

**To all Members of the Council**

9 December 2022

You are hereby summoned to attend a Meeting of Rother District Council to be held at the Town Hall, Bexhill-on-Sea, on **Monday 19 December 2022** at 6:30pm, when it is proposed to transact the business stated below.

1. To approve as correct records and to authorise the Chair to sign the Minutes of the Council meetings held on 21 September and 25 October 2022.
2. To receive apologies for absence.
3. Disclosure of Interest  
To receive any disclosure by Members of personal and disclosable pecuniary interests in matters on the agenda, the nature of any interest and whether the Member regards the personal interest as prejudicial under the terms of the Code of Conduct. Members are reminded of the need to repeat their declaration immediately prior to the commencement of the item in question.
4. To receive the Chair's communications.
5. To answer questions from members of the public, if any, in accordance with paragraph 10 of the Council Procedure Rules. (\*time limit 30 minutes.)
6. To answer questions from Members of the Council, if any, in accordance with paragraph 11 of the Council Procedure Rules. (\*time limit 30 minutes.)
7. To receive the report of the Cabinet on matters for determination by full Council at its meetings held on 3 and 31 October and 12 December 2022, as under: (Pages 3 - 8)

**3 October 2022**

- Technical Advice Notes – First Homes and 100% Affordable Housing (CB22/33)

**31 October 2022**

- East Sussex Temporary Accommodation Policy (CB22/41)
- Rother District Council Owned / Leased Accommodation Complaints Handling Policy (CB22/42)
- Section 106 Funds to Support Community Led Housing – Cemetery Lodge, Bexhill (CB22/43)

**12 December 2022**

- King Offa Residential Development – Brownfield Land Release Fund Round 1 – TO FOLLOW

For details of the Council, it's elected representatives and meetings visit the Rother District Council Website [www.rother.gov.uk](http://www.rother.gov.uk)

8. To receive the report of the Audit and Standards Committee on the following matters for determination by the full Council considered at its meetings held on 26 September and 5 December 2022 as under: (Pages 9 - 28)

**26 September 2022**

- Risk Management Update (AS22/27)

**5 December 2022**

- Code of Conduct (AS21/36)
- Review of the Arrangements for dealing with Member Complaints, Investigations Procedure and Hearings Procedure (AS22/37)
- Proposed Amendments to the Constitution (AS22/40)
- Revised Anti-Fraud and Corruption Framework (AS22/41)

9. To consider a report of the Chief Executive on the appointment of a Director to the Council's Housing Company. (Pages 29 - 30)
10. In accordance with Council Procedure Rule 13, consideration be given to the Motion to Council submitted by Councillor Osborne on Operation RADCOTT. (Pages 31 - 38)



Malcolm Johnston  
Chief Executive

Town Hall  
Bexhill-on-Sea  
East Sussex, TN39 3JX

*\*Any supplementary verbal questions put will be audio recorded for ease of reproducing the minutes of the meeting*

**For details of the Council, it's elected representatives and meetings  
visit the Rother District Council Website [www.rother.gov.uk](http://www.rother.gov.uk)**

**Rother District Council**

Report to	-	Council
Date	-	19 December 2022
Report of the	-	Cabinet
Subject	-	References from Cabinet Meetings

---

The Council is asked to consider the recommendations arising from the Cabinet meetings held on 3 and 31 October and 12 December (to follow) as set out below.

---

**CABINET – 3 October 2022****CB22/33. TECHNICAL ADVICE NOTES – FIRST HOMES AND 100% AFFORDABLE HOUSING**

Cabinet received Minute OSC22/20 arising from the meeting of the Overview and Scrutiny Committee (OSC) held on 29 September 2022 that had considered the publication of Technical Advice Notes (TANs) to support the Adopted Development Plan (Core Strategy 2011-2028; Development and Site Allocations Plan; and made Neighbourhood Plans) and TANs relating to First Homes; 100% Affordable Housing; and Bexhill Town Centre Conservation Area. It was noted that they were not adopted policy documents but could be used to explain how existing adopted policy should be interpreted in specific scenarios.

The OSC had also considered proposed amendments to the Planning Committee scheme of delegation, to enable proposed increases in affordable housing to be delegated to the Director – Place and Climate Change and determined in accordance with adopted planning policy, as detailed in the 100% Affordable Housing TAN. This would speed up the determination of such applications, give confidence to affordable housing providers seeking to take on sites and in turn, assist with the Council achieving the affordable housing priority set out in the Corporate Plan.

Members of the OSC considered transparency to be key and that decisions on proposed increases to affordable housing should remain with the Planning Committee to debate thoroughly. The OSC therefore recommended to Cabinet that the amendments to the Planning Committee scheme of delegation not be delegated to the Director – Place and Climate Change.

The OSC had been happy to recommend the TAN relating to First Homes to Cabinet for onward recommendation to full Council for publication, but not publication of the TANs relating to 100% Affordable Housing and Bexhill Town Centre Conservation Area at this time. The OSC had resolved to set up a Task and Finish Group to consider the Bexhill Town Centre Conservation Area TAN.

Cabinet was supportive of the OSC's recommendations not to amend the Planning Committee scheme of delegation, to publish the TAN relating to First Homes and not to publish the TAN relating to the Bexhill Town Centre Conservation Area at this time; Cabinet recommended and agreed it be deferred subject to the results from the Task and Finish Group set up by the OSC.

Cabinet felt that the TAN relating to 100% Affordable Housing was clear / concise and fully supported the Council's planning policies and made Neighbourhood Plans and recommended that it also be published. Members suggested that a previous presentation by officers to Members on Affordable Housing, could be repeated.

**RECOMMENDED:** That:

- 1) amendments to the Planning Committee scheme of delegation, to enable proposed increases in affordable housing not be delegated to the Director – Place and Climate Change and determined in accordance with adopted planning policy, as detailed in the 100% Affordable Housing Technical Advice Note; and
- 2) the publication of Technical Advice Notes relating to First Homes and 100% Affordable Housing to support the Adopted Development Plan, be agreed.

Cabinet also **RESOLVED:** That the publication of a Technical Advice Note relating to Bexhill Town Centre Conservation Area be deferred subject to the results from the Task and Finish group set up by the Overview and Scrutiny Committee.

(Cabinet Agenda Item 6)

---

**CABINET – 31 October 2022**

CB22/41. **EAST SUSSEX TEMPORARY ACCOMMODATION POLICY**

Cabinet received Minute OSC22/27 arising from the meeting of the Overview and Scrutiny Committee (OSC) held on 17 October 2022 that had considered the East Sussex Temporary Accommodation Policy written by the operational housing managers across all five districts and boroughs. The Policy outlined the standards applied to the size and location of Temporary Accommodation (TA) as well as the processes and procedures to follow. The Policy applied both within district or borough, and outside of the placement authority area.

Members queried the position of Ukrainian refugees who may be coming to the end of their stay with host families and what impact this might have on the Council in terms of housing. The East Sussex County Council Lead Member for Adult Social Care advised that the Government had provided additional funding of £495,000 to continue to provide host family support payments. It was confirmed that there was a multi-agency approved resettlement approach across East Sussex which took account of employment and educational access needs.

Cabinet were pleased to recommend that the East Sussex Temporary Accommodation Policy be approved and adopted as this would provide a consistent approach across East Sussex.

**RECOMMENDED:** That the East Sussex Temporary Accommodation Policy be approved and adopted.

(When it first became apparent, Councillors Field and Maynard both declared personal interests as elected Members of East Sussex County Council, and in accordance with the Members' Code of Conduct remained in the meeting for the consideration thereof).

