been sufficient engagement from South East Water with the resilience forum. The Director of Communities, Economy and Transport outlined that the water companies are covered by the Civil Contingencies Act. There is no incentive for them not to engage with other authorities as it is not in their interests to do so. The incident created a difficult set of circumstances for the water companies to deal with. The water companies have the primary responsibility to deal any water supply incident, and the multi-agency partnership role is to facilitate the water companies' response.

26.20 The Committee commented that it was surprised that a major incident was not declared sooner. There is a need to engage with partners sooner as they could have provided assistance with the incident response more rapidly (e.g. in Wealden, the use of showers was offered to

affected residents by Freedom Leisure, the leisure centre operator). The representatives from the water companies re-affirmed that there is a willingness to engage with customers and stakeholders in the resilience forum to deal with incidents and emergency planning.

26.21 The Committee also raised the issue of Water Supply and Drought Plans and whether they have taken into account of the amount of new housing and business space being built in the County. Joel Hufford responded that Southern Water has a 50 year water resources management plan, as does South East Water, which sets out the measures that will be taken to provide adequate supplies of water.

26.22 The Committee asked if the water companies were now better equipped to deal with providing emergency water supplies than previously. Douglas Whitfield confirmed that South East Water are better prepared and hold a much greater stock of bottled water. They are taking greater ownership of the response in first few hours and can bring in vehicles to deploy emergency water supplies. Jo Shippey added that they have also worked with partners to identify better locations for distributing supplies in the event of an incident.

26.23 The Committee asked if the water companies could have done more to anticipate the incident. Douglas Whitfield responded that the water companies were prepared and had emergency plans in place, but were surprised by the temperature swing and the number of burst pipes. It is thought that it is unlikely that these particular set of circumstance will happen again. However, actions are in place to address the failure to anticipate the scale of the impact of the weather event. Both water companies have plans to utilise smart technology for monitoring the water supply networks to anticipate leaks and manage demand.

26.24 The Chair thanked the water company representatives for attending the meeting to speak to the Committee about their concerns.

26.25 The Committee RESOLVED to note the report the report and the water companies' response via their action plans.

## 27 RECONCILING POLICY, PERFORMANCE AND RESOURCES (RPPR) 2019/20

27.1 The Chair introduced report and outlined that this is the Committee's opportunity to review its input into the RPPR process. The Chief Executive commented that as the Council had just completed the RPPR round and was working toward the State of the County report in July, it was a good point to review the process.

27.2 The Chair asked what benefit there had been from the Place Scrutiny Committee input into the RPPR process, and invited comments from the Lead Members. The Chief Executive commented that in shaping the proposals for activity and budget planning that it was helpful to have the Scrutiny Committee's input on areas of search for savings, desired approach to activity and risk. The Director of Communities, Economy and Transport reminded the Committee of the work it has done historically that has helped shape the savings plans.

27.3 The Lead Members commented that they valued the input from the Scrutiny Committee and understood the Committee's request to have more detail earlier. Information had been shared as soon as it was available with Scrutiny Committees and also through Whole Council Forums. The RPPR process involves all Councillors in the budget setting process, and the activity and savings proposals came forward through this process. The Lead Members noted the Committee's comments on RPPR, but did not perceive there had been any challenge from Scrutiny on the areas of search for savings in the last round.

27.4 The Committee discussed the timing of the RPPR information received by the Committee. It noted that at the September meeting the Committee had the full State of the

County report and the Portfolio Plans with all the departmental budgets and targets. The savings plans were available at the October Cabinet meeting. The Committee considered whether it may be better to move the September meeting to after the Cabinet papers are published, so the Committee can then ask for further information based on the savings plans presented to Cabinet.

27.5 The Chair added the Committee has had real impact where it has early access to the detailed financial information, but this appears to have stopped happening. The way the RPPR process has been presented to the Committee this year has meant the Committee has not been able to make the contribution that it would have liked to have made.

27.6 The Chief Executive responded that the Scrutiny Committee did have the opportunity to request information and offer suggestions for savings. As budgets become tighter the room to manoeuvre is much less, therefore savings options are much more constrained. The approach agreed by full Council in February 2019 included savings plans for the next two years as well as 2019/20 so consideration of those could be made immediately. Scrutiny has had impact through other work and officers are ready to make the information available that Scrutiny requests. It is also possible to look at the timing of Scrutiny meetings if that would be helpful.

27.7 One of the Committee members commented that the RPPR report gave the impression that it was an officer report, when in truth it had been agreed by Cabinet Members. The Lead Member for Transport and Environment responded that the proposals in the report to Cabinet are agreed with Lead Members. The Lead Member for Communities and Safety outlined that there is a dialogue between officers and Lead Members over income and expenditure for the services within their Portfolio. There is always an offer to meet with other councillors to discuss the options available for services.

27.8 The Committee observed that the time between when final budgets are known, and when Full Council has to agree the budget, is very short. This leaves little time for Scrutiny to discuss the budget proposals, whereas Lead Members have regular access to officers. The Chief Executive acknowledged the challenges presented by the timing of central Government confirmation of local authority funding and outlined that officer support is available to all councillors.

27.9 The Chair thanked the Director of Communities, Economy and Transport for his comments and the department's support for scrutiny work.

27.10 The Committee RESOLVED to note the report and examine changing the timing of meetings to take into account the RPPR reports to Cabinet.

## 28 LIBRARIES STRATEGIC COMMISSIONING STRATEGY (LSCS) - IMPLEMENTATION UPDATE REPORT

28.1 The Assistant Director Communities introduced the report. The Libraries Strategic Commissioning Strategy (LSCS) was agreed as way of making the Library and Information Service (LIS) modern and sustainable. The report details the work that is being undertaken to meet the four strategic outcomes of the Strategy. This has included an enhanced e-Library, community library facilities and outreach work. To date, two community libraries have opened in Langney and Ringmer. The report also details the results of the Public Library User Survey (PLUS), which demonstrate that the LSCS has been successful in maintaining high quality services.

28.2 The Committee welcomed the progress on implementing the LSCS and the opening of the community libraries. The Committee sought clarification on a number of issues and asked a number of questions about the implementation of the Strategy.



- The Committee asked what was delaying the opening of the Ore community library. The Assistant Director Communities outlined that the Libraries Team is working with the Ore Community Association and has approved their request which was received last year. The delay is due to work on the detailed agreement between the Council and the Ore Community Association being finalised. The Assistant Director Communities agreed to circulate an update to the Hastings ESCC local Members.
- It was clarified that no expressions of interest were received regarding the operation of the Mobile Library Service, so the Service has been ceased and the vehicle (which was at the end of its useable life) has been disposed of.
- The Committee noted the shared use of library buildings with the Parking Service and asked if other partners could be invited to share library facilities. The Assistant Director Economy outlined that East Sussex College has been approached about the shared use of facilities.

28.3 The Committee asked how the £500,000 potential savings identified in the Council's MTFP will impact the implementation of the Strategy. The Assistant Director Communities responded that the LSCS is a needs based approach to provide a modern and sustainable library service. The Strategy aims to meet users' needs which are changing all the time, and the Team will review the needs assessment and service offer. Historically the Library Service was demand led and the Team will review whether the strategic outcomes and needs assessment are still being met by the Service. The plan is to carry out the review in 2021.

28.4 The Lead Member for Communities and Safety commented that the library structure would benefit from a Parliamentary review, as the legislation is now over 50 years old. The growth of the e-Library and the electronic access to books and information is now a key way library services are used. It is challenging to provide a modern library service, within the constraints of the existing legislation.

28.5 The Committee RESOLVED to:

- (1) Note how the changes to the Library and Information Service have been introduced and their impact on service users; and
- (2) Endorse the progress that has been made to deliver the Libraries Strategic Commissioning Strategy.

