

## Strategic Performance

### 1. Performance Management at East Sussex County Council 2004/05

Performance management is key to realising ambitions, improving services for local people and even just staying on track for areas not prioritised for improvement. The Audit Commission has identified the key characteristics of excellent authorities as:

- a clear and workable corporate performance management framework;
- clear links between corporate and community objectives;
- a commitment to measuring performance and using performance information to make decisions;
- staff that understand the performance management framework and use it;
- links between performance management and other aspects of corporate governance such as financial management, risk management and human resources.

Whilst the County Council has a robust performance management framework we are continuing to develop further performance management to:

- implement a strategy to provide excellent services, be recognised as 'excellent' by the people we serve and receive formal recognition;
- support departments to develop the skills to set challenging targets, focus on outcomes and drive service improvement;
- raise awareness amongst staff of the importance of achieving targets, good performance management practice and the improvement planning process;
- improve the robustness of data, monitoring processes, presentation of reports and access to management information for staff and members through improved management information systems; and
- integrate performance management processes working with Scrutiny, Policy, Finance and Personnel to enable informed decisions to be made using management information over different dimensions of performance.

### 2. Key service performance issues at East Sussex County Council

The Council Plan is the authority's business plan. It sets out how we will deliver the policy steers, how we will make best of available resources, our key service targets and what we will do to improve performance. The Council Plan is supported by departmental, team and individual plans. A short overview of the key issues in both a national and East Sussex context are provided below.

#### Corporate Resources

National issues for the directorate include:

- Lyons Review, removal of one-off support in 2005/06, council tax band revaluation, formula changes 2006/07 (including schools grants) which will make 2006/07 one of the most complicated and uncertain for some time;
- CPA 2005 and the new 'Use of Resources' criteria;
- Gershon/Efficiency agenda
- Implications of delivering 'National Procurement Strategy for Local Government';
- Potential cost impact of increased health and safety requirements, access expectations and construction industry capacity;
- Future focus of the 'Implementing Electronic Government is unclear;
- Unlikely to see much core financial support from government but "digital inclusion" bids are possible.
- Anticipate national or regional 'ICT' procurement initiatives.
- Changing External Expectations around governance and role of Audit Committees.

Within East Sussex the ambitions for Corporate Resources in 2006/07 include:

- Using the new integrated back office system to realise cost savings by working more efficiently
- Continuing to improve our resource management throughout East Sussex County Council which will help build and maintain our score for resources management within the CPA
- Promoting good governance, effective control and risk management

- Improving our procurement and contracts to secure savings
- Making the best possible use of our resources by selling surplus property and reinvesting in modern and efficient buildings better suited to our services
- Enabling more cost-effective working by using information and communications technology and modern office accommodation
- Reducing the impact our buildings have on the environment
- 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 East Sussex County Council website
- Continuing to maintain the existing rate of service improvements/efficiency gains within ICT and to ensure that continuous improvement becomes the standard
- Completing the work needed to deliver a more customer focused strategy which enables access to services and information

### **Chief Executive's**

National issues for the department include:

- Preparing for the next round of Corporate Performance Assessment (CPA)
- Working with local and national groups to develop the Safer and Stronger Communities Fund;
- Working with partners and the Government Office to develop a Local Area Agreement (LAA);
- To have informed, successful businesses in East Sussex by continuing to improve our performance against the National Standards set out for Trading Standards;
- Implementing the Civil Contingencies Act;
- Delivering the Public Library Service Standards

Within East Sussex the ambitions for the department in 2006/07 include:

- Ensuring that East Sussex is well placed to take advantage of the review of European Union structural funds;
- Supporting the continued implementation of the Hastings & Bexhill Task Force programme and its Area Investment Framework;
- Considering options for economic development in Hailsham and Polegate;
- Implementing the key economic projects arising from the Newhaven Master Plan, drawing on the successful lessons from the Hastings and Bexhill Task-force;
- Supporting the East Sussex Economic Partnership as the body to increase prosperity in the County and the implementation of its Area Investment Framework;
- 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;
- Targeting our approach to absence management in order to achieve further reductions;
- Strengthening the delivery of core training across the Council;
- Ensuring that the council's services are more accessible and information is easier to understand;
- Demonstrating how residents' views are reflected in the policy making process;
- Continuing to work with the Police and other partners to help reduce public place violent crime especially low level anti-social behaviour;
- Produce a local Alcohol Strategy;
- Further developing domestic violence services to ensure equity of provision across the County;
- Continuing work to develop a strong and effective voluntary and community sector to complement our own provision.
- Extending access to library services including access to the website and e-library; community help points/kiosks in libraries and improvements to telephone systems;
- Extend the range of facilities available to residents to access the documentary heritage of our County

### **Children's Services**

National issues for the department include:

