

Corporate Resource Planning and Management Lead Member – Councillor Tony Reid



“We provide resource management (finance and property) to support the Council’s overall policy agenda. We scored top marks in the Comprehensive Performance Assessment (CPA) for our resource management for the third year running. This is a tremendous achievement and we will continue our drive to improve”.

Lead Cabinet Member - Councillor Tony Reid

The key priorities for the corporate resource planning in 2005/06 are:

- pursue excellence in resource management;
- completion of the CBOSS implementation programme; and
- improving our risk management.
- an approach to capital planning reflecting Members’ priority choices and key asset management drivers;
- achieve excellence in property delivery standards; and
- determine the property required to deliver our service priorities and to maximise reinvestment from the disposal of non-core estate.

Did you know that ESCC:

- received the lowest increase in government grant of any county council in 2004/05 (x%) and 2005/06 (x%). This is x% of our total income;
- plans to spend £x million on the provision of services in 2005/06;
- occupies assets valued at £780 million including 194 schools, 270 other buildings, 3,300 Km of roads and over 700 vehicles;
- plans to invest £30 million on schools and children’s centres, £20 million to improve transport and £6 million on other new capital assets in 2005/06;
- manages a pension fund valued at £1.1 billion;
- handles over 1,000 insurance claims a year;
- will save £x million through implementing a new computer system to improve finance, personnel and asset management;
- has generated income of £x million by selling surplus property which has been invested in providing new facilities for the community; and
- secured £x million of government grants to invest in e-government projects such as community information points.

Resource Planning and Management

Our **successes** in 2004/05 were:

- retaining our top scores of 4/4 for finance and internal audit in the CPA and achieved a positive report on our accounts and internal audit within the Audit Commission's Audit and Inspection Annual Letter.;
- maintaining the County Council's balances at benchmark levels;
- laying the foundations for cash savings in future years by introducing the SAP integrated back office system (CBOSS);
- raising the profile of risk management within the authority's planning processes and we insured and funded all identified potential liabilities;
- achieving a 25.9% rate of return for the pension fund for the last financial year reported (2003/04) compared to the 23.4% average for local authorities;

Our **goals** for 2005/06 are:

- to develop the Reconciling Policy and Resources process further to ensure that we manage our resources effectively and secure efficiency savings across ESCC;
- to introduce a range of improvements in resource management as part of the move towards "excellence";
- to meet our targets for cost effectiveness in the Local Public Service Agreement. We remain on course to qualify for a substantial performance reward grant at the end of the agreement in 2005/06;
- to minimise future council tax increases by engaging with central government over their funding proposals;
- to improve financial control, risk management, procurement and internal audit throughout the organisation;
- to complete all main phases of the CBOSS project including new functions such as Employee and Manager Self - Service; and
- improving our prompt payment of invoices (BVPI 8) to support our suppliers and the local economy.

Our longer term **ambitions** include:

- using the new CBOSS system to realise cost savings by working more efficiently;
- continue improving our resource management throughout ESCC. This will help build and maintain our score for resources management within the CPA;
- promoting good governance, effective control and risk management; and
- improving our procurement and contracts to secure savings.

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1. Policy and Finance

Key Service Target 1.1 Achieve excellence in financial and resource management across ESCC.	Performance Measures
<p>What we will do:</p> <ul style="list-style-type: none"> ➤ achieve a Comprehensive Performance Assessment (CPA) score of at least 3/4 for resources management; ➤ develop and pursue a programme for achieving excellence in financial management across ESCC; ➤ publish and implement working protocols, for use across ESCC, in support of the financial excellence agenda; ➤ actively manage our performance on prompt payment of invoices - Best Value Performance Indicator (BVPI) 8; ➤ close and report on 2004/05 accounts; and ➤ project manage the Public Service Agreement (PSA) cost effectiveness target. 	<p>1.1a Assessment (CPA) score of at least 3/4 for resource management within the new assessment methodology;</p> <p>1.1b launched and implemented.</p> <p>1.1c project management introduced.</p> <p>1.1d</p> <p>1.1e agreed terms, (following the dip in performance during the replacement of the council's core financial systems). BV8</p> <p>1.1f Governance Committee by 31/07/05.</p> <p>1.1g achieved.</p> <p>PSA 9</p>

<p>Key Service Target 1.2 Continue to develop the Reconciling Policy and Resources process and maintain a Medium Term Financial Plan which is consistent with the council's policy priorities and the Council Plan.</p>	
<p>What we will do:</p> <ul style="list-style-type: none"> ➤ ensure the inclusion of efficiency savings within budget planning; ➤ introduce further refinements to the Reconciling Policy and Resources process; ➤ strengthen the linkages between: <ul style="list-style-type: none"> • Council Plan 2006/07; • Strategic risk assessment; • Revenue budget 2006/07; • Capital programme 2006/07 – 2009/10; and • Treasury management. ➤ regularly update and review the Medium Term Financial Plan (MTFP) and refine the links to policy priorities as part of risk management, including financial efficiency gains; ➤ analyse potential changes in government's funding regime, identify impact and produce robust response to government plans to minimise loss; ➤ develop and implement continued improvements in financial control across all departments; and ➤ provide monthly budget monitoring reports to cabinet. 	<p>Performance Measures</p> <p>1.2a budget plans for 2005/06 achieved.</p> <p>1.2b and Resources process and timetable for 2006/07 introduced.</p> <p>1.2c Council Plan and set according to timetable.</p> <p>1.2d efficiency gains and reported to cabinet by 31/08/05 and thereafter as key element of Reconciling Policy and Resources.</p> <p>1.2e within agreed tolerances of budget allocation.</p>

<p>Key Service Target 1.3 Develop and maintain the council's new central systems, (CBOSS), to support efficiency gains and improve management information for service managers.</p>	
<p>What we will do:</p> <ul style="list-style-type: none"> ➤ implement the remaining phases of the CBOSS project in line with the project plan; ➤ ensure that the benefits of the new system and the improved processes are maximised; and ➤ make the ongoing CBOSS maintenance, development and training functions part of our day-to-day working. 	<p>Performance Measures</p> <p>1.3a implemented to agreed timescales.</p> <p>1.3b delivered and planned savings realised.</p> <p>1.3c delivered.</p> <p>1.3d mainstreamed and training needs met.</p> <p>1.3e</p>

Key Service Target 1.4 Achieve effective financial control, risk management, challenge and internal audit across ESCC.	Performance Measures
What we will do: <ul style="list-style-type: none"> ➤ build risk assessment into Reconciling Policy and Resources; ➤ carry out a valuation of the insurance fund and ensure that it is adequate to meet current and future liabilities; ➤ update of information in risk register to report current exposures; ➤ promote risk management with pro-active audit involvement in service developments; ➤ prepare, maintain and deliver the annual risk based internal audit plan; ➤ play an active role in developing the council's approach to corporate governance; and ➤ provide pro-active support to the re-organisation of county council departments e.g. children's services. 	1.4a considered as part of Reconciling Policy and Resources. 1.4b monitored by Chief Officers Management Team (COMT) and integrated in the MTFP. 1.4c funding and external insurance to cover the cost of claims against the council. 1.4d Assessment score of at least ¾ for internal audit services within the new assessment methodology. 1.4e includes a statement of internal control compliant with the accounts and audit regulations 2003. 1.4f council departments.

Key Service Target 1.5 Balances maintained, at a minimum, at current benchmark level.	Performance Measure
What we will do: <ul style="list-style-type: none"> ➤ manage our balances in line with our budget targets for 2005/06 	1.5a 2% of the net revenue budget (excluding schools) each year.

Key Service Target 1.6 Ensure procurement arrangements meet corporate priorities, improve service delivery and contribute to the achievement of efficiency gains.	Performance Measures
What we will do: <ul style="list-style-type: none"> ➤ continue to deliver the corporate procurement strategy and improvement plan; ➤ implement the council's approach to achieving efficiency gains through the service efficiency and procurement management board; and ➤ prepare an annual efficiency statement in line with government requirements. 	1.6a 2005/06 successfully delivered. 1.6b to plan. 1.6c achieved. 1.6d programme delivered. 1.6e by the Audit Commission.

Effective Property Management

Our successes in 2004/05 were:

- we exceeded our 2004/05 disposals target of £1m, raising £2.5m which has helped to fund investment in our core properties;
- we delivered an enhanced repairs and maintenance programme to avert the deterioration in condition of our buildings;
- we more than doubled the proportion of our public buildings accessible by people with disabilities from 16% to X% as part of an ongoing programme of investment;
- we completed maintenance works and temporary accommodation to over a quarter of our schools during the summer break to avoid disruption of lessons;
- we improved the procurement process for major projects starting with a pilot project at Tideway school resulting in ???; and
- we commenced new facilities management arrangements for our major offices which will secure £X savings and improved services; and
- that for the second year in a row we have achieved 70% of maintenance expenditure on planned maintenance in accordance with Audit Commission recommendations.

Our goals for 2005/06 are:

- to generate money by selling surplus property, enabling investment in our core services;
- to increase the proportion of our public buildings accessible by people with disabilities from X% to 50%;
- to improve our services to schools and the advice and guidance we provide to them to enable them to work more effectively;
- to improve supply chain management in the procurement of major building projects by working with the construction industry to improve quality and customer satisfaction levels; and
- to improve our resource management to reduce our buildings maintenance backlog.

Our longer term ambitions include:

- to make the best possible use of our resources by selling surplus property and reinvesting in modern and efficient buildings better suited to our services.
- to enable more cost-effective working by using information and communications technology and modern office accommodation.
- to reduce the impact our buildings have on the environment

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2. Effective Property Management

<p>Key Service Target 2.1 Ensure a countywide approach to capital planning linked to priorities and key asset management drivers.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Deliver more projects to time and cost. ➤ Increase the number of buildings accessible to users with a disability in line with the BVPI 156 Disabled Access Strategy. ➤ Implement a programme of work to address Disability Discrimination Act requirements. 	<p>Performance Measures</p> <p>2.1a building projects completed within +/- 5% of the agreed timetable from 73% in 2004/05 to 77% in 2005/06.</p> <p>2.1b BVPI accessible to users with a disability from 35% in 2004/05 to 50% in 2005/06. PSA 9</p> <p>2.1c Formulate and deliver a works programme to remove highest priority physical barriers to access.</p>
<p>Key Service Target 2.2 Achieve excellence in property delivery standards, including delivery of effective and efficient new property contractor arrangements.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Improve delivery of capital projects ➤ Complete and review a pilot partnering project ➤ Improve property services to schools. ➤ Review procurement of construction services. 	<p>Performance Measure</p> <p>2.2a for capital schemes from baseline of 73% in 2004/05 to 80% in 2005/06</p> <p>2.2b contact for property assistance, and better guidance on their health and Safety responsibilities</p> <p>2.2c contractors</p>
<p>Key Service Target 2.3 Determine the Council's property estate required to deliver service priorities and to maximise the opportunities for reinvestment from the disposal of non-core estate.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Challenge departmental property holdings and deliver the disposals programme. ➤ Complete the review of property needs 	<p>Performance Measures</p> <p>2.3a £1.5 million</p> <p>2.3b strategy</p>
<p>Key Service Target 2.4 Improvements in the efficient and effective use of office accommodation and in the adoption and integration of homeworking policies.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Facilitate better property utilisation. ➤ Reduce carbon emissions by implementation of a carbon management plan 	<p>Performance Measure</p> <p>2.4a flexible working layout</p> <p>2.4b ESCC buildings by 1% each year during 2005/06 and 2006/07.</p>

<p>Key Service Target 2.5 Ensure the most appropriate and effective use of limited building maintenance resources across the Council.</p>	<p>Performance Measures</p> <p>2.5a Planned programme of work delivered to address asbestos regulations</p> <p>2.5b Reduce the number of Priority 1 backlog maintenance works from 31% towards the 13% IPF 'all Council's' average.</p> <p>2.5c Planned programme of work to control Legionella bacteria in water systems.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement a planned programme of work to address asbestos regulations. ➤ Reduce the building maintenance backlog ➤ Implement a planned programme of work to control Legionella bacteria. 	

Strategic Management and Economic Development Lead Member – Councillor Peter Jones



“At the core of the County Council’s vision for the future is the renaissance of the economy of East Sussex, to make it dynamic, prosperous, modern and efficient. This will create greater wealth for its residents raising wage rates and profits, increasing their independence and allowing us better to protect and serve the most vulnerable in our community”.

Councillor Peter Jones, Leader, East Sussex County Council

The key objectives in this portfolio are

- Improving economic investment in East Sussex
- Making best use of staff skills and expertise
- Focussing on the County Council priorities and improving performance
- Improving communications
- Making the history of East Sussex more available

Did you know that?

- We were judged to be a ‘good’ authority by the independent Audit Commission. We have risen two categories since 2001
- We improved our performance against 62% of national indicators last year
- In 2003 East Sussex residents average weekly wage was £474 compared to a South East average of £537
- Gross Value Added (tba)
- Business fact (tba)
- Our special fund of £900,000 to encourage investment in the rural economy should bring in over seven times that amount into the County
- We have secured funding of £300,000 from the European Union for skills training
- We are one of the biggest employers in the county employing 14,995 people of whom:
 - 79% are women, but only 36% of the female workforce is full-time
 - 58% of the total workforce is part-time
 - 5.11% have declared themselves disabled as defined under the Disability Discrimination Act
 - 62% is aged 40 or over, 29% aged 50 or over.
- We regularly consult the people of East Sussex, including through our new Residents' Panel survey

- One of the ways the Council keeps residents informed about its services is through the residents' magazine, 'Your County' which goes to every home 3/4 times a year
- Visitors to the Archives Centre in Lewes looked at 41,616 documents in 2004 and we dealt with a further 12,380 written, email and telephone enquiries
- 442 catalogues of records held at East Sussex Record Office are now on-line and they received 288,729 hits in 2004
- We work closely with other professional partners across Sussex to plan for a prompt response to emergencies
- In the year to 31 March 2004 our Registration Service conducted 2208 marriages. 3945 births and 6355 deaths were registered in the same period.

1. Strategic Economic Development

Our **successes** in 2004/05 were:

- Supported the regeneration of Hastings & Bexhill area, managing the production of the Economic Impact Report for the Hastings & Bexhill link road
- Supported the work in Newhaven, providing two key staff, to continue the Master planning process to improve its prosperity
- Over the course of the last two years the Rural Regeneration Fund has allocated £900,000 to rural projects and levered in around £7 Million of additional funding
- Promoted over 18 walks with over 270 businesses along the paths agreeing to be part of the project
- Supported the development and implementation of the two Area Investment Frameworks covering East Sussex, with over £1 million allocated to both programmes by South East Economic Development Agency.

Our **goal** for 2005/06 is:

- To raise the prosperity of East Sussex through improved work force skills, enterprise creation, access to funding from domestic and European sources and increased investment in infrastructure.

Our longer term **ambitions** include:

- Seek to ensure that East Sussex is well placed to take advantage of the review of EU structural funds by establishing strong links with appropriate accession countries and develop a new European Strategy for the Council
- Support the continued implementation of the Hastings & Bexhill Task Force programme and its Area Investment Framework
- Consider options for economic development in Hailsham/Polegate
- Ensure the completion and delivery of the Rural Public Service Agreement
- Implement the key economic projects arising from the Newhaven Master Plan, drawing on the successful lessons from the Hastings and Bexhill Task force
- Support the East Sussex Economic Partnership as the body to increase prosperity in the County and the implementation of its Area Investment Framework
- Continue to focus our resources on the economic priorities in the County.