## 29 SCRUTINY REVIEW OF ROAD REPAIRS

29.1 The Chair, who was also Chair of the Review Board, introduced report. The Committee discussed the review and the recommendations of the Review Board. The Committee noted the issues raised in the report and endorsed the recommendations.

29.2 The Committee noted that in relation to recommendation 7, the Council already has the power to ban parking on pavements and verges. However, use in practice can be problematic in terms of enforcement, and can lead to a misunderstanding of the restrictions. There are also residents who use pavements as a parking space, and enforcement will need to be effective if parking bans are to be successful in protecting pavements.

29.3 The Assistant Director Operations responded that the Council can introduce pavement parking bans, but this will need to be through Area Parking Reviews and the use of Traffic Regulation Orders and appropriate signage. The Council can then issue tickets in Civil Parking Enforcement areas, via the parking enforcement contractor.

29.4 The Lead Member for Transport and Environment thanked the Committee for the report and the work put into the review. There are challenges in implementing the recommendations in the report, but all the recommendations will be addressed.

29.5 The Committee RESOLVED to:

- 1) Agree the report of the Review Board; and
- 2) Make recommendations to Cabinet for comment, and Full Council for approval.

### 30 SCRUTINY REVIEW OF THE EFFECTIVENESS OF SCHOOL TRAVEL PLANS

30.1 The Chair of the Review Board, introduced the report. He thanked the officers and other Board members for their work on the review. He outlined that the officers in Planning, Development Control and Transport Planning were very helpful in pulling together the information and evidence required for the review. It was highlighted that although there will be time costs involved in implementing the recommendations of the review, there are no additional budgetary requirements.

30.2 The other Review Board members added that officers were very helpful and engaged with the review. In terms of the recommendations, it became apparent during the course of the review that the information about creating a School Travel Plan had slipped off C-zone (the support for schools web site), which will be addressed. Other recommendations deal with the need for schools and others to monitor School Travel Plans, as well as providing support for their preparation.

30.3 The Assistant Director, Economy commented that it was helpful to have pragmatic recommendations and welcomed the review. He added that officers are happy to accept all the recommendations and they will be addressed through the department's response and action plan.

30.4 The Chair thanked the members of the Review Board and officers for their work on the review.

30.5 The Committee RESOLVED to:

- 1) Agree the report of the Review Board; and
- 2) Make recommendations to Cabinet for comment, and Full Council for approval.

### 31 ECONOMIC DEVELOPMENT - PRESENTATION

31.1 The Lead Member for Economy introduced a presentation on the activity being undertaken to improve the economy, infrastructure and skills in East Sussex. One of the main challenges for local businesses now is being able to employ people with the right skills. Since 2014 the Economic Development Team has raised £557m for investment in East Sussex, and without ESCC involvement this money is unlikely to have been raised. The presentation will demonstrate the impact this investment has made.

31.2 The Assistant Director Economy outlined that infrastructure, skills, and business support are the main areas of focus for the work of the Economic Development Team. However, culture and creative industries, as well as visitor services, are becoming increasingly important. Business growth helps the local economy grow, individuals realise their potential, and helps increase the resilience of communities.

## Infrastructure

31.3 In terms of infrastructure, the Team work to influence strategic road and rail investment as well as enabling the development and delivery of infrastructure projects such as:

- Newhaven flood defences to support the creation of employment space;
- The construction of road infrastructure which has opened up land for housing and employment space such as Combe Valley Way (Bexhill link road), North Bexhill Access Road (which is now open), and the Newhaven Port Access Road;
- Superfast Broadband project which aims to get 99% coverage for superfast broadband throughout the County, to support the digital economy and rural businesses.

31.4 Examples of other infrastructure projects the Team are working on include the strategic investment in the upgrade of the section of the A27 between Lewes and Polegate, and High Speed 1 (HS1) to provide high speed rail access to Hastings, Bexhill and onwards to Eastbourne. Work has also been undertaken on the Major Route Network (MRN) which provides an opportunity to bid for money to upgrade key principal roads in East Sussex.

31.5 The Team has secured £2.8m to build out the North Bexhill Enterprise Park and the North East Bexhill Gateway Road has enabled more development after opening 18 months ago. Projects have been undertaken to regenerate Town Centres including Eastbourne, Hailsham and Uckfield, with activity also planned in the Bexhill and Hastings areas. There have also been improvements in walking, cycling and public transport through the Local Transport capital programme.

## Skills

31.6 The skills work is delivered through Skills East Sussex which is a board of local employers and colleges in East Sussex. It has established six sector task groups to ensure the curriculum is tailored to address the skills needed locally and in the local economy. All schools now have business advisors to help link schools to enterprise and running your own business if that is a career option students wish to pursue. This area of work also involves working with careers advisers and Children's Services on the Open Doors project which has helped 400 young people work with 40 local businesses.

## Business Support and Finance

31.7 Business Support work has involved the establishment of Business East Sussex which is one stop shop for business support and advice. Locate East Sussex is the inward investment provider and advisor for the County. Other business support activity includes the South East Creative Cultural and Digital business support programme and the Scale Up Pilots.

31.8 The work on Business Finance includes:

- East Sussex Invest which provides business finance via grants or loans to enable businesses to expand. This programme has created 800 direct jobs and 500 indirect jobs.
- Investing in new business workspaces such as Glovers House, Bexhill; Havelock Place, Hastings; Pine Grove, Crowborough; Pacific House, Eastbourne; Eastside, Newhaven.

## Cultural and Creative industries

31.9 The Assistant Director Economy outlined that 3,000 out of 25,000 businesses in East Sussex are in the cultural and creative sector. The focus of the work in this area is on the working environment and on using culture for cross cutting priorities. Projects include the Devonshire Quarter in Eastbourne, the development of workspaces across the County and collaboration with Public Health to increase cultural activity which supports health and wellbeing.

## Visitor Economy

31.10 This sector has grown by 25% since 2005 and supports 47,000 jobs (1 in 4), in around 180 visitor attractions. Work in this area involves regional work to produce and promote a menu of things to come and see and then stay in East Sussex, with the aim of supporting and boosting the visitor economy.

## Partnerships and Funding

31.11 The Partnership work of the Team is divided into two areas of activity;

- At the strategic influencing level through partnerships such as Transport for the South East (TfSE), South East Local Enterprise Partnership (SELEP) and Team East Sussex; and
- At the delivery level through partnerships with Sea Change Sussex, and Borough and District Councils.

31.12 Funding work has included:

- Influencing other's investment programmes (Highway England, Network Rail etc.);
- Securing Government funding through a pipeline of projects;
- Securing regional funding through the Local Enterprise Partnership – over £110m of funds secured since 2014;
- European Union Funding; and
- Community Infrastructure levy (CIL) funding.

## Performance

31.13 The Assistant Director Economy summarised the change in the performance indicators for the local economy as a result of some of the work of the Economic Development Team:

- Gross Value Added or GVA has gone up 23% since 2012, up 3% since 2016 and was £10.7bn+ in 2017.
- GVA/head £19,348 up 24% since 2007.
- Economically Active - 74% of residents are in employment (2017-18) compared to 71% (2012-13).
- Business growth: Number of active businesses up to a record 24,170 in 2017 – up 11% since 2012.
- Business survival rates after 5 years: 47% survived since 2012 higher than the national average.
- Percentage of people qualified to at least Level 4 = 37.9% in 2017 - up 7% from 2015
- Visitor economy grown 25% since 2011.

## Summary

31.14 The Assistant Director Economy outlined that there has been lots of good progress, and Economic Development remains a key priority for ESCC. The Brexit process has created a degree of uncertainty, but East Sussex is well placed to continue its economic growth.