- Delivering the five outcomes for children and young people in 'Every Child Matters' of; be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being;

- Integrate key services for children with a Children's Trust including the local education authority, children's social services and community and acute health services;
- Delivering the requirements of the Children's Act 2004;
- The DfES five year strategy for children and learners

Within East Sussex the ambitions for the department include:

- Further development of a comprehensive child and adolescent mental health service through a commissioning framework for services
- Disabled children case co-ordination (early support programmes).
- Creation of 10 children's centres by April 2006 (with a further 18 by 2008).
- Establishment of 22 Local Partnerships for Children, creating the foundations for local integration and delivery of services.
- Further improvement in outcomes for Looked After Children.
- Implementation of the outcomes of the Review of Special Educational Needs, including the creation of an integrated service for children and young people on the autistic spectrum.
- Further reduction in teenage pregnancies.
- Reduction in the number of young people not in education, employment or training (NEETs), and development of a coordinated strategy to support vulnerable teenagers, including measures to address bullying and anti-social behaviour.

The Education Development Plan priorities, which will be brought together with other priorities for children in our Children and Young People's Plan 2006, include:

- Improving KS1 performance (particularly reading) and 5+ A-G including English and mathematics.
- Improving the performance of schools in the lower free school meals (FSM) bands and of all children known to be entitled to FSM.
- Consolidating the progress for all vulnerable groups.
- Developing educational opportunities for 14-19 year-olds.

### **Adult Social Care**

National issues for the department include:

- National Service Framework – Adults with Mental Health Needs. The NSF lists 7 standards with associated targets, against which we are measured.
- National Service Framework for Older People (2001). The NSF is a 10 year programme of action linking services to support independence, promote good health etc. Progress against the standards within the framework are tracked through the Performance Assessment Framework and CSCI Inspections.
- National Minimum standards for Care Homes, Domiciliary Care and Adult Placements are all key drivers for the Physical disability service.
- Progress in Sight – National standards of social care for visually impaired adults (ADSS 2002).
- Independence, Well-being and Choice. In March 2005 the Department of health published a green paper on the future of social care for adults in England. This green paper will form the basis for future legislation, and will be highly significant of how we develop social care in East Sussex.
- House of Commons Health Committee Report on Elder Abuse December / February 2004. Report made a series of recommendations covering areas including Financial Abuse, Medication, Registration of workers.
- Carers (Equal Opportunities) Act 2004 places a duty on local authorities inform carers of right to assessment. New PAF indicator PAF C62 Carer Services monitors carer specific services provided, following an assessment.

Within East Sussex the ambitions for the department include:

- Making sure that more carers receiving an assessment go on to receive a service;
- Working closely with colleagues in the voluntary sector to ensure that we fully understand the needs of carers;
- Maintaining our Intensive Home Care service at current levels
- Further developing the Single Assessment Process to make it easier for people to get access to services;
- Minimising the time people have to wait before they receive an assessment of their needs;

- Continuing to increase the proportion of the Adult Social Care Budget that is spent on Older People;
- Developing more community based services aimed at preventing unnecessary hospital admission, and ensuring that people in hospital can leave as soon as practicable;
- Working jointly with health colleagues to modernise services in order to reduce delayed transfers of care from hospital;
- Further increase the number of learning disabled people with a Person Centred Plan, and develop Person Centred approaches across all learning disability services
- Continued implementation of day services and day activity provision, in order to promote independence, and meet the visions set out in 'Valuing People'
- Work more closely with our health partners to provide services that meet individual need more effectively
- Support more people with a mental health problem to live at home

### **Transport and Environment**

National issues for the department include:

- Bexhill & Hastings Link Road
- Planning applications for waste facilities and Waste Local Plan
- New contracts for Highways, Lighting and Vehicles (implementation)
- South east plan

Within East Sussex the ambitions for the department include:

- Improving how we manage traffic flow across the County;
- Improving the condition of roads and footways;
- Meeting the Government's casualty reduction targets two years ahead of schedule;
- Working more closely with parish and town councils to tackle speeding
- Developing local cycling targets to contribute to an increase in cycle usage;
- Improving current waste facilities and provide more recycling opportunities
- Improving partnership working with Waste Collection Authorities
- Developing waste awareness programme;
- Ensuring that former landfill sites do not pose a threat to the environment or human health
- Protecting and enhancing the County's environmental assets
- Improving access to the countryside for the benefit of all with an emphasis on people with disabilities
- Implementing the installation of the integrated Passenger Transport computer system
- Carrying through proposals of the Revised Bus Strategy and Bus Information Strategy in line with the second, five year, Local Transport Plan
- Implementing the recommendations of the Eastbourne and South Wealden Area Review of Passenger Transport and mainstream Home to School Transport
- Influencing regional and sub regional planning and transport policy for the benefit of East Sussex residents, businesses and visitors
- 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