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Section 1: Strategic Economic Development

Key Objective: 1. To raise the prosperity of East Sussex through improved work force skills, enterprise creation, access to funding from domestic and European sources and increased investment in infrastructure.

<p>Key Service Target 1.1 Improve the economic health of the County</p>	<p>Performance Measures</p> <p>1.1a Update the East Sussex Economic Study 2004 by September 2005.</p> <p>1.1b Support a partnership bid, building on the e-skills agenda, for submission to the European Union.</p> <p>1.1c Bid to be submitted to INTERREG focussing on priorities from the Master Plan for Newhaven</p> <p>1.1d Deploy to maximum effect the Council's £300,000 Strategic Fund</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Continue to monitor and evaluate the East Sussex economy. ➤ Continue to work with the University Centre Hastings and partners to further the new e-skills degree curriculum. ➤ Work with the Task Force and Hastings and Bexhill AIF on the expansion of broadband and skill development. ➤ Develop and deliver a Master Plan for Newhaven. 	

<p>Key Service Target 1.2 Promote increased infrastructure investment for the County.</p>	<p>Performance Measures</p> <p>1.2a Wider economic and European input prepared for the Local Transport Plan for submission to the Government by 30 September 2005.</p> <p>1.2b Support Transport and Environment in the work to create a Master Plan for the Hailsham/North Eastbourne area.</p> <p>1.2c Support Transport and Environment in the work to support the Bexhill and Hastings Link Road development.</p> <p>1.2d Increase the % take up of broadband by businesses in East Sussex to 25%</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Continue to work with partners to improve regional and local transport and the development of related corridors. ➤ Continue to promote the economic argument for the Hastings to Bexhill Link Road. ➤ Ensure there is maximum and sustainable positive economic impact where there are new or improved transport routes. ➤ Work in partnership with other agencies, particularly British Telecom, to promote the use and availability of broadband technology. 	

<p>Key Service Target 1.3 Improve the rural economy of the County.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Deliver Public Service Agreement rural target. ➤ Act as the Accountable Body for the Small Rural Town Programme to support the development of the economy of rural towns. ➤ Ensure effective delivery of projects funded by Rural Regeneration Funds. 	<p>Performance Measures</p> <p>1.3a Promote 18 new walks to support the increased use of strategic rights of way</p> <p>1.3b Deliver a 7% increase in rateable value due to agricultural buildings. PSA 13</p> <p>1.3c Deliver a 2.9% increase in business e-enablement. PSA 13</p> <p>1.3d 50 more employees from rural businesses receiving training PSA 13</p> <p>1.3e Small Rural Town programme in operation with at least one rural town 'Health Check' completed.</p>
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<p>Key Service Target 1.4 Maximise the benefits of access to external funding by the communities of East Sussex.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Act as accountable body for the East Sussex Area Investment framework (AIF). ➤ Ensure that the Global Grants Programme and other funds (e.g. the Lottery, INTERREG) benefit the targeted groups, including the voluntary and community sectors. ➤ Provide advice to teams and organisations seeking external funding and maintain a robust process to ensure ESCC seeks external funding for priority activities. 	<p>Performance Measures</p> <p>1.4a Support ESEP to deliver a management programme for the East Sussex AIF ensuring good financial practices are in place and complied with in delivering key targets of the programme.</p> <p>1.4b Ensure that the Global Grants Programmed grant of £290,000 is spent by 31 March 2006 in support of a minimum of 29 new voluntary and community groups.</p> <p>1.4c At least 29 new voluntary and community groups supported</p> <p>1.4d Provide funding advice to 120 external organisations</p> <p>1.4d Produce a new European Strategy for the Council.</p> <p>1.4e Continue to develop our engagement with accession countries, in particular Malta.</p>
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2. Personnel and Training

'Making best use of staff skills and expertise'

Our **successes** in 2004/05 were:

- CBOSS Implementation of the SAP HR/Payroll system
- Supported the change management and communication programmes
- BVPIs All on target and passed Audit Commission's inspection
- Achieved a reduction in budget required by the Best Value Review of Personnel Services.

Our **goal** for 2005/06 is:

- To provide a flexible organisation that supports the County Council in delivering excellent services at the lowest possible costs.

Our longer term **ambitions** are:

- Target our approach to absence management in order to achieve further reductions
- Ensure consistency in the delivery of core services
- Exploit the functionality of SAP to achieve ongoing efficiencies
- Strengthen the delivery of core training across the Council.

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2: Personnel and Training Services

Key Objective: To provide a flexible organisation that supports the County Council in delivering excellent services at the lowest possible costs

Key Service Target	Performance Measures
2.1 Harness the potential of ESCC staff	
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Start a rolling programme of Investors in People re-assessment of services over the next 2 years. ➤ Implement comprehensive programmes of management and leadership development opportunities. ➤ Manage sickness absence effectively by introducing new trigger alerts and agreeing specific targets with each department for inclusion in aggregated reporting. ➤ Agree with each department an action plan for them to contribute to the overall corporate objective through the achievement of their departmental specific targets. 	<p>2.1a Maintain the corporate Investors in People award</p> <p>2.1b Year on year improvement in management effectiveness identified via the Staff Survey.</p> <p>2.1c Establish an agreed benchmark to enable future improvements in leadership competencies.</p> <p>2.1d Reduce the number of working days/shifts lost to sickness (per FTE employees) from 8.66 in 2004/05 to 8.4 (+/- 10%) in 2005/06. [REDACTED]</p> <p>2.1e No more than 0.2% of the workforce retires early due to ill-health. BV15</p>

Key Service Target	Performance Measures
2.2: Improve the status of East Sussex as an employer of choice.	
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop equal opportunities policies and practices reflecting current and future legislation and increase awareness of diversity throughout the Council. ➤ Improve recruitment practices. ➤ Agree with each department an action plan for them to contribute to the overall corporate objective through the achievement of their departmental specific targets. 	<p>2.2a Increase the % of staff from ethnic communities to 2.4% (+/-10%) in 2005/06. BV17 PSA 9</p> <p>2.2b No less than 4.5% of the workforce to comprise staff with a declared disability in 2005/06. BV16 PSA 9</p> <p>2.2c Achievement of Level 3 of the Equality Standard for Local Government. BV2a</p> <p>2.2d Develop and implement a modernised pay and reward strategy by March 2007.</p>

3. Improving Performance

Our **successes** in 2004/05 were:

- Improved Members' knowledge of performance issues and the performance framework the council is judged against
- 100% compliance with BVPI definitions - The external audit of BVPIs received a completely clean bill of health demonstrating that the County Council fully complies with national guidance
- Improved access for the public and partners to the Council Plan.
- Progress towards achieving all Key Service Targets published quarterly on the council's website
- Results for 65% of our BVPIs have improved or been maintained
- Council maintained its rating as "good" in the Comprehensive Performance Assessment, with improvements noted in all key service areas
- The Council was in the top 10 highest rated authorities in the Country for public satisfaction with its overall services and the way it deals with complaints
- Developed work on Reconciling Policy and Resources and improved understanding of the Council's priorities and future direction by better consultation with partners
- Represented the interests of the people of East Sussex at regional and national level on areas of policy development.

Our **goal** for 2005/06 is:

- To ensure integrated delivery of Council priorities and long-term direction.

Our longer term **ambitions** include:

- Raising awareness of staff and councillors about performance improvement and scrutiny activities
- Continuing to work towards being recognised as an "excellent" authority by residents, partners and other stakeholders
- Ensuring even better co-ordination of activities across the County Council.

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3: Improving Performance

Key Objective: Ensure integrated delivery of Council priorities and long- term direction

Key Service Target

3.1 Ensure co-ordinated delivery of Council priorities and long-term direction

What we will do

- Ensure County Council is prepared for next Corporate Assessment inspection of the authority in 2005/06
- Influence development of CPA methodology for 2005/06 and future years
- Work with the borough and district councils to seek improvements to the services provided to the people of the county through closer joint working
- Improve access to and quality of performance information to Members and Chief Officers via quarterly performance reports and to local people via the ESCC website
- Ensure that the County Council's views are represented effectively at local, regional and national fora.
- Ensure that the Council responds to any changes arising from the County Council elections in May 2005 and any General election held in the next year.
- Use to maximum effect our influence on key decision makers locally, regionally and nationally to raise understanding of the nature and challenges facing the ESCC and the county.
- Introduce comprehensive publicity campaign to increase awareness of the 2005 County Council Election.
- With East Sussex District and Borough Councils, deliver a full County Council election in May 2005 based on the new County Divisions.
- Develop and implement an Induction and on-going development programme for all Members.

Performance Measures

- 3.1a ESCC to be assessed by the Audit Commission as 'Excellent' by the next full CPA in 2007/08.
- 3.1b All CPA Performance Indicators (BVPs) and those labelled 'high risk' by the Audit Commission pass the annual audit without qualification.
- 3.1c Report on the ESCC website our progress towards achieving all Key Service Targets each quarter.
- 3.1d Lead Members and Chief Executive appropriately briefed for all meetings they attend in a corporate capacity.
- 3.1e Develop a new approach to lobbying, including the Ambassadors Scheme
- 3.1f Elections held in all 49 Divisions where contested.
- 3.1g Election results published on-line as declared.
- 3.1h Comprehensive induction programme completed by August 2005 meeting all needs identified by Members and Officers.

4. Communications

Improving communications

Our **successes** in 2004/05 were:

- An increased profile in the local, regional and national media for the Council's priorities, initiatives in service delivery and good performance rating
- Plain English Award for the Council's new website, with new interactive features, quick polls and new information added to the site
- Local people's views have been taken on board to deliver a more user friendly 'Your County' magazine for residents. The February 2005 edition has also achieved Plain English accreditation
- New Residents' Panel established, representative of the East Sussex population, with a first survey completed on council priorities, communications and feedback
- Local residents also successfully engaged in ongoing discussion groups on the council's priorities and budget setting as part of the reconciling policy and resources process.

Our **goal** for 2005/06 is:

- To improve public awareness and understanding of ESCC as an effective authority and services provider that is engaged with its communities and provides active citizenship.

Our longer term **ambitions** include:

- Building on work already underway to ensure the council's services are more accessible and information is easier to understand
- Demonstrating more clearly how residents' views are reflected in the policy making process.

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4: Communications

Key Objective: Improve public awareness and understanding of ESCC as an effective authority and services provider that is engaged with its communities, and our reputation by explaining our policies and provides strong community leadership

Key Service Target

4.1 Improve our reputation by explaining our policies and priorities clearly.

What we will do

- Provide at least 20 on-line forms and payment services for residents on the Council's website
- Produce 3 editions of 'Your County' residents' magazine in Summer and Autumn 2005, and Spring 2006
- Improve the media profile of the County Council by improved targeting of press releases and face-to-face briefings with the press on the Council's priorities
- Raise ESCC's profile through improved signage and visual identity, including better promotion of the Council's web address on its fleet of vehicles and other outlets, and improved boundary signs
- Operate an effective Residents' Panel providing regular feedback on priorities, key service issues and service quality
- Improve the County Council's reputation by entering high quality bids to national award schemes.

Performance Measures

- 4.1a usage statistics established in 2004/05 of x
figure to be inserted in March 2005)
- 4.1b A baseline established of residents who recall receiving 'Your County' (the Council's magazine for residents), find it useful and believe it to be good value for money
- 4.1c 70% success rate on media coverage of priority press releases to targeted media outlets
- 4.1d 10% increase in bids entered to national award schemes

5. Archives and Records

Making the history of East Sussex more available

Our **successes** in 2004/05 were:

- Ensuring that East Sussex County Council was fully prepared for implementation of the Freedom of Information Act by producing policies, procedures and guidelines for staff, carrying out an information audit, training staff and producing guidelines and information for the public
- Award of a fifth grant from the Heritage Lottery Fund to enable us to digitise lists of records in our holdings and make them available on-line. 70% of our lists are now accessible in this way
- Completion of a feasibility study for a new Record Office/Historical Resource Centre
- Securing the deposit of high-quality records, dating from the 16th to 20th centuries
- Positive feedback in National archives user survey, 2004: quality of staff advice 93.6% good or excellent; staff friendliness and helpfulness 94.7% good or excellent
- 89% increase in the number of records consulted by the public since 2001/02
- Providing outreach service to Brighton & Hove customers by providing an archives presence in the Brighton Study Centre.

Our **goal** for 2005/06 is:

- To seek out and ensure the preservation, for future generations, of the original documents which record the history of East Sussex (including Brighton and Hove) and to make them accessible for research and development.

Our long term **ambitions** are to:

- Secure a new record office. This continues to be a top priority for 2005/06. There are huge risks with the existing building and limited facilities for users, and although much has been done to minimise these, a new office remains a key goal
- Extend the range of facilities available to residents to access the documentary heritage of our county
- Improve the physical access to our facilities in the Search Room.

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5: Archives and Records

Key Objective: To seek out and ensure the preservation, for future generations, of the original documents which record the history of East Sussex (including Brighton and Hove) and to make them accessible for research

Key Service Target

5.1 Make available the documentary history of East Sussex (including Brighton & Hove) to present and future generations

What we will do

- Provide remote access to map and other visual resources via the website by continuing the Map Digitisation project.
- Provide an efficient and effective enquiry service for remote users

Performance Measures

5.1a Website constructed.

5.1b 100 images mounted.

5.1c 88% of written/email enquiries given a substantive response within 5 working days. [10% increase on last year's target]

Key Service Target

5.2 Progress towards the provision of a new record office in East Sussex

What we will do

- Continue to investigate with potential partners, including Brighton and Hove City Council the Universities of Sussex and Brighton, and the Heritage Lottery Fund sources of funding to confirm the inclusion of a new Record Office in a future Capital Programme
- Begin the development appraisal stage of the project
- Investigate other sources of funding, including European funding and possible co-operative projects with Malta.

Performance Measures

5.2a Complete an Audience Development plan. (dependant on successful funding bid to HLF)

5.2b Complete a Site search, based on the findings of the Feasibility Study.

Key Service Target

5.3 Comply with the requirements of the Freedom of Information Act.

What we will do

- Respond to requests for information as quickly as possible, and in any event within the statutory timescales.

Performance Measures

5.3a Respond to 100% of formal Freedom of Information enquiries within 20 working days.

5.3b Respond to 100% of formal Freedom of Information enquiries, where additional time is required, by the agreed revised deadline.

6. Emergency Planning

Our **successes** in 2004/05 were:

- Improvements to arrangements for our response to flooding. These include the publication of the Bulverhythe and Seahaven multi-agency Flood Response Plans, revision of the Uckfield* Plan, and multi-agency exercises to validate the latter two
- Holding an inter-agency exercise to validate the Oil Pollution Response Plan, and a 'three-county' training event to train oil-spill Beachmasters
- Participating in 'Exercise Woodchat', the biggest live exercise ever held in Sussex; 'Exercise Triton', a national flooding exercise; and regional exercises relating to foot and mouth disease and major highway disruption
- Implementing local authority action to deal with the 16 incidents reported to the Emergency Planning Division in the 10 months from April 2004 to January 2005. These ranged from insecurities through to beached vessels and chemical incidents. Although none merited a major response they served to show the need to be prepared

Our **goal** for 2005/06 is:

- To contribute towards ensuring a safe environment for the residents of East Sussex.

