

### **CABINET PRIORITIES FOR THE WHOLE COUNCIL**

#### **What we will do:**

The Council Plan details our priorities within each service area and we are determined to ensure East Sussex is a high-performing authority. Our particular priorities are to:

- improve services to older people;
- minimise council tax rises, as far as possible, by focusing on core services;
- raise the economic performance of East Sussex;
- reduce crime and the fear of crime;
- provide safer and better maintained roads and repair street lights;
- support teachers in raising standards in our schools; and
- promote active citizenship.

#### **How we will do it:**

- being clear about priorities and long term direction;
- customer focus: particularly on our residents' needs and preferences;
- providing equality of opportunity for all through our service delivery and as an employer.
- departments working more closely with each other and with our partners;
- using a variety of ways to deliver services;
- managing our resources and assets well;
- harnessing the potential of our staff; and
- improving the County Council's reputation.

### **A STRATEGIC MANAGEMENT & ECONOMIC DEVELOPMENT (Cllr Jones)**

#### **1. Strategic Economic Development**

- Deliver strategic economic development targets, especially for Hastings and Rother Task Force (particularly further advancement of University Project) Newhaven/Central Rail Corridor and Rural Regeneration;

#### **2. Performance Management**

- Ensure the overall functions of the County Council are effectively co-ordinated and managed, the County Council is appropriately advised on policy matters, its policies effectively implemented;
- Harness the potential of our staff by strengthening organisational development and improving the performance management of staff to drive up standards across the Authority (implement outcome of BV Review of Personnel).

### **3. Communications**

- Improve the County Council's reputation by explaining our policies clearly and developing a co-ordinated approach to our consultation, communications and public relations ensuring both consistent information and messages. This will be achieved using a range of methods, both traditional and electronic, the media and by supporting the Council's E-Government agenda by further developing the website and intranet.

### **4. Trading Standards**

- Work towards meeting the Department of Trade and Industry and Food Standards Agency standards for Trading Standards.

### **5. Records Office**

- Continue to investigate with potential partners, including Brighton and Hove City Council and the Universities of Sussex and Brighton, external sources of funding with a view to including the building of a new Record Office in a future capital programme.

### **6. Emergency Planning**

- Maintain the current level of activity as far as possible and deliver the agreed response to the Best Value Review.

### **7. Members**

- Continue the process of modernising support to members and the stringent control on expenses.

### **8. Legal and Democratic Services**

- Prioritise the provision of sound legal advice within the budget.

### **9. Equalities**

- Provide equality of opportunity for all through our service delivery and as an employer.

## **B CORPORATE RESOURCE PLANNING & MANAGEMENT (Cllr Bagshawe)**

### **1. Policy and Finance**

- Develop the reconciling Policy and Resources Process further to ensure:
  - refinement of service priorities and policy steers.
  - alignment of service plans and financial allocations.
  - effective risk management.
  - effective service improvement.
  - we secure demonstrable efficiencies across the County Council.
  - full involvement of scrutiny in the process.
- Produce a medium term Financial Strategy (consistent with the Council Plan and the reliability of information available to the Council) which focuses on sustainable core services provided in the most cost effective way consistent with living within our means.

- Having initially achieved a dramatic reduction in Council Tax increase, continue to strive to combat central government plans which would make continuing achievement of that objective impossible.
- Support and develop excellence in Financial Management across the County Council including maintaining effective financial control, challenge and internal audit.
- Maintain balances at current benchmark level or above.
- Continue to maintain current risk management activities.

## **2. Procurement**

- Ensure procurement arrangements meet corporate priorities and improve service delivery.

## **3. Effective Property Management**

- Continue to ensure a countywide approach to capital planning reflecting Members' choices on priorities and key asset management drivers.
- Use the new property structure to support a drive to excellence in property delivery standards, including delivery of effective and efficient new property contractor arrangements.
- Continue to determine the property estate required to deliver the Authority's service priorities and to maximise the opportunities for reinvestment from the disposal of non-core estate.
- Continue to drive improvements in the efficient and effective use of office accommodation and in particular ensure efficient links and integration with effective home working policies.
- Determine the most appropriate and effective use of limited building maintenance resources across the council.

## **C. SOCIAL SERVICES AND HEALTH (Cllr Glazier)**

### **Overall**

- Improve the user and carer experience, to be measured against standards and performance indicators.
- Develop a range of flexible and responsive services to support people in their own homes.
- Build better partnerships with Health, Housing, Education and Independent and Voluntary Sector partners.
- Shift the balance from providing to commissioning services.

### **1. Older People's Services**

- Support more people in their own homes, while retaining the current low rate of admission to residential care and reducing delayed discharge from hospitals.
- Expand intensive support at home, including the development of new services, where possible joint with Health and Housing, including intermediate care and extra care housing.