(Cabinet Agenda Item 8)

CB22/42. **ROTHER DISTRICT COUNCIL OWNED / LEASED ACCOMMODATION COMPLAINTS HANDLING POLICY**

Cabinet received Minute OSC22/28 arising from the meeting of the Overview and Scrutiny Committee (OSC) held on 17 October 2022 that had considered the proposed Rother District Council Owned / Leased Accommodation Complaints Handling Policy. In 2020, Rother District Council had become a Registered Provider of accommodation and thus far, owned 24 units of accommodation and one unit of accommodation that the Council leased and managed. The number of units of accommodation the Council owned and leased was set to rise further as the scale of the Temporary Accommodation Support Scheme and leasing scheme were increased.

The Complaints Handling Policy would apply to all activity undertaken by Council staff or contractors that might be involved in property management and support of tenants. An annual report would be made to the Audit and Standards Committee whose remit included an overview of all complaint handling, in accordance with the statutory requirement; should more frequent reports be requested, i.e. twice yearly, this could be accommodated, although very few complaints were likely.

Cabinet was pleased to acknowledge that this Policy was required as a direct consequence of the Council becoming a registered provider of accommodation and recommended that the Rother District Council Owned / Leased Accommodation Complaints Handling Policy be approved and adopted.

**RECOMMENDED:** That the Rother District Council Owned / Leased Accommodation Complaints Handling Policy be approved and adopted.

(Cabinet Agenda Item 9)

CB22/43. **SECTION 106 FUNDS TO SUPPORT COMMUNITY LED HOUSING – CEMETERY LODGE, BEXHILL**

Consideration was given to the report of the Head of Housing and Community Services regarding the allocation of Section 106 funding to facilitate the development of affordable housing. This funding would be used to facilitate delivery of a new affordable housing development, via

a community led housing scheme in Bexhill, which was utilising a Council-owned site at Cemetery Lodge (CL) (to now be known as Parker House, named after the Edwardian Architect who designed the original building).

The development was being led by Bexhill Community Land Trust (BCLT). Their aim was to access affordable homes in perpetuity to create vibrant communities with access to educational, recreational and employment opportunities. It was noted that alternative funding options including the allocation of the remaining Rother Community Housing Fund (CHF) grant had been considered. However, using the CHF would mean that there would be no support for other projects. Whilst it was accepted that by providing this site to the BCLT, the Council was foregoing a potential capital receipt, the Council's responsibility to provide housing opportunities and create sustainable local communities was the priority factor, and consistent with corporate plan priorities. Members also noted the level of external grant funding and additional financing BCLT were harnessing to deliver the development.

Members were advised that the Council currently held £377,797.49 of Section 106 planning contributions (money received from developers). There was no time limit to allocate this funding. Capital funding of £200,000 was required to enable BCLT to deliver six new affordable homes at CL. The funding would be used for refurbishment costs and retaining the CL as part of any future scheme, based on initial surveys and the expertise of the Sussex Community Housing Hub (SCHH). The report identified the proposed funding streams and all funding had been secured and agreed in principle with lenders supported by SCHH. Any funding agreement between the Council and BCLT would be subject to BCLT securing the remaining funds required to deliver the whole scheme. Subject to planning permission being granted (expected in November 2022), CL would progress to the development phase where other funding options had been established.

Cabinet was supportive of the Capital Funding programme being updated and agreed that £200,000 be granted to BCLT to deliver the affordable housing scheme at CL, Bexhill and that delegated authority be granted to the Head of Housing and Community Services in consultation with the Cabinet Portfolio Holder for Housing and Homes to agree the final terms of the grant. Members agreed that this site was a good opportunity to meet the Council's affordable housing target and in view of current challenging and future proposed national planning reforms, it was considered important that these opportunities were fully realised.

**RECOMMENDED:** That subject to 1) and 2) below, the Capital Funding programme to be updated accordingly;

Cabinet also **RESOLVED:** That:

- 1) a grant of £200,000 to Bexhill Community Land Trust be approved from the Section 106 Affordable Housing Funding for the delivery of six affordable homes at Cemetery Lodge, Bexhill, match funding funds already secured by the Community Land Trust; and

- 2) the Head of Housing and Community Services be granted delegated authority to agree the final terms of grant in consultation with the Cabinet Portfolio Holder for Housing and Homes.

(Cabinet Agenda Item 11)

---

**Cabinet – 12 December 2022 – TO FOLLOW**

Councillor D.B. Oliver  
Leader of the Council

This page is intentionally left blank



**Rother District Council**

Report to	-	Council
Date	-	19 December 2022
Report of the	-	Audit and Standards Committee
Subject	-	Reference from the Audit and Standards Committee

---

The Council is asked to consider the recommendations arising from the Audit and Standards Committee meetings held on 26 September 2022 and 5 December 2022 as set out below.

---

**AUDIT AND STANDARDS COMMITTEE – 26 September 2022****AS22/27. RISK MANAGEMENT UPDATE**

The Audit Manager led Members through the Risk Management Update report which provided a position update on risk management processes, the key strategic risks currently facing the Council and outlined some of the recent improvements made to the risk management process.

The Audit Manager, in his role as Risk Management Coordinator, was currently responsible for facilitating all strategic risk management activity including maintaining the Risk Management Policy and collating and reporting on updates to the Corporate Risk Register. The responsibility for identifying and managing risks, however, remained with Senior Management.

Following on from their Enterprise Risk Management, Business Continuity and Disaster Recovery Review in February 2022, the Council's insurance provider, Zurich, were engaged to carry out further work to help improve the Council's risk management processes, by means of feedback surveys and face-to-face workshops. From this work, the Audit Manager was able to compile a new Corporate Risk Register, at Appendix B to the report, and Risk Management Policy for Member's approval at Appendix A to the report.

Grant Thornton, the Council's external auditor, also made a recommendation in respect of risk management in their Annual Audit Report 2021/22 reported to the Committee in June 2022. The shortcomings of the existing risk management processes were acknowledged in the management response and Members noted that several of the points raised had been addressed as part of the Council's work with Zurich. All outstanding items would be incorporated into further planned improvements.

The Council's Risk Management Policy was last reviewed in February 2020 and had been completely revised to reflect the changes made to the risk management process, attached at Appendix A to the report for Members' approval and referral to full Council for adoption. The most significant changes made to the previous policy were the inclusion of

sections outlining the Council's risk management methodology and how it was proposed to define the Council's risk appetite.

The Corporate Management Team (CMT) had recently reviewed and updated the new Corporate Risk Register produced as a result of the Risk Management Refresh exercise, shown at Appendix B to the report. Improvements made were outlined in the report for Members' information.

Heads of Service/Service Managers should maintain a risk register for key operational risks within their service area, but presently there was no standard template for a service based risk register nor any formal review mechanism for ensuring that risk registers were kept and regularly reviewed. The Deputy Chief Executive was therefore looking to incorporate the requirement for maintaining risk registers into the service planning process, to be introduced in 2023/24.

Members were given the opportunity to ask questions and the following points were noted during the discussions:

- Members raised concerns that certain risks, e.g. affordable homes and temporary accommodation that could be mitigated, had been merged together with risks that could not, e.g. land supply;
- not using technology was also a risk, however the Council did not intend to be at the forefront of testing new technology;
- Members noted that the risk register was a live document, but requested that CMT re-examine the economic risks in light of inflation and the current level of energy prices, that Risk 2 (The Council cannot meet its housing objectives) be re-assessed and Risk 5 (Project delivery compromised) also be re-examined in view of the Audit findings on Procurement and the Capital Programme;
- Members requested that the following risks be considered by CMT for inclusion in the risk register: (1) Rother DC Housing Company and (2) the effects of the rising cost of living and energy crisis on staff; and
- Members suggested that, in relation to Risk 9 (Lack of quality/ quantity of staff to deliver services), staff productivity could be improved by the use of new technology, rather than viewing new technology as a risk.

Members noted that risk appetite would be reviewed regularly and a process would be put in place to report proposed amendments to Cabinet. Members were happy to recommend the policy to Council for adoption and to note the risk register but agreed that all comments and suggestions made by the Committee concerning the risk categories, be taken back to CMT for review.