Our long term **ambitions** are to:

- Implement the Civil Contingencies Act, which is the Top priority for 2005/06. Much of this will be implemented from October 2005 and will require risk assessment, planning, exercising and training to a much greater depth than before. There are also new duties relating to Business Continuity that are likely to be implemented from April 2006
- Develop new arrangements for activating the County Emergency Centre
- Revise Departmental Emergency Plans, with an increased emphasis upon the maintenance of critical services.

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6: Emergency Planning

Key Objective: Contribute towards ensuring a safe environment for the residents of East Sussex.

Key Service Target

6.1 Implement the requirements of the Civil Contingencies Act.

What we will do

- Assess the implications of the regulations and guidance document and make such changes as are necessary to ensure compliance with the Act

Performance Measures

- 6.1a Working with professional partners, identify and begin to operate the measures that are necessary to comply with the duties by the time of implementation (1 October 2005).
- 6.1b Working with professional partners and other departments, identify and begin to operate the measures relating to Business Continuity that are necessary to comply with the duties by the time of expected implementation (1 April 2006).

Community Safety, Community Planning and e-Gov' Lead Member – Councillor Bob Tidy



“Community Safety remains one of the top priorities for the people of East Sussex We will continue to work with others to reduce both crime and the fear of crime. Key areas for the coming year are the delivery of the Public Service Agreement (PSA). Our E-Government work will remain focused on how we can better use technology to create joined up, faster and easier access to public sector services for all citizens”

Lead Cabinet Member – Councillor Bob Tidy

The key objectives in this portfolio are:

- helping local people feel safer;
- improving services through joint working;
- improving access to services and efficiency through ICT; and
- protecting consumers rights.

Did you know that:

- The overall crime rate in Sussex has reduced slightly over the last 2 years
- ESCC has contributed towards the costs of 5 Police Community Support Officers across the County
- Twice as many people now complete a drugs rehabilitation programme than 2 years ago
- In 2004 28% of crime in East Sussex was Domestic Violence incidents
- Our Trading Standards service dealt with x consumer complaints and enquiries and took enforcement action against x ‘rogue traders’ in 2004/05
- All animal markets are attended by animal welfare officers from Trading Standards
- Our Trading Standards service has one of the lowest costs per person in the country
- Over 100 businesses have signed up for our Buy with Confidence scheme.
- has worked to enable over 98% of the population of East Sussex to access Broadband;
- have made 83% of our services available electronically; and
- has over 32,000 people visit our Web Site every month.

1. Community Safety

Our **successes** in 2004/05 were:

- We have produced excellent and comprehensive crime audit data to help each of the five Crime and Disorder Reduction Partnerships (CDRPs) develop relevant targets for their new 3 year strategies
- Increased numbers of people experiencing domestic violence (especially in areas where the problem is greatest) feel confident to report incidents in the knowledge that they will receive appropriate support. This has been achieved through establishing a multi agency approach to tackling the problems of individual victims and their families
- Speed Reactive signs have been installed across the County to discourage speeding. Parish and Town Councils continue to be supported to fund and operate Speed Indicator Devices
- A successful conference on preventing bullying has led to the development of an action plan to tackle bullying
- Funding a Racist Incident Caseworker to work specifically with Children and Young people experiencing racism.

Our **goal** for 2005/06 is:

- To ensure that the Council works effectively to tackle priority areas and is fully involved with the action of the 5 Crime and Disorder Reduction Partnerships (CDRPs) and continues the process of mainstreaming activity through all Council services.

Our longer term **ambitions** include:

- Continuing to work with the Police and other partners to help reduce public place violent crime especially low level anti-social behaviour which represents the largest proportion of this crime
- Auditing the provision of services to tackle alcohol problems and produce a local Alcohol Strategy
- Further developing domestic violence services to ensure equity of provision across the County
- Working with the Government Office and CDRPs to develop the Safer and Stronger Communities Fund to tackle local priorities.

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1. Community Safety

Key Objective: To ensure that the Council works effectively to tackle priority areas, is fully involved with the development and implementation of strategies and actions of the 5 Crime and Disorder Reduction Partnerships (CDRPs) and continues the process of mainstreaming activity through all Council services.

Key Service Target

1.1

communities, business and visitors in East Sussex

What we will do

- Ensure the County Council meets its Section 17 responsibilities (Crime & Disorder Act 1988) to consider crime reduction and community safety in all its work.
- Maintain and further develop a County wide perspective on Community Safety issues
- Promote the multi agency Racist Incident reporting process.
- Production of meaningful and timely analysis of data produced by the 2 CADDIE analysts as required for CDRP, County Council and public use
- Agree with each department an action plan for them to contribute to the delivery of community safety strategy targets

Performance Measures

- 1.1a Delivery of agreed targets in the East Sussex Community Safety strategy
- 1.1b Co-ordination of the mini Local Area Agreement (LAA) on Safer and Stronger Communities.
- 1.1c Racist incident cases reported increased by 5% from x to y
- 1.1d 80% of reported racist incidents followed up and resolved to the satisfaction of the victims.

Key Service Target

1.2 To reduce violent crime

What we will do

- Contribute, through involvement in the CDRP violent crime action groups, to the prevention and reduction of public place violent crime **PSA**
- Contribute to increased reporting of, and reduction in, repeat victims of domestic violence across the County, especially in Hastings **PSA**

Performance Measures

- 1.2a At least 475 fewer violent crimes in a public place from a 2003/04 baseline of 4057 PSA
- 1.2b Maintain the level of reporting of domestic violence incidents reported to the Police in Hastings by March 2006.
- 1.2c Reduce the number of victims of repeat domestic violence to 70.9% of 2001/02 figures multiplied by the rate of increase in reports. PSA

Key Service Target 1.3 To reduce substance misuse	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Increase the participation of problem drug users in drug treatment and the numbers successfully completing drug treatment programmes PSA ➤ Work towards reducing alcohol misuse 	<p>1.3a 722 clients taking part in drug rehabilitation programmes PSA</p> <p>1.3b 105 clients successfully completed drug treatment programmes PSA</p> <p>1.3c By 31/07/05 undertake an audit of alcohol services</p> <p>1.3d By 30/09/05 develop an alcohol strategy for East Sussex.</p>

2. Improving Services Through Joint Working

Our **successes** in 2004/05 were:

- Published an annual update to 'Pride of Place' showing that of the 37 indicators measuring improvement, we exceeded the first year target on 6 indicators and were on track to achieve a further 25 targets
- Provided 'Making a Difference Grant' to the East Sussex Strategic Partnership (ESSP), which has already helped 12 projects make a real difference in local communities
- Funded a Development Worker to help the Voluntary and Community Sector engage appropriately with Community Planning
- Held a conference for Wider Partners of the ESSP on improving the effectiveness of the partnership, involving nearly 70 participants.

Our **goal** for 2005/06 is:

- To improve services to the people of East Sussex by working effectively with the public, private, voluntary and community sectors to ensure services focus on local people's priorities

Our longer term **ambitions** include:

- Work with partners and the Government Office to develop a Local Area Agreement covering children and young people, safer and stronger communities, healthier communities and older people
- Work with partners to develop a second Local Public Service Agreement
- Continue work to develop a strong and effective voluntary and community sector to complement our own provision.

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2. Improving Services Through Joint Working

Key Objective: To improve services to the people of East Sussex by working with others to develop effective joint working which ensures the services provided by the public, private, voluntary and community sectors in East Sussex are focused on local peoples' priorities.

<p>Key Service Target 2.1 Full implementation of the Community Strategy "Pride of Place".</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Extend the influence of the ESSP to champion the economic, environmental and social wellbeing of the County. 	<p>2.1a Year Two progress towards the delivery of 'Pride of Place' targets reported to ESSP and milestones in PSA project plans met by 31/3/06.</p> <p>2.1b By September 2005 develop priorities for Local Public Service Agreement 2 (LPSA2) in partnership with the ESSP.</p> <p>2.1c Establish agreed approach of ESSP to any national programme of Local Area Agreements.</p> <p>2.1d Administer the 'Making a Difference' grant</p> <p>2.1e Administer the £500,000 Community Fund to deliver local priorities.</p>
<p>Key Service Target 2.2 Improve community planning processes to enable better service planning and delivery.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop the business efficiency of community planning partners through data sharing and signposting. ➤ Facilitate elected members to promote ESCC priorities through local partnerships (LSPs, CDRPs etc.) 	<p>2.2a Establish baseline of use of East Sussex in Figures by 30 Sept.2005</p> <p>2.2b Provide local Members with information about each meeting of their local LSP and give an opportunity to comment on its work</p> <p>2.2c Local members involved in theme action groups of the Crime and Disorder Reduction Partnerships and Police action teams at Parish Town level</p>

<p>Key Service Target 2.3 Work closer with Parish and Town Councils to help improve the quality of life of residents in the County</p>	<p>Performance Measures</p> <p>2.3a Develop East Sussex strategy on unauthorised encampments of Travellers by September 2005.</p> <p>2.3b Explore new ways of working with Local Councils.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Improve joint working with local councils both at District and Borough, and Town and Parish Council level to improve residents' quality of life. 	

E-Government

Our **successes** in 2004/05 were:

- the Audit Commission very positively endorsed our whole E-Government strategy;
- the number of broadband enabled phone exchanges now up to 56 out of 64 with PSA / AIF target of increasing. Broadband take up to double the national average now delivered (take up increased from 9.8% to 19.2% this year in East Sussex);
- we have achieved a seamless transition of core services to the new strategic system, CBOSS;
- our BVPI 157 rating (services available electronically) is in the upper quartile of all authorities;
- we successfully participated in the web based secure Crime and Disorder Data Information Exchange, (CADDIE);
- we delivered many more transactional services and our citizen's portal is up and running;
- the contract for the ICT new service management system has been awarded;
- we secured funding from the government for £500,000 and implemented the first of around 45 internet kiosks and a dozen 'community help points' – all aiming to improve customer access to public sector services; and
- we developed a common computer network for East Sussex service delivery partners to respond more effectively to citizen's enquiries including shared data.

Our **goals** for 2005/06 are:

- to provide improved access to services, improved service delivery and greater business efficiency through the use of ICT;
- to ensure the Lead Member for E-Government has sufficient dedicated resources, within the overall resources available, to support the council's vision for ICT; and
- to ensure a robust business case is made before each investment decision and that ICT spend is managed efficiently across the organisation.

Our longer term **ambitions** include:

- attracting further inward investment to support ICT development;
- implementing high profile projects including flexible working, universal broadband availability, electronic document storage, integrated electronic social care records systems and the continued development of the ESCC website;
- continuing to maintain the existing rate of service improvements/efficiency gains within ICT and to ensure that continuous improvement become the norm; and
- completing the work needed to deliver a more customer focused strategy which enables access to services and information.

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3. E-Government

Key Service Target

3.1 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 E-Government 2 IEG2, IEG3 and IEG4 targets (wherever possible, through working with our partners).

What we will do:

- deliver the agreed programme of works in line with commitments made in the IEG2, IEG3 and IEG4 papers;
- ensure all e-government initiatives and Information and Communications Technology (ICT) investment support the corporate agenda and are supported by a business case and appropriate authorisation; and
- undertake consultation with service users to ensure investment decisions support customer priorities.

Performance Measures

3.1a

specifically delivering priority outcomes, in line with commitments made in the IEG2, IEG3 and IEG4 papers to meet ODPM requirements.

3.1b

against agreed corporate priorities, and that all business cases focus on delivery of efficiency savings.

Key Service Target

3.2 Increased availability of broadband technology throughout the rural and urban areas of East Sussex.

What we will do:

- work in partnership with other agencies, particularly British Telecom, to promote the use and availability of broadband technology.

Performance Measure

3.2a

PSA
9

'enabled' by 31/12/05 to give 100% availability to East Sussex.

Key Service Target

3.3 All Council services that are capable of being delivered electronically are so delivered by 2005.

What we will do:

- ensure compliance with this statutory target via appropriate use of technology; and
- update compliance status report and plan how we will move from current position to full compliance by the end of 2005.

Performance Measure

3.3a

BVPI

delivered electronically to be available electronically by 31/12/05. **BV157**

Key Service Target 3.4 Support and develop excellence in the use of web based technology.	Performance Measures
What we will do: <ul style="list-style-type: none"> ➤ upgrade new ESCC website to be fully transactional; and ➤ implement East Sussex citizens portal as a front end to all public sector information and services. 	3.4a All new applications to be delivered using web based technology where available. 3.4b The citizens portal will be live with access to an A to Z of local authority services, including county, districts and boroughs.

Key Service Target 3.5 Excellence in ICT service delivery across ESCC.	Performance Measures
What we will do: <ul style="list-style-type: none"> ➤ Implement best practice policies and procedures based around industry standards. ➤ Ensure improved service availability and customer satisfaction. 	3.5a A new service management system incorporating best practice standards implemented. 3.5b Continuous improvement programme based on customer feedback implemented.

Key Service Target 3.6 Play an active role in, and make a significant contribution to, the East Sussex E-Government Partnership ('Access East Sussex') under the overall direction of the East Sussex Strategic Partnership (ESSP).	Performance Measures
What we will do: <ul style="list-style-type: none"> ➤ Maximise the funding available to partnership projects by submitting bids to government wherever possible. ➤ Deliver 2005/06 programme of works in line with Access East Sussex commitments and priorities. 	3.6a Bids for additional project funding of £150,000 successful. 3.6b 'Customer Access Strategy' (including 'One-Stop' community help points and internet kiosks) with partners implemented. 3.6c Agreed programme of partnership projects implemented.

4. Trading Standards

Our **successes** in 2004/05 were:

- Established a Good Trader Scheme called 'Buy With Confidence'. At the end of March 2005 membership stands at *** approved traders and ** applicants being processed. See <http://esc website/business/tradingstandards/buywithconfidence/default.htm>
- Further developed and relaunched the Consumer Support Network (CSN) with partners in East Sussex. The scheme now has 103 member groups. http://www.csnconnect.org.uk/CSN.asp?csn_id=18
- Promoted a 'Proof of Age' scheme, to help stop the sale of tobacco and alcohol to children
- Participated in operation 'Riverhead' with Sussex Police dealing with those breaking Trading Standards laws at Boot Fairs
- Attended all animal markets held in the County.
- Initiated legal action including formal cautions and prosecutions against **people** or businesses breaking the law
- Maintained our British Standards Institution accreditation (BS EN ISO 9001:2000).

Our **goal** for 2005/06 is:

- To contribute to the promotion and development of a safe, fair and equitable trading environment for all residents, visitors and businesses in East Sussex.

Our longer term **ambitions** include:

- To have informed, successful businesses in East Sussex by continuing to improve our performance against the National Standards set out for Trading Standards
- Continue to develop the Good Trader Scheme, 'Buy With Confidence'
- To have informed, confident consumers in East Sussex by participating fully in 'Consumer Direct', a national help line for consumer advice.

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4. Trading Standards

Key Objective: To contribute to the promotion and development of a safe, fair and equitable trading environment for all residents, visitors and businesses in East Sussex.