- Continue the move towards being increasingly a commissioning, rather than providing, organisation and develop more effective strategic commissioning jointly with Health.
- Continue to increase the proportion of the Social Services Department's budget spent on older people.
- Increase further use of direct payments to achieve the efficient use of resources and encourage individual choice.

## **2. Services for People with a Physical Disability**

- Increase further use of direct payments to achieve the efficient use of resources and encourage individual choice.
- Continue integrating occupational therapy services into multi-disciplinary teams, based on local health and social care economies, building on current practice.
- Integrate equipment services with Health while expanding and increasing flexibility.

## **3. Services for People with Mental Health Problems**

- Integrate further current services with the Mental Health Trust, where these changes will improve the efficiency of the service, and outcomes for service users.
- Develop effective joint commissioning arrangements.
- Implement, jointly with Health, a new service model with particular emphasis on supporting people in their own homes.
- Reduce the use of residential provision and expand community services, outreach provision and support at home.

## **4. Services for People with a Learning Disability**

- Consolidate the work of the newly created joint learning disability team, and ensure that they review existing services in order to best meet people's needs.
- Reduce, over time, the use of residential care and increase support at home, including the development of supported housing.
- Increase the use of direct payments to achieve the efficient use of resources and encourage individual choice.
- Modernise day care and day activity provision, in order to promote independence, and meet the visions set out in "Valuing People".

## **5. Support Services**

- Develop budgets to client groups and geographical areas coterminous with those of partners wherever possible and to plan pooling and integration of budgets, where appropriate.

- Improve strategic contracting, including block contracts and e-Purchasing, to ensure improved partnerships with suppliers, the building of capacity and continuity of supply.
- Maximize use of e-Business practices to improve access, service delivery and efficiency.
- Work with Health on approaches to workforce planning, training and development, with a view to preparing for greater integration and improved recruitment and retention.
- Implement the electronic social care record, and use associated technology to improve efficiency and effectiveness.

## **D. CHILDREN AND YOUNG PEOPLE; AND LIBRARIES (Cllr Stroude)**

### **1. Children's Services**

- Increase foster care and adoption capacity, reduce the use of residential care and independent fostering agencies and continue to improve outcomes for looked after children.
- Develop disability services jointly with Health and Education, focusing on community support and ensuring effective transitions to adults' services.
- Keep children safe by further improving already high quality child protection and family support services.
- Seek to improve services to users by providing more integrated services, jointly with Education, Health and the Voluntary Sector.
- Improve arrangements for consulting with service users, and ensure that services are provided in ways which take account of their views and aspirations.

### **2. Special Education**

- Promote quality inclusion through the implementation of the Special Education Needs (SEN) strategy 2003-2007, including the further development of special school provision and in so doing raise the attainment of pupils in all vulnerable groups.
- Improve, in partnership with other agencies, timely intervention for children and young people from vulnerable groups and thereby reduce expenditure on crisis management and agency placements.

### **3. Strategic Partnerships and Community Learning**

- Promote schools at the heart of our communities by supporting the development of extended schools, offering a wide range of services to adults, young people, children and their parents or carers.
- Ensure the effective implementation of the Connexions Service and new Youth Development Service, and with partners establish a Youth Strategy for the County.

### **4. Libraries**

- Support libraries at the heart of the community through the development of the use of the People's Network in East Sussex as part of the Council's e-government and community planning strategies and also to seek

effective partnerships and external funding to support these developments and community based lifelong learning.

- Develop further the strategic library network, including plans to improve performance in relation to the Public Library standards (especially the book stock and opening hours), and to develop joint working across the Education and Libraries Service, including the schools' library service.

## **5. The Arts**

- Concentrate activity on developing the Cultural Strategy and increase the focus on the County Council's own policy priorities in this area.

## **E. EDUCATION (Cllr Simmons)**

### **1. Schools Improvement**

- Confirm that the raising of school standards is still the highest priority for Education and ensure the effective operation of the Strategic Partnership with the Centre for British Teachers (CfBT), including the new Partnership Board.
- Ensure, through the use of an agreed framework, that funding, including Standards Fund grants, is used effectively to progress activities outlined in the Education Development Plan (EDP) and drive up standards.

### **2. Access to Schools**

- Sustain an effective planning function for future school places requirements and co-ordinate this with the corporate capital planning strategy.
- Make the most effective use of New Deal for Schools and other funding streams to achieve improvements in the condition and suitability of school building, and support basic need provision.
- Implement the school attendance and attitude strategies to underpin the PSA target for 2005.
- Devise a strategy to respond to the 'Building Schools for the Future' initiative to secure maximum investment in East Sussex.

### **3. Strategic Partnerships and Community Learning**

- Promote social and economic regeneration through effective partnership and consortia engagement, enabling the development of learning and skills in the community.
- Promote schools at the heart of our communities by supporting the development of extended schools, offering a wide range of services to adults, young people, children and their parents or carers.