**RECOMMENDED:** That the new Risk Management Policy at Appendix A be approved and adopted.

(Audit and Standards Committee Agenda Item 8)

### AS22/36. CODE OF CONDUCT

At their meeting in June 2022, the Audit and Standards Committee (ASC) had considered the Government's response to the Committee on Standards in Public Life's (CSPL) recommendations resulting from their review of local government ethical standards. At that time it was noted that, whilst the Government had agreed to look at a number of issues as a result of the recommendations, overall, it seemed that there would be no fundamental changes to the current decentralised approach and available sanctions for Members who had been found to have breached the Code of Conduct (CoC) for the foreseeable future.

The Committee resolved at that time that a working group be established to consider an amendment to the Council's existing CoC to incorporate the use of social media, as well as Member training in the use of social media and when the code may be engaged. A working group was not established at the meeting and an informal meeting of the whole Committee was held on 17 November 2022 to consider the options for formal discussion and ratification at this meeting.

Whilst a complaint against a Councillor for inappropriate use of social media could currently be brought under the Council's existing CoC, it was not explicitly mentioned, as in the Local Government Association's (LGA) model CoC. It was therefore proposed that in the short term, a simple amendment was made by replicating the text from the LGA's CoC into the Council's existing CoC, under Part 2, Scope, as detailed in the report.

It was also recommended that the Committee consider again whether the Council should adopt the LGA's model CoC. To this end, it was recommended that the Committee established an informal working group to consider and review again the LGA's model CoC with a view to recommending formal adoption in the new civic year (May 2023).

**RECOMMENDED:** That the Council's existing Code of Conduct be amended by the inclusion of a new paragraph 2 (4) as follows:

#### Scope

2. (4) The Code applies to all forms of communication and interaction, including:
- at face-to-face meetings
  - at online or telephone meetings
  - in written communication
  - in verbal communication
  - in non-verbal communication
  - in electronic and social media communication, posts, statements and comments.

The Committee also **RESOLVED:** That the Audit and Standards Committee establish an informal working group, comprising of

Councillors Mrs M.L. Barnes, P.C. Courtel and R.B. Thomas, to consider the Local Government Association's model Code of Conduct with a view to recommending formal adoption in the new civic year (May 2023).

(Audit and Standards Committee Agenda Item 7)

AS22/37. **REVIEW OF THE ARRANGEMENTS FOR DEALING WITH MEMBER COMPLAINTS, INVESTIGATIONS PROCEDURE AND HEARINGS PROCEDURE**

Members received the report of the Monitoring Officer which set out several proposed amendments to the Council's Arrangement for Dealing with Member Complaints, and consequential amendments to the Investigations and Hearings Procedures. The main proposed amendments were in order to clarify the role of the Independent Persons (IPs) in complaint handling in light of recent experience and advice obtained. Several other amendments to improve the documents were also detailed in the report and should all be supported, a minor amendment to Part 2 of the Constitution was also required, as detailed in the report, which would require full Council approval.

Following feedback from the IPs and advice received from leading consultants in the field of ethics and standards and knowledge gained at recent training events, it was considered that the role of the IPs required further clarity within the Council's procedural documents. It needed to be clear that a discussion with an IP would only be offered to a Subject Member (SM) (the Councillor against whom a complaint has been made) if a complaint made against them had been referred for an investigation and not at the initial assessment stage. Indeed, the initial assessment stage could result in the complaint being dismissed, in which case there would be no need for a SM to speak to an IP.

It also needed to be made clear that IPs were not there to provide legal advice or to represent the SMs; SMs should obtain their own legal advice, as appropriate. It was further recommended that only one IP was used throughout each case, to ensure IPs were not 'played off' against one another and would provide a consistent approach for the management of each individual case. Should a complaint that had been investigated proceed to a Hearing Panel, again, the same IP would be invited to attend that Hearing Panel.

It was also considered good practice to offer the IP as a "broker" between the two parties to a complaint, if there was dissatisfaction on either side with a proposed local resolution option. It was noted that the IP's role description allowed for this additional role, which they were both happy to undertake.

It was noted that requests for confidentiality by complainants or requests for suppression of complaint details would not automatically be granted and the Monitoring Officer would consider the request alongside the substance of the complaint. The arrangements

document would be amended accordingly to confirm the procedure as currently set out in the Member Complaint Form.

It was noted that should Members require support after a complaint had been made against them, they were able to access the Employee Assistant Programme that was available to Members for services such as counselling.

Members were happy to support the amendments proposed in the appendices attached to the report, therefore Part 2, Article 9, – Ethical Standards function of the Audit and Standards Committee paragraph 9.1 (c) iii) would require amendment to reflect the same.

**RECOMMENDED:** That the consequential amendments to Part 2, Article 9, – Ethical Standards function of the Audit and Standards Committee paragraph 9.1 (c) iii) be approved and adopted;

The Committee also **RESOLVED:** That the proposed amendments to the Arrangements for Dealing with Member Complaints, Investigations and Hearing Procedures be approved, as amended to include reference to the confidentiality request process.

(Audit and Standards Committee Agenda Item 8)

#### AS22/40. **PROPOSED AMENDMENTS TO THE CONSTITUTION**

Members received the report of the Chief Executive which presented several proposed amendments to the Constitution for approval and adoption.

At the Audit and Standards Committee's (A&SC) meeting in July 2022, consideration was given to the proposed amendments to Part 3, Responsibility for Functions which had been the last part of the Constitution to be looked at by the Constitution Review Steering Group. The A&SC recommended the proposed amendments as printed to full Council in September (2022), which were approved and adopted without amendment.

At the same time, several potential amendments were picked up in respect of the regulatory committees' functions and procedures. These amendments were not proposed at the full Council meeting in September but were instead brought forward in the report to the A&SC to enable detailed consideration and onward recommendation to Council. The report also gave details of proposed amendments to Council Procedure Rule 16 in respect of previous decisions and motions and the public speaking scheme at Planning Committee meetings.

Members were guided through the proposed amendments in turn and were given the opportunity to ask questions. The following points were noted during the discussions:

- the proposed amendments to both Part 3, Responsibility for Functions at paragraphs 5.3 (c) and 9.3 (a) and Council Procedure Rule 16 together removed the rights of Members and placed the final decision to officers;
- the proposed amendments to Council Procedure Rule 16.1 changed the power to rescind a decision, as it could only be made if there had been a material change in circumstance;
- an officer would determine whether there had been a material change in circumstance, and in the case of a planning application, this would likely be the development manager;
- if the changes to Council Procedure Rule 16.1 were supported, the following wording could be added for clarification - 'Should the Motion to rescind a decision be supported, the matter will be referred back to the original decision making body, Cabinet or a regulatory committee. If the decision was made by full Council, the decision stands as rescinded with immediate effect';
- regulatory committee Members undergo extensive training to be able to make decisions, other Members of the Council are not qualified to do so and therefore such decisions should not be referred to full Council; and
- Members were not happy to support both recommendation 1) and 2), wishing to retain just one. Therefore, Members agreed that recommendation 2) should not be approved.

**RECOMMENDED:** That:

- 1) the following paragraphs be removed from the Constitution at Part 3, Responsibility for Functions at:

Licensing and General Purposes Committee

Paragraph 5.3 (c) - Three Members of the Committee may, at a meeting of the Committee when a resolution is under consideration and before it is passed, veto any item being dealt with in such manner and require submission to the Council for confirmation.

Planning Committee

Paragraph 9.3 (a) - in relation to the determination of all applications for planning permission (including applications for development made by the Council) a reference to full Council may be made by any three Members of the Committee indicating that it is their wish that an application be referred to full Council.

A reference to full Council must include, at the time of reference, a proposed motion of either refusal or approval with, in the case of refusal, the reasons for refusal and in the case of approval, any condition to be attached thereto; the item printed in the Council agenda will contain the Committee recommendation with the counter motion which may be moved.