<p>Key Service Target 4.1 Carry out enforcement functions in an equitable, practical and consistent manner to ensure both the prevention and detection of Trading Standards offences.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Maintain performance in 2005/06 against the Food Standards Agency framework agreement ➤ Improve performance against the National Performance Framework for Trading Standards Services ➤ Maintain performance against BVPI 166 	<p>4.1a 100% High Risk food and non-food premises inspected.</p> <p>4.1b 50% Medium Risk food premises inspected.</p> <p>4.1c 33% Medium Risk non-food premises inspected</p> <p>4.1d 20% low risk food premises either inspected or subject to alternative enforcement activity".</p> <p>4.1e Achieve 100% performance against the BVPI 166 checklist of enforcement best practice</p>
<p>Key Service Target 4.2 Develop business advice and education.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Improve performance against the LACORS Guide to Good Practice in Trading Standards Part 6: Business Services, Advice and Education. 	<p>4.2a Meet 100% of the minimum standards for services to businesses set out in the guide</p> <p>4.2b Meet 50% of the good practice standards for services to businesses set out in the guide.</p>
<p>Key Service Target 4.3 Further develop consumer advice and education to ensure East Sussex consumers are informed and confident.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Undertake a self assessment and improve performance against the LACORS Guide to Good Practice in Trading Standards Part 5: 'Consumer Advice, Information and Education'. ➤ Actively participate in the Consumer Direct South East project. 	<p>4.3a Meet 100% of the minimum standards for services to consumers set out in the guide.</p> <p>4.3b Meet 50% of the good practice standards for services to consumers set out in the guide</p> <p>4.3c 90% of eligible consumer complaints and enquiries referred to Consumer Direct.</p>

Key Service Target 4.4 Contribute to the continuing health and welfare of livestock	Performance Measures 4.4a 100% of activities undertaken to at least the Good Practice standard specified in the Agreement. 4.4b 100% of all animal markets in the County inspected. 4.4c In the event of a local major disease outbreak, provide operational support to DEFRA and other partner agencies
What we will do ➤ Implement the Department For Environmental Food and Rural Affairs (DEFRA) Framework Agreement on Animal Health and Welfare for Trading Standards.	

Key Service Target 4.5 Pursue the Council's Key Priority to 'further reduce crime and the fear of crime' and the national trading standards priority and safe trading environment'.	Performance Measures 4.5a 90% of Rapid Action Team calls responded to 4.5b 2 operations on underage test purchasing of spray paints completed 4.5c 50 underage test purchases of alcohol undertaken 4.5d 20 underage test purchases of knives undertaken 4.5e 20 underage test purchases of Fireworks undertaken
What we will do ➤ Adopt a zero tolerance policy against those who seek to defraud East Sussex businesses and consumers. ➤ As an active partner within 'Trading Standards South East' (TSSE) and in partnership with other agencies, participate wherever possible in initiatives to help create an environment in which elderly, vulnerable and socially excluded consumers are protected against the predatory practices of bogus callers, including distraction burglars, doorstep conmen and itinerant tradesmen. ➤ Seek the inclusion of Trading Standards in future Crime and Disorder Reduction Partnership (CDRP) Strategies and greater representation on CDRP boards, and greater involvement on Police Tasking and Co-ordinating Groups	

Children and Young People Lead Member - Councillor Meg Stroude



"We are committed to keeping children safe and raising their educational achievement. We have a clear vision of integrated, responsive and individual support for children that will make this happen".

Lead Cabinet Member Councillor Meg Stroude

The key priorities for Children and Young People in 2005/6 are:

- Safe and stable lives for children, especially looked after children
- Improved attainment of children and young people
- Children's needs met through integrated services

This chapter includes sections on:

- Safe and stable lives for children, especially looked after children
- Improved attainment of vulnerable children
- Children's needs met through integrated services

Did you know that in East Sussex:

- There are 25,184 children aged 0-5
- 98 out of 100 four year olds access early education
- Nine out of ten 3 year olds access early education
- Of the 289 nursery classes in East Sussex, 272 are not maintained by the Council compared with 17 that are
- Six neighbourhood nurseries opened in 2004 creating 230 new childcare places
- Ten Children's Centres are being developed across the county
- Of an education budget of £231 million, nearly £31 million is devoted to the 3.5% of children that have statements of special educational needs.

Safe and stable lives for children, especially looked after children

Our **successes** in 2004/05 were:

- The evidence from the updated Victoria Climbié self audit and the performance indicators show that child protection services are operating effectively
- Social Services achieved a two star rating for Children & Families with “promising capacity for improvement”
- A good performance has been maintained in placement stability of looked after children and 88% of looked after children remain in family placements, with an increase in the number of children placed in permanent families. Development of specialist looked after children teams has improved overall outcomes
- 28 new foster carers were recruited. 40 children were matched with adopters, with action support plans
- ‘Every Child Matters’ (a shared programme of change to improve outcomes for all children and young people) is being jointly implemented with education and health and a Better Education for Children in Care multi-agency steering group has been set up to improve achievements

Our **goals** for 2005/06 are to:

- keep children safe by improving already high quality child protection and family support services
- increase foster care and adoption capacity
- improve outcomes for children looked after by the County Council

Our longer term **ambitions** are to:

- improve levels of understanding of the criteria used to assess the risk to children
- improve recruitment and retention of foster carers and remain competitive with neighbouring authorities

1. Safe and stable lives for children, especially looked after children

Key Service Target 1.1 Child protection procedures that are well understood and maintained across all services working with children.	Performance Measures 1.1a Increase the percentage of schools with a designated teacher trained within the last two years from XX% in 2004/05 to YY% in 2005/06 and ZZ% in 2006/07 1.1b Increase the percentage of schools in which staff receive training in child protection and/or assessment criteria over the course of the year from XX% in 2004/05 to YY% in 2005/06 and ZZ% in 2006/07 1.1c Maintain the percentage of review child protection conferences held within required timescales at between 99% and 100% in 2005/06 BV162
What we will do <ul style="list-style-type: none"> ➤ Maintain an accurate, up to date register of designated teachers in schools ➤ Improve the use and knowledge of child protection procedures by maintaining and, where possible, increasing numbers receiving training in schools and other agencies ➤ Hold all review child protection conferences within required timescale 	<div style="border: 1px solid #e91e63; display: inline-block; padding: 2px 5px; margin-bottom: 5px;">BVPI</div>

Key Service Target 1.2 Improved placement choice and stability for looked after children.	Performance Measures 1.2a Maintain the number of additional children aged 0-11 placed in permanent placements at 15 on 31/03/06 PSA6 PSA9.17 1.2b Reduce the percentage of children looked after by the local authority with 3 or more placements during the year from 12.3%(est) in 2004/05 to 12% or lower in 2005/06 BV49 PSA9.16 1.2c Increase the percentage of children who have been looked after continuously for at least 4 years, who were currently in a foster placement where they had spent at least 2 years, from 58%(est) in 2004/05 to 60% on 2005/06 PAF D35 PSA9.18 1.2d Recruit 30 new foster carers in 2005/06 1.2e Recruit 35 adoptive parents in 2005/06
What we will do <ul style="list-style-type: none"> ➤ Enhance support packages for adopters and foster carers ➤ Ensure that remuneration of foster carers is competitive 	<div style="border: 1px solid #e91e63; display: inline-block; padding: 2px 5px; margin-bottom: 5px;">PSA 6 & 9</div> <div style="border: 1px solid #e91e63; display: inline-block; padding: 2px 5px; margin-bottom: 5px;">BVPI</div> <div style="border: 1px solid #e91e63; display: inline-block; padding: 2px 5px; margin-bottom: 5px;">PSA 9</div> <div style="border: 1px solid #e91e63; display: inline-block; padding: 2px 5px;">PSA 9</div>

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Improved attainment of vulnerable children

Our **successes** in 2004/05 were:

- 81% of looked after children achieved at least 1 GCSE or equivalent, an increase of 13% from 2003. This reflects the widening participation in education of looked after young people and significantly contributes to the government's target of 90% of looked after children achieving 1 GCSE by 2006
- 11% of looked after children achieved 5 GCSE grades A*-C, an increase of 7% on 2003 and which, if sustained, will ensure the local authority reaches the government's target of a 15% minimum by 2006
- At key stage 2 (exams taken at age 11) there was an increase of 10% in the numbers of looked after children achieving Level 4 (the level expected at their age) and above in Maths, from 15% to 29%, and an increase of 5% in English from 35% to 44%
- Schools views of the effectiveness of local authority support for looked-after children, as measured by the Audit Commission's school survey 2004, improved significantly, by 9% over the 2003 figure

Our **goal** for 2005/06 is to:

- raise the attainment of children and young people vulnerable to underachievement through inclusive educational provision and other support

Our longer term **ambitions** are to:

- Anti-bullying strategy
- e-literacy rollout
- Implementation of Better Education for Children in Care Strategy (BECCS)

2. Improved attainment of vulnerable children

<p>Key Service Target</p>	<p>Performance Measures</p>
<p>2.1 Improved attainment of looked after children</p>	<p>2005/06 targets for the following measures refer to the academic year ending July 2005</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement Better Education for Children in Care Strategy (BECCS) 	<p>2.1a Ensure that 33% of looked after children aged 11 attain at least level 4 in English in 2005/06</p> <p>2.1b Increase the percentage of looked after children aged 11 attaining at least level 4 in Mathematics from 29% in 2004/05 to 33% in 2005/06</p> <p>2.1c Increase the percentage of looked after children achieving five or more GCSEs at grades A*-C or equivalent from 11% in 2004/05 to 15%(est) in 2005/06</p> <p>2.1d Increase the percentage of looked after children achieving at least one GCSE at grades A*-G or equivalent from 81% in 2004/05 to 85% in 2005/06</p> <p>2.1e Reduce the percentage of children of school age looked after continuously for at least 12 months who missed a total of 25 days of schooling for any reason to 7.5%</p>

<p>Key Service Target</p>	<p>Performance Measures</p>
<p>2.2 Improved attainment of ethnic minority groups</p>	<p>2005/06 targets for the following measures refer to the academic year ending July 2005</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Support and challenge any schools identified as having unsatisfactory practice in relation to target setting, tracking and monitoring progress of vulnerable groups, including black and minority ethnic (BME) groups of pupils ➤ Ask schools to set challenging individual targets for all pupils and to report these to the Council by the end of February 2005 ➤ Work with schools to monitor progress of pupils in vulnerable groups towards targets set for 2005 and 2006 and support and challenge as required 	<p>Increase the percentage of pupils from BME groups aged 11 attaining at least level 4 in:</p> <p>2.2a English from 73% in 2004/05 to 86% in 2005/06</p> <p>2.2b Mathematics from XX% in 2004/05 to YY% in 2005/06</p> <p>2.2c Increase the percentage of pupils from BME groups achieving five or more GCSEs at grades A*-C or equivalent from XX% in 2004/05 to YY% in 2005/06</p> <p>2.2d Increase the percentage of pupils from BME groups achieving at least one GCSE at grades A*-G or equivalent from XX% in 2004/05 to YY% in 2005/06</p>

Key Service Target

2.3 Better practice in support of race equality in schools

What we will do

- Ensure that all schools return termly monitoring forms in relation to racist incidents (including nil returns)
- Follow up all individual incidents that appear not to have been satisfactorily tackled and/or resolved
- Distribute guidance and development materials to schools and partner agencies (race equality guidance, 'One of Us' video and guidance, race equality scheme, staff training programme)
- Set up an equalities board with Member and senior officer representation from key stakeholder agencies to oversee, steer and assess the impact of local authority and school practice and to ensure targets are met

Performance Measures

- 2.3a** Increase the percentage of schools returning racist incident monitoring forms each term from XX% in 2004/05 to 100% in 2005/06
- 2.3b** Increase the percentage of serious racist incidents followed up by Equalities Adviser from XX% in 2004/05 to 100% in 2005/06

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Children's needs met through integrated services

Our **successes** in 2004/05 were:

- Working in close partnership with Eastbourne Downs Primary Care Trust we established the first live Children Index in the country, allowing services to identify children accurately and find out quickly who else is supporting a child or family
- We published a strategy for supporting parents and carers and piloted an innovative school based scheme for giving parents information and support on parenting skills, using parent volunteers
- We launched a new scheme for improving the coordination of services for disabled children aged 0-3 and their families
- We took on responsibility for developing 10 integrated children's centres based on the current local Sure Start programmes; [proposals for all 10 centres have been approved by the Government]

Our **goal** for 2005/06 is to:

- Lead, coordinate and contribute to the work of the Children and Young People's Strategic Partnership to develop the County Council's commissioning of services for children and young people.

Our longer term **ambitions** are to:

- build on current partnership arrangements to establish a Children's Trust in East Sussex
- work together with partners in the health service, the district and borough councils and other stakeholders to:
- extend access to the Children Index beyond the current pilot area and embed its use
- develop practical tools to help staff in different services work together
- develop more effective multi-agency work, through the Children's Centres, through schools and in specialist services
- integrate our planning even more closely with planning in the health service and elsewhere, to improve the way we support children and young people and respond to their needs

3. Children's needs met through integrated services

Key Service Target 3.1 Supported development of a Children's Trust in East Sussex	Performance Measures To be added in next draft
What we will do <ul style="list-style-type: none">➤ Develop and implement a local change programme across all the elements of Children's Trust arrangements set out in national guidance including in particular:➤ Embed the use of the new Children Index and development of common tools to improve early identification, communication and coordination across different services➤ Develop multi disciplinary teams through children's centres, in association with partnerships of schools, and for specialist services➤ Develop an integrated Children and Young People's Plan in line with national guidance, based on high quality audit using the new national outcomes framework for children and young people➤ Agree new interagency governance arrangements covering all aspects of the change programme	Performance Measures To be added in next draft
Key Service Target 3.2 Take forward the special educational need (SEN) review	Performance Measures To be added in next draft
What we will do <ul style="list-style-type: none">➤ Complete the initial consultation process January-March 2005➤ Analyse and publish a summary of responses in May 2005➤ Establish and implement project plans for the key recommendations following consultation in the spring term 2005	

Key Service Target 3.3 Development of Local Partnerships for Children (LPCs)	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Establish partnerships of schools and children's services, rationalising the allocation of support staff between partnerships as necessary ➤ Support each partnership in a joint audit of outcomes for children and young people using the national Outcomes Framework ➤ Support the development of a priority action plan for each partnership, linked to area and county wide plans ➤ Promote the development of extended school services as part of those action plans, using extended school standards fund grant 	<p>To be added in next draft</p>

Key Service Target 3.4 Development of Early Years services	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop an early years strategy ➤ Create nine new integrated children's centres and draw up plans for the next tranche of centres after 2006 ➤ Implement the County Council's contribution to the CYPSP 0-5 strategy, including support for strategic planning of services for 0-5 year olds within each locality partnership area and PCT area, and the implementation of a new consistent approach to self evaluation by early years education settings 	<p>3.4a Increase the number of children's centres established or designated from 1 in 2004/05 to 9 in 2005/06</p> <p>3.4b Increase the number of child care places associated with children's centres from XX in 2004/05 to YY in 2005/06</p> <p>3.4c Increase the percentage of early years education settings with new self evaluation systems in place from XX% in 2004/05 to YY% in 2005/06</p> <p>3.4d Increase the percentage of 3-year-olds receiving a good quality, free, early years education place in the voluntary, private or maintained sectors from XX% in 2005/05 to YY% in 2005/06 PSA 9.7</p>

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4. Libraries

<p>Key Service Target</p> <p>4.1 To deliver a professional, modern, efficient library and information service</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Improve leadership and management ➤ Improve performance measurement ➤ 12 month programme of customer focus training for staff 	<p>Performance Measures</p> <p>4.1a Two senior staff take part in national leadership development programme</p> <p>4.1b Set of performance measures identified and trialled</p> <p>4.1c 30% staff attend customer focus training</p> <p>4.1d Two income generating projects set up</p>
<p>Key Service Target</p> <p>4.2 To develop libraries in their communities to ensure they deliver the specific services that their community needs</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Consult with targeted groups e.g. elderly people, rural communities ➤ Develop services to reflect results of consultation ➤ Provide access to a range of council services 	<p>Performance Measures</p> <p>4.2a Consultation held by May</p> <p>4.2b Strategy developed for services to the elderly</p> <p>4.2c Community help point established</p>
<p>Key Service Target</p> <p>4.3 To increase access to the library network and lifelong learning by improving library buildings and by using ICT effectively</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop the People's Network ➤ Upgrade the library management system ➤ Improve employment chances by increasing learning opportunities in libraries 	<p>Performance Measures</p> <p>4.3a Better access to online services – increase usage of the PN by 3%</p> <p>4.3b Increase the number of courses in basic skills, ICT, etc delivered by libraries by 3%</p>

<p>Key Service Target</p> <p>4.4 To provide an excellent service by improving our performance against the Public Library Standards</p>	<p>Performance Measures</p> <p>4.4a 3% increase in visitor figures from BVPI X in 2004/05 to Y BVPI 177</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Increase use of library services 	<p>4.4b Increase visits to the ESCIS website by 5%</p> <p>4.4c increase library membership from X in 2004/05 to Y</p> <p>4.4c increase hits on library web pages from X in 2004/05 to Y</p>

Chapter 5: Education

Lead Member – Councillor Keith Glazier



“Our relentless pursuit of excellence and higher educational standards has resulted in more children in East Sussex achieving better results than ever before. We set ourselves challenging targets because we believe every child should have the best possible chance in life. We will maintain our progress by supporting schools as they help all children, regardless of their circumstances and background, to reach their full potential”.