### **4. Strategic Management**

- Maintain a focus on ICT development in schools and co-ordinate and integrate policy on ICT and e-government with the Lead Member for Community Planning and e-government.

- Promote the development of autonomous schools, providing choice and diversity through the implementation of the 2002 Act and related initiatives including the further development of specialist schools.
- Take forward the expanded review of post 16 education in the East of the County with the Learning and Skills Council (LSC), and implement any agreed recommendations.
- Seek to improve services to users by providing more integrated services, jointly with Education, Health, and the voluntary sector.

## **F. TRANSPORT AND ENVIRONMENT (Cllr Reid)**

### **Waste Disposal**

- Establish a sustainable waste disposal system, by:
  - ensuring that the PFI Integrated Waste Management Contract is successfully implemented, including attainment of reduction, recycling and composting aspirations, along with an understanding and control of future revenue budget implications

### **1. Road Maintenance**

- Make our “Roads Visibly Better”, by:
  - improving maintenance of our roads and footways
  - ensuring drainage works
  - keeping key road routes free of ice
  - ensuring street lighting works
  - increasing frequency of cuts to grass verges
  - cleaning road signs and white lines
- Providing Town and Parish Councils access to dedicated “mobile gangs” to carry out agreed locally targeted work.

### **2. Traffic Safety**

- Reduce vehicle and pedestrian accidents and community fear of accidents, by:
  - addressing the most dangerous sites first
  - installing “Safe Routes to School” schemes, as resources allow
  - championing safety training and education, particularly for children
  - work with local communities, Parish Councils, Sussex Police, the health sector and other partners.
  - to resource locally recognised traffic “quality of life” issues

### **3. Environment**

- Seek to enhance the amenity and economic value and potential for sustainable tourism of our natural and built environment together with continuing to integrate sensitivity for the environment in all we do, by:
  - enhancing access to the countryside for all users via targeted improvements of the Rights of Way network

- enhancing the appearance of the County by improving the road environment
- encouraging woodland and bio energy based enterprises as a way of a contribution to reduction of fossil fuel climate change effect and diversifying the rural economy
- creating a coastal wetland chain of sites offering biodiversity, integrated flood management provision and amenity facility adjacent major coastal urban communities
- optimising external contributions to our environmental objectives.

#### **4. Passenger Transport**

- Optimise the benefits of the Council's service provision, by:
  - establishing a sustainable policy and strategy for provision of bus and rail services
  - further develop meaningful partnerships with commercial bus and train operators
  - work with rural communities and organisations to provide viable rural schemes
  - seek additional sources of funding via lobbying of national Government, bidding opportunities and local partnerships

#### **5. Statutory Plans**

- Use the planning process to promote the County Council's policies and priorities, while discharging statutory responsibilities, by:
  - early adoption of the Waste Local Plan [WLP]
  - continued development of a quality Local Transport Plan [LTP] and implementation of capital programme
  - revision of the Structure Plan
  - influencing national and regional planning and transport policy
  - implementing policies, including via planning and highways development control
  - providing up to date information about the county to underpin this work

### **F COMMUNITY SAFETY, COMMUNITY PLANNING & E-GOVERNMENT**

#### **(Cllr Tidy)**

#### **1. E-Government**

- Deliver further efficiencies in service delivery, the provision of better tools for front line staff, and increased access to services by our customers in line with our key Implementing Electronic Government 2 (IEG2) targets (wherever possible, through working with partners).
- Increase availability of broadband technology throughout the rural and urban areas of East Sussex encouraging the active support of other agencies and partners.
- Ensure all Council services that are capable of being delivered electronically, are so delivered by 2005.
- Support and develop the work of the East Sussex E-Government Partnership (ESEGP) , under the overall direction of the ESSP.



- Support and develop excellence in the use of web based technology.
- Excellence in ICT service delivery across ESCC.

## **2. Community Safety**

- Ensure that the County Council is fully involved with the development and implementation of strategies and actions arising from the 5 Crime Reduction Partnerships (CDRP) and continue the process of mainstreaming activity through the planning processes of all County Council Services
- Work closely with the Police and Parish and Town Councils to deliver effective schemes to reduce crime and the fear of crime across the County.

## **3. Community Planning**

- Implement “Pride of Place” the Community Strategy for East Sussex which reflects the priorities of the County Council, residents and partners.
- Extend the effective and influential ESSP that will deliver the PSA, champion the interests of the county seeking economic, environmental and social wellbeing
- Ensure appropriate County Council influence and contribution at County and borough & district level is delivered effectively and on time.
- Improve understanding of the purpose of community planning and achieve member and public recognition of our key role and activities.
- Work closely with Parish and Town Councils to provide practical help to improve the quality of life of our residents