- 2) the proposed amendment to Council Procedure Rule 16, as follows not be approved:

## 16.1 Motion to Rescind a Previous Decision

A motion or amendment to rescind or reverse, or which has the effect of rescinding or reversing a decision of the Council made within the preceding six months cannot be moved **unless there has been a material change in circumstances and** the notice of motion is signed by at least one third of **all** Members or unless it is a recommendation of a Committee or the Cabinet which appears on the agenda;

and

- 3) the following proposed amendment to public speaking rights at Planning Committee be approved:

9.6

- (3) Planning Applications that have already been subject to the public speaking scheme and deferred and reconsidered by the Planning Committee will not usually be subject to public speaking at the subsequent meeting unless any new material planning information has been presented. Each case will be decided on its merits by agreement between the Development Manager in consultation with and the Chair of Planning Committee.

(Audit and Standards Committee Agenda Item 9)

### AS22/41. **REVISED ANTI-FRAUD AND CORRUPTION FRAMEWORK**

The Council was firmly opposed to fraud and corruption of any kind and had a suite of policies and procedures used to promote a culture of openness, honesty and opposition to fraud. The documents formed part of the Council's Anti-Fraud and Corruption Framework and were last approved at full Council in December 2019.

The Framework had recently been reviewed and a copy of the amended document was detailed at the Appendix to the report. All proposed changes were cosmetic in nature which included post holder and job title changes, as well as the inclusion of the External Auditors within the Whistleblowing Policy. Members were asked to consider the proposed changes and recommend them for approval by full Council.

**RECOMMENDED:** That the revised Anti-Fraud and Corruption Framework be approved and adopted.

(Audit and Standards Committee Agenda Item 12)

Councillor B.D. Drayson  
Chair, Audit and Standards Committee



# Risk Management Policy

<b>Contents</b>
<ul style="list-style-type: none"><li>- Introduction</li><li>- Definition and Purpose of Risk Management</li><li>- Risk Management Strategy</li><li>- Risk Framework</li><li>- Responsibility and Reporting</li><li>- Risk Management Methodology</li><li>- Risk Appetite</li></ul>



**September 2022**



# Risk Management Policy

## Introduction

1. This is the Rother District Council Risk Management Policy. It sets out the Council's approach to Risk Management and how this will be monitored.

## Definition and Purpose of Risk Management

2. 

Risk Management is the process by which the Council continuously and methodically addresses the risks which could hinder the achievement of its corporate priorities, planned service delivery or the fulfilment its statutory obligations.
---
3. The focus of good risk management is the identification of risks, assessment of them, and mitigation where necessary, in order that success is achieved. Risk management increases the probability of success and reduces the probability of failure.
4. Risk management allows the Council to:
  - Identify risks in the context of corporate objectives, including potential opportunities.
  - Assess risks to determine the impact and likelihood of each risk.
  - Determine the response to each risk individually – i.e. either treat, tolerate, transfer or terminate the risk.
  - Develop the necessary actions, controls and processes to implement the chosen response to each risk.
  - Communicate the approach to risk management and the results of risk management activity.

## Risk Management Strategy

5. The aim of the policy is to facilitate effective risk management throughout the Council so that risks are identified, evaluated, mitigated, and monitored to enable the Council to achieve its corporate priorities, deliver services as planned and fulfil its statutory duties.
6. This will be achieved through:
  - Awareness of the risks faced by the Council.
  - Clearly defined responsibilities for risk management activity.
  - Ensuring that the Council's priorities, planned service delivery and statutory duties are the focus of risk management.
  - Considering not just the present but also the medium and long term.
  - Managing risks at an appropriate level.
  - Clear ownership of risks.
  - Establishing mitigation measures to reduce risks to an acceptable level
  - Regular monitoring and reporting on the effectiveness of risk management activities.

7. The Council cannot be risk averse if it is to achieve its corporate objectives, and the principles contained within this policy should help strike the right balance in its approach to business opportunity and risk management.

## **Risk Framework**

8. The Council's risk framework is based on a three-tier approach, namely:
  - **Corporate Risks** – Strategic risks that potentially impact on the whole Council. These are recorded and monitored in the Corporate Risk Register.
  - **Service Based Risks** – Operational risks that impact on a specific service area. All key operational risks are required to be recorded and monitored in a service based risk registers by the relevant Heads of Service/Service Manager and escalated to the Corporate Risk Register where appropriate.
  - **Project Based Risks** – Risks that are specific to Corporate Plan projects. Individual risk registers are required to be kept for all Corporate Plan projects and these form part of their project management plan.

## **Responsibility and Reporting**

9. The responsibilities within this policy are outlined below:

### **9.1 Council**

Any policy decisions on Risk are fed through to full Council, via the Audit and Standards Committee. Policy updates will be brought forward as required.

### **9.2 Audit and Standards Committee**

The Audit and Standards Committee is responsible for monitoring the Council's strategic risk management. The Committee will receive six-monthly progress updates on Risk Management matters.

### **9.3 Senior Leadership Team**

The Senior Leadership Team share overall responsibility for risk management at Rother District Council. The Senior Leadership Team specific responsibilities include:

- Implementing the Risk Management Policy.
- Reviewing the management of strategic risk.
- Monitoring the effectiveness of the controls developed to mitigate risk (including desktop exercises to check their resilience).
- Integrating risk management into project and service planning process.
- Ensuring that appropriate training is provided for officers and Members.

### **9.4 Heads of Service and Other Service Managers**

Heads of Service and other service managers are key in maintaining our

ability to manage risk. Their responsibilities include:

- Working with the Senior Leadership Team to maintain the Corporate Risk Register and to manage the risks identified.
- Maintaining a service based risk register for key operational risks within their service area.
- Ensuring that project-specific risk registers are kept and closely monitored for all corporate projects within their remit.

## 9.5 **Audit Manager**

The Audit Manager acts as Risk Management Coordinator and has the following responsibilities:

- Maintaining the Risk Management Policy.
- Encouraging regular reviews of Corporate Risk Register (i.e. whenever specific risk issues arise, and at least six monthly).
- Facilitating and collating updates to the Corporate Risk Register.
- Reporting progress to the Audit and Standards Committee.

Note – All responsibility for the content of the Corporate Risk Register remains with the Senior Leadership Team and/or the officers designated as risk owners.

## **Risk Management Methodology**

10. The risk management methodology describes the way in which risks are managed by the Council.

### 11. **Part 1 – Setting our objectives**

11.1 A risk is the effect of uncertainty on objectives. So, before we can identify our risks, we need to know the objectives. To understand the context in which we are undertaking the risk assessment it is important to know:

- What are we seeking to achieve?
- by When? and
- Who is responsible?

11.2 This includes understanding what the Council wants to achieve and the resources it has available to deliver. The Council has set out its corporate objectives in the Corporate Plan. Individual services set objectives in their service plans.

11.3 The link between Council objectives and service objectives is often called the golden thread. When everyone is pulling in the same direction we will have a much greater chance of being able to achieve our shared goals.

### 12. **Part 2 – Identifying the risks**

12.1 The purpose of any risk identification exercise is to identify those things that could prevent us from achieving what we set out to do. As time passes, the things we need to do will inevitably change. As such this step has two principal elements:

- **Initial risk identification** - for example when embarking on a new project, following a major service change or creating a new service plan, and

- **Continuous risk identification** - required to identify new risks, changes to existing risks, including those which become irrelevant over time.

## 12.2 Risk categories

There is no one right way of identifying risks but it can help to use prompts which identify different sources of risk. The following nine risk categories are currently used in the Corporate Risk Register:

- Political
- Economic / Financial
- Social
- Technology
- Legal / Compliance
- Environmental / Climate Change
- Partnership / Contractual
- People
- Project / Programme Risk

12.3 A detail description of the activities encapsulated by each risk category is provided in Appendix 1.

12.4 Common techniques used across the Council to identify risks are horizon scanning, brainstorming, workshops and facilitated discussions. The following questions can help identify risks to your objectives:

- What could prevent us from achieving this objective? What could realistically go wrong?
- What do we need in order to achieve this objective? Do we depend on others to succeed?
- What opportunities might arise?

