

Report to: **Scrutiny Committee for Education**

Date: **10 December 2002**

By: **Chief Executive and Director of Corporate Resources**

Title of report: **Reconciling Policy and Resources**

**Purpose of report:** **To seek the Committee's views on the proposed policy steers and targets being developed for the relevant portfolio for 2003-04**

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## RECOMMENDATIONS

The Committee is recommended to:

1. **consider any comments it wishes to make to the Cabinet on the planning assumptions which will underpin the budget that Cabinet will propose to County Council in February 2003; and**
  2. **consider any comments it wishes to make to the Cabinet on the proposed Policy steers and targets for the portfolio area to help to shape the Council Plan 2003/04.**
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### 1. *Background*

1.1 During the Autumn the Cabinet has been working with Chief Officers to refine the Policy Steers which were contained in last year's Council Plan. Revisions have taken into account risks including performance in key areas; the results of consultation; the findings of Scrutiny and Best Value Reviews; and other external inspection and audit. Scrutiny Chairmen have been closely involved in the development of the Policy Steers and have broadly accepted them. The work on the Policy Steers is ongoing and has been undertaken against the background of the decision made at Cabinet on 22 October, that, in view of the future financial prospects, planning should be on the basis of a standstill budget for direct service provision and on the basis of identifying efficiency savings of at least 2% wherever possible.

### 2. **Financial Background**

2.1 Members will be aware of the possible extent of grant losses (ranging from £4m loss at best to £44m loss at worst) as a result of the Government's proposals for changing the Revenue Support Grant distribution system. For next year, the Government are promising only 0% increase in grant. This would mitigate the worst case loss for next year only but still represents a real loss – compared to the 5% to 6% increase the Council would have expected through the Comprehensive Spending Review. We will not know the precise details until the Government announcement during December.

2.2 The latest position on standstill commitments was reported to Cabinet in October and is set out in Appendix 1, which also shows the latest position for the relevant portfolio. On the basis of a 0% floor, council tax would have to rise by some 27%.

2.3 In the light of this information and the ongoing work on policy steers the Cabinet resolved the following:

- a) to note the financial outlook and standstill pressures as outlined in the report;
- b) to endorse the Lead Cabinet Member for Corporate Resources' proposals that the portfolio holders now plan on the basis of a standstill budget for their direct service

provision for 2003/04 (to be advised by the Deputy Leader and Director of Corporate Resources);

- c) to ask the Deputy Leader and portfolio holders to identify efficiency savings for at least 2% wherever possible on appropriate items (to be advised by the Deputy Leader and Director of Corporate Resources);
- d) to agree that Service Plans are further refined and challenged through the reconciling policy and resources process; and
- e) in the light of this new planning guidance, to request portfolio holders to provide more detail in their policy steers which can be reflected in their Service Plans.

### **3. The County Council Plan 2003/04**

3.1 Since Cabinet on 22 October, Lead Members and Chief Officers have been developing service objectives and key service targets for each of their service areas, taking account of the refined policy steers and financial targets. This work is ongoing. They have been assisted in this work by the Chairmen of the relevant Scrutiny Committees and the Chairman of the Audit and Best Value Scrutiny Committee, who have broadly accepted the policy steers. These objectives and targets, together with the underlying financial assumptions to be agreed by County Council, will form the basis of the County Council's Plan. This work the areas under this Scrutiny Committee's purview is contained in the policy steers and proformas appended to this report (appendix 2). The Cabinet will consider the proformas at its meeting on 19 December. At this time Cabinet will also agree the overall budget parameters and service targets which will be worked up by officers into a detailed budget proposal and Council Plan. The Cabinet will agree the final budget and Council Plan framework which they will be recommending to County Council at its meeting on 30 January 2003.

3.2 All Scrutiny Committees are being asked to comment on the proposed objectives and targets for the service areas in their purview. The views of Scrutiny Committees will be considered by Cabinet on 19 December as part of its deliberations on the final objectives and targets which will shape the Council Plan and departmental service plans.

3.3 As last year, the County Council Plan will be structured around Cabinet members' portfolios and the service areas under those portfolios and will follow a similar format.

3.4 The Committee is asked to consider what comments, if any, it wishes to make on the content of the proformas.

CHERYL MILLER  
Chief Executive

SEAN NOLAN  
Director of Corporate Resources

### **APPENDIX 1 NOT INCLUDED IN ATTACHMENTS**

## Main Service Pro-forma

<b>MAIN SERVICE AREA</b>	Strategic Management
<b>LEAD MEMBER PORTFOLIO</b>	Education
<b>2002/03 BUDGET £m:</b>	£4.052m
<b>CURRENT STAFF NUMBERS (FTE)</b>	

### POLICY STEERS

(a) **Whole Council Policy Steers:**

(b) **Lead Cabinet Member's Policy Steers for this Service Area:**

- Maintain a focus on ICT development in schools and co-ordinate and integrate policy on ICT and e-government with the Lead Member for Community Planning and e-government.
- Promote the development of autonomous schools, providing choice and diversity through the implementation of the 2002 Act and related initiatives.
- Take forward the review of post 16 education in the East of the County with the LSC, and implement any agreed recommendations.
- Seek to improve services to users by providing more integrated services, jointly with Education, Health, and the voluntary sector.