Lead Cabinet Member Councillor Keith Glazier

Our Key Objectives for Education in 2005/6 are:

- Raised educational standards
- Improved access to education
- Supporting schools in improving the quality of their leadership, management and governance

Did you know that in East Sussex:

- 66,200 children are educated in our schools
- Just over four out of five 7-year-olds achieved at least the level expected for their age in the national reading, writing and mathematics tests last year.
- The proportion of 11-year-olds achieving at or above the level expected for their age in tests for English and Maths is improving at twice the national rate
- The proportion of 11-year-olds achieving at least the level expected for their age in Science is 1% better than the national results
- The proportion of 14-year-olds achieving at or above the level expected for their age is higher than the national results for English, Maths and Science.
- Just over half of the county's 16-year-olds gained five or more GCSEs (or an equivalent qualification) at grade C or above.
- Girls tend to do better than boys at GCSE - almost nine out of ten girls got five or more grade Gs or above, compared with eight out of ten boys. Six out of ten girls got five or more grade A*-C, compared with five out of ten boys.
- About five pupils in every hundred are absent from East Sussex primary schools on an average day. The figure rises to almost eight pupils in secondary schools. Absence rates in East Sussex schools are steadily improving. This means that on an average day this year there are XX more children in primary schools and YY more children in secondary schools than last year.

- Inspectors judge (proportion) of East Sussex schools to be satisfactory or better (statistical profile).
- The Education budget is £231 million, of which all schools budgets total £191 million. We spend an average of £2,783 per pupil; the 4th highest amount of all county councils. 80% of the total schools budget is spent on staffing.
- The smallest school's budget is £204,000, the largest is £5,487,000. The average is £985,000.
- Central administration costs are equivalent to £45 per pupil. This is 4% below the county average and 20% below the national average.

Raising educational standards

Our **successes** in 2004/05 were:

- The rate of improvement at KS2 (exams taken at 11 years old) was twice the national average and East Sussex was the second most improved shire in the country. East Sussex results for English are now above the national average and in line for mathematics
- The number of pupils at KS1 (exams taken at 8 years old) achieving level 3 or above in the writing test improved and targets for reading and mathematics tests were exceeded
- Improvements in primary and secondary school attendance

Our **goals** for 2005/06 are to:

- raise educational standards through appropriate support and challenge to all schools by ensuring the effective operation of the Strategic Partnership with CfBT and ensuring good progress with activities outlined in the Educational Development Plan (EDP)

Our longer term **ambitions** are to:

- Improve Reading at KS1
- Improve 5+ A*-G at KS4
- Improve attainment compared with that of our statistical neighbours
- Strive to meet all our statutory targets

1. Raising educational standards

Key Service Target 1.1 Improved achievement of pupils at Key Stage 1 (KS1).	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Target “children in need” to improve take up of Nursery Education Grant (NEG) 3 ➤ Provide consultant support to improve attainment in reading at level 2 (the level a child would normally be expected to achieve) and 2B to ensure achievement matches or exceeds our statistical neighbours ➤ Focus on 4 points progress per year at KS1 in order that the number of schools below floor targets is reduced at KS2 ➤ Support identified schools to ensure curriculum provision is good or better in all KS 1 inspections ➤ Provide targeted support to schools which are underachieving. 	<p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p> <p>Maintain the percentage of pupils achieving Level 2 or above in KS1 tests for:</p> <ul style="list-style-type: none"> 1.1a Reading at 85% in 2005/06 1.1b Writing at 82% in 2005/06 1.1c Increase the percentage of pupils achieving Level 2 or above in the KS1 test for mathematics from 90% in 2004/05 to 91% in 2005/06 1.1d Increase the percentage of pupils achieving Level 3 or above in the KS1 test for reading from 29% in 2004/05 to (27% was the original target) in 2005/06 1.1e Maintain the percentage of pupils achieving Level 3 or above in the KS1 test for writing at 16% in 2005/06 1.1f Increase the percentage of pupils achieving Level 3 or above in the KS1 test for mathematics from 28% in 2004/05 to 29% in 2005/06

Key Service Target

1.2 Improved achievement of pupils at Key Stage 2 (KS2).

What we will do

- Support schools in targeting pupils vulnerable to underachievement
- Provide focussed support for primary schools as identified in the six areas for learning in the EDP
- Support identified schools to ensure curriculum provision and leadership are good or better in all KS2 inspections
- Focus on 4 points progress per year at KS2 in order that the number of schools below floor targets is reduced
- Provide targeted support to schools which are underachieving

Performance Measures

2005/06 targets for the following measures refer to the academic year ending July 2005

Increase the percentage of pupils achieving Level 4 or above in the KS2 tests for:

1.2a Mathematics from 78% in 2004/05 to **BVPI** 84% in 2005/06 **BV40**

1.2b English from 74% in 2004/05 to **BVPI** 84% in 2005/06 **BV41**

Key Service Target

1.3 Improved achievement of pupils at Key Stage 3 (KS3).

What we will do

- Support departments and teachers in strengthening their teaching repertoire, including implementation of the Key Stage 3 Strategy's 'Teaching & Learning in Secondary Schools' pack
- Lead and support all schools in developing practice in whole-school priorities of assessment, literacy, thinking skills and the use of ICT
- Provide targeted consultant support for underperforming schools and departments
- Work with schools to strengthen subject leadership in all areas, including use of the Secondary Strategy's Subject Leader Development resources
- Promote the use of data (including the Strategy's comparative value-added data) to establish challenging expectations of attainment and progress for all pupils, and implement appropriate intervention strategies for pupils at risk of underachievement

Performance Measures

2005/06 targets for the following measures refer to the academic year ending July 2005

Increase the percentage of pupils achieving level 5 or above in KS3 tests for:

1.3a English from 73% in 2004/05 to **BVPI** 77% in 2005/06 and 79% in 2006/07

PSA 1 **BV181a PSA1 PSA9.11**

1.3b Mathematics from 76% in 2004/05 to **BVPI** 79% in 2005/06 and 80% in 2006/07

PSA 1 **BV181b PSA1 PSA9.12**

1.3c Science from 68% in 2004/05 to **BVPI** 74% in 2005/06 and 77% in 2006/07

PSA 1 **BV181c PSA1**

<p>Key Service Target 1.4 Improved achievement of pupils at Key Stage 4 (KS4).</p>	<p>Performance Measure</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Provide advice and guidance on tracking individual learners ➤ Support schools in improving the opportunities for learners with special educational needs (SEN) and severe learning difficulties (SLDD) ➤ Develop quality assurance to improve the accuracy of schools' current self-evaluation of their provision and ensure better focussed planning to secure improvement. This will include: <ul style="list-style-type: none"> • development of the role of quality assurance groups within the 14-19 strategies to monitor achievement and the quality of provision across 14-19 • supporting schools in the development of their school improvement plans to include partnership working ➤ Improve the success rates of Work Based Learning (WBL) through a range of strategies 	<p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p> <p>1.4a Increase the percentage of pupils achieving five or more GCSEs at grades A*-C or equivalent from 53.6% in 2004/05 to 59.0% in 2005/06 BVPI BV38</p> <p>1.4b Increase the percentage of pupils achieving five GCSEs or equivalent at grades A*- G including English and Mathematics from 85.5% in 2004/05 to 95.0% in 2005/06 BVPI BV39</p> <p>1.4c Increase the percentage of 16 year olds in secondary schools (including special schools) in Hastings and St Leonards achieving at least one grade A-G at GCSE or equivalent from 97% in 2004/05 to (94% was the original target) in 2005/06 PSA 3</p>

<p>Key Service Target 1.5 Development of an individualised/personalised curriculum 14-19</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Build capacity to offer a greater range of options for 14-19 year olds by: <ul style="list-style-type: none"> • Developing post 14 and post 16 joint curriculum across schools/colleges to increase opportunities for students; • Expand vocational courses offered at Key stage 4 • Encourage partners to work together to increase the capacity to provide appropriate out of school learning opportunities for all Key Stage 4 students ➤ Provide support for Key Stage 4 core, vocational and college link courses through the development of NVQ assessor capacity in the schools 	<p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p> <p>1.5a Increase the percentage of learners aged 14-16 engaged in structured learning from 95% in 2004/05 to 99% in 2005/06</p> <p>1.5b Increase the percentage of learners aged 14-19 engaged in structured learning from 89% in 2004/05 to 90% in 2005/06</p> <p>1.5c Increase the percentage of East Sussex learners achieving Level 2 qualifications by age 16 from 54% in 2004/05 to 58% in 2005/06</p>

<p>Key Service Target 1.6 DfES published outcomes for gifted and talented learners met</p>	<p>Performance Measures</p> <p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Publish a policy and strategy for gifted and talented pupils ➤ Provide identification cards for schools for gifted and talented pupils ➤ Provide a programme of enrichment activities for pupils ➤ Re-audit provision across the local authority ➤ Collect and analyse baseline data for gifted and talented pupils 	<p>1.6a Increase the percentage of pupils at the end of KS2 attaining at least level 5 in the core subjects from X% in 2004/05 to Y% in 2005/06</p> <p>1.6b Increase the percentage of pupils at the end of KS3 attaining at least level 7 in the core subjects from X% in 2004/05 to Y% in 2005/06</p> <p>1.6c Increase the percentage of pupils at the end of KS4 attaining grades A/A* in the core subjects from X% in 2004/05 to Y% in 2005/06</p>

<p>Key Service Target 1.7 Improved support for effective transfer and transition</p>	<p>Performance Measures</p> <p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Provide advice and support to ensure points of transfer and transition are well managed and limit loss of learning for pupils ➤ Improve transfer of information between phases ➤ Facilitate networking between schools and enable sharing of good and successful practice across the county 	<p>1.7a Increase the percentage of pupils who achieved level 2B in English at KS1 and went on to achieve level 4 in English at KS2 from 91% in 2004/5 to 94% in 2005/06</p> <p>1.7b Increase the percentage of pupils who achieved level 2B in mathematics at KS1 and went on to achieve level 4 in mathematics at KS2 from 84% in 2004/5 to 87% in 2005/6</p> <p>1.7c Increase the percentage of pupils who achieved level 4 in English at KS2 and went on to achieve level 5 in English at KS3 from 85% in 2004/5 to 89% in 2005/6</p> <p>1.7d Increase the percentage of pupils who achieved level 4 in mathematics at KS2 and went on to achieve level 5 in mathematics at KS3 from 93% in 2004/5 to 95% in 2005/6</p>

Key Service Target 1.8 Enhanced support for use of ICT	
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Provide a programme of classroom-based support for teachers in the effective use of ICT in learning and teaching ➤ Provide a comprehensive programme of professional development in curricular and cross-curricular ICT ➤ Work with schools that have low standards of ICT to help them improve ➤ Develop and facilitate a programme of peer support amongst teachers to nurture and share good practice ➤ Develop and provide programmes of staff development in delivering all aspects of the ICT Programme of Study ➤ Provide in-class support programmes that enhance teachers in schools capacity for self-improvement ➤ Offer schools a full consultancy and technical service to support their ICT infrastructure development 	<p>Performance Measures</p> <p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p> <p>1.8a Increase the percentage of pupils achieving level 2 or above in KS1 tests in ICT from XX% in 2004/05 to 77% in 2005/06</p> <p>1.8b Increase the percentage of pupils achieving level 4 or above in KS2 tests in ICT from XX% in 2004/05 to 79% in 2005/06</p> <p>1.8c BVPI Increase the percentage of pupils achieving level 5 or above in KS3 tests for ICT from 54% in 2004/05 to 75% in 2005/06 and 2006/07 BV181d PSA1</p> <p>1.8d Increase the percentage of Key Stage 4 pupils studying for an accredited qualification in information technology from XX% in 2004/05 to 70% in 2005/06</p> <p>1.8e PSA 9 Increase the percentage of schools with broadband connections from XX% in 2004/05 to 80% in 2005/06 PSA9.13</p>

Key Service Target	Performance Measures
<p>1.9 Improved levels of school attendance (including looked after children)</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Focus on reducing unauthorised absence ➤ Implement the education aspects of the Anti-social Behaviour Act 	<p><i>2005/06 targets for the following measures refer to the academic year ending July 2005</i></p> <p>1.9a Maintain the percentage of children of school age looked after continuously for at least 12 months who missed a total of 25 days or more of schooling for any reason at 9.0% in 2005/06</p> <p>1.9b Achieve a percentage of half days missed due to total (authorised and unauthorised) absence in primary schools of 5.3% or below in 2005/06 BVPI PSA 9 BV46 PSA9.9</p> <p>1.9c Achieve a percentage of half days missed due to total (authorised and unauthorised) absence in secondary schools of 8.4% or below in 2005/06 BVPI PSA 9 BV45 PSA9.8</p> <p>1.9d Decrease the percentage of half days missed due to unauthorised absence in primary schools from 0.47% in 2004/05 to 0.34% in 2005/06 PSA 2</p> <p>1.9e Decrease the percentage of half days missed due to unauthorised absence in secondary schools from 1.45% in 2004/05 to 1.25% in 2005/06 PSA 2</p>

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Improved access to education

Our **successes** in 2004/05 were:

- £4m of condition/modernisation work completed
- More schools with broadband connections
- X secondary school science laboratories upgraded and Y renewed

Our **goals** for 2005/06 are to:

- make sure we have sufficient places for children in well maintained school buildings; and
- support and promote school attendance, making the most effective use of available resources

Our longer term **ambitions** are to:

- Reduce the level of surplus places in some areas of the county in some areas of the county to meet DfES guidelines for levels of surplus places
- Improve the condition and suitability of school buildings
- Improve disabled access

2. Improved access to education

<p>Key Service Target 2.1 Development of school organisations and structures to support effective learning</p> <p>What we will do</p> <ul style="list-style-type: none">➤ Work with schools and colleges in Hastings and Rother, and Sussex LSC, to implement the action plan arising from the 2004 14-19 area inspection report (subject to the decision of the Secretary of State on proposals for change in the organisation of post-16 education and training in the area)➤ Complete a review of primary education across the county, looking at how schools can work more effectively together and the need to provide new places or remove surplus places➤ Consult with schools on a forward strategy for investment in school buildings in the secondary sector	<p>Performance Measures</p> <p>To be added in next draft</p>
<p>Key Service Target 2.2 Development of school travel plans</p> <p>(This target also contributes towards the Transport and Environment Traffic Safety key service target 2.2: Make young people safe on the highways by reducing the number of children killed or seriously injured)</p> <p>What we will do</p> <ul style="list-style-type: none">➤ Encourage each school to develop its own School Travel Plan (STP)	<p>Performance Measures</p> <p>2.2a Increase the number of schools having their own School Travel Plan from 0 in 2004/05 to 10 in 2005/06</p>

Key Service Target
2.3 Improved access to learning for disabled pupils and students

What we will do

- Conduct an audit of all school buildings as part of an overall audit of suitability of school buildings to update the Asset Management Plan
- Maintain a programme of investment in schools through the schools access initiative, making progress towards accessibility of all schools as proposed in the accessibility strategy and the asset management plan

Performance Measures

2.3a (Increase the percentage of schools meeting accessibility standards from XX% in 2004/05 to YY% during 2005/06??)