3.15 The Lead Member for Economy commented that he had previously observed that East Sussex students go off to university and do not come back. Now East Sussex has some innovative companies that are thriving and employing local people. There is a collaborative harmony in regenerating East Sussex. The performance figures since 2014 are very strong, with major projects in the pipeline which will have a big impact on economy (e.g. HS1 and upgrade of the A27). Skills are particularly important and the engagement of the business community in steering the curriculum offer has been hugely beneficial.

## Feedback and Questions from the Committee

31.16 The Committee commented that it was pleased with the progress that had been made and the benefit to local people that had been achieved. The Committee noted that in some parts of the County more employment opportunities were still needed, and asked which areas the six sector task groups covered. The Assistant Director Economy clarified that the six sector task groups mentioned in the presentation are:

- Construction
- Engineering and Advanced Manufacturing
- Creative and Digital
- Land Based Industries
- Health and Social Care
- Visitor Economy

31.17 Members of the Committee commented that from their experience, business improvement is evident in terms of the demand for business space and the infrastructure improvements that have been delivered. However, what appears to be holding businesses back is a skills shortage. The Assistant Director Economy acknowledged the focus has shifted to skills, rather than infrastructure, now that improvements in transport and employment space have been achieved.

31.18 The Committee asked what the impact would be if it was possible to double the amount of investment in economic development. The Assistant Director Economy responded that it is difficult to judge what the impact might be, but it may not simply be a doubling of the benefits. The revenue cost for service is low, but the capital cost is high. So if it was possible to double the amount of capital it would have a greater impact and would lead to significant benefits, compared with an increase in the amount of revenue.

31.19 One of the Committee members commented that there is higher unemployment in the Hastings area and there is a shortage of social housing. The closure of the University campus in Hastings has been disappointing for the local community and it would be helpful for local Members to have an update on what is happening with the vacant buildings.

31.20 The Lead Member for Economy responded that the East Sussex College had taken over some of the university courses and the Department of Work and Pensions (DWP) had moved into some of the vacant buildings. The building that the DWP has vacated can now be let as more employment space. The HS1 rail upgrade is very important to the East Sussex economy and the Lead Member is very determined that this investment will be achieved.

31.21 The Committee noted that the Newhaven local economy is more orientated towards Brighton and is part of the Coast to Capital Local Enterprise Partnership. It was questioned whether ESCC would prefer the Newhaven area to be aligned with the South East Local Enterprise Partnership (SELEP). The Assistant Director Economy outlined that Government had started a review of the LEP areas. The ESCC view is that it would be better not to split the County up between two LEP's. Therefore there has been an agreement with both the LEP's that there will be a two year transition period and then those areas in East Sussex that are in the Coast to Capital area will transfer to SELEP.

31.22 The Committee noted the small business start-up survival rate of 47% after 5 years, and asked if this is the sort of level the Economic Development Team expected. The Committee also asked how the various programmes benefitted the rural economy. The Assistant Director Economy responded that the fact that East Sussex has higher survival rates for small business new start-ups indicates that business support is effective. It also means that the local economy is more resilient as there is less reliance on a few large employers.

31.23 In terms of the rural economy, it is difficult to separate the impacts of the programmes between urban and rural settings. Some programmes such as the Broadband project and the Land Based skills sector work will particularly benefit rural areas (e.g. wine producing). The Team will support rural business where there are requests for support. It was noted that most producers would like a platform to sell produce more widely (i.e. produce locally but sell globally). The Lead Member for Economy added that there has also been investment in bottling plants and breweries that support the rural economy.

31.24 It was clarified that the A27 improvement referred to is the construction of a new (off line) dual carriageway, and not the already approved small scale improvements. The Director of Communities, Economy and Transport confirmed that the small scale improvements will not negate the case for a new road. Some of the small scale improvements will provide benefits in the short term, whilst the case for dualling of the road is considered. ESCC has been consistently clear that an off line, dual carriageway solution is the best option to relieve congestion on this stretch of road and improve the road transport infrastructure in the area. Highways England is currently working on the business case to present to the Department for Transport. The Lead Member for Economy added that ESCC will work with all strategic partners to bring about one of the best investments in East Sussex.

## 32 WORK PROGRAMME

32.1 The Committee discussed the work programme and noted the recommendation of the Scoping Board on the potential scrutiny review of Property and the SPACES programme. It was agreed not to proceed with a scrutiny review, but to have a report on Property and SPACES, preferably at the June Place Scrutiny Committee meeting. The Chief Finance Officer will confirm the timing of the report with the Chief Operating Officer.

32.2 The Committee discussed the proposal to conduct a scrutiny review of Orbis and in particular the way in which the proposed savings will be achieved. It was noted that this is a wide subject area and it was suggested that an initial small group of Committee members meet with officers to explore the scope of the potential scrutiny review. It was agreed that the Senior Democratic Services Advisor will arrange an initial meeting with a Scoping Board comprised of Councillors Martin Clarke, Nigel Enever and Claire Dowling.

32.3 The Committee had discussed the possibility of undertaking some work to look at the work of the Coroner's Service. It was agreed that the Senior Democratic Services Advisor will explore potential lines of enquiry and establishing a Scoping Board with Councillor Godfrey Daniel and other Committee members.

32.4 The Chair suggested that the Rural Economy may make a good topic for further scrutiny work. The Assistant Director Economy responded that most of East Sussex is considered to be rural by the Office for National Statistics, with the exception of two towns. Therefore it may be difficult to conduct a review with such a focus, bearing in mind the difficulty of separating the impacts of economic development programmes between urban and rural areas. The Assistant Director Economy will discuss this topic with the Chair outside of the meeting.

32.5 The Committee RESOLVED to amend the work programme in line with paragraphs 32.1, 32.2 and 32.3 above.

The meeting ended at 13.00.

Councillor Richard Stogdon (Chair)  
Chair

**Report to:** Place Scrutiny Committee

**Date of meeting:** 11 June 2019

**By:** Chief Operating Officer

**Title:** SPACES Programme Update

**Purpose:** To provide an update on the SPACES Programme

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## **RECOMMENDATIONS**

- 1) Note the report; and**
  - 2) Note the current programme activity taking place.**
- 

### **1 Background**

1.1 The Strategic Property Asset Collaboration in East Sussex Programme (SPACES) aims to identify and realise opportunities for co-location and collaboration between public sector and community and voluntary sector partners.

1.2 The partners, governed by a central board, are seeking to achieve a more cost effective public estate through a reduction in footprint, CO<sup>2</sup> and revenue costs as well as realising capital receipts and synergies of service. The board is currently chaired by Chris Hodgson from East Sussex Healthcare Trust and Jess Haines from Lewes and Eastbourne Councils is vice chair.

1.3 The partners include East Sussex County Council (ESCC), all district and borough councils, Brighton & Hove City Council, three emergency services, representatives from the voluntary and community sector, NHS including Clinical Commissioning Groups (CCGs), Trusts and NHS Property Services and some central government departments such as Probation Services, Job Centre Plus (Department for Work and Pensions - DWP) and Department for Transport (DfT).

1.4 The value of SPACES benefits currently identified across the whole public estate is £21,097,083 including the projects that have not yet reached feasibility stages. There has been £17,998,518 of this delivered to date.

1.5 The value of benefits identified for ESCC total £3,171,792 which includes a £541,549 reduction in ongoing revenue costs. A list of delivered projects and outcomes can be found in Appendix 1.

### **2 Supporting Information**

#### ***Activity to date***

2.1 Activities within SPACES initially focused on engaging other partners with the existing projects underway and identifying new project opportunities through place based workshops considering the estate held by partners, its relative costs and utilisation. Activity was also undertaken to look at emergency services to identify where they could be co-located to release sites. This led to a number of projects across the partnership which were then taken forward.