12.5 The risks generated from the identification exercise should be recorded in a risk register so that they can then be evaluated.

## 13. **Part 3 – Evaluating the risks**

13.1 The purpose of this step is to understand the threat posed by the risks identified and whether or not we need to take action to mitigate them.

13.2 Risk evaluation incorporates two principal elements:

- **Impact** – This is a consideration of how severely the Council would be affected if the risk transpires.
- **Likelihood** – This is a consideration of how likely it is that the risk will occur. In other words the probability that the risk will happen and become an event that needs to be managed.

13.3 A scale of 1-5 is used to assign a score to both the impact and likelihood. The bands and criteria used to assess impact and likelihood are shown in the risk scoring matrix below. This should be used to guide your evaluation of each risk identified.

## 13.4 Risk Scoring Matrix

Likelihood	Impact				
	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

13.5 Risk impact is considered across a number of different criteria, financial and non-financial. The highest potential impact score should be taken as your overall impact score. This means that the overall score for the highest level risk will be 5 x 5 (25) and the lowest 1 x 1 (1).

13.6 This initial scoring of risks is known as the inherent risk. This refers to the risk as it exists currently but ignoring any controls already in place to mitigate it.

Note – This step is no longer documented in the Corporate Risk Register. All risk scores are now shown after mitigation.

## 14. **Part 4 – Managing and mitigating risks**

14.1 There are four principal ways in which we can respond to risks, these are known collectively as ‘the Four Ts’ – Treat, Tolerate, Transfer and Terminate.

<b>Treat</b>	This is the most common way of managing risks. The purpose of treating the risk is to continue with the activity, but at the same time take action to bring the risk score down to a lower, more acceptable level.
<b>Tolerate</b>	This means accepting the likelihood and consequences of the risk. You would typically take this approach when it is not cost effective to act, because the likely impact of the risk, should it occur, is minimal.
<b>Transfer</b>	This means shifting the risk, in whole or part, to a third party. The transfer of risk to another organisation can be used to reduce the financial exposure of the Council and/or pass the risk to another organisation which is more capable of effectively managing it (e.g. insurance). However, it is important to note that transferring the risk does not always provide full mitigation, especially against reputational risk.
<b>Terminate</b>	This means stopping an activity altogether or doing things differently so that the risk is removed.

- 14.2 Addressing risks involves taking actions to reduce the likelihood of the risks occurring or limiting their impact should they materialise. One of the key ways in which a risk can be addressed is through implementation or enhancement of internal controls.
- 14.3 The costs of managing risks should be understood and be proportionate to the risk being addressed. Resources should be prioritised to the higher-level risks that need active management.
15. **Part 5 – Assessing the residual risk**
- 15.1 Once action has been taken to control or mitigate the risks, the next stage is to re-evaluate the impact and likelihood again using the same risk scoring matrix shown in 13.4.
- 15.2 The managed risk score is referred to as the residual risk. This gives a better indication of whether the action taken to date is sufficient, and if the overall score is within the Council’s risk appetite.
16. **Part 6 – Recording and reviewing risks**
- 16.1 It is necessary to monitor risk mitigation action plans to regularly report on the progress being made in managing risk. Alternative action will be needed if the mitigations taken prove ineffective.
- 16.2 All the information relating to the identified risks should be recorded in a risk register. As a minimum, this information should include:
- a description of the risk
  - its potential outcome should it occur
  - the mitigations in place or being put in place
  - the residual risk score, and
  - the risk owner
- 16.3 Specifying the root cause of each risk can also be beneficial as it helps to identify risk interdependencies and opportunities for mutually beneficial actions to mitigate common risk areas.
- 16.4 Each risk register needs to be reviewed and approved at the right level of management. The Corporate Risk Register should be reviewed and approved by Senior Leadership Team and reported to the Audit and Standards Committee. Service based risk registers/corporate project risk registers should be reviewed and approved by the relevant Head of Service/Service Manager.

## **Risk Appetite**

17. Risks must be assessed against the Council’s risk appetite. Risk appetite can be defined as the level of risk that an organisation is willing to accept, tolerate, or be exposed to in pursuit of its objectives.
18. A risk appetite has been formalised in this policy to provide clear guidance to all officers, Members and partners on the level of risk which can be accepted. It should be used to ensure consistency in, and accountability for:
- The reporting and management of existing or emerging risks.
  - The extent of governance arrangements and controls required.

- Assessments of the suitability of proposals (savings, strategies, policies etc).

## 19. Risk appetite levels

19.1 The risk appetite levels are specified as follows:

Risk Appetite	Risk Level	Risk Score
<b>Averse</b>	Very Low Risk	1-2
<b>Minimal</b>	Low Risk	3-4
<b>Cautious</b>	Medium Risk	5-10
<b>Open</b>	High Risk	12-16
<b>Eager</b>	Very High Risk	20-25

19.2 The colour scheme used acts as a good visual tool for communicating and understanding risk – i.e. green for low or very low risk, yellow/amber for medium/high risk, and red for very high risk. The same colour scheme is also used in the risk scoring matrix.

19.3 These risk appetite levels are explained in more detail in Appendix 2.

## 20. Risk appetite statements

20.1 A high level summary of the Council's current risk appetite is shown below.

### 20.2 Summary Risk Appetite Statement

Risk Appetite	Statement
<b>Cautious/Open</b> (Medium/High Risk)	The Council's ambitions makes it necessary to be open to a certain level of risk. However, we will be cautious not to jeopardise our ability to sustainably deliver social value and our political promises to our community. In this effort, we will only accept minimal risk to our environmental goals and to our technology infrastructure.

20.3 Risk appetite statements have also been produced for each of the nine risk categories specified in 12.2. A full breakdown of the risk appetite statement by risk category is provided in Appendix 3 and an overview of the risk landscape in Appendix 4.

20.4 The risk appetite statements will need to be reviewed annually to ensure that they continue to meet the Council's requirements.

## Appendix 1: Risk Categories

Nine of categories of risk are currently used to quantify the Council's strategic risk exposure. These are:

Risk Category	Description
<b>Political</b>	These risks include both the influence of the external political environment - such as changes in UK government policies that impact the Council, national strikes/fuel shortages, grass roots activism and political criticism - and risks that influence the political priorities of the Council and could lead to failure to deliver on election manifestos of either local or central government.
<b>Economic / Financial</b>	These risks could impact on the ability of the Council to meet its financial commitments or result in a failure to meet expected returns on investment. It covers both internal budgetary pressures, external macro level economic changes and risks associated with insufficient or non-compliant reporting. Examples: Cost of living crisis, interest rates, inflation, budget overspend, investment failures, reserve depletion.
<b>Social</b>	These risks arise from not meeting social needs as a result of changes in demographic, residential or socio-economic trends on the Council's ability to meet its objectives. These risks could lead to a loss of credibility or trust from the community. Examples could include housing supply shortages and failure to meet housing needs, decisions or actions involving treatment of people, staff levels from available workforce; not meeting the needs of an ageing population, not being prepared for bringing all people along when changes occur.
<b>Technology</b>	Risks arising from the use or ineffective use of technology resulting in the inadequate delivery of services whether the failure is due system, process or performance. It also includes breaches of data security or system integrity as well as the capacity of the Council to deal with technological advancements and changing demands. Examples: Change agenda; IT infrastructure; staff/client needs, security standards, digital poverty and (lack of) access to digital services.
<b>Legal / Compliance</b>	Risk related to legal challenges and being subjected to litigation including non-compliance with legal frameworks whether that is in regard to employment, delivery of statutory services, etc. It also includes risks of changing national and international regulations that would threaten the Council's operations and processes, Data Protection breaches, and failure to comply with Health and Safety regulations.