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**SUMMARY OF KEY ACHIEVEMENTS SINCE APRIL 2001 and, if applicable, which key service targets from 2002/03 Council Plan the achievement relates to.**

- Delegated 87% of local schools budget in 2001/02 – 2% more than Government guidelines. Slight increase to 87.1% in 2002/03 met increased Government guideline. (Council Plan 5.1)
- £41 spent on 'central administration' per pupil in East Sussex in 2001/02 - £24 less than Government guideline. Figure for 2002/03 is £42 – still £18 less than the reduced Government guideline. (Council Plan 5.1)
- A new schools funding formula for SEN in mainstream schools, including delegation of all statement funding successfully introduced in 2001/02. (Council Plan 5.1)
- A new special schools funding formula was successfully introduced in 2002/03. (Council Plan 5.1)
- Forward financial planning models developed to assist schools' medium term planning and made available on the website. New training course devised and launched to complement the model. (Council Plan 5.2)
- New arrangements for funding sixth forms in 2002/03 introduced successfully. (Council Plan 5.2)
- Creation of secure infrastructure over which the Education Extranet will be delivered. 20% of schools with broadband connections, 80% with secure dial up connections. Pilot phase of implementation completed. (Council Plan 5.5)
- Education intranet, Extranet and website content developed (Council Plan 5.5)

**SUMMARY OF KEY OBJECTIVES OF SERVICE AREA PROPOSED for 2003/04: (show all key objectives for 2002/03, show any dropped for 2003/04 with the reason, and also list any new key objectives for 2003/04).**

2002/03 Key Objectives

- Support a budget policy which aims to delegate high levels of funding to schools and which targets funding at key priority areas, including school improvement, raising standards in primary schools and ICT in the curriculum.
- Develop effective longer term budget planning, within the context of medium term financial planning for ESCC as a whole and more effective means of supporting schools' budget planning.
- Improve support for vulnerable children through cross service and cross agency working.
- The development of strong autonomous schools throughout the County and across all sectors of education.
- Use ICT to modernise, improve and extend the services offered by the Education Department to schools and the community and to support school improvement and raise attainment.

These objectives will continue in place for 2003/04

**KEY SERVICE TARGETS (Outcome based/customer focussed) Please state which KSTs from 2002/03 Council Plan will be continued, which won't and provide information on new ones to be adopted for this Service area for 2003/04. All PSA targets must show as a KST as must specific targets resulting from CPA, reviews, Community Strategy etc.**

KST No.	PSA Target	Objective No. it relates to	Whether new target or c/f	Supporting Information
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	(Y/N)		from 2002/03.	
5.1(a)	N	5	c/f	New national funding arrangements will replace Government targets
5.i(b)	N	5	c/f	Role of Formula Funding Working Group to be taken over by Schools Forum
5.2 (a)	N	5	c/f	
5.3 (a)	N	5	c/f	
5.3 (b)	N	5	c/f	
5.4 (a)	N	5	c/f	
5.4 (b)	N	5	c/f	
5.4 (c)	N	5	c/f	
5.4 (d)	N	5	c/f	
5.5 (a)	N	5	c/f	
5.5 (b)	N	5	c/f	

***MEDIUM TERM VISION (if not included in Sub-Division proformas).***

***An assessment of the prospects and risks – including drivers for change, quality of service and any supporting performance indicators and benchmarking information.***

See Sub-division proformas

**Performance** – please fill in the box below to show past, current and present performance in all BVPIs (and PAF for Social Services) that your service areas is responsible for. Add further rows if appropriate.

BVPI No	Short description	Past performance			Targets		Is performance improving?
		1999/00	2000/01	2001/02	2002/03	2003/04	
N/a							

**How will the information above impact on setting key service targets and their measures and be integrated into the Council Plan or your service plans?**

**SUB DIVISIONS INCLUDED IN THIS SERVICE AREA**

(list all sub divisions which are included in this Service Area).

Education Department - Senior Management & Support  
 - Personnel  
 - ICT Services and Policy & Performance Review  
 Service Level Agreements  
 Schools Contingency  
 Early retirement/redundancy

***Additional information is contained in the sub-divisions proformas. If there are no sub-divisions for this service area complete the remainder of this proforma. If there are sub-divisions complete sub-division proformas NOT the remainder of this one.***

**CORE AND NON-CORE ACTIVITIES**

**1. CORE - (state the current activity level and cost and what discretion exists over the type, level and cost of each activity).**

**(A) Statutory Duties**

**(B) Cabinet priority (as set out in the Policy Steer).**

**(C) Activities and functions essential to support the administration functions of the County Council.**

**2. NON-CORE**

**Non-core activities i.e. everything included in this Service Sub-Division not shown as Core. (describe the activities and their cost)**

***CONSULTATION – Give details of any consultations carried out, its purpose and what information was gained from it.***

***“LIVING WITHIN OUR MEANS” – Give details of any efficiency savings made and/or planned and the scope and impact of making savings in this sub-division.***

## Main Service Pro-forma

<b>MAIN SERVICE AREA</b>	Community Education and Life Long Learning		
<b>LEAD MEMBER PORTFOLIO</b>	Education		
<del>2002/03 BUDGET £m:</del>		ESCC Funds	External funds
	Community Learning Centres	£0.173m	£0.430m fees
	Youth Service / Connexions	£1.710m	£0.75m grant
	Adult Education	£0.089m	£1.1m grant
	Sports Development	£0.067m	£3.5m grant
	Sports & Recreation	£0.344m	
	Early Years and Child Care Development Partnership	£2.401m	£5,600m grant
	Early Years Pre-school SEN & Playlink	£0.899m	
	Music Service		£0.935m grant £2.377m fees
	External Bidding	£0.016m	(£3.3m raised)
	Out of school hours learning	£0.011m	£0.217m grant
	Youth Offending Team	£0.040m	
	Community Education Team	£0.073m	
	Student Support	£0.542m	
	Residual FE pensions liability	£0.113m	
	Apportionment of support services	£0.540	
	Total ESCC funding	£7.018m	
	Raised income		£12.532m
	Total expenditure	£19.550m	
<b>CURRENT STAFF NUMBERS (FTE)</b>	206		