2.2 Ad hoc activities concerning space needs, and space available for both partners and other organisations, were undertaken to ensure any opportunities that arose were shared and grasped. This has led to a number of co-locations across the county and an ongoing list of requirements and available space which is regularly shared and updated. Activity is also now undertaken around funding to ensure that all opportunities that arise are known by partners to enable bids to be made where appropriate.

2.3 Further activity has been underway to open shared hot desk spaces across the county for all public sector staff, recognising the new flexible ways of working and the challenges this can present. This has included introducing a Memorandum of understanding (MoU) across all partners, access processes and a Wi fi network that can support all parties.

2.4 Focus has recently been turned to developing bids for One Public Estate (OPE), the central government fund that supports property based activities involving multiple public sector partners for achieving housing, job creation, revenue income, revenue cost reduction and capital receipts. SPACES were successful in three funding rounds, phases 5, 6 and 7.

2.5 OPE phase 5 focused on emergency services and a total of £175,000 was awarded for 7 feasibility studies for co-locating police, fire and ambulance in towns across East Sussex. Two of these studies are complete and have been approved with delivery now being planned.

2.6 Phase 6 added another emergency services opportunity in Heathfield; requested funding for programme support and; requested support for specialist consultancy against Eastbourne Town Hall and potential future uses of this building to enable unlocking of the surrounding area for development for commercial and housing use. A total of £130,000 was awarded for this phase. Work is currently underway on the projects and recruitment.

2.7 The phase 7 bid included projects in Eastbourne, Hastings, Hailsham and Newhaven which collectively were awarded £450,000 in April 2019. This reflects the increase in ambition and scale of the projects which has been enabled by the development of the relationships within the SPACES partners, and the keenness to work collectively in bringing greater outcomes to fruition. These projects are now in early planning stages with the partners including ESCC, East Sussex Colleges Group, Eastbourne & Lewes District Councils, Hastings Borough Council, Wealden District Council, East Sussex Healthcare Trust, Sussex Partnership Foundation Trust (SPFT) and South East Coast Ambulance Service (SECamb).

### ***Planned Activity***

2.8 As well as the continued focus on OPE, there is to be a review of partner's surplus estate and their assets that could offer an opportunity when considered in partnership. This will be undertaken town by town going forwards to identify the opportunities that underutilised or surplus estate may offer.

## **3. Conclusion and reasons for recommendations**

3.1 This report is intended to give an update on the activity and outcomes from the SPACES Programme to date and to invite commentary regarding the direction of travel.

**Kevin Foster**  
**Chief Operating Officer**

Contact Officer: Simone Cuthbert  
Tel. No. 07824 085 343 Email: [simone.cuthbert@eastsussex.gov.uk](mailto:simone.cuthbert@eastsussex.gov.uk)



## Appendix 1 – Activities Delivered

	Description	Type	Benefits complete		Location	Year delivered
1	DWP provision of space Rye by Rother DC	Co-location	y	Additional service provision	Rother	2012/13
2	DWP provision of space Battle by Rother DC	Co-location	y	Additional service provision	Rother	2012/13
3	SEAP to Aquila House with Hastings BC	Co-location	y		Hastings	2013/14
4	Carisbrooke Surgery and Pharmacy to White Rock Gardens Hastings	Space provision	y		Hastings	2013/14
5	ESFRS and SusPol use St Leonards Academy Hastings for training	Space provision	y		Hastings	2013/14
6	Aquila House Sussex Police share with Hastings BC Anti-social behaviour hub	Co-location	y		Hastings	2013/14
7	Rother and ESCC land swap for link road	Land Swap	y		Rother	2013/14
8	Estates Management Support Contract ESCC & Rother	Joint procurement	y		Rother	2013/14
9	1a Grove Road Sussex Police and Eastbourne BC	Co-location	y		Eastbourne	2013/14
10	Facilities Management Contract ESCC & Wealden DC	Joint procurement	y		Wealden	2013/14
11	Hove Town Hall Sussex Police with BHCC	Co-location	y		Brighton	2013/14
12	Portslade Town Hall Sussex Police with BHCC	Co-location	y		Brighton	2013/14
13	SECamb response post at The Ridge Fire Station	Co-location	y		Hastings	2014/15
14	SPFT & Alzheimer's Society using Crowborough Fire Station	Co-location	y	Additional service provision	Wealden	2014/15
15	Rye Tilling Green Disposal / Community Provision	Disposal and comm provision	y		Rother	2014/15
16	Southover Grange and The Maltings Land Swap Lewes	Land swap	y		Lewes	2014/15
17	SCDA Employability Hub to Town Hall with Eastbourne BC	Co-location	y	Additional service provision	Eastbourne	2014/15
18	Hampden Park ESCC Children's Services using Community Centre	Co-location	y		Eastbourne	2014/15
19	Credit Union into St Mary's with ESCC	Co-location	y		Eastbourne	2014/15
20	Wealden on board with Ropemaker park Physical Document Storage	Service provision	y		Wealden	2014/15
21	Bexhill Job Centre Plus co-located with Rother DC	Co-location	y		Rother	2015/16
22	Coroner moved to 31 Station Road, Bexhill	Co-location	y		Rother	2015/16
23	Youth Offending Team to Ocean House, Hastings	Location Consolidation	y		Hastings	2015/16
24	Shared training between Hastings BC and ESCC for customer contact teams	Joint procurement	y		Countywide	2015/16
25	ESFRS using ESCCs Mount Denys and Pinehill for training in Hastings	Space provision	y		Hastings	2015/16
26	Bexhill traffic team ESCC in Bexhill Amherst Road with Rother DC	Co-location	n		Rother	2015/16
27	Greenwich House - changed to nursery	Service provision	y		Lewes	2015/16
28	Agreement to use Brighton Libraries public areas as drop in space for ESCC	Space provision	y		Brighton	2015/16
29	Storage Audit Procurement ESCC, Sussex Police, ESFRS	Joint procurement	y		Countywide	2015/16
30	Let's Do Business Group move to St Mary's House	Space provision	y		Eastbourne	2015/16
31	Seaford SECamb sharing Sussex Police site	Co-location	y		Lewes	2015/16
32	Saxon House in Newhaven ESFRS, Sussex Police and Lewes DC	Co-location	n		Lewes	2015/16
33	Registration Services to Hastings Town Hall	Co-location	y		Hastings	2015/16
34	ESCC Learn Direct Sharing Temporary Accommodation at Aquila House	Co-location	y		Hastings	2015/16
35	Cleaning, Waste and Grounds contracts ESCC and ESFRS	Joint procurement	y		Countywide	2015/16
36	Coroners Hearings to be held in Hastings BC premises every Tuesday	Space provision	y		Hastings	2016/17
37	Public Health England co-located with DWP in St Anne's House	Co-location	y		Eastbourne	2016/17
38	Hove Town Hall Brighton CCG co-locate with BHCC and Sussex Police	Co-location	n		Brighton	2016/17
39	ESFRS HQ moved to Sussex Police HQ Lewes	Co-location	n		Lewes	2016/17
40	Fulfilling lives moved to St Mary's House in Eastbourne with ESCC	Co-location	y		Eastbourne	2017/18
41	KSS CRC moved to 3VA offices in Eastbourne	Co-location	y		Eastbourne	2017/18
42	South Coast Ambulance Service moved to SPFT Premises	Co-location	y		Wealden	2017/18
43	ESFRS using The Grove in St Leonards for training purposes	Space provision	y		Hastings	2018/19
44	ESHT using a floor of the Rother DC Amherst Road Annex to Bexhill Town Hall	Co-location	y		Rother	2018/19
45	Pine Grove sale by Wealden DC and ESCC	Joint disposal	n		Wealden	2018/19
46	Police box re-let by Hastings BC to Surviving the Streets (Church Wood House)	Disposal and comm provision	y		Hastings	2018/19
47	ESHT sharing space in St Mary's House 6th Floor with ESCC ASC	Co-location	y		Eastbourne	2018/19