Risk Category	Description
<b>Environmental / Climate Change</b>	These risks arise from the impact of Council services and investment. Risks should be identified from both current operations and projects on how they might impact on both the local environment in terms of resilience to extreme weather (flood defences, drought resistance), the wider context of contributions to climate change (carbon emissions etc.) and the ability to adapt to future needs of the population.
<b>Partnership / Contractual</b>	Risks arising from failures of partners or contractors and weaknesses in the process for management of joint ventures and commercial endeavours including supply chains. Examples: Contractor fails to deliver; partnership agencies have no common goals, insufficient return on investment, service failure, lack of cost control.
<b>People</b>	Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.
<b>Project / Programme Risk</b>	Risks that change programmes and projects are not aligned with strategic priorities and do not successfully and safely deliver requirements and intended benefits to time, cost and quality.

Note

These risk categories are based on the PESTLE model (i.e. Political, Economic, Social, Technical, Legal, Environmental) plus a few additional areas to handle those areas not specifically covered elsewhere. Reputational risk is not included in the above list as it is considered to be secondary risk that may result from failure in any of other categories.

## Appendix 2: Risk Appetite Levels

The Council uses the following risk appetite levels. At each level there is a balance between risk and reward, with 'eager' risk appetite offering the highest risk and reward and 'averse' offering the lowest.

Risk Appetite	Typical Organisational Attitude or Behaviours
<b>Averse</b> (Very Low Risk)	<p>Our preference is for ultra-safe actions that will not result in a loss of reputation, credibility or money.</p> <p>We would rather abandon projects and initiatives than assume risk.</p> <p>Innovation is avoided unless it's forced upon us.</p> <p>We avoid any action that could lead to a legal challenge or breach of regulatory framework.</p>
<b>Minimal</b> (Low Risk)	<p>We accept that risk is unavoidable but will minimise risks as much as possible.</p> <p>All reasonable steps will be taken to manage the risk; we are prepared to be bureaucratic and to tightly control processes.</p> <p>Innovation is generally avoided and will only be entered into if all stakeholders are committed, and success is virtually guaranteed.</p>
<b>Cautious</b> (Medium Risk)	<p>Our preference is for actions that are unlikely to result in a loss of reputation or credibility.</p> <p>We are only prepared to accept the possibility of limited financial loss.</p> <p>We will remain open to innovation but prefer to only engage in initiatives proven to work in similar organisations.</p>
<b>Open</b> (High Risk)	<p>We are willing to be bold and risk our reputation but only if steps have been taken to reduce the risk.</p> <p>Innovation is supported, but only if clear benefits are demonstrated and we are confident in our success.</p> <p>We are prepared to invest for reward and accept moderate financial losses are possible.</p> <p>The likelihood of this risk happening, and the consequences are such that we are happy to live with it.</p>
<b>Eager</b> (Very High Risk)	<p>We are willing to accept increased scrutiny from stakeholders and a loss of credibility if things go wrong.</p> <p>Innovation is pursued - we are willing to break the mould to deliver organisational goals even if failure is a possibility.</p> <p>We are prepared to invest knowing significant financial losses are possible, or that innovation may fail to deliver the anticipated benefits.</p>

### Appendix 3: Risk Appetite Statement by Risk Category

Risk Category	Risk Appetite	Statement
<b>Political</b>	<b>Cautious</b> (Medium Risk)	We will be cautious in accepting risks that could result in political challenge or prevent us from achieving elements of Council strategy or manifestos. In some cases, we are open to push the boundaries in order to deliver on our ambitions.
<b>Economic / Financial</b>	<b>Open</b> (High Risk)	The Council possesses a willingness to think about investment, even where losses could be realised that would impact the Councils reserves, if clear benefits can be expected. Both financial and social benefits should be considered.
<b>Social</b>	<b>Cautious</b> (Medium Risk)	We exist to create social value and to be able to deliver sustainable results we will accept some risk to the short-term resilience of the organisation and meeting of community needs, when longer term benefits are deemed to outweigh short term risk
<b>Technology</b>	<b>Minimal/Cautious</b> (Low/Medium Risk)	We will focus on proven new technology solutions, where investment in, and adoption of, technology is only be considered after careful analysis of costs, benefits and potential risks. We will accept some risk in systems used in services, but only minimal risk regarding Council technology infrastructure
<b>Legal / Compliance</b>	<b>Cautious</b> (Medium Risk)	We are willing to work widely within regulatory frameworks and explore opportunities even if we are exposed to some challenge, but not, knowingly, exposed to breaches.
<b>Environmental / Climate Change</b>	<b>Minimal</b> (Low Risk)	In some limited circumstances, we are prepared to accept a risk of increasing our environmental impact or delays to our strategic objectives in this area where there is a clear, demonstrable benefit of increased social value, cost savings or revenue that is essential to the Council.
<b>Partnership / Contractual</b>	<b>Cautious</b> (Medium Risk)	We will seek out beneficial partnerships where risks can be managed to only impact some elements of strategic objectives and have limited financial downside. We are willing to be slightly flexible with the conditions of our supplier background checks.

Risk Category	Risk Appetite	Statement
People	Open (High Risk)	We will entrust our people with decision making within the guidelines set out by leadership. Services can operate autonomously in some instances, even where there's some risk of detachment from culture with resulting inappropriate behaviours. We will mitigate this risk by establishing expectations and encourage an organisation wide understanding of values.
Project / Programme Risk	Open (High Risk)	We support innovation and initiative, where risks are identified and reasonably managed. Oversight from senior management on critical decisions

#### Appendix 4: Overview of Risk Landscape

Risk Category	Averse (Very Low Risk) Risk score 1-2	Minimal (Low Risk) Risk score 3-4	Cautious (Medium Risk) Risk score 5-10	Open (High Risk) Risk score 12-16	Eager (Very High Risk) Risk score 20-25
Political					
Economic / Financial					
Social					
Technology					
Legal / Compliance					
Environmental / Climate Change					
Partnership / Contractual					
People					
Project / Programme Risk					

#### Note

Most strategic risks will fall within the yellow (medium risk) or light green (low risk) zones once mitigated, but the Council's risk appetite also allows for certain categories of risk (i.e. Economic / Financial, People and Project / Programme Risk) to reach scores that put them in orange (high risk) zone. However, anything in the red zone (very high risk) or any of the area shaded in grey would exceed the Council's risk appetite and further action would be needed to reduce the risk to an acceptable level.

## Rother District Council

Report to	-	Council
Date	-	19 December 2022
Report of the	-	Chief Executive
Subject	-	Appointment of Director of Housing Company

---

### **Recommendation:** It be **RESOLVED:** That:

- 1) the resignation of Councillor John Barnes as a Company Director of the Council's Housing Company, Rother DC Housing Company Ltd be noted; and
  - 2) a Councillor be appointed as Company Director to fill the current vacancy.
- 

### **Introduction**

1. As Members will be aware, the Council has established a local housing company (Rother DC Housing Company Ltd) to accelerate housing delivery and increase overall housing supply across the District. In July 2020, Cabinet approved the Articles of Association and the Shareholders Agreement and Councillors John Barnes, Charles Clark, Brian Drayson and Richard Thomas were appointed as Company Directors by full Council at its meeting in August (Minute C20/31 refers). Councillor Drayson was replaced by Councillor Lynn Langlands in September 2022.
2. The Council can appoint up to a maximum of four elected Members as Company Directors.
3. On 5 December 2022 Councillor John Barnes tendered his resignation with immediate effect. As the Shareholder of the Company, it is for full Council to remove and appoint Members to serve as Company Directors on the Board.

### **New Director**

4. Council is invited to nominate a Councillor to fill the current Member vacancy on the Board of Directors.
5. Should there be more than one nomination received on the night, the appointment will be confirmed by secret ballot in accordance with Council Procedure Rule 17.4.

