

Appendix 3 - Options Appraisal Definitions

This document defines each model, grouping of functions, interest and analysis category in the options appraisal.

Area/category	Definition
Delivery models	The delivery models that could be applied to the functions:
Private company	The function is managed by a private company either by competitive tender or long term lease
Association	Similar to private company but with organisations in the Voluntary and Charity Sector (VCS), Local Government or community groups managing the function
Partnership	Where a partnership with a neighbouring local authority is created to manage certain functions together
Spin Out/LATC	ESCC staff are 'spun out' into an external organisation (e.g. staff mutual), or a Local Authority Trading Company is created to manage the function, the governance remains within ESCC
In-house	Staff are employed directly by the Council, as in the current model
Site handover	Permanent countryside site handover (through sale, gift or endowment) to private companies, charities or communities
SSCP	Seven Sisters County Park (SSCP)
All owned sites	8 sites: Camber Sands (Inc Johnsons Field and Broomhill car park), 20% Cuckoo Trail, Ditching Common, Forest Way, Ouse Estuary Park, Riverside Park, Shinewater Park, Seven Sisters Country Park
Some owned sites	Selection of some of the above 8 sites
Function bundles	The functions that are or could be provided by the council:
All functions	All functions in the Rights of Way and Countryside Team. This does not include support from other ESCC teams such as HR, finance, property or legal
All except legal	As above but excluding work relating to: Definitive Map, Common Land and Town and Village Green and Public Inquiries
Only legal	Legal functions such as managing the Definitive Map, Common Land, Town and Village Green and Public Inquiries
Only sites	Only the countryside site management functions (maintenance, onsite management, litter picking, signage, site management plans, partnership working, public enquiries) at all 10 sites (inc Chailey Common and Weir Wood Reservoir)
Only PROW management	Includes network survey, public enquiries, maintenance, capital program, landowner engagement, temporary closures. This area includes working with landowners to meet their responsibilities and enforcement (inc legal notices and prosecution)
Income generation	Opportunities that are currently employed (such as agreements with landowners) and other identified opportunities (such as holiday lets)
All functions and income	All 'functions' and 'Income generation' as defined above
Analysis	The cost, benefit and risk analysis categories each option is be scored on:
Benefit. Achieves strategic outcomes (1-4)	How well it achieves the outcomes set out in the strategy. These are scored against separately
1: Safety	Enable residents and visitors to safely use our rights of way and countryside sites.
2: Rights and Resp	Support and enable landowners, stakeholders and residents to exercise their rights and fulfil their responsibilities.
3: Optimal	Achieve the most efficient and effective management of our public rights of way and countryside sites for the benefit of residents, visitors and wildlife.
4: Community	Enhance local communities through engagement with our rights of way and countryside sites.
Cost	
No additional cost anticipated	There would be no additional cost to the council if this model was implemented
Savings anticipated	Savings could be expected if this model was implemented
Risk	
Model unsustainable	The level of risk that the model is not sustainable in the long term
No market capacity	An indication of the risk that there is no capacity in the market for the model
No market interest	The level of risk that there would be no interest from the market
Interest	The interest of certain groups in different models, some of which are essential to come models:
Members	ESCC Councillors
Staff	Staff within the Rights of Way and Countryside Team
Chief Officers	ESCC Chief Officers
Community	Residents of East Sussex and wide ranging stakeholders such as special interest groups or town and parish councils
Association	Charity, independent organisation or local authority
Commercial	Businesses including tourist industry and landowners
Scores	The score system for each area:
Interest, cost and benefit	
Assessment findings	Gives an indication of the research findings regarding the area. Scored 1 to 5, with 5 being positive and 1 being negative. For example, a score of 5 on 'staff interest' and 'social business' would indicate a high level of interest in the model, a score of 1 would indicate a high level of reluctance from the staff in that model
Confidence in assessment	Scores the level of confidence in the findings of the data gathered. Scored 1 to 5, with 5 being positive and 1 being negative. For example a 5 would indicate a high level of confidence that the data is correct whereas a score of 1 would show a high level of concern that the data is flawed.
Risk	The council scoring system is used here:
Likelihood	1 = unlikely/rare, 2 = moderate, 3 = likely, 4 = almost certain
Impact	1 = low, 2 = medium, 3 = high, 4 = extreme