	Other outcomes	
1	Credit Union and Building Heroes working together to obtain furniture from closing down company with no charge	2014/15
2	Successful joint bid with The Link for £420 from Transformation Challenge Award (not recorded on benefits)	2013/14
3	Successful application for design council support for customer contact group	2014/15
4	Customer contact group changed the Fix My Street website to avoid double entry of data and delayed customer response for missed bin collections	2014/15
5	Lever arch files and other unwanted stationary from ESCC given to Building Heroes and Credit union	2015/16
6	Furniture from ESCC to Building Heroes - cost savings on both sides	2015/16
7	Space found for Santas Grotto in Newhaven by Lewes DC - Office in Multi Storey Car Park	2015/16
8	Space found to store food for ABC Children's Fund food parcels for underprivileged children and their families for Christmas by ESCC Avis Way	2015/16
9	A certificate of excellence was received from IESE for the 2016 awards in the category of 'Working Together'	2015/16
10	A £38,000 grant was awarded from DWP to ESCC Libraries for digital inclusion in Crowborough, Heathfield, Hailsham and Uckfield - train computer buddies and CV and employment online Support	2015/16
11	Coordination of Heathfield Community Hub with Parish Council, ESCC Libraries and Wealden DC to ensure effective signposting and duplication avoidance	2015/16
12	ePIMS Support provided by DFT to Rother DC to enable this to be used in lieu of a full property management system	2015/16
13	Successful bid for One Public Estate Phase 5 of £175k for feasibility of seven blue light co-locations	2016/17
14	Provided contacts for space provision for Diep-Haven Festival in 2016 & 2017. Space provided by Lewes DC, SCDA, ESCC	2017/18
15	Successful bid for One Public Estate Phase 6 of £135k for Eastbourne Project development, Hailsham Blue Light Colocation and SPACES Support	2017/18

### Abbreviations

ESFRS – East Sussex Fire & Rescue Service

ESHT – East Sussex Healthcare Trust

KSS CRC - Kent, Surrey & Sussex Criminal Rehabilitation Company

SCDA -Sussex Community Development Association

SEAP -Support Empower Advocate Promote

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**Report to:** Place Scrutiny Committee

**Date of meeting:** 11 June 2019

**By:** Chief Operating Officer

**Title:** Vacant and Surplus Property Update

**Purpose:** To provide Place Scrutiny Committee with an update on processes and activities supporting vacant or surplus assets.

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## RECOMMENDATIONS

1. The Committee notes the contents of this report.
  2. The Committee is requested to consider and recommend any actions that should be taken in response to the contents of this report.
- 

## Background

1.1 The County Council's property estate has a balance sheet value of circa £550m. As previously reported, much of this value is held in relatively illiquid assets, which includes land and building interests across our schools estate. Other assets include service based assets (administration offices, libraries, depots, care facilities) plus non-operational land holdings (non-highway land and a few houses).

1.2 Asset and estate management is about supporting the delivery of the strategic goals and objectives, highlighted in the Council Plan, through the effective use and management of property assets.

1.3 At the individual asset level, action plans evolve from need or opportunities that support this direction of travel whether for operational, collaborative or investment purposes. All reflect the Core Offer principles around agreed priorities, local knowledge, evidence of need and demand, and Members' ambitions for East Sussex.

1.4 Aligned to this are several themes around optimising the current estate portfolio; challenging service utilisation; defining growth or locality based strategies; joining up public service delivery; managing a corporate landlord model and; integrating asset management activities with wider regeneration agendas, whilst ensuring our legal title to assets supports future activity.

1.5 Against this background, assets are often identified as either becoming fully surplus, or to be vacated by the service pending further decisions. Once an asset has been identified as surplus, option appraisals and opportunities can be considered and taken forward through business case or Member led decisions.

1.6 This report provides a summary review of the process around surplus assets and provides an update on several key sites, as well as highlighting some of the dependencies, hurdles and issues being addressed.

## Supporting Information

2.1 The County Council has a current list of 16 properties listed as surplus to service needs, or vacant. This includes:

- temporarily surplus: where assets are held for alternative service use; or
- permanently surplus: where an asset is not required for any service use.

2.2 Where an asset is identified as becoming available the first step is to assess any current or wider service needs. If it is not recycled, or the property is not fit for purpose, it will be assessed as a development, disposal or 'strategic hold' opportunity. There is scope for some commercial development, but only 2 sites are currently identified for this purpose. A summary list of vacant or surplus assets is provided under a later item on the agenda.

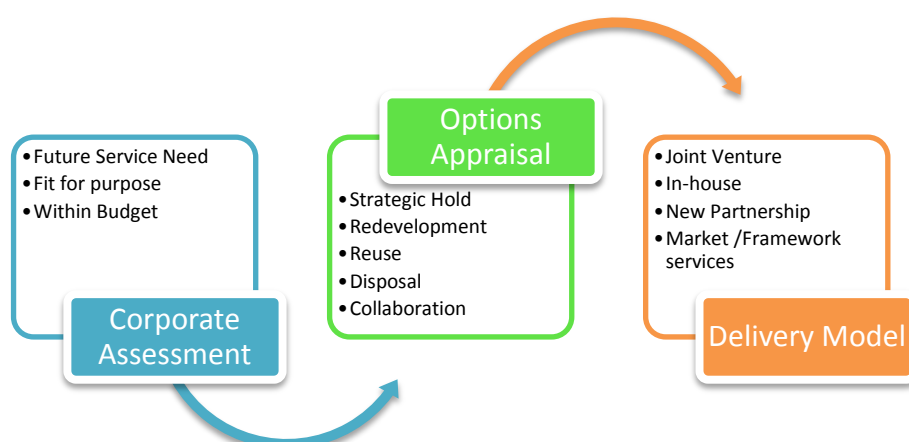
2.3 The principles underlying this process suggest that the Council should only retain an asset if:

- it is identified as having/could have development potential within the local plan, or within a realistic timescale (deliverability);
- It can be re-let/intensified for revenue generation;
- the Council wishes to develop the site itself or through a partnering arrangement;
- it has strategic value (i.e. land to support future expansion of adjacent operational or investment assets);
- sites will unlock a development in future (within a specific timescale); and/or
- there is an identified service requirement.

2.4 The working principle is that the Council should not continue to hold assets that do not meet one of these criteria. Assets that are therefore high cost/low performance or yield are prioritised through this process to ensure that best value is secured.

2.5 As part of this process, we continue to improve liaison with public partners through groups such as SPACES to share opportunities.

2.6 The high level process around surplus properties is noted below in diagrammatic form and noted within part of the draft updating to our current Asset Management Plan 2014-2018.



2.7 Property may continue to be declared surplus following service reviews, transformation plans or related consultations. In each case the above process is used to capture, plan and analyse the site for future options. The key to this is to start the process as early as possible in order to plan for the future, to reduce the amount of time a property is vacant and reduce holding/security costs.

2.8 In so doing it is important to highlight the different approaches and hurdles that may need to be addressed depending on the type of asset that becomes surplus, for example:

- For operational assets, it is important to ensure the legal title to the asset enables forward use or disposal. Land that was, for instance, originally acquired under compulsory purchase powers or funded via grant agreement may have to secure third party agreement before disposal or redeployment of capital.
- School assets are protected under various statutes such as the Academies Act 2010 and the School and Standards Frameworks Act 1998 which protect disposal of former education land - in both cases consent is required from the Secretary of State.
- In other cases any re use of the asset, or development opportunity, may require submissions to Local Planning authorities either by way of securing land allocations through the Local Plan process, or involve a specific application to support pre planning and ultimate submissions for town planning consents.