### **Conclusion**

6. Council is invited to appoint a Councillor as a Company Director to serve on the Council's Housing Company's Board of Directors.

Malcolm Johnston  
Chief Executive

This page is intentionally left blank

**Rother District Council**

Report to - Council  
Date - 19 December 2022  
Subject - Motion to Council – Operation RADCOTT

---

**Motion submitted by Councillor P.N. Osborne**Background:

Rother District Council is the lead on this multi-agency operation named Operation RADCOTT, and the Council is directly responsible for the beach operations, car parks and toilets, all of which includes aspects of health and safety. The Council is not directly responsible for water safety, which falls to the Royal National Lifeboat Institution or traffic management, which falls to East Sussex County Council (ESCC), although on peak days staff become involved in supporting traffic flows from car park to car park. More details are set out at Appendix A.

Planning and working with our partner agencies is a year round, full time role, and much pre-planning work is completed during the winter in preparation for the summer season as once we are into the season it very much becomes a hands-on operational role with our partners to manage the high influx of visitors.

At the moment we are working closely with ESCC to review traffic management for the season just finished, 2022, and seek improvements for next season 2023, mainly around managing the diversion of traffic flow from one car park to the other and further deterrents to inconsiderate parking on peak visitor days.

Our much valued partners with whom we work cover critical roles including policing, paramedic support, RNLI, parking enforcement, etc.

Motion:

That this Council places on record its thanks and appreciation to all our valued partners involved in Operation RADCOTT which has resulted in the effective management of Camber Sands and its environs during the peak season summer months, and for their input during the off season into pre-planning and seeking improvements for the next season.

**Roles of Operation RADCOTT partners at Camber Sands Beach and village summer season 2022**

It is important that the partners to Operation RADCOTT , Councillors and members of the public have a clear understanding of the role that each partner plays in the operational management of the beaches, car parks and roads at Camber Sands and the surrounding area during the summer season that in general commences just before Easter and finishes in early October.

The below information will assist in educating the public to the various roles and who performs them, and also highlights the role members of the public should play when visiting the beaches.

This document can be used to promote a greater understanding of the different roles through the use of websites, social media and standard communications, and may also be used to emphasise the limitations in what can and can't be achieved by an individual partner.

**Rother District Council Role 2022**

Rother District Council employs Coastal Operations Officers all year round, and car park and beach patrol staff during the summer season. The coastal team works with our partners to make visitors experience at Camber Sands beach as safe and enjoyable as possible.

**Coastal Operations Officers: -**

- Act as a central hub on the beach to link with and support partner agencies.
- Work on the land only -they do not enter the water (the RNLI are employed to do this)
- Fly sea safety flags during the season from Easter – October only (no flags flown in the winter).
- Maintain beach life saving equipment (life buoys).
- Carry out daily beach patrols either on foot or by vehicle during the season from Easter – October
- Manage a children's wristband system during the season from Easter – October
- to help reunite lost children with their families
- Deliver beach/weather related 'on-arrival' information in the form of face to face interactions in the car park, and car park signage.
- Deliver pre-arrival education in the form of social media messages and website information.
- Deliver on the beach safety advice to visitors during the season from Easter – October.
- Administer basic first aid when necessary.
- Oversee the beach patrol staff and car park attendants
- Take the lead on missing person searches on the beach for up to 20 minutes in line with missing person protocol.
- Advise on dog restrictions, water sport restrictions and coastal Byelaws.
- Oversee various contractors working in Camber to ensure work is meeting requirements.
- Deal with general complaints from visitors.
- Arrange maintenance works including sand clearance, asset repairs etc.
- Work alongside the Film Office to arrange and oversee numerous photoshoots / filming events on the beach.



### Beach Patrol staff: -

- Work in the summer season only
- Work on the land only -they do not enter the water (the RNLI are employed to do this)
- Fly sea safety flags from Easter – October only (no flags flown in the winter).
- Maintain beach life saving equipment (life buoys).
- Carry out daily beach patrols either on foot.
- Manage a children's wristband system during the summer to help reunite lost children with their families.
- Deliver beach/weather related 'on-arrival' information in the form of face to face interactions in the car park and on the beach.
- Administer basic first aid when necessary
- Assist in missing person searches.
- Advise visitors on dog restrictions, water sport restrictions and coastal Byelaws

### Camber Car park attendants:

RDC manage three car parks in Camber, and the following work is carried out by car park attendants to use the car parks most effectively and to support the flow of traffic in and out of the car parks:

- Open and close the car park gates when required
- Manage traffic coming into and out of the car parks.
- Support correct use of payment machines
- Enforce incorrect/non-payment of car park charges by issuing Fixed Penalty Notices
- Provide face to face beach/weather related 'on-arrival' education to visitors
- Divert traffic away from central car park when full and towards western car park.
- Utilise VMS highway signs when available, to inform visitors when Camber is full.

### Visitor Roles

RDC welcome all visitors to Camber Sands who act in a responsible way, with the safety and welfare of their children and families, fellow visitors and staff uppermost in their minds.

### Visitors roles include:

- Before setting out for the beach check the tides times and weather forecast and traffic updates
- On-arrival read the beach signs; listen and follow advice to stay safe.
- Keep your children with you at all times when on the beach
- Do not let children swim in the sea outside the RNLI swim zones (during the summer season only)
- Do not enter the water if you cannot swim
- Do not swim fully clothed
- Do get a wristband for your child (during the summer season only)
- If you are unsure seek advice from Coastal Operations Officers or Beach Patrol

### New additions for season 2022: -

- Disabled access matting in place
- More 1100 containers on beach earlier in the season
- New drop-down road diversion signs to be put in place to assist coastal team in diverting traffic when Camber Central car park is full.

- Following an update from ESCC, Johnsons Field overflow car park will be available for use when visitor numbers require and as the surface condition allows.

### **East Sussex County Council (ESCC) Traffic Management/Highways Infrastructure Summer season 2022 update in conjunction with Rother District Council (RDC)**

Eat Sussex County Council are responsible for managing the local road network and its infrastructure. RDC has been working closely with ESCC to identify methods that are within local government authority powers to mitigate congestion and illegal parking over and above the current on-street parking Civil Parking Enforcement team who are fulfilling this role.

#### **The new methods on trial this season are:**

- Temporary signage to be erected along the grass verges of Camber Road to say 'no parking' -to be in place with effect from the first predicted 'RED' day.
- 'No parking' cones to be placed along the grass verges of Camber Road in between the temporary signs -to be in place with effect from the first predicted 'RED' day.

### **Sussex Police Roles 2022**

The role of the Police in Camber for Operation RADCOTT is:

- Officers are to perform High Visibility foot/mobile patrol in car parks/surrounding streets/beach, including joint patrols with partners, to deter crime and reduce fear of crime. Officers to respond robustly to alcohol related disorder.
- Police will deal with road traffic offences which include moving traffic offences i.e. driving under the influence of drugs or alcohol; and document offences i.e. no insurance.
- Liaise with Rother District Council Beach Patrol to formalise a joint patrol plan to address any known issues and monitor anticipated issues identified by coastal officer or partners.
- Assist with searches for missing children in line with the missing child protocol.
- Develop information and intelligence surrounding identified unauthorised and unlicensed music events to support Rother District Council with a partnership approach to managing these incidents and enforcing byelaws.
- To provide regular updates to duty supervision in relation to any significant incident or a need for enhanced police deployment.
- Continue to develop working relationships with Kent colleagues to share information and intelligence about risks – particularly those in relation to unlicensed music events.
- Support partners social media messaging.

### Sussex Police will not:

1. Close roads except when dealing with an emergency or significant incident which requires a road closure i.e. road traffic collision, until such a time that Highways can take over the road closure.
2. Be the focal point for road related issues within Operation RADCOTT.
3. Be the lead agency for managing the disruption to the road network.