## **POLICY STEERS**

### **(a) Whole Council Policy Steers:**

### **(b) Lead Cabinet Member's Policy Steers for this Service Area:**

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

## **SUMMARY OF KEY ACHIEVEMENTS SINCE APRIL 2001 and, if applicable, which key service targets from 2002/03 Council Plan the achievement relates to.**

*More detailed success are contained within the sub-division proforma, a few are included here as they impact on wider areas and targets than are held within their own work remit.*

- LEA has secured Connexions Contract to deliver intensive support for the most challenging 13 to 19 year olds within East Sussex. (KST 4.5)
- Targeted youth programmes recorded an increased success in the retention and re-engagement of disaffected young people into education and into employment at post 16 of 80%. (KST 4.5, 4.1)
- Community Learning Centres achieved target usage and income generation (KST 4.2,4.6)
- Installation of state of the art ICT resources to enable Key Stage 3 ICT training facilities for teachers across East Sussex. (KST 4.2)
- All primary schools participating in the sports quality mark TOPS. (KST 4.1)
- 85% of Secondary Schools achieved the Sportsmark Award. (KST 4.1)
- Basic Skills Agency supported LEA in courses for Adult Basic Skills development, contract secured above original participation target by over 350% (KST 4.6)
- The target for the number of new learners agreed by the Learning and Skills Council was exceeded. (KST 4.6)
- All three year olds whose parents require it, can have 2 terms of nursery education grant funding (KST4.3, 4.4)
- East Sussex Child Care Information Service (1st in the country to win the quality standards award) continued to be identified nationally as an example of good practice. (KST4.3, 4.4)
- LEA income from external bidding increased from £1.2m to £3.3m

**SUMMARY OF KEY OBJECTIVES OF SERVICE AREA PROPOSED for 2003/04: (show all key objectives for 2002/03, show any dropped for 2003/04 with the reason, and also list any new key objectives for 2003/04).**

Key Objectives for 2002/03

1. Provide new learning opportunities for pupils and the community
2. Develop greater use of ICT to enhance learning
3. Promote the quality of early years education
4. Provide childcare for 0 to 14 year olds
5. Offer a service providing information, advice guidance and support for 13 – 19 year olds
6. Promote and extend access to learning for the post 19 sector

Additional Key Objectives for 2003/04

7. Reduce the number of 16 year olds leaving education, training and not entering employment by 5%
8. Increase the number of adults accessing Adult and Basic Skills programmes through the LEA Adult Education Service in partnership with schools in both the secondary and primary sectors, by 10%.
9. Assist the Community Safety Plan through reducing the re-offending rate of 13 to 19 year olds referred to the Youth Development Service by 20%.
10. All pupils referred to the Youth Development Service will achieve a qualification by the end of their year 11.
11. Increase the school attendance rate of those pupils referred to the Youth Development Service by 25%
12. Reduce the temporary school exclusion rate by 25% for those students referred to the Youth Development Service. (subsequently support the reduction in the overall permanent exclusion rate)
13. Improve coordination of services for young people through the development of a youth strategy in conjunction with partners and Local Strategic Partnerships.

**KEY SERVICE TARGETS (Outcome based/customer focussed) Please state which KSTs from 2002/03 Council Plan will be continued, which won't and provide information on new ones to be adopted for this Service area for 2003/04. All PSA targets must show as a KST as must specific targets resulting from CPA, reviews, Community Strategy etc.**

KST No.	PSA Target (Y/N)	Objective No. it relates to	Whether new target or c/f from 2002/03.	Supporting Information
4.1		4	c/f	Much work already undertaken targets to be reviewed in light of progress
4.2		4	c/f	Hastings CLC leading the rest of the county and application for Beacon status submitted
4.3		4	c/f	Ongoing monitoring
4.4		4	c/f	Ongoing monitoring
4.5		4	c/f	On schedule and creating national interest in our progress
4.6		4	c/f	On going negotiations with the LSC for future plans

**MEDIUM TERM VISION (if not included in Sub-Division proforma).**

**An assessment of the prospects and risks – including drivers for change, quality of service and any supporting performance indicators and benchmarking information.**

The branch is currently undergoing a restructuring which will enable the organisation to respond to external changes and challenges. These include;

1. A new funding arrangement for Adult and Community Learning through the Learning and Skills Council
2. The operation of the Connexions intensive support contract for Sussex Connexions
3. Support and management of the departments input to local regeneration projects and local strategic partnerships
4. The identification of a national definition for “adequacy” for local authority youth services.
5. The forthcoming Ofsted inspection of East Sussex Youth Service
6. The expected Adult Learning inspection of East Sussex Adult Education provision.
7. The implementation of the Children and Young People’s Strategic Partnership

The Strategic Partnership and Community Learning Branch of the Education Department will provide a coherent management structure for services operating to promote the engagement of all East Sussex residents in education. To promote the prosperity and well being of both individuals and of the economy which they support.

**Performance** – please fill in the box below to show past, current and present performance in all BVPIs (and PAF for Social Services) that your service areas is responsible for. Add further rows if appropriate.

BVPI No	Short description	Past performance			Targets		Is performance improving?
		1999/00	2000/01	2001/02	2002/03	2003/04	
33	Expenditure per head (13-19 years)		£59.72	£41.82	£64.00	£65.60	
42	Adult Ed enrolments per 1000 head of population		27	27	27	N/A	
158	% hours adult education students attended		74	74	76	79	

**How will the information above impact on setting key service targets and their measures and be integrated into the Council Plan or your service plans?**

Targeting of resources and service plans are based both on the existing evidence base but also on national changes and drivers to local services. Future organisational plans will address how county services within this branch, can access the maximum funding streams from external agencies, delivering the most cost effective services, within East Sussex.