2.9 There is scope for some commercial development, but only 2 sites are currently identified for this purpose.

2.10 Arising from either Service or asset reviews, the Council will continue to create lists of opportunities, building on the current prioritisation process, ensuring these are based on acceptable risk, speed and extent of delivery of revenue income or capital benefits, or other desired outcome (care, community transfer, collaborative working etc.). Using the review process outlined also informs, or determines, the best delivery method for a sale or development including:

- direct market delivery; or
- joint venture /collaboration/partnership arrangements possibly with a public sector partner.

2.11 As part of any review, it has been necessary to identify initial assets that are planned, or which could form the initial core of a programme. The capital receipts programme has remained the source to date.

2.12 Whilst some sites continue to be taken forward through feasibility and /or onto planning stages, further reviews of assets across the Estate will continue as part of the wider Core Offer agenda, particularly as asset rationalisation programmes may arise.

2.13 The process of site and asset reviews /challenge is a continual process and needs to be set against Corporate priorities, which themselves can change over time. It is important for the Council to establish the likely benefits and track the outcomes it expects to deliver from any surplus asset review /investment process. Where the outcomes sought have a higher level of social value benefit over and above a targeted financial return, it provides the opportunity to identify assets that could then form part of an opportunity for a Community Asset Transfer.

2.14 Programme and Project governance around activities is managed primarily through the Asset and Estates teams, working with the Capital Board which already involves officers across the Council. This Board remains an important gateway review mechanism for any evolving business cases, and further consideration can be given to sub boards needed to provide specific programme management support as matters evolve.

2.15 In developing any business case it is necessary to undertake a full assessment of an opportunity to support a recommended delivery option. In support of feasibility and options appraisal stages, a resource of up to £200,000 has been identified to support the small team of officers involved in the programme.

2.16 Consideration is always given to relevant legal issues (Title, ownerships, covenant, grant clawbacks) within each property project at the time and addressed accordingly but there are a number of current projects where delays and slippages have arisen due to such constraints or even challenge to our ownership and ability to contract.

2.17 The activities noted in this report highlight the need for the County Council to ensure capacity and capability is available to ensure delivery, and this mirrors a number of strands across the life cycle of property – whether for investment, development or operational estate portfolio activities. This includes:

- Formation of the overall delivery strategy;
- Assessment of In-house skills and capacity;
- Stakeholder engagement and communications plan;
- Establishment and oversight of quality assured project processes i.e. business cases, gateway reviews, sign off procedures etc.;
- Coordination of data for validation of project scenarios;
- Oversight of the preparation of project briefs;
- Oversight of the preparation of budgets, business plans;
- Management of the appointment of consultants and contractors to projects;
- Management of risk assessments and mitigation plans; and
- Monitoring and reporting on progress of overall delivery of programmes and budgets.

### **3. Conclusion and recommendations**

3.1 The current asset base of the County Council includes a number of surplus assets which are seen as opportunities to resource capital receipts, or added value activities through redevelopment of sites whether for ongoing service use or wider market development returns.

3.2 Surplus assets form the basis for work around, and remain a key theme of, the Property Asset Disposal & Investment Strategy with this report outlining some of the key processes.

3.3 The Committee is invited to note and comment upon the core principles and activities highlighted in this report.

**Kevin Foster**  
**Chief Operating Officer**

Contact Officer: Graham Glenn  
Tel. No: 07890 561245 or 01273 336237  
Email: [graham.glenn@eastsussex.gov.uk](mailto:graham.glenn@eastsussex.gov.uk)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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<b>Report to:</b>	<b>Place Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>11 June 2019</b>
<b>By:</b>	<b>Assistant Chief Executive</b>
<b>Title:</b>	<b>Place Scrutiny Committee future work programme</b>
<b>Purpose:</b>	<b>To review and agree items for the Place Scrutiny Committee's future work programme.</b>

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**RECOMMENDATIONS:** The Place Scrutiny Committee is recommended to:

**1) Review and agree agenda items for the future Committee meetings, including items listed in the work programme in appendix 1;**

**2) Agree topics for Scrutiny Reviews to be included in the Committee's future work programme; and**

**3) Review upcoming items on East Sussex County Council's (ESCC) Forward Plan in appendix 2 to identify any issues that may require more detailed scrutiny.**

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## **1 Background**

1.1 The work programme is an important tool in ensuring the correct focus and best use of the Committee's time in scrutinising topics that are of importance to the residents of East Sussex, and the efficient and effective working of the Council. It also provides clarity for those who may be requested to give evidence to the Committee on the issues under review, and the questions the Committee requires answers to.

1.2 Discussion of the work programme provides the Committee with the opportunity to examine topics that it may be of value to scrutinise, and to decide whether further scoping work is required. This provides a basis for deciding the best way of scrutinising a topic, the timescale, and who from the Committee will be involved in carrying out the review work. If there are a number of topics for review, the Committee can determine the priority of the work within the resources available to the Committee.

## **2 Work programme and future scrutiny reviews**

2.1 The Committee is asked to review the items in the work programme contained in Appendix 1 of the report, and agree the future agenda items and other scrutiny work of the Committee.

2.2 The Committee is asked to consider whether there are any potential topics for future scrutiny reviews, or agenda items for future meetings, that should be included in the work programme. This should include any topics or issues identified through the Committee's work on the Reconciling Policy, Performance and Resources (RPPR) process.

### **RPPR**

2.3 At the Place Scrutiny Committee meeting held on the 19 March 2019, the Committee reviewed its input into the RPPR process and discussed possible changes in its approach for the next RPPR round starting in September. This is when the Committee starts its work on the 2020/21 budget proposals, based on the existing Medium Term Financial Plan (MTFP) and Portfolio Plans.

2.4 The Committee is asked to consider the membership of the Place Scrutiny Committee RPPR Board which meets in December, and the RPPR work that the Committee wishes to undertake.

## Update from Orbis Initial Scoping Board

2.5 Councillors Martin Clarke and Nigel Enever met with Officers to carry out the initial scoping of a potential scrutiny review of Orbis. The initial scoping meeting identified two potential areas for a scrutiny review:

- Examine the scope to expand traded services and the number of external customers in order to increase income for the Partnership.
- Is the Orbis savings target of £3 million for ESCC over the next 3 years ambitious enough?

2.6 Some additional work needs to be carried out to define potential lines of enquiry and draw up draft terms of reference. The Scoping Board would like to invite additional committee members to join them for a second meeting to complete the scoping work.

## 3 Forward Plan

3.1 A copy of the Council's Forward Plan of executive decisions for the period 1 June 2019 to 30 September 2019 is included in Appendix 2. The Committee is requested to review the forthcoming items on the Forward Plan to identify any issues that may require scrutiny work. The Forward Plan is revised and published on a monthly basis, and Committee members should regularly review the Forward Plan.

## 4 Conclusion and reasons for recommendations

4.1 The Place Scrutiny Committee is recommended to agree the agenda items and topics for scrutiny reviews to be included in the future work programme, as described in this report and appendices. The Committee is also recommended to review the Council's Forward Plan of decisions to identify any issues that may require more detailed scrutiny.

**PHILIP BAKER**  
**Assistant Chief Executive**

Contact Officer: Martin Jenks  
Tel. No. 01273 481327  
Email: [martin.jenks@eastsussex.gov.uk](mailto:martin.jenks@eastsussex.gov.uk)

## BACKGROUND DOCUMENTS

None.