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Supporting schools to improve the quality of their leadership, management and governance.

Our **successes** in 2004/05 were:

- Higher numbers of schools with 3 year budget plans
- Reduction in the aggregate deficit in schools budgets
- Improved Ofsted inspection leadership and management judgements
- Fewer schools in an Ofsted category

Our **goals** for 2005/06 are to:

- provide strategic leadership and direction for autonomous schools through the development of e-learning, E-Government; and
- work with other agencies and the promotion of choice and diversity through the provisions of the Education Act 2002

Our longer term **ambitions** are to:

- Improve the quality of school leadership and management
- Improve management of resources in and between schools
- Enhanced collaboration and partnership working between schools
- Development of co-leadership with schools

3. Supporting schools in improving the quality of their leadership, management and governance

<p>Key Service Target 3.1 Improved quality of school leadership and management across the County with fewer schools in special measures or with serious weaknesses</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Ensure each Special Measures and Serious Weaknesses school has a rigorous and well targeted local authority support plan ➤ Allocate a consultant headteacher to each Special Measures and Serious Weaknesses school where appropriate ➤ Monitor the progress of each Special Measures and Serious Weaknesses school half termly ➤ Work along each Special Measures and Serious Weaknesses school to prepare for HMI monitoring visits ➤ Complete moderated school self reviews (MSSR) in all schools except where they have been inspected by Ofsted within a three month period of the spring term 	<p>3.1a BVPI Decrease the percentage of schools requiring special measures from XX% in 2004/05 to 0% in 2005/06 BV48</p> <p>3.1b PSA 9 Decrease the percentage of schools requiring special measures or having serious weaknesses from XX% in 2004/05 to 0% in 2005/06 PSA9.10</p> <p>3.1c Decrease the percentage of underachieving schools as defined by Ofsted from XX% in 2004/05 to 0% in 2005/06</p> <p>3.1d Maintain the percentage of schools that have completed MSSR at 100% in 2005/06</p>

Key Service Target 3.2 Improved management of resources in and between schools	Performance Measures 3.2a Increase the percentage of schools submitting three year budget plans from XX% in 2004/05 to YY% in 2005/06 3.2b Reduce the percentage of schools with balances above 5% of their annual budget share from XX% in 2004/05 to YY% in 2005/06 3.2c Maintain the percentage of schools that have either a balanced budget or an agreed budget recovery plan at XX% in 2005/06
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Support all schools in the production of three year budget plans through provision of guidance and information ➤ Provide targeted support, monitoring and consultancy to schools in financial difficulty 	

Key Service Target 3.3 Enhanced collaboration and partnership working between schools	Performance Measures To be added in next draft
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement the Primary Schools network programme as part of the Primary Strategy ➤ Support Leadership Incentive Grant collaboratives <p><i>Refer to Children and Young People Key Service Target 3.3 bullet point 4</i></p>	

Key Service Target 3.4 A remodelled school workforce	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Engage with schools in formulating a change process in order to implement the three phases of the National Remodelling Agreement ➤ Raise awareness of the remodelling agenda and share best practice developed by tranche schools ➤ Establish and promote remodelling on Ezone in order to share good practice across schools and particularly encourage pilot / tranche schools to contribute case studies ➤ Ensure effective use of the primary strategy teaching and learning framework in remodelling primary schools 	<p>3.4a 100% of schools aware of the remodelling agenda</p> <p>3.4b 60% of schools actively engaged in remodelling</p> <p>3.4c 60% of schools attending training</p>

Key Service Target 3.5 Provide an aspirant senior leader programme	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop and implement a systematic continuing professional development (CPD) leadership programme ➤ Ensure all targeted emergent leaders participate in a senior or middle level leadership programme ➤ Promote participation in the National Professional Qualification for Headship (NPQH) and other National College for School Leadership (NCSL) initiated courses ➤ Consult on, publish and implement an East Sussex Leadership and Management Strategy 	<p>3.5a Percentage of available places on the leadership programme filled</p> <p>3.5b Percentage of all targeted emergent leaders are successful in gaining promoted posts within 12 months in 2005/06</p> <p>3.5c Increase the percentage of senior and middle managers in schools participating in NCSL programmes from XX% in 2004/05 to YY% in 2005/06</p>

Contact Matt Dunkley
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e-mail matt.dunkley@eastsussex.gov.uk

Adult Social Care Lead Member Councillor Joy Waite



“The Adult Social Care Department is committed to providing high quality and flexible services that really meet people’s needs”.

Lead Member, Councillor Joy Waite

Our key objectives for Adult Social Care in 2005/06 are:

- To improve the experience for users of our services and their carers
- To increase independence for Older People
- To support more physically and learning disabled people to live at home.
- To improve services for people with mental health problems via more effective partnerships

Did you know that East Sussex County Council:

- Provides social care services to over 17,000 people each year
- Spends £100 million each year on providing social care to adults
- In the last two years has doubled the number of people receiving direct payments to buy their own social care
- Has increased the number of people receiving intensive support to live at home by 50% in two years
- In the last two years has doubled the number of Carers whose needs have been assessed.

Your main departmental contact is;

Adam Penwarden, Head of Performance Management
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To improve the experience for users of our services and their carers

Our **successes** in 2004/05 were to have;

- Increased the number of assessments of the needs of carers by 100%
- Developed a Carers Strategy Action Plan

Our **goal** for 2005/06 is to:

- Ensure that the needs of people who care for other people are understood, and that we offer services that support both the carer and the people using our services

Our longer term **ambitions** include;

- Make sure that more carers receiving an assessment go on to receive a service
- Work closely with colleagues in the voluntary sector to ensure that we fully understand the needs of carers

Contact Beverly Hone, Head of Policy & Strategy
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1. Cross-cutting Services – Improving delivery of social care

<p>Key Service Target 1.1 To Promote Equalities in all aspects of our services –</p>	<p>Performance Measure –</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement actions arising from equality impact assessments to ensure that Social Services supports the corporate objective of meeting Level 3 of the Equality Standard ➤ Ensure that people from Minority ethnic groups can get access to our services 	<p>1.1a Social Services conforms with the requirements of the Equalities Standard Level 3 by 31/03/06.</p> <p>1.1b Maintain the proportion of older service users receiving an assessment or review that are from minority ethnic groups at between 1 & 2 PAF E47</p> <p>1.1c Maintain the proportion of older service users from minority ethnic groups receiving services following an assessment or review at between 1 & 2. PAF E48</p>
<p>Key Service Target 1.2 To widen choice for our service users</p>	<p>Performance Measure</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Increase the number of service users who receive Direct Payments 	<p>1.2a The number of adults and older people receiving direct payments is increased from 42 per 100,000 to 46 per 100,000 by 31/03/06. PAF C51</p>
<p>Key Service Target 1.3 To improve our support to Carers</p>	<p>Performance Measure</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Increase the number of carers who receive an assessment ➤ Ensure that more carers receiving an assessment go on to receive services 	<p>1.3a The number of informal carers receiving an assessment as a percentage of the total number of clients and carers receiving assessments increased from 5% in 2004/05 to 10% in 2005/06. PAF D42, PSA 9</p> <p>1.3b The number of carers receiving a specific carers' service as a percentage of clients receiving community based services increased from xx% in 2004/05 to xx% in 2005/06 PAF C62</p>

Key Service Target 1.4 To safeguard vulnerable adults against abuse.	Performance Measure 1.4a xx% of Adult Protection cases to have a strategy meeting held within xx working days of first notification to Social Services.
What we will do ➤ Ensure that timely and appropriate decisions are taken in adult protection cases.	

Key Service Target 1.5 To develop an integrated approach to Housing & Supporting People	Performance Measure 1.5a First round of Supporting People reviews completed by 31/03/06. 1.5b Bid for funding for xx new units of Extra Care by 31/10/05
What we will do ➤ Ensure that Supporting People funds are used in a way that gives value for money, and supports the County Council in meeting our objectives	

Key Service Target 1.6 To improve support to young people due to transfer from the care of Children & Families to Adults services	Performance Measure 1.6a Ensure that xx% of disabled young people likely to require a service into adulthood have a transition plan presented to the annual Transitions Planning Meeting in the year preceding their school leaving date 1.6b multi-agency transition policy and protocols fully implemented
What we will do ➤ Ensure that the Transition Panel improves forward planning for children moving to adulthood.	

Increase independence for Older People

Our **successes** in 2004/05 were;

- Maintained admissions to residential and nursing care at an acceptable level.
- Provided more Intensive Home Support care packages
- Increased the proportion of Intensive Home Care compared to residential care.
- Implemented the Single Assessment Process
- Increased the proportion of the social care budget spent on Older People's services

Our **goal** for 2005/06 is to:

- Ensure that more older people are able to live as independently as possible,.

Our longer term **ambitions** include;

- Maintain our Intensive Home Care service at current levels
- Further develop the Single Assessment Process to make it easier for people to get access to services
- Minimise the time people have to wait before they receive an assessment of their needs.
- Continue to increase the proportion of the Adult Social Care Budget that is spent on Older People
- Develop more community based services aimed at preventing unnecessary hospital admission, and ensuring that people in hospital can leave as soon as practicable.
- Work jointly with health colleagues to modernise services in order to reduce delayed transfers of care from hospital.

Contact **Mark Stainton, Acting Head of Community Services**

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2. Improving services for Adults & Older People

<p>Key Service Target 2.1 Increase independence for Older People.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Support more people to live in their own homes ➤ Ensure that current level of admissions to residential and nursing home care do not increase 	<p>2.1a. The number of older people helped to live at home per 1,000 population aged 65 or over, increased from 60 in 2004/05 to 73 by 31/3/06. PAF BVPI 54, PSA 5 PSA 9 C32 BVPI 54, PSA 5 PSA 9</p> <p>2.1b Total number of people supported to live at home maintained at xxxx in 2005/06.</p> <p>2.1c Admissions of supported residents aged 65 or over per 1,000 population to permanent residential/nursing care maintained at between 75 & 85 in 2005/06. PAF C26</p> <p>2.1d Admissions of supported residents aged 18-65 or over per 1,000 population to permanent residential/nursing care maintained at less than 4 in 2005/06. PAF C27</p>
<p>Key Service Target 2.2 To reduce delayed discharge from hospitals.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement new joint working arrangements for hospital admission and discharge. ➤ Reduce waiting times for social services. ➤ Implement the recommendations made by Audit Commission 	<p>2.2a In consultation with the Audit commission reach an agreement reached with the local NHS that defines an optimum acceptable level of delayed transfers of care, and the utilisation of reimbursement funds.</p> <p>2.2b In partnership with the local NHS, put in place more services to prevent unnecessary hospital admission developed and to ensure timely discharge.</p> <p>2.2c Reach an agreement with the local NHS to reduce the total number of delayed discharges in acute hospital beds that are Social Services' responsibility reduced from XX in 2004/05 to XX in 2005/06. PAF D41</p>

Key Service Target

2.3 To develop, jointly with Health and Housing, more intensive support for people in their own homes.

What we will do

- Increase level of, and expenditure on, intensive home care services.
- Submit a bid for funds to the Department of Health to develop extra care housing schemes with Health and Housing partners.
- Develop short term care services jointly with Health.

Performance Measures

2.3a Increase the number of households receiving intensive home care per 1,000 population aged 65 or over, from 6.0 in 2004/05 to 6.7 in 2005/06. **PAF C28, BVPI 53 PSA 5 PSA 9**

2.3b Increase the proportion of intensive home care as a percentage of intensive home and residential care from 19.3% in 2004/05 to 23.1% in 2005/06. **PAF B11**

2.3c Bid for funding for xx new units of Extra Care by 31/10/05

Key Service Target

2.4 To improve the users and carer experience for all.

What we will do

- Improve and develop the Single Assessment Process (SAP)
- Ensure that older people receive appropriate, effective and timely responses to their health and social care needs, and that professional resources are used effectively.
- Ensure that Individuals are placed at the heart of assessment and care planning, and these processes are timely and in proportion to individuals' needs.

Performance Measure

2.4a SAP targets (to be confirmed)

2.4b Increase the number of people receiving a statement of their needs from xx% in 2004/05 to xx% in 2005/06 **PAF D39 BVPI 58**

2.4c Increase the number of adults and older clients receiving a review as a percentage of those receiving a service from XX% in 2004/05 to xx% in 2005/06. **PAF D40, BVPI 55, PSA 9**

2.4d Ensure that 55% of new older clients have to wait no longer than 2 days between first contact and assessment **PAF D55 BVPI 195**

2.4e Deliver 60% of care packages within 4 weeks of assessment. **PAF D56 BVPI 196**

Key Service Target

2.5 To become a commissioner of services rather than a provider

What we will do

- Increase use of 'block' contracting for home care and nursing home services.
- Complete the development of a joint commissioning strategy
- Develop, jointly with Health, effective strategic commissioning

Performance Measures

- 2.5a Review and update the departmental commissioning strategy by March 2006
- 2.5b 40% of service user contracts for home care to be block contract framework by 31/03/06.
- 2.5c XX% of contracts for nursing home services to be block contracts by 31/03/06.

Key Service Target

2.6 To spend a greater proportion of our resources on services to Older People

What we will do

- Increase the proportion of the Social Services budget spent on services to Older People

Performance Measures

- 2.6a 42% of budget spent on Older People's services in 2005/06

To support more physically and learning disabled people to live at home

Our **successes** in 2004/05 were;

- Putting in place an integrated community equipment service.
- Increasing the proportion of items of equipment delivered within seven days from 43% to 64%.
- More people with a person centred plan.