**SUB DIVISIONS INCLUDED IN THIS SERVICE AREA**

**(list all sub divisions which are included in this Service Area).**

Early Years - Early Years Child Care Development Partnership

- Early Years Pre-school and Playlink

Community Education

Sport and Recreation

Community Learning Centres

Music Service
Student Support
Residual FE pensions

***Additional information is contained in the sub-divisions proforma. If there are no sub-divisions for this service area complete the remainder of this proforma. If there are sub-divisions complete sub-division proforma NOT the remainder of this one.***

**CORE AND NON-CORE ACTIVITIES**

**1. CORE - (state the current activity level and cost and what discretion exists over the type, level and cost of each activity).**

**(A) Statutory Duties**

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**(B) Cabinet priority (as set out in the Policy Steer).**

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**(C) Activities and functions essential to support the administration functions of the County Council.**

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**2. NON-CORE**

**Non-core activities i.e. everything included in this Service Sub-Division not shown as Core. (describe the activities and their cost)**

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***CONSULTATION – Give details of any consultations carried out, its purpose and what information was gained from it.***

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***“LIVING WITHIN OUR MEANS” – Give details of any efficiency savings made and/or planned and the scope and impact of making savings in this sub-division.***

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## Main Service Pro-forma

<b>MAIN SERVICE AREA</b>	Special Education																														
<b>LEAD MEMBER PORTFOLIO</b>																															
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<b>CURRENT STAFF NUMBERS (FTE)</b>	201 fte																														

## **POLICY STEERS**

### **(a) Whole Council Policy Steers:**

### **(b) Lead Cabinet Member's Policy Steers for this Service Area:**

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

### **SUMMARY OF KEY ACHIEVEMENTS SINCE APRIL 2001 and, if applicable, which key service targets from 2002/03 Council Plan the achievement relates to.**

- 95% of mainstream schools completed whole school dyslexia training
- 19 school teachers completed accredited specialist dyslexia teacher training December 2001, another 20 due to complete December 2002
- 950 literacy screening assessments and 628 dyslexia assessments carried out in academic year 2001/02
- Behaviour Support Service: Ofsted inspection outcomes "Support to improve pupil behaviour is satisfactory"; "The LEA has been successful in sharply reducing permanent exclusions", "The behaviour support plan is good".
- No new agency placements of visually impaired and hearing impaired students since 2001
- SATs results for EMPS pupils above East Sussex average: Key Stage 2 English +2.4%, Maths +2.6%, Science +1.1% for level 4 and above. Key Stage 3 English +1.4%, Maths +0.6%, Science +1.7% for level 5 and above.
- Travellers Education Service: Ofsted inspection report "The TES gives excellent value for money"

### **SUMMARY OF KEY OBJECTIVES OF SERVICE AREA PROPOSED for 2003/04: (show all key objectives for 2002/03, show any dropped for 2003/04 with the reason, and also list any new key objectives for 2003/04).**

2002/03

The LEA has a duty to ensure that the Special Educational Needs (SEN) of individual children are assessed and, where these are formally identified in a statement, to ensure that those needs are met. More generally, the LEA must ensure that the requirements of the SEN Code of Practice are met, and that schools and pupils have appropriate support in fulfilling those requirements. The key policy directions for this service area are:

- Implementing the SEN and Inclusion 2000+ Strategy which aims to ensure that as far as possible pupils with SEN can attend a local mainstream school which is confident in its capacity to meet their needs, and that over time current special school provision should be integrated into mainstream schools.
- Ensuring that all schools receive appropriate levels of funding to fulfil their SEN responsibilities, and that this is allocated through a simple, fair and transparent formula.
- Providing support, advice and challenge to schools, individual pupils and their families through a range of support services, including the County Psychological Service and the Teaching Support Services.
- In consultation with schools, reviewing the way these support services are provided, with a view to making them more coherent and accessible at the local level, whilst ensuring that core statutory responsibilities are met.
- Providing a high quality casework service, which meets targets, for example for the preparation of statements.
- Ensuring that that the welfare of children is protected (i.e. the 'welfare principle' as enshrined in the

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Children Act).

2003/06

- “Provide support to schools to promote inclusion in particular in relation to the implementation of the SEN and Disability Act 2001 and the new Code of Practice. As part of this we will also explore alternatives to statements of SEN which enable children to access high quality support quickly at the same time as reducing the bureaucratic burden on schools and the LEA.” [EDP 2002 – 2007]
- “Implement the LEA dyslexia strategy.” [EDP 2002 – 2007]
- Improved progress made by children with SEN and other vulnerable groups, as measured by success against individual targets, and in particular achieve targets for children in public care [EDP 2002 – 2007]
- Reduce levels of fixed term exclusions in line with Behaviour Support Plan Targets [EDP 2002 – 2007 and BSP]
- Improve attendance, to achieve proposed targets [EDP 2002 – 2007] – see next section.
- £1 million shift of expenditure from non-LEA schools by 2002/3 (from 1999 baseline) [County Council Plan]
- 20% reduction in the number of statements (January 1999 baseline) [County Council Plan]
- 44 fewer agency placements (January 1999 baseline) [County Council Plan]
- 60 fewer pupils in East Sussex, and other LEA, special schools by January 2003 (January 1999 baseline) [County Council Plan]
- Target setting methodology for pupils with SEN and pupils from vulnerable groups formulated by July 2002 [County Council Plan]
- Targets set for selected SEN and vulnerable groups during 2002/2003 school year to be evaluated in July 2003 [County Council Plan]
- SEN / Inclusion Strategy 2000+ to be revised during 2002 and future targets set [County Council Plan]
- Young people looked after improve their educational achievements [County Council Plan]