## Place Scrutiny Committee – Work Programme

Current Scrutiny Reviews		
Title of Review	Detail	Proposed Completion Date
To be agreed		
Initial Scoping Reviews		
Subject area for initial scoping	Detail	Proposed Dates
Orbis (Business Services)	The Medium Term Financial Plan identifies savings proposals for Orbis of £2,951,000 over the next 3 years (2019/20 to 2021/22). The Scoping Board will explore areas within Orbis for further scrutiny work, and in particular how the savings will be achieved and the potential impact on services.	May / June
List of Suggested Potential Future Scrutiny Review Topics		
Suggested Topic	Detail	
To be agreed		
Scrutiny Reference Groups		
Reference Group Title	Subject Area	Meetings Dates

Countryside Access Strategy – Countryside site management	The Review Board has considered the initial options appraisal for the future management arrangements for Countryside Sites. The Board will comment on the final proposals for the future management of sites prior to a decision being made by the Lead Member for Transport and Environment.	11 June 2019
<b>Reports for Information</b>		
<b>Subject Area</b>	<b>Detail</b>	<b>Proposed Date</b>
Highways Contract performance data	An annual update on the achievement against key performance indicators (KPI's) for the Highways Maintenance Contract.	September/November 2019
<b>Training and Development</b>		
<b>Title of Training/Briefing</b>	<b>Detail</b>	<b>Proposed Date</b>
Induction for new Committee members	Induction training for new committee members with briefings covering the remit and current work of the committee, and scrutiny practice.	May/June

<b>Future Committee Agenda Items</b>		<b>Author</b>
<b>18 September 2019</b>		
Reconciling Policy, Performance and Resources (RPPR)	To start the Committee's work on the RPPR process for 2020/21, by reviewing Portfolio Plans and service based information.	Chief Executive / Senior Democratic Services Advisor
Highways Drainage	An update report on the progress being made on highways drainage following the Scrutiny Review, and in response to the recommendation of the Scrutiny Review of Road Repairs to develop a work programme to complete the Council's knowledge of the highway drainage network.	Contract Manager Highway Infrastructure Services/ Assistant Director Operations
Highways Asset Plan	A report to review the current Highways Asset Plan and the link to the Department for Transport (DfT) incentive funding.	Contract Manager Highway Infrastructure Services/ Assistant Director Operations

Scrutiny Review of Superfast Broadband	Update monitoring report on the implementation of the recommendations of the Scrutiny Review at the end of Contract 2 and commencement of Contract 3.	Assistant Director/ Team Manager, Economic Development.
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> <li>• Reports for future meetings</li> <li>• Scrutiny reviews and potential scrutiny reviews</li> <li>• Items from the Forward Plan</li> <li>• Reports for information</li> </ul>	Senior Democratic Services Adviser
<b>20 November 2019</b>		
Reconciling Policy, Performance and Resources (RPPR)	The Committee will examine any additional information requested at the September meeting and consider any updated RPPR information for 2020/21.	Chief Executive / Senior Democratic Services Advisor
Highway Grass Cutting Service and Roadside Vegetation	To receive an update report on the amended highway grass cutting service, including the number of customer contacts/complaints, the councils electing to top up or self-deliver services, and the savings achieved.	Contracts Manager / Assistant Director Operations
Household Waste Recycling Site (HWRS) Service Changes	To receive a report on the implementation of charging for some types of waste at HWRS, including the impact on fly tipping and the delivery of anticipated savings.	Waste Team Manager / Assistant Director Operations
Scrutiny Review of the Effectiveness of School Travel Plans	To receive the first update report monitoring on the implementation of the recommendations of the scrutiny review.	Assistant Director, Economy
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> <li>• Reports for future meetings</li> <li>• Scrutiny reviews and potential scrutiny reviews</li> <li>• Items from the Forward Plan</li> <li>• Reports for information</li> </ul>	Senior Democratic Services Adviser
<b>18 March 2020</b>		
Reconciling Policy, Performance and Resources (RPPR)	The Committee will review its input into the RPPR budget setting process, and the impact of any recommendations or comments made by the Committee.	Chief Executive / Senior Democratic Services Advisor
Scrutiny Review of Road Repairs	To receive the first update monitoring report on the implementation of the recommendations of the scrutiny review.	Assistant Director, Operations
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> <li>• Reports for future meetings</li> <li>• Scrutiny reviews and potential scrutiny reviews</li> <li>• Items from the Forward Plan</li> <li>• Reports for information</li> </ul>	Senior Democratic Services Adviser

<b>24 June 2020</b>		
Scrutiny Review of the Effectiveness of School Travel Plans	To receive the second update monitoring report on the implementation of the recommendations of the scrutiny review.	Assistant Director, Economy
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> <li>• Reports for future meetings</li> <li>• Scrutiny reviews and potential scrutiny reviews</li> <li>• Items from the Forward Plan</li> <li>• Reports for information</li> </ul>	Senior Democratic Services Adviser
<b>23 September 2020</b>		
Reconciling Policy, Performance and Resources (RPPR)	To start the Committee's work on the RPPR process for 2021/22, by reviewing Portfolio Plans and service based information.	Chief Executive / Senior Democratic Services Advisor
Scrutiny Review of Road Repairs	To receive the second update monitoring report on the implementation of the recommendations of the scrutiny review.	Assistant Director, Operations
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> <li>• Reports for future meetings</li> <li>• Scrutiny reviews and potential scrutiny reviews</li> <li>• Items from the Forward Plan</li> <li>• Reports for information</li> </ul>	Senior Democratic Services Adviser
<b>25 November 2020</b>		
Reconciling Policy, Performance and Resources (RPPR)	The Committee will examine any additional information requested at the September meeting and consider any updated RPPR information for 2021/22.	Chief Executive / Senior Democratic Services Advisor
East Sussex Road Safety Programme	To receive progress report on the East Sussex Road Safety Programme including an update on the outcomes of Behavioural Change and Speed Management projects.	Head of Communities/Project Manager Road Safety
Work Programme	To consider items for inclusion in the Committee's work programme: <ul style="list-style-type: none"> <li>• Reports for future meetings</li> <li>• Scrutiny reviews and potential scrutiny reviews</li> <li>• Items from the Forward Plan</li> <li>• Reports for information</li> </ul>	Senior Democratic Services Adviser



## EAST SUSSEX COUNTY COUNCIL'S FORWARD PLAN

The Leader of the County Council is required to publish a forward plan setting out matters which the Leader believes will be the subject of a key decision by the Cabinet or individual Cabinet member in the period covered by the Plan (the subsequent four months). The Council's Constitution states that a key decision is one that involves

- (a) expenditure which is, or the making of savings which are, significant having regard to the expenditure of the County Council's budget, namely above £500,000 per annum; or
- (b) is significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions.

As a matter of good practice, the Council's Forward Plan includes other items in addition to key decisions that are to be considered by the Cabinet/individual members. This additional information is provided to inform local residents of all matters to be considered, with the exception of issues which are dealt with under the urgency provisions.

For each decision included on the Plan the following information is provided:

- Page 33
- the name of the individual or body that is to make the decision and the date of the meeting
  - the title of the report and decision to be considered
  - groups that will be consulted prior to the decision being taken
  - a list of other appropriate documents
  - the name and telephone number of the contact officer for each item.

The Plan is updated and published every month on the Council's website two weeks before the start of the period to be covered.

Meetings of the Cabinet/individual members are open to the public (with the exception of discussion regarding reports which contain exempt/confidential information). Copies of agenda and reports for meetings are available on the website in advance of meetings. For further details on the time of meetings and general information about the Plan please contact Andy Cottell at County Hall, St Anne's Crescent, Lewes, BN7 1UE, or telephone 01273 481955 or send an e-mail to [andy.cottell@eastsussex.gov.uk](mailto:andy.cottell@eastsussex.gov.uk).

For further detailed information regarding specific issues to be considered by the Cabinet/individual member please contact the named contact officer for the item concerned.