Sussex Police, East Sussex County Council, Rother district council and Highways England have access to legislation in managing the road networks:

Sussex Police powers to direct traffic are restricted to the following pieces of legislation:

1. Common Law (In response to an emergency)
2. S35 Road Traffic Act 1988 (Regulation of traffic or survey)
3. S163 Road Traffic Act 1988 (Routine traffic or crime check)

### **South East Coast Ambulance Service NHS Foundation Trust 2022**

- Provision of a Single Responder Paramedic to either the Camber or Rye area (based on RAG rating and our own risk assessment), over and above the normal resourcing for Hastings & Rother areas.
- Provide emergency response to 999 calls in the Camber and Rye locality.
- Support partner agencies with beach medical/trauma incidents including remote triage and self-deployment to assist with clinical intervention where indicated.
- Liaise with Air Ambulance Kent Surrey & Sussex (AAKSS) and partner agencies to coordinate high-acuity patient treatment and transport.
- Support partner agencies with shared situational awareness of events, activities or incidents that may restrict either the inward or outward flow of visitors to Camber.
- Prioritise medical/trauma incidents to ensure maximum ability to prevent deterioration, preserve life and promote recovery of those requiring ambulance assistance.

### **Royal National Lifeboat Institution (RNLI) 2022**

Roles with involvement in Operation RADCOTT;

#### **Regional Lifeguard Lead-**

- Providing leadership, guidance, and direction at a regional level for the operation of the RNLI Lifeguard Service in a safe, efficient, and effective manner. (Poole – Chichester-Hastings -Ramsgate)

#### **Lead Lifeguard Supervisor-**

- To deliver effective Lifeguarding Services to RNLI standards and contractual obligations, meeting organisational standards.

### **Seasonal Lifeguard Supervisor-**

- To support the delivery of the operational lifeguard service.

### **Lifeguard Operations Assistant-**

- Ensure the smooth running of a Support Centre to enable the efficient management of the local lifeguard Service.

### **Seasonal Senior Lifeguard-**

- To Supervise the running of a beach lifeguard unit, ensuring effective provision of the lifeguard service. To give help and advice to beach and water users and to provide and/ co-ordinate rescue activities as and when required.

### **Seasonal Lifeguard-**

- To monitor and advise beach and water users and to provide/ co-ordinate rescue activities under the supervision of a senior and or Lifeguard Supervisor.

## **East Sussex Fire & Rescue Service 2022**

### **Community Safety Department – Education advice & Information**

- When possible (due to staffing levels) ESFRS volunteers along with operational staff members from Rye Fire Station offer support by engaging with members of the public. We have a Water Safety Gazebo which is printed with messages regarding beach safety and beach flag meanings. This can be set up at the main entrance to the beach with volunteers and staff available to support the education of adults and parents around the risks associated with water and to educate children and young people about the dangers of entering open water. Ideally during peak times at Camber.
- Supply & distribute wrist bands for children and young people.
- Supply & distribute beach safety leaflets and educational resources for children such as water safety quizzes, word searches etc.
- Act as a support for other agencies, whilst in gazebo – not entering the sea or performing rescues.
- Support local partners to cascade safety messages and social media messaging.
- Act as support for other agencies on land only.

### **ESFRS Operational crews on receiving 999 call**

- Incident response & rescue.

## **Her Majesty's Coastguard**

HMCG is responsible for the initiation and co-ordination of all maritime search and rescue within the UK Maritime Search and Rescue Region. This includes the

mobilisation, organisation, and tasking of adequate resources to respond to persons either in distress at sea, or to persons at risk of injury or death on the cliffs or shoreline of the United Kingdom. It is also responsible for land-based search and rescue helicopter operations.

HM Coastguard provides a capability and supporting role to other responders under the Civil Contingencies Act for inland Search and Rescue.

HM Coastguard has the operational primacy for all Search and Rescue helicopters within the United Kingdom which are coordinated and deployed from Aeronautical Rescue located within the JRCC.

### **Coastguard Rescue Teams:**

Coastguard Rescue Teams facilitate the shoreline and inland response, HM Coastguard has 345 Coastguard Rescue Teams located throughout the United Kingdom that are available 24 hours a day, 365 days per year. These Teams are comprised of up to 12 Coastguard Rescue Officers (CROs), who are voluntary members of the Coastguard Rescue Service (CRS).

The CRTs capabilities within the Op Radcott area include:

#### *Romney March Coastguard Rescue Team:*

- Water Rescue,
- Mud Rescue
- Casualty Care, Casualty Evacuation
- Lost and Missing Persons Search
- Helicopter Landing Support.

#### *Rye Bay Coastguard Rescue Team:*

- Water Rescue
- Rope Rescue
- Casualty Care, Casualty Evacuation
- Lost and Missing Persons Search
- Helicopter Landing Support.

### **East Sussex County Council Parking Team: -**

- Regularly visit Camber to monitor and enforce parking restrictions
- Maintain a presence all day on days that Operation RADCOTT have risk assessed as red.
- Carry out enforcement of all parking restrictions by issuing Penalty Charge Notices to any vehicles in contravention of them.
- Consider any challenges made against PCNs by motorists that feel they have been wrongly issued.
- Respond to requests for parking enforcement from residents, businesses or other organisations. Enforcement can be requested by calling 01273 335500 (option 1) or email to [parking.information@eastsussex.gov.uk](mailto:parking.information@eastsussex.gov.uk)

We can only enforce where there are parking restrictions on-street. In carrying out enforcement of parking restrictions civil enforcement officers will issue penalty charge notices to vehicles parked in contravention of a parking restriction.

We do not carry out enforcement in car parks or on private land.

Cars parked dangerously or blocking the highway, where there are no parking restrictions, can only be dealt with by the Police.

### **New additions for season 2022**

- Trial extension to the double yellow road markings -ESCC Parking Team are applying for an Experimental Traffic Regulation Order for a No Waiting at Any Time (double yellow line) restriction on Camber Road, Camber. To deter parking on the verges they are proposing to install double yellow lines along the Camber Road from the junction of Farm Lane, north towards the A259 for approximately 1500 meters. Double yellow lines are enforceable from the centre of the carriage way to the extent of the highway. This will allow civil enforcement officers to issue penalty charge notices to those vehicles in contravention along the verges.

A local Councillor has garnered support from various colleagues, including local MP and other Local Authorities, and sent a letter to the Department for Transport (DfT) requesting a review of on-street parking fines and if Local Authorities can have the ability to increase the level of fines locally to improved the deterrent against illegal parking. The DfT responded on the 4<sup>th</sup> May 2022 to say this was not possible as per a quote from the letter “Thus, while I can assure you that we will keep the issue of parking penalty levels under review, we are not able to commit for the time being to a review of the level of parking fines.”

### **Beach and car park litter management by waste contractor Biffa 2022**

Biffa are responsible for cleansing the beaches, sand dunes and car park on behalf of Rother District Council.

Operations will be similar this season to last season with a waste compound cordoned off in a small section of Western car park to which litter from the beach is decanted ready for removal to the waste transfer station.

- They place the required number of 1,100 large containers onto the beach from the start of the season - 7 days prior to Good Friday- and remove them at the end of the season.
- They place increased numbers of bins in car parks as above.
- A Camber Task Force is instigated from 7 days prior to Good Friday until the first weekend in October, to complete the cleansing as required according to visitor numbers. The team has the ability to work later into the evening if safe to do so and visitor numbers allow, to remove as much litter from the beach 1100 containers as possible. They also have the ability to start earlier in the mornings to complete the litter clearance. The operatives will cover the litter with netting as best they can to deter seagull attack.
- The timing of the removal of the additional litter bins at the end of the season will be reviewed according to weather predictions for October. Biffa daily attendance at Camber will cease as usual in early October. This season will see all metal containers on the beach, rather than plastic, and new signage on each container.

...End...

[Master draft V10 -25.05.2022](#)