Our **goal** for 2005/06 is to:

- Ensure that services are in place to ensure that people with disabilities are properly supported in their own homes.

Our longer term **ambitions** include;

- Increase the number of learning disabled people with a person-centred plan
- Have in place a crisis response and 24 hour service for people with learning disability

Contact Keith Hinkley, Acting Director of Adult Social Care
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3. Improving Services for people with a Physical Disability

<p>Key Service Target 3.1 To develop a range of flexible and responsive services to support people in their own homes and encourage individual choice.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Ensure that efficient and appropriate decision making processes are in place at the point of contact to enable the introduction of direct requisitioning for daily living equipment 	<p>Performance Measures</p> <p>3.1a Maintain the number of adults with physical disabilities helped to live at home aged 18-64 (% per 1,000 population) from XX in 2004/05 to XX in 2005/06 PAF C29.</p> <p>3.1b Implement the FACE overview assessment process at the point of contact across the Physical Disability service by March 2006.</p>
<p>Key Service Target 3.2 To improve our partnerships with Health, Housing, and the Independent and Voluntary Sector.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Continue to develop an efficient and flexible Integrated Community Equipment Service in partnership with Health. ➤ Investigate joint funding options with housing partners for Progress Chaser posts, to increase the efficiency with which major adaptations are carried out. ➤ Improve monitoring of major adaptation work. 	<p>Performance Measures</p> <p>3.2a Maintain the percentage of items of equipment and adaptations delivered within 7 working days from 64% in 2005/06 PAF D54, BVPI 56, Key Threshold.</p> <p>3.2b Reduce the time taken to deliver major adaptations by having Progress Chasers in post for all Physical Disability Teams by March 2006.</p> <p>3.2c In order to improve quality and reduce time taken, introduce a monitoring system for all major adaptations.</p>

4. Improving Services for people with a Learning Disability

<p>Key Service Target 4.1 To reduce the use of residential care and increase support at home.</p> <p>What we will do ➤</p>	<p>Performance Measures</p> <p>4.1a Maintain the number of adults with learning disabilities helped to live at home, at x.x (per 1,000 population aged 18-64) in 2004/05 to x.x in 2004/05. PAF C30</p> <p>4.1b Increase the number of adults with learning difficulties receiving community based services who are receiving direct payments from xx to xx by 31/03/06.</p>
<p>Key Service Target 4.2 To further develop person centred approaches across all Learning Disability services.</p> <p>What we will do ➤</p>	<p>Performance Measures</p> <p>4.2a The number of people with a person centred plan increased from XX to XX by 31/05/06</p> <p>4.2b Undertake XX% of case reviews by 31/03/06</p> <p>4.2c Have in place a crisis response and 24 hour service within the Community Learning Disability service by 31/03/06</p>

Improve services for people with mental health problems through more effective partnerships

Our **successes** in 2004/05 include;

- Hit our targets for supporting more people to live at home

Our **goals** for 2005/06 are:

- Ensure that services are in place to ensure that people with mental health problems are properly supported in their own homes.
- Increase the number of intensive community support teams.

Our longer term **ambitions** include;

- Work more closely with the NHS to provide services that meet individual need more effectively
- Support more people to live at home.

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5. Improving Services for people with a Mental Health problem

<p>Key Service Target 5.1 To reduce the use of residential provision and expand community services, outreach provision and support at home.</p>	<p>Performance Measure</p> <p>5.1a Maintain the number of adults with mental health problems helped to live at home, from 1.5 (per 1,000 population aged 18-64) in 2005/06, to:</p> <table border="0"> <tr> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>1.6</td> <td>XXX</td> </tr> </table> <p>PAF C31 (New Definition)</p>	04/05	05/06	1.6	XXX
04/05	05/06				
1.6	XXX				
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Monitor the use of residential/nursing home care through a Placements Panel. ➤ Play an active role in supporting Health to reduce reliance on high cost hospital and residential agency placements by developing community alternatives. ➤ Appoint an increased number of intensive community support teams for older people. 	<p>Performance Measures</p> <p>5.2a Joint performance Indicators updated to reflect NSF targets in place by 30/9/05.</p> <p>5.2b New Service Model evaluation completed by 31/06/05.</p> <p>5.2c Agree eligibility criteria for services by xx/xx/xx</p> <p>5.2d Establish performance management arrangements to ensure that the Trust activity can be reported to ESCC</p>				
<p>Key Service Target 5.2 To build better partnerships with Health to provide an improved and seamless service for users.</p>	<p>Performance Measures</p> <p>5.2a Joint performance Indicators updated to reflect NSF targets in place by 30/9/05.</p> <p>5.2b New Service Model evaluation completed by 31/06/05.</p> <p>5.2c Agree eligibility criteria for services by xx/xx/xx</p> <p>5.2d Establish performance management arrangements to ensure that the Trust activity can be reported to ESCC</p>				
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Monitor the use of residential/nursing home care through a Placements Panel. ➤ Play an active role in supporting Health to reduce reliance on high cost hospital and residential agency placements by developing community alternatives. ➤ Appoint an increased number of intensive community support teams for older people. 					

6. Supporting Service improvement

<p>Key Service Target 6.1 To further improve the quality of performance management information.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Increase the scope of monthly reporting 	<p>Performance Measure</p> <p>6.1a Report monthly on XX PAF and local indicators by 31/3/06.</p>
<p>Key Service Target 6.2 To improve efficiency in Social Care</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Formalise and strengthen Internal Control procedures ➤ by improving Back office processes and procurement – this is an action and should be added below somehow 	<p>Performance Measures</p> <p>6.2a Restructure of Financial Services Unit complete by xx/xx/06</p> <p>6.2b Improve purchasing processes in order to reduce cost through use of CBOSS in order to meet savings target of £18,000</p>
<p>Key Service Target 6.3 To Increase income to be spent on services.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Improve income collection through changes to financial assessment and working practices ➤ Further develop joint working with Department for Work & Pensions ➤ Introduce joint contact arrangements 	<p>Performance Measures</p> <p>6.3a Increase income collection by x% by 31/05/06</p> <p>6.3b Reduce time delay from assessment to collection.</p>
<p>Key Service Target 6.4. Improve purchasing and contracting processes</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement change for Home Care purchasing limited to resources available. ➤ Consolidation of lead and back up block contracts ➤ Ensure that we manage our budgets by improving purchasing and control arrangements to limit new control totals 	<p>Performance Measure</p> <p>6.4a Set up Home Care Project Board to include key partners overseeing home care transfers</p> <p>6.4b Reduce mileage cost as a proportion of gross spend from 8% to 6% by 31/3/06</p> <p>6.4c Increase number of cases supplied by lead and back up providers from 25% to 40% by 31/3/05</p>

<p>Key Service Target 6.5. To improve the quality of our buildings</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Support Private Finance Initiative processes ➤ Modernise office accommodation to optimise use of space and provide high quality work environment. 	<p>Performance Measure</p> <p>6.5a Implement changes required from the following property developments:</p> <ul style="list-style-type: none"> a) Bellbrook, Uckfield b) Sackville House (Children & Families)
<p>Key Service Target 6.6. Improve service delivery efficiency and access by maximising the use of e-business practises.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Reconfigure staffing arrangements to improve efficiency 	<p>Performance Measure</p> <p>6.6a Contact Centre fully implemented by 31/10/05</p> <p>6.6b Further roll out ESCR for all new files across the county by 31/12/05</p> <p>6.6c Roll out flexible working to ensure practice transformation savings of £150,000 by 31/03/06</p>
<p>Key Service Target 6.7. To improve recruitment and retention of staff</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Continue to develop a joint approach to workforce planning, training and development, with a view to providing for greater integration with Health ➤ 	<p>Performance Measure</p> <p>6.7a Target to be developed in collaboration with PACT</p>
<p>Key Service Target 6.8 To engage with service users and carers and support staff to improve the quality of services we provide.</p> <p>What we will do:</p> <ul style="list-style-type: none"> ➤ Develop a plan for engaging with customers and carers that includes feedback through complaints and comments ➤ Use the information that we gain from this consultation and communication activity to inform commissioning of services and enhance quality as perceived by customers ➤ Use our Quality Strategy to ensure that customers' and carers' perspectives are taken into account and used to improve their experience of our services 	<p>Performance Measure</p> <p>6.8a Agree plan for regular and systematic proactive customer engagement by 31/9/05</p> <p>6.8b Quarterly reports with action points by 31/12/05</p> <p>6.8c Continue to implement Quality Strategy across the department. To be implemented in ?? and ?? by March 2006</p>

Transport and Environment Lead Member – Councillor Matthew Lock



“The County Council will help improve the quality of life in East Sussex” -

Lead Cabinet Member Councillor Matthew Lock

Our **key objectives** for Transport and Environment are to:

- make our roads visibly better
- improve safety for all road users and local communities
- manage waste in a sustainable way
- make our natural and built environment more pleasurable for the public and support tourism
- improve access to the services, education, work and leisure through the use of passenger transport
- use the planning process to promote the County Council’s policies and priorities

Did you know that the Council:

- maintains over 3,000 kilometres (97%) of road network – vital for the economic prosperity of the County;
- maintains 36,232 street lights, 91 pedestrian crossings and 56 traffic signal controlled junctions;
- has helped 38 schools develop their own school travel plans;
- manages over 500 kilograms of household waste per person each year, recycling and composting nearly 25% of it;
- runs approximately 11,250,000 bus journeys each year in rural areas;
- encourages and supports over 275,000 people using the 3,500 kilometres of Rights of Way in East Sussex;
- helps to look after the County’s environment, including Areas of Outstanding Natural Beauty, Heritage Coast and other sites of local, national and international environmental importance;
- satisfied all people with the way that waste and minerals planning applications are handled, with at least 50% of major applications decided within 13 weeks;
- invested nearly £49 million (10.5% of the overall the Council’s budget) last year to improve the transport infrastructure, environment and economy;
- has to pay £16 per year in electricity charges to light each one of our 36,232 street lights – that’s over ½ million pounds a year; and
- maintains over 22,000,000 square metres roads in the county and it costs over £2 to ‘tar and chip’ each square metre of road.

Supporting plans

- Asset Management Plan 2004/06* indicates statutory plan
- Bus Strategy
- Community Safety Action Plan 2003/05
- Departmental Business Plan
- High Weald Area of Outstanding Natural Beauty (AONB) Management Plan adopted in accordance with the Countryside and Rights of Way (CROW) Act 2000.
- Interim South Downs Management Strategy
- Local Transport Plan* and the Annual Progress Report
- Minerals Local Plan*
- Nature Reserve management plans
- Structure Plan*
- Sustainability Strategy
- Sussex Biodiversity Action Plan
- Local Area Transport Strategies Waste Local Plan

For further information these plans please contact Jo Hazelton Performance Improvement Manager, telephone 01273 481897, e-mail: jo.hazelton@eastsussex.gov.uk

1. Making Roads Better

Our **successes** in 2004/05 were:

- receiving a rating of 'Good' with 'Promising Prospects for Improvement' for the Best Value Inspection of the Transport Service carried out by the Audit Commission in Summer 2004;
- delivering a programme of highway work worth over £x million;
- improving road signs and white lines at main road junctions;
- introducing an extra grass cut in our towns;
- strengthening relationships and partnership arrangements with Peacehaven, Hailsham and Polegate town councils;
- introducing two parish maintenance teams to undertake works nominated by town and parish councils; and
- salting more roads when snow was forecast.

Our **goals** for 2005/06 are to:

- look after and improve the condition, life and appearance of all the County's roads, bridges, footways;
- ensure adequate drainage and street lighting;
- make significant improvements to the condition of the County's 'B', 'C' class and unclassified roads; and
- help to reduce the incidents of night-time crime.

Our longer term **ambitions** include;

- improving our service to customers;
- bringing in improved working arrangements with a new contract for highway maintenance;
- improving how we manage traffic flow across the county to reduce hold ups and traffic jams; and
- improving the condition of roads and footpaths.

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1. Roads Maintenance

<p>Key Service Target 1.1 Halt the deterioration of the county's road network and reduce the backlog of road maintenance.</p>	<p>Performance Measures</p> <p>1.1a Improve the condition of local roads against PSA targets.</p> <p>PSA 7 Ensure at least 91.4% of the principal road network is in good condition.</p> <p>BVPI 96</p> <p>BVPI 97a Ensure at least 68% of non-principal classified roads ('B' and 'C' Class roads) is in good condition.</p> <p>BVPI 97b Ensure at least 85% of unclassified roads is in good condition.</p> <p>BVPI 187a Ensure that 82% of footways are in good condition</p> <p>1.1b incidents of dangerous damage to roads and footways.</p>
<p>Key Service Target 1.2 Make roads visibly better.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Put in place new arrangements to maintain street lighting from September 2005; ❖ Keep the busiest roads free of ice; and ❖ Complete a programme of works to improve the appearance of roads and the roadside environment with parish councils. 	<p>Performance Measures</p> <p>1.2a</p> <p>1.2b network are salted when frost is forecast.</p> <p>1.2c carried out by the parish maintenance team over the allocated 6 month period.</p>
<p>Key Service Target 1.3 Deliver Best Value for highway services.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Deliver an integrated and improved service to the customer through the new departmental restructure; ➤ Increase facilities for disabled people at pedestrian crossings; ➤ and ➤ Implement recommendations from Best Value Review and outcomes of the whole service inspection. 	<p>Performance Measures</p> <p>1.3a arrangements to be prepared and awarded to start on 1st September 2005.</p> <p>1.3b Provide 69.2% of controlled pedestrian crossings with facilities for disabled people.</p> <p>BVPI 165</p>

2. Making Roads Safer

Our **successes** in 2004/05 were:

- reducing the number of people killed or seriously injured in the county;
- reducing the speed limit to 30mph in 34 villages by completing phase 2 of the Village Speed Limit Review;
- holding a second Speed Management Conference to inform parish councillors of the various speed management measures being undertaken across the county;
- constructing 11 major local safety schemes and 4 major traffic calming schemes;
- completing 12 Driver Improvement Courses and trained x drivers;
- working with 10 schools to develop their own School Travel Plans to reduce the number of children killed or seriously injured on the roads;
- holding a successful cycle festival in 2004 at Firle Place;
- securing £1.3m of INTERREG funding to support cycling in the county;
- providing an extra 1.4 kilometres of off-road cycleway to support the development of the National Cycle Network in the county;
- installing 25 Vehicular Activated Signs to support lower speed limits in villages and 11 new pedestrian crossings through funding from the County Council's Community Safety budget,;
- being chosen by ? as the most improved authority in the south east for cycling;
- each school in the county being visited by the Speed Indicator Device team; and
- training X children in either pedestrian or cycle training.

Our **goals** for 2005/06 are to:

- reduce the number of road traffic accidents in the county and meet the Public Service Agreement targets for road safety by the end of December 2005;
- in conjunction with Sussex Police develop a Speed Awareness Course; and
- organise a cycle and walking festival at Firle Place.

Our longer term **ambitions** include:

- meeting the government's casualty reduction targets two years ahead of schedule, i.e. by 2008 instead of 2010;
- reviewing our policy for setting local speed limits in the light of new government guidance;
- working more closely with parish and town councils to tackle speeding;
- achieving national cycling targets; and
- updating and implementing the County Council's walking strategy.