**KEY SERVICE TARGETS (Outcome based/customer focussed) Please state which KSTs from 2002/03 Council Plan will be continued, which won't and provide information on new ones to be adopted for this Service area for 2003/04. All PSA targets must show as a KST as must specific targets resulting from CPA, reviews, Community Strategy etc.**

KST No.	PSA Target (Y/N)	Objective No. it relates to	Whether new target or c/f from 2002/03.	Supporting Information
3.1b [CCP]	N	3	New target to be set	Consultation underway
3.1c [CCP]	N	3	New target to be set	Consultation underway
3.1d [CCP]	N	3	New target to be set	Consultation underway
3.1e [CCP]	N	3	New target to be set	Consultation underway
3.1f [CCP]	N	3	Target met	Consultation underway
3.1g [CCP]	N	3	New target to be set	Consultation underway
2.6a [CCP]	N	2	Target date 1.9.02	Implementation to be monitored
2.6b [CCP]	N	2	Targets set to 2005/6	
EDP/PSA	Y	EDP/PSA	New PSA	2005/2006 targets: Primary: EDP 5.1% PSA 4.97% Secondary: EDP 7.8% PSA 7.61% Special: EDP 7.7% PSA 7.59%

**MEDIUM TERM VISION (if not included in Sub-Division proformas).**

**An assessment of the prospects and risks – including drivers for change, quality of service and any supporting performance indicators and benchmarking information.**

See Sub-Division Proformas.

A new SEN / Inclusion Strategy 2003 – 2007 is being formulated for consideration by Cabinet in December 2002.



**Performance** – please fill in the box below to show past, current and present performance in all BVPIs (and PAF for Social Services) that your service areas is responsible for. Add further rows if appropriate.

BVPI No	Short description	Past performance			Targets		Is performance improving?
		1999/00	2000/01	2001/02	2002/03	2003/04	
44	Permanent exclusions		1.0	1.0	1.0	0.9	Maintained at early achievement level
44a	Permanent exclusions - primary		0.4		0.4	0.4	
44b	Permanent exclusions - secondary		1.8		1.8	1.6	
44c	Permanent exclusions - special		2.4		2.4	2.4	
45	Half days missed – unauthorised absence (secondary)		1.1		1.0	0.8	New EDP and PSA targets set
46	Half days missed – unauthorised absence (primary)		0.40		0.35	0.25	New EDP and PSA targets set
159	Hours of tuition for permanently excluded pupils; (a) under 10 hours; (b) 10-24 hours; (c) 25 hours or more		(a) 86 (b) 14 (c) 0		(a) 0 (b) 42 (c) 58	(a) 0 (b) 0 (c) 100	Yes
50	% of LAC gaining 1 GCSE at A*-G or GNVQ		43		65	75	

**How will the information above impact on setting key service targets and their measures and be integrated into the Council Plan or your service plans?**

Targeting of resources and service plans are based on audit data.

**SUB DIVISIONS INCLUDED IN THIS SERVICE AREA**

**(list all sub divisions which are included in this Service Area).**

Learning Support Service:  
 Behaviour Support Service:  
 Services for Children with Sensory Needs:  
 Ethnic Minority Pupil Service:  
 Traveller Education Service:  
 Home tuition Support Service  
 Lansdowne ITF:  
 Elphinstone Autistic Unit  
 Psychological Service:  
 SEN Branch:  
 Provision in non-maintained settings  
 SEN Strategy (various):  
 Additional services

## Main Service Pro-forma

<b>MAIN SERVICE AREA</b>	Access
<b>LEAD MEMBER PORTFOLIO</b>	Education Department, East Sussex County Council
<b>2002/03 BUDGET £m:</b>	8.858m
<b>CURRENT STAFF NUMBERS (FTE)</b>	63

### POLICY STEERS

**(a) Whole Council Policy Steers:**

**(b) Lead Cabinet Member's Policy Steers for this Service Area:**

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

### **SUMMARY OF KEY ACHIEVEMENTS SINCE APRIL 2001 and, if applicable, which key service targets from 2002/03 Council Plan the achievement relates to.**

- 510 new primary places and 1465 new secondary places are being provided between April 2001 and September 2003

	2001/02	2002/03
primary	270	240
secondary	595	870

(Council Plan 2.1)

- Asset Management Plan 2001 approved by DfES as satisfactory and used as basis for allocation of NDS grant to East Sussex for 2002/03. Revised Asset Management Plan 2002 submitted on time after consultation, including sharper targets (an identified area of weakness in the DfES assessment for 2001) (Council Plan 2.2)
- High levels of meeting parental preferences for school admissions in 2002/03 against a background of diminishing headroom: 94.4% satisfaction for secondary admissions, and 94.2% for primary admissions; 80% of appeals dismissed at secondary level, 87.5% at primary level (Council Plan 2.3)
- High profile campaign, led by Lead Member, to promote parents' involvement in their children's learning and the importance of school attendance commenced September 2002 (Council Plan 2.4)

- Detailed preparation for transfer of responsibility for procuring home to school transport to T&E successfully completed for implementation from November 2002 (Council Plan 2005)
- Full time education available for all permanently excluded pupils or pupils excluded for more than 15 days from September 2002 (Council Plan 2.6)
- Appointment of Equalities Officer (September 2002), with particular focus in role on promoting awareness and ensuring that the LEA fulfils its responsibility to combat racism (Council Plan 2.7)