EAST SUSSEX COUNTY COUNCIL  
County Hall, St Anne's Crescent, Lewes, BN7 1UE

For copies of reports or other documents please contact the officer listed on the Plan or phone 01273 335274.

# **FORWARD PLAN – EXECUTIVE DECISIONS (including Key Decisions) –1 June 2019 TO 30 September 2019**

Additional notices in relation to Key Decisions and/or private decisions are available on the [Council's website](#).

Cabinet membership:

Councillor Keith Glazier - Lead Member for Strategic Management and Economic Development  
Councillor Nick Bennett – Lead Member for Resources  
Councillor Bill Bentley – Lead Member for Communities and Safety  
Councillor Rupert Simmons – Lead Member for Economy  
Councillor Claire Dowling – Lead Member for Transport and Environment  
Councillor Carl Maynard – Lead Member for Adult Social Care and Health  
Councillor Sylvia Tidy – Lead Member for Children and Families  
Councillor Bob Standley – Lead Member for Education and Inclusion, Special Educational Needs and Disability

Date for Decision	Decision Taker	Decision/Key Issue	Decision to be taken wholly or partly in private (P) or Key Decision (KD)	Consultation	List of Documents to be submitted to decision maker	Contact Officer
3 Jun 2019	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Concession contract for Music Service Lead Member to approve the recommendation to issue a concession contract for delivery of a Music Service for East Sussex.	<b>KD</b>		Report, other documents may also be submitted	Lucy Morgan-Jones 01273 482149
3 Jun 2019	Lead Member for Education and Inclusion, Special Educational Needs and Disability	Post-16 Transport Statement 2019-2020  The Lead Member is recommended to approve the Post-16 Transport Statement for the 2019-20 academic year following the required consultation.			Report, other documents may also be submitted	Ian Crudge 0300 3309472

17 Jun 2019	Lead Member for Transport and Environment	Countryside Access Strategic Commissioning Strategy: recommendation for future management of Countryside Sites Recommendations on the organisations and terms for the future management of the County Council's countryside sites.	<b>KD</b> <b>P</b>		Report, other documents may also be submitted	Nick Mawdsley 01273 335222
17 Jun 2019	Lead Member for Transport and Environment	Friday Street - proposed pedestrian and cycle crossing  To consider the results of the local consultation on the proposed pedestrian and cycle crossing facility along Friday Street, Eastbourne and recommend how the scheme will be taken forward.		Local Members	Report, other documents may also be submitted	Tracey Vaks 01273 482123
17 Jun 2019	Lead Member for Transport and Environment	On-street car parking charges and tariff review  To approve the launch of a consultation on proposed changes to on-street parking permit and parking tariff charges	<b>KD</b>		Report, other documents may also be submitted	Carl Valentine 01273 336199
17 Jun 2019	Lead Member for Transport and Environment	Traffic Management in Alfriston High Street To report the outcomes of the traffic signals and 20mph speed limit trial schemes carried out in September/October 2018; and to recommend next steps for traffic management in Alfriston High Street		Local Members	Report, other documents may also be submitted	Andrew Keer 01273 336682
24 Jun 2019	24 Jun 2019 Lead Member for	Area reviews of Primary School provision in East Sussex	<b>KD</b>		Report, other documents may	Gary Langford 01273 481758

	Education and Inclusion, Special Educational Needs and Disability				also be submitted	
25 Jun 2019	Lead Member for Resources	Balloon releases on Council land  To seek approval to introduce a general ban on the releasing of balloons from County Council owned land and property			Report, other documents may also be submitted	Bethan Bolland 01273 481404
25 Jun 2019	Cabinet	Ashdown Forest Trust Fund (2018/19) To consider the Ashdown Forest Trust Income and Expenditure Account and Balance sheet for 2018/19.		Local Members	Report, other documents may also be submitted	Jill Fisher 01273 482542
25 Jun 2019	Cabinet	Council Monitoring: Quarter 4 2018/19 To consider the Council Monitoring report for the fourth quarter of the financial year 2018/19 as part of the Council's Reconciling Policy, Performance and Resources (RPPR) budget monitoring process.			Report, other documents may also be submitted	Jane Mackney 01273 482146
25 Jun 2019	Lead Member for Resources	Isabel Blackman Centre, Winding Street, Hastings  To declare surplus to County Council operational requirements and dispose of the site, allowing for its listing as an asset of community value		Local Members	Report, other documents may also be submitted	Graham Glenn 01273 336237
25 Jun 2019	Lead Member for Resources	Ringmer Swimming Pool  To respond to the "Keep Ringmer Swimming Pool" petition submitted to the		Local Members Lead Petitioner	Report, other documents may also be submitted	Pauline Young 01273 481180

		County Council on 26 March 2019				
26 Jun 2019	Lead Member for Adult Social Care and Health	<p>Six-monthly update on progress with implementation of ASCH Reconciling Policy, Performance and Resources decisions made at Cabinet on 26th June 2018</p> <p>The Lead Member will receive an update on progress with the implementation of the Adult Social Care and Health RPPR decisions for 2018/19 as agreed at Cabinet on 26th June 2018. The Lead Member will be asked to consider and comment on the progress made.</p>			Report, other documents may also be submitted	Kirstie Battrick 01273 482016
16 Jul 2019	Cabinet	<p>Internal Audit Annual Report and Opinion 2018/19</p> <p>To consider the Internal Audit Services annual report and opinion for 2018/19.</p>			Report, other documents may also be submitted	Russell Banks 01273 481447
16 Jul 2019	Cabinet	<p>Reconciling Policy, Performance and Resources (RPPR) - State of the County 2019</p> <p>To begin the Reconciling Policy, Performance and Resources (RPPR) process for 2020/21 and beyond.</p>	<b>KD</b>		Report, other documents may also be submitted	Jane Mackney 01273 482146
16 Jul 2019	Cabinet	Transport for the South East (TfSE) Consultation			Report, other documents may also be submitted	Jon Wheeler 01273 482212

		To agree East Sussex County Council's response to Transport for the South East's formal consultation on their draft proposal to Government.				
22 Jul 2019	Lead Member for Children and Families	Adoption South East - Regional Adoption Agency proposals To consider regional adoption agency proposals	<b>KD</b>		Report, other documents may also be submitted	Liz Rugg 01273 481274
22 Jul 2019	Lead Member for Transport and Environment	Implementation of the Well Managed Highway Infrastructure Code of Practice Updates on the implementation of the New Well Managed Highway Infrastructure Code of Practice and to seek approval for proposed changes to highway policies and practices in response to the Code's 36 recommendations.			Report, other documents may also be submitted	Pippa Mabey 01273 335506
22 Jul 2019	Lead Member for Transport and Environment	Proposed Policy position on connections to highway drainage To adopt a County Council Policy position for how it will consider and determine requests for new developments to connect to and dispose of surface water to the highway drainage.	<b>KD</b>		Report, other documents may also be submitted	Ed Sheath 01273 481632
25 Jul 2019	Lead Member for Communities and Safety	Petition to reduce the speed limit to 40mph on the A259 Seaford to Newhaven enforced by speed cameras		Local Members Lead Petitioner	Report, other documents may also be submitted	Rupert Clubb 01273 482200
9 Sep 2019	Lead Member for	Education Commissioning Plan 2019-23			Report, other	Gary Langford

	Education and Inclusion, Special Educational Needs and Disability	To seek Lead Member approval to publish the latest update to the Education Commissioning Plan, covering the period 2019 to 2023	<b><i>KD</i></b>		documents may also be submitted	01273 481758
20 Sep 2019	Cabinet	Council Monitoring: Quarter 1 2019/20 To consider the Council Monitoring report for the first quarter of the financial year 2019/20.			Report, other documents may also be submitted	Jane Mackney 01273 482146

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