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2. Traffic Safety

<p>Key Service Target 2.1 Reduce the number of road traffic accidents in the County in partnership with Sussex Police.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Implement safety measures at high accident frequency sites; ➤ Improve high priority sites for traffic calming and pedestrian crossings; and ➤ Provide driver improvement training for East Sussex residents. 	<p>Performance Measures</p> <p>2.1a Schemes at 10 priority sites by 31/03/06.</p> <p>2.1b out during the year.</p> <p>2.1c seriously injured in the County to not more than 325 during the year (Jan-Dec 2005).</p> <p>PSA 8</p> <p>BVPI 99</p>
<p>Key Service Target 2.2 Reduce the number of children killed or seriously injured on the county's road network.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Promote and develop School Travel Plans; ➤ Deliver child pedestrian skills training in primary schools; and ➤ Promote the use of SID (Speed Indication Device) near schools in East Sussex. 	<p>Performance Measures</p> <p>2.2a 90% of school crossing patrol sites manned at peak times.</p> <p>2.2b to develop their own School Travel Plans.</p> <p>2.2c delivered in 8 primary schools.</p> <p>2.2d vicinity of every infant, primary and secondary school in East Sussex, on roads with a 40 mph speed limit or less, at least once during 2005/06.</p>
<p>Key Service Target 2.3 Increase the number of journeys made by walking and cycling.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Promote and deliver the actions set out in the County Council's Cycling Strategy; and ➤ To work towards completion of the National Cycle Network (NCN) by 2008. 	<p>Performance Measures</p> <p>2.3a of off-road cycle track.</p> <p>2.3b to be arranged.</p> <p>2.3c 2005.</p>

3. Waste Disposal

Our **successes** in 2004/05 were to have;

- significantly improving a number of Household Waste Recycling Sites;
- opening a new Household Waste Recycling Site for the residents of Crowborough;
- increasing the overall recycling & composting rate by around 3% from the previous year;
- achieving an increase in customer satisfaction levels at the household waste recycling sites from 71% in 2000/01 to 86% in 2003/04.
- securing further grant funding to promote the use of real nappies;
- establishing five nappy loan schemes to reduce the volume of disposable nappies being sent to landfill each year;
- developing, trialling and implementing the 'rubbish heat challenge' to raise waste awareness and engage secondary school children; and
- receiving the County Council's Excellence Award for Team of the Year and the BVPI Awards 2004 as winner in the 'Consistent High Achievement' category;

Our **goals** for 2005/06 are to:

- develop a sustainable integrated waste management system;
- Increase recycling levels;
- promote waste reduction and waste awareness activities with our partners; and
- ensure the safe management and control of former landfill sites.

Our longer term **ambitions** include:

- providing new waste management facilities under the integrated waste management services contract;
- improving current waste facilities and provide more recycling opportunities;
- improving partnership working with Waste Collection Authorities;
- developing waste awareness programme by implementing initiatives to reduce, re-use, recycle and compost waste; and
- ensuring that former landfill sites do not pose a threat to the environment or human health.

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Key Service Target	Performance Measures		
3.1 Manage and dispose of household and other waste in an efficient and effective way.	3.1a household and other (municipal) waste.		
What we will do ➤ Manage waste through our contractor; and ➤ Control and manage costs.	<input type="text"/>	£70.61	£78.26
		£91.50	

Key Service Target	Performance Measure		
3.2 Reduce the amount of household waste which is land-filled through waste reduction, recycling and recovery.	3.2a determine public understanding of waste issues.		
What we will do ➤ Increase public awareness by effective promotion and education to limit the rate of waste growth; and ➤ Actively promote recycling	3.2b Kilograms waste collected per head.		
	<input type="text"/>	541	552
		562	
	3.2b recycled and composted from 23% during 2004/05 to 27% in 2005/06.		
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">BVPI 82a & b</div>		
	<div style="background-color: #008000; color: white; padding: 2px; display: inline-block;">PSA 9</div>		

4. Environment

Our **successes** in 2004/05 were:

- ▶ increasing the percentage of the total length of Rights of Way that are signposted and easy to use from 68% in 2003/04 to 70%* in 2004/05. (*BVPI 178 Provisional figure for 2004/05), bringing use into the upper quartile of authorities across the county;
- ▶ Increasing the number of people using the 'strategic' Rights of Way network by 24% by the end of December 2004. (Target of 8% per year from 2003 to 2006 met to date);
- ▶ installing a major new footbridge over the Ouse at Isfield;
- ▶ completing the definitive Rights of Way maps for Lewes, Wealden, Rother and Eastbourne Down land;
- ▶ Improving 23 routes and published 18 leaflets promoting walks and local businesses; and
- ▶ our input to the work of the Woodland Enterprise Centre at Flimwell: the centre is well used by the wood industry with 2,000 visits so far for courses and open days;

Our **goals** for 2005/06 are to:

- ▶ complete the definitive Rights of Way maps for Eastbourne and Hastings towns by May 2005;
- ▶ draft a Rights of Way Improvement Plan for consultation by March 2006;
- ▶ complete Public Service Agreement project by March 2006. Hold walking & cycling festival in East Sussex in July 2005;
- ▶ maintain volunteer support with current resources; and
- ▶ organise a 10th WoodFair with approximately 130 exhibitors and approximately 10,000 visitors at Bentley;

Our longer term **ambitions** include:

- ▶ protecting and enhance the county's environmental assets;
- ▶ improving access to the countryside for the benefit of all with an emphasis on people with disabilities;
- ▶ Maintaining our good performance on usage of and signage on rights of way; and
- ▶ Publication of Rights of Way Improvement Plan in 2007.

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4. Environment

<p>Key Service Target 4.1 Improve and manage access to the countryside to promote recreation and support the rural economy.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Improve the quality of the visitor experience to the East Sussex countryside through better access, facilities, interpretation and information; ➤ Reduce the backlog of maintenance on public Rights of Way; 	<p>Performance Measures</p> <p>4.1a BVPI that are signposted and easy to use by the public from 70% in 2004/05 to 73% in 2005/06. BV178</p> <p>4.1b PSA 9 strategic Rights of Way network by 8%.</p> <p>4.1c PSA 9 to be ready for consultation by 31/03/06. Publication is due in 2007.</p>
<p>Key Service Target 4.2 Promote the county's woodlands and use of local timber</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Promote wood use, responsible woodland management and woodland enjoyment by; ➤ Compiling and publishing Wood Season 2005 programme of 100 wood-related events and opportunities to buy wood products; ➤ Supporting the production of five editions of WoodLots magazine; and ➤ Providing training for Parish Tree Wardens. 	<p>Performance Measures</p> <p>4.2a PSA 9 number of visitors at approximately 10,000 and exhibitors at approximately 130.</p> <p>4.2b PSA 9</p> <p>4.2c PSA 9 WoodLots magazine to 1,300 timber buyers and sellers with 50% funding from external sources.</p>
<p>Key Service Target 4.3 Manage wetland and coastal areas</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Contribute to the management of coast and flood defences; and ➤ Improve and promote coast and wetland for biodiversity and for public understanding and enjoyment. 	<p>Performance Measures</p> <p>4.3a PSA 9 Shoreline Management Plans, and respond to the consultation.</p> <p>4.3b PSA 9 at Pebsham Country Park.</p> <p>4.3c PSA 9 Rye Harbour Nature Reserve to attract up to 400,000 visitors.</p> <p>4.3d PSA 9 Cuckmere and Sussex Haven Catchment Flood Management Plan and respond to the consultation.</p>

Key Service Target	
4.4 Protect and enhance the environment	Performance Measures
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop a strategy for the “public realm” in collaboration with boroughs, districts and other partners; ➤ Maintain a network of roadside air quality monitoring stations; ➤ Provide environmental expertise to key projects and services; and ➤ Seek to maximise external contributions to meet the County’s environmental objectives. 	<ul style="list-style-type: none"> 4.4a Consult on and secure approval of Public Realm Strategy. 4.4b Supply annual air quality data to Sussex Air Quality Steering Group. 4.4c Provide environmental and landscaping advice on the Bexhill-Hastings Link Road. 4.4d Submit bids for external funding to secure at least £100,000 of additional money.

5. Passenger Transport

Our **successes** in 2004/05 were:

- an increase in bus ridership in Hastings of 2.85% (target 2%);
- completing the Lewes Area Review which for the first time included provision for mainstream Home to School Transport in addition to local bus services. This included the introduction of new integrated contract documentation;
- reviewing of Social Services transport and Special Education Needs transport requirements;
- establishing a team, funded jointly with the Department of Transport, to progress the Traveline Action Plan to supply core data for the government's new Travel Direct website. This is a key element of the Bus Information Strategy. Indications from the Department of Transport are that this has resulted in an improvement in the quality of information provided by the County Council placing in it the top quartile;
- re-letting the Countycard concessionary fares contract for a five year period. This continues to be managed by the County Council on behalf of the district and borough councils;
- procuring an integrated computer system to replace all existing passenger transport systems; and
- the ridership on schools' transport was 94% against a national average of 80%.

Our **goals** for 2005/06 are to:

- deliver quality improvements to passenger transport as part of the Lewes Area Review;
- develop opportunities for integrating Social Service's transport, Special Education Needs transport and Demand Responsive Transport;
- bid for appropriate sources of funding; and
- to promote accessibility by introducing more low floor buses.

Our longer term **ambitions** include:

- successfully implementing the installation of the integrated Passenger Transport computer system, which will improve the planning and operation of County Council funded transport;
- revising the Bus Strategy and Bus Information Strategy in line with the second Local Transport Plan;
- delivering the 'Down Your Way' project with external funding;
- carrying out the Eastbourne and South Wealden Area Review of Passenger Transport and mainstream Home to School Transport; and-
- exploring potential sources of funding.

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5. Passenger Transport

<p>Key Service Target 5.1 Meet the travel requirements of schools, social services and the public.</p> <p>What we will do</p> <ul style="list-style-type: none">➤ Revise the Bus Strategy and the Bus Information Strategy in line with the production of the second Local Transport Plan;➤ Implement a replacement computer system; and➤ Carry out the Eastbourne and South Wealden Service Area Review to improve the efficiency and quality of transport provision at a local level.	<p>Performance Measure</p> <ul style="list-style-type: none">5.1a Bus strategy documents revised and approved by the end of the financial year.5.1b Achieve installation of computer system.5.1c Award new mainstream school and public transport contracts for the Eastbourne and South Wealden area.
<p>Key Service Target 5.2 Provide more accessible and widely used public transport.</p> <p>What we will do</p> <ul style="list-style-type: none">➤ Seek to secure funding for use of public transport and develop partnerships with representative organisations and bus operators;➤ Participate in cross-departmental working to influence the quality of the public transport network; and➤ Collect and provide accurate and comprehensive data on bus service provision to the regional 'Traveline' public transport information system for public enquiries.	<p>Performance Measure</p> <ul style="list-style-type: none">5.2a Identify and bid for appropriate sources of funding.5.2b Ensure at least 4 new low floor buses are introduced.5.2c 90% of timetable registrations to be forwarded to Traveline at least 14 days before required deadline.

6. Statutory Plans

Our **successes** in 2004/05 were:

- broad support for the strategy and key sites for waste facilities from the Inspector's report on the Inquiry into objections to the draft Waste Local Plan;
- being rated the fourth best transport authority in the country by government on the basis of the Annual Progress Report on the Local Transport Plan;
- leading the partnership which advised the Regional Assembly on future development strategy for the Sussex Coastal Towns; and
- gaining government support in principle for funding the Bexhill-Hastings Link Road.

Our **goals** for 2005/06 are to:

- ensure planning policies in the new regional South East Plan to 2026 reflect the interests of East Sussex;
- ensure the sub regional planning strategy for the Sussex Coastal Towns in the South East Plan reflects the economic regeneration priority;
- progress the Waste Local Plan towards adoption, to help ensure waste is managed in a sustainable way;
- progress the new Minerals Development Framework, to ensure up to date planning policies for managing mineral extraction;
- improve our performance in deciding and advising upon applications for planning permission, through development of a new computer based system;
- improve the availability and accessibility of information about East Sussex, particularly via the internet;
- develop and submit the new five year Local Transport Plan;
- win resources for transport improvements;
- contribute to the development of the Bexhill & Hastings Link Road; and
- influence government to make early improvements to the A27, A259 and A21 national trunk roads.

Our longer term **ambitions** include;

- influencing regional and sub regional planning and transport policy for the benefit of East Sussex residents, businesses and visitors;
- improving the quality and availability of key information about East Sussex to underpin decision making;
- improving our performance on processing planning applications and the quality of decision making;
- improving policies, targets and funding for transport improvements and improve accessibility to essential services;
- ensuring planning policies for waste management and use of minerals help the economy and protect the environment; and
- meeting the needs of our customers and community.

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6. Statutory Plans

<p>Key Service Target 6.1 Develop planning policies and make decisions that help raise economic performance and enhance the environment.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Establish sustainable policies for waste management through Waste Local Plan; ➤ Establish sustainable policies for minerals extraction and processing through review of Minerals Local Plan; ➤ Introduce a web based planning application service; ➤ Make local stakeholders aware of the South East Plan process and its importance; and ➤ Promote the County's best interest in the SE Plan's preparation involving local stakeholders. 	<p>Performance Measures</p> <p>6.1a statutory stages towards adoption by March 2006.</p> <p>6.1b <input type="checkbox"/> & Waste Development Scheme.</p> <p>6.1d minerals and waste by December 2005.</p> <p>6.1e <input type="checkbox"/> BVPI 109 permission for waste and minerals proposals (not requiring environmental assessments) within 13 weeks.</p> <p>6.1f preparation of the South East Plan.</p>
<p>Key Service Target 6.2 Develop and monitor transport policies to secure funding and improve travel choices.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Develop and implement transport strategies to improve travel choices; ➤ Develop new Local Transport Plan for the period 2006-11 to secure future investment in transport infrastructure; and ➤ Work with Department of Transport and Government Office for the South East to secure strategic transport improvements on A27, A259 and A21 arising from South Coast Transport Study (SoCoMMS). 	<p>Performance Measures</p> <p>6.2a Inclusion of A27 improvement schemes in national Trunk Road Improvement Programme.</p> <p>6.2b Submit provisional version of second Local Transport Plan (LTP2) in July 2005 and final LTP2 in March 2006.</p>
<p>Key Service Target 6.3 Develop and implement local transport strategies to improve travel choices.</p> <p>What we will do</p> <ul style="list-style-type: none"> ➤ Lead development of the Bexhill and Hastings Link Road, through detailed design stages; and ➤ Develop and implement a programme of improvements arising from Local Area Transport Strategy (LATS) to improve the County's transport infrastructure and services. 	<p>Performance Measures</p> <p>6.3a Achieve the agreed programme for development of Bexhill and Hastings Link Road.</p> <p>6.3b Formal adoption of LATS for South Coast Towns by June 2005.</p> <p>6.3c Formal adoption of LATS for Hailsham by September 2005.</p>

<p>Key Service Target 6.4 Safeguard transport and road safety issues in the planning and control of new development.</p>	
<p>What we will do</p> <ul style="list-style-type: none"> ➤ Provide timely transport advice to planning authorities in response to consultations on planning applications and future proposals for land use; and ➤ Negotiate contributions from developers improving accessibility. 	<p>Performance Measure</p> <p>6.4a Respond to 70% of planning application consultations for transport advice within 14 days and 90% within 28 days.</p> <p>6.4b Achieve contributions from developers in excess of £300,000.</p>