***SUMMARY OF KEY OBJECTIVES OF SERVICE AREA PROPOSED for 2003/04: (show all key objectives for 2002/03, show any dropped for 2003/04 with the reason, and also list any new key objectives for 2003/04).***

2002/03

The LEA has a duty to secure an adequate supply of school places for its area; to manage admissions to those schools (except voluntary aided and foundation schools); and to make arrangements for transport to schools for those pupils who qualify. In addition, the LEA is required to support and promote school attendance. The key policy objectives in this service area are:

- securing a sufficient supply of school places through effective longer term capital planning
- ensuring that the Education Asset Management Plan is an effective document for the LEA and for schools
- securing the highest possible level of first preference admissions through operating a fair and readily understood admissions procedure
- ensuring that transport to school is accessible, safe and cost effective
- providing an Education Welfare Service which supports schools and families, but which also has the authority and capacity to challenge

These policy objectives remain relevant for 2003/04. Additional policy objectives include:

- ensuring the effective implementation of new corporate arrangements for the procurement and implementation of capital projects and home to school transport
- managing and keeping under review the effect of removing the review stage of the East Sussex admissions procedures, which may result in an increased number of appeals
- effectively integrating the work of the Education Welfare Service into developing arrangements for more integrated support for vulnerable children
- improving school attendance levels through the Parents Strategy
- Working closely with Sussex Learning and Skills Council on area reviews of 16-19 provision, to ensure that the best use is made of available resources to meet the needs of East Sussex students, whether they attend sixth forms in schools, colleges or training supported by their employer

**KEY SERVICE TARGETS (Outcome based/customer focussed) Please state which KSTs from 2002/03 Council Plan will be continued, which won't and provide information on new ones to be adopted for this Service area for 2003/04. All PSA targets must show as a KST as must specific targets resulting from CPA, reviews, Community Strategy etc.**

KST No.	PSA Target (Y/N)	Objective No. it relates to	Whether new target or c/f from 2002/03.	Supporting Information
2.1a (CCP)	N	2	c/f	
2.1b	N	2	c/f	Successful implementation of new arrangements for capital project implementation will be critical to achievement of this target
2.2a	N	2	c/f	
2.2b	N	2	c/f	
2.2c	N	2	c/f	Wording of this target to be sharpened in consultation with AMP Review Group
2.3	N	2	c/f	Changes to admissions procedures (national and local) will impact on this target
2.4a	N	2	c/f	
2.4b	N	2	c/f	First team to be established in Eastbourne – target date April 2003
2.4c	Y	2	c/f	Relates to PSA target on attendance; School Attendance Campaign will contribute to achievement of this target
2.5	N	2	c/f	Successful implementation of new transport procurement team will be key factor in achieving this target
2.6a [CCP]	N	2	Target date 1.9.02	Implementation to be monitored
2.6b [CCP]	N	2	Targets set to 2005/6	
EDP/PSA	Y	EDP/PSA	New PSA	2005/2006 targets: Primary: EDP 5.1% PSA 4.97% Secondary: EDP 7.8% PSA 7.61% Special: EDP 7.7% PSA 7.59%

**MEDIUM TERM VISION (if not included in Sub-Division proformas).**

**An assessment of the prospects and risks – including drivers for change, quality of service and any supporting performance indicators and benchmarking information.**

(Included in Sub-Division proformas).

**Performance** – please fill in the box below to show past, current and present performance in all BVPIs (and PAF for Social Services) that your service areas is responsible for. Add further rows if appropriate.

BVPI No	Short description	Past performance			Targets		Is performance improving?
		1999/00	2000/01	2001/02	2002/03	2003/04	
45	unauthorised absence in secondary schools: % of half days	n/a	1.1	1.2	1.0	0.8	
46	unauthorised absence in primary schools: % of half days	n/a	0.40	0.47	0.35	0.25	
34a	% primary schools with >25% unfilled places	n/a	7.1	10	10	10	
34b	% secondary schools with >25% unfilled places	n/a	0	0	0	0	
35a	Surplus capacity in primary schools	n/a	6.7	6.7	6.7	6.7	
35b	Surplus capacity in secondary schools	n/a	3.8	3.8	3.8	3.8	

**How will the information above impact on setting key service targets and their measures and be integrated into the Council Plan or your service plans?**

Promoting school attendance through the Parents Strategy is a major element in the authority's strategy for raising achievement in schools, and the Education Development Plan includes a range of strategies for supporting the drive towards reducing the number of authorised and unauthorised absences.

Keeping under review the small number of schools with large amounts of surplus places is a target in the Asset Management Plan. This will inform further work on the organisation of small schools and support for the development of co-operative networks and, where appropriate, federal arrangements between schools.

**SUB DIVISIONS INCLUDED IN THIS SERVICE AREA**

(list all sub divisions which are included in this Service Area).

Capital Programme Team  
School Admissions  
Home to School Transport  
Education Welfare Service  
Other managed services

***Additional information is contained in the sub-divisions proformas. If there are no sub-divisions for this service area complete the remainder of this proforma. If there are sub-divisions complete sub-division proformas NOT the remainder of this one.***

**CORE AND NON-CORE ACTIVITIES**

**1. CORE - (state the current activity level and cost and what discretion exists over the type, level and cost of each activity).**

**(A) Statutory Duties**

**(B) Cabinet priority (as set out in the Policy Steer).**

**(C) Activities and functions essential to support the administration functions of the County Council.**

**2. NON-CORE**

**Non-core activities i.e. everything included in this Service Sub-Division not shown as Core. (describe the activities and their cost)**

***CONSULTATION – Give details of any consultations carried out, its purpose and what information was gained from it.***

***“LIVING WITHIN OUR MEANS” – Give details of any efficiency savings made and/or planned and the scope and impact of making savings in this sub-division.***

## Main Service Pro-forma

<b>MAIN SERVICE AREA</b>	Schools (Primary, Secondary, Special) – Delegated Budgets
<b>LEAD MEMBER PORTFOLIO</b>	Education
<b>2002/03 BUDGET £m:</b>	
<b>CURRENT STAFF NUMBERS (FTE)</b>	

### POLICY STEERS

**(a) Whole Council Policy Steers:**

**(b) Lead Cabinet Member's Policy Steers for this Service Area:**

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

### **SUMMARY OF KEY ACHIEVEMENTS SINCE APRIL 2001 and, if applicable, which key service targets from 2002/03 Council Plan the achievement relates to.**

The Council's budget for 2002/03 maintained its commitment to the education service, and in particular to schools' delegated budgets, where overall the level of funding was maintained in real terms

There was a small increase in the level of delegation to schools, from 86.9% in 2001/02 to 87.1% in 2002/03

A new formula for the funding of special schools was introduced in April 2002

The transition to funding of sixth forms through the Learning and Skills Council was successfully managed

### **SUMMARY OF KEY OBJECTIVES OF SERVICE AREA PROPOSED for 2003/04: (show all key objectives for 2002/03, show any dropped for 2003/04 with the reason, and also list any new key objectives for 2003/04).**

2002/03

The primary responsibility for school standards and improvement lies with schools.

This is supported by ensuring maximum delegation of funding to schools, consistent with maintaining effective central mechanisms for support and challenge. A key objective for 2002/03 is to achieve the government's target of delegating at least 87% of the Local Schools Budget to schools.

The delegation of funding to schools should support the priorities for school improvement identified in the Education Development Plan (EDP). In particular, improvements in primary schools should

be supported by additional funding to this sector, with the aim of bringing the difference in funding between East Sussex primary and secondary schools to the same level as that found in the majority of statistical neighbour authorities, over three years.

The new funding formula for special schools will be evaluated, and refined as necessary

The new funding arrangements for sixth forms under the Learning and Skills Council will be evaluated and developed

2003/04

All the objectives identified for 2002/03 remain relevant for 2003/04, hostage to fortune? Suggested addition: although it is unlikely to be difficult to address the perceived imbalance in funding at a time of standstill budgets. In addition, objectives for 2003/04 include

- Successful introduction of the government's new funding arrangements for education, supported by a strong and effective Schools Forum
- Further develop the support for schools' long term budget planning, with the target of all schools having a three year budget plan in place for 2003/04 – 2005/06
- Successful introduction of a formula for the allocation of funding for the Key Stage 1 Class Size Policy, which ensures that all reception and KS1 classes have no more than 30 pupils

**KEY SERVICE TARGETS (Outcome based/customer focussed) Please state which KSTs from 2002/03 Council Plan will be continued, which won't and provide information on new ones to be adopted for this Service area for 2003/04. All PSA targets must show as a KST as must specific targets resulting from CPA, reviews, Community Strategy etc.**

KST No.	PSA Target (Y/N)	Objective No. it relates to	Whether new target or c/f from 2002/03.	Supporting Information
5.1a	N	5	New	New funding arrangements will replace delegation targets – target for 2003/04 will relate to successful implementation of new funding arrangements
5.1b	N	5	New	FFWG to be replaced by Schools Forum
5.1c	N	5	c/f	
5.1d	N	5	c/f	
5.2	N	5	c/f	



***MEDIUM TERM VISION (if not included in Sub-Division proformas).***

***An assessment of the prospects and risks – including drivers for change, quality of service and any supporting performance indicators and benchmarking information.***

The government has stated its intention to guarantee that no school will receive less funding in real terms as a result of the new funding arrangements to be introduced for 2003/04. However, against a pattern of rising funding nationally for education, it is likely that funding for schools in East Sussex will remain no better than static, and that our schools will therefore need to adjust to different relative levels of funding. This may present problems, given the higher costs encountered in the south east, and difficulties in recruitment and retention in relation to this.

In addition, schools may be faced with additional cost pressures which are not adequately reflected in usual 'real terms' calculations. These include

- Accommodating changes in major Standards Fund areas, which from April 2003 will no longer be grant funded
- The implementation of Single Status, in particular in relation to classroom assistants
- Continuing rises in the number of examinations and examination fees
- Implementation of the accessibility requirements of the Disability Discrimination Act

Primary schools will continue to press for a reduction in the difference in funding between themselves and secondary schools, and these demands are underscored by the performance data which demonstrate the need for improvements in the primary sector in particular.

The number of primary age pupils is now declining, and this will continue for several years. This will present significant challenges to many schools in their budget planning.

Small and medium sized sixth forms will face challenges arising from the LSC funding formula, which is likely to equalise funding for sixth forms across the country over time.

All these factors need to be viewed against a background for schools' funding which is generally positive, and in which delegated budgets are substantially supplemented by direct grants from central government, including Standards Grant, Standards Fund, Devolved Formula Capital and the new Leadership Incentive Grant from 2003/04 for schools in challenging circumstances. The difficulty this presents for the authority is the raised expectation of significant increases in delegated budget shares which will be difficult to fulfil.

**Performance** – please fill in the box below to show past, current and present performance in all BVPIs (and PAF for Social Services) that your service areas is responsible for. Add further rows if appropriate.

Although many of the education service BVPIs relate directly to schools' performance, they are not listed here as they are fully covered in other proformas relating to the direct activity of the education department

BVPI No	Short description	Past performance			Targets		Is performance improving?
		1999/00	2000/01	2001/02	2002/03	2003/04	

**How will the information above impact on setting key service targets and their measures and be integrated into the Council Plan or your service plans?**

n/a

**SUB DIVISIONS INCLUDED IN THIS SERVICE AREA**

(list all sub divisions which are included in this Service Area).

n/a

**Additional information is contained in the sub-divisions proformas. If there are no sub-divisions for this service area complete the remainder of this proforma. If there are sub-divisions complete sub-division proformas NOT the remainder of this one.**

**CORE AND NON-CORE ACTIVITIES**

**1. CORE - (state the current activity level and cost and what discretion exists over the type, level and cost of each activity).**

**(A) Statutory Duties**

Schools' delegated budgets must by statute be used 'for the purposes of the school' and therefore the whole of this funding – which may not be withdrawn by the Council once allocated – is core funding in relation to statutory funding.

The Council has discretion to determine the level of funding for schools – although the expectations engendered by the 'real terms guarantee' may exercise a form of constraint which has not existed previously.

**(B) Cabinet priority (as set out in the Policy Steer).**

**(C) Activities and functions essential to support the administration functions of the County Council.**

**2. NON-CORE**

**Non-core activities i.e. everything included in this Service Sub-Division not shown as Core.  
(describe the activities and their cost)**

***CONSULTATION – Give details of any consultations carried out, its purpose and what information was gained from it.***

Headteachers, governors and professional associations are consulted regularly on proposals for the education budget. The Formula Funding Working Group (to be replaced from January 2003 by the Schools Forum), County Consultative Committee and the headteachers steering groups provide particular opportunities for consultation, but there is more general consultation also involving all schools.

***“LIVING WITHIN OUR MEANS” – Give details of any efficiency savings made and/or planned and the scope and impact of making savings in this sub-division.***

Reductions in schools' delegated funding will impact directly on their capacity to achieve performance targets. If savings were required, schools would be likely in the first instance to consider reducing expenditure on

- Building maintenance
- Classroom assistants
- Books and equipment

Reducing spending on classroom assistants would be directly contrary to the government's school workforce proposals.

Larger reductions in funding would require reductions in the number of teachers, leading to larger classes. This could have a particular impact on KS2 classes, given the constraints imposed by the KS1 class size policy.

## Sub- Division Pro-forma

<b>SUB-DIVISION</b>	School Improvement service
<b>MAIN SERVICE AREA</b>	School Improvement
<b>2002/03 BUDGET £m:</b>	£1.333m
<b>CURRENT STAFF NUMBERS (FTE)</b>	N/A – external contract

### **SUMMARY OF KEY OBJECTIVES OF THIS SUB-DIVISION PROPOSED FOR 2003/04.**

- To restructure the school improvement service and rationalise support for schools ensuring all schools receive appropriate support and challenge.
- To introduce a system of Moderated School Self Review (MSSR)
- To develop a new and innovative approach to Continuous Professional Development (CPD)
- To revise the procedures for identifying schools causing concern to the LEA and include within this process an identification of best practice.
- To implement a rigorous system of performance management within the service which ensures consistency and quality in provision.
- To engage schools in the projects of the Education Development Plan (EDP)
- To review the provision for 14-19

### **SUMMARY OF KEY ACHIEVEMENTS SINCE APRIL 2001 (where not shown on main service proforma).**

- Secured the contract for providing school improvement services through CfBT

### **CORE AND NON-CORE ACTIVITIES**

**1. CORE - (state the current activity level and cost and what discretion exists over the type, level and cost of each activity).**

#### **(A) Statutory Duties**

- The promotion of high standards through appropriate support and challenge to all schools.

This encompasses all of our work covered by the contract with CfBT therefore there is no discretion over the type, level and cost of the activity.

#### **(B) Cabinet priority (as set out in the Policy Steer).**

**(C) Activities and functions essential to support the administration functions of the County Council.**

**2. NON-CORE**

**Non-core activities i.e. everything included in this Service Sub-Division not shown as Core.**

**(Describe the activities and their cost)**

***MEDIUM TERM VISION (an assessment of the prospects and risks – including drivers for change, quality of service and any supporting performance indicators and benchmarking information).***

- The process of identification of schools causing concern is currently not rigorous enough, as schools have recently been identified as failing in some aspects by OfSTED when they have not previously been identified by the LEA. The introduction of the MSSR will support schools and advisors in monitoring and evaluating schools' performance more effectively.
- The current CPD available is largely limited to the provision of courses. The aim of the new CPD framework will be to target the training and development opportunities in order to progress the priorities outlined within the EDP. Training opportunities will vary and will make better use of the range of specialist skills available within East Sussex schools.
- In order to raise the quality of the service provided to schools and to ensure a consistent standard of monitoring, support and challenge, rigorous systems of performance management will be implemented with all advisers and consultants. This will be accompanied by a rigorous training programme for all school improvement staff.

***CONSULTATION - Give details of any consultation carried out, its purpose and what information was gained from it.***

- Consultation with headteachers about the priorities within the EDP

Further planned consultations include:

- Consultation on the new arrangements for CPD (Continuous professional development) will inform the types of training provided for schools
- Consultation on the moderated school self review process, to include a review of the process for identifying schools causing concern. The aim of this is to involve all schools in an evaluation of their success and to be explicit about the criteria for judging this success.

***“LIVING WITHIN SCOPE AND OUR MEANS” – Give details of any efficiency savings made and/or planned and the scope and impact of making savings in this sub-division.***

- Having entered into a contractual arrangement with CfBT for the delivery of school improvement services there is no practical scope for making savings without the County Council incurring additional costs.