

Report to: **Economy, Transport and Environment Scrutiny Committee**

Date: **14 September 2011**

By: **Chief Executive**

Title of report: **Reconciling Policy, Performance and Resources (RPP&R)**

Purpose of report: **To enable the Committee to consider and comment on the detailed planning for 2012/13 and beyond as outlined in the State of the County report.**

RECOMMENDATIONS: The Scrutiny Committee is recommended to:

- (1) Inform Cabinet of any comments or changes it wishes to propose to the policy steers and Council Promise and their contribution to the objectives of the Council;**
 - (2) Establish a scrutiny board to act on behalf of the Committee to provide ongoing input into the RPP&R process until March 2012, and in particular to consider the detailed departmental portfolio plans when available; and**
 - (3) Identify any issues to include in the Committee's future work programme.**
-

1. Background

1.1 The State of the County 2011 report was presented to Cabinet on 26 July 2011. That report outlined the national and local context providing an overview of the main issues which will affect the County Council in the coming year. Cabinet has approved some changes to the Reconciling Policy and Resources (RP&R) process and has agreed:

- That the Council should plan on the basis of a three year budget based on the proposed cash limits;
- To review the capital programme to ensure that the best use is being made of resources to support the Council's priorities;
- To set cash limits on the basis of *service areas* identified for the creation of stronger links between financial and performance information at lower service levels;
- That the process is renamed *Reconciling Policy, Performance and Resources* (RPP&R) to mark the more holistic approach the Council will be taking to its planning processes
- Provisional cash limits for 2012/13 to 2014/15 for the purpose of modelling savings and has asked Chief Officers to report progress in October 2011; and
- That Lead Members would review with chief officers, scrutiny committees and other relevant partners, the Council's Promise and policy steers in the light of the changing local and national circumstances.

1.2 The County Council's *Promise* and supporting *Policy Steers* for each portfolio area act as a guide to business and financial planning. The current *Policy Steers* have been allocated to new portfolios which the Leader of the Council announced at the County Council meeting in May 2011. Appendix 1 summarises the current policy steers arranged against the new Cabinet portfolios.

1.3 Appendices 2A and 2B detail the policy steers falling within the remit of this scrutiny committee indicating for each: a) what we set out to achieve; b) where we are now, and c) our key

areas for improvement. The Committee may find this helpful when considering any revisions to the policy steers.

1.4 Appendix 3 sets out the draft policy steers for 2012/13 on which the views of the committee are specifically invited.

2. Scrutiny's role in Reconciling Policy, Performance and Resources

2.1 Scrutiny's engagement in the RPP&R process is important as scrutiny Members bring to bear the experience that they have gained through their work during previous years. It is also an opportunity for the Scrutiny Committee to highlight any issues to include in its future work programme.

2.2 The Scrutiny Committee is asked to review and comment on the proposed revised policy steers and the *Council Promise* which lie within the Committee's remit. Policy steers should:

- Describe what we can expect to achieve over the medium term (2 – 3 years);
- Incorporate sufficient clarity to be able to determine whether they will have been, or are being, delivered by, for example, ensuring that appropriate measures and targets can be set against them;
- Have resources attached to them;
- Help to build a picture, either explicitly or implicitly, of non priority services or functions.

2.3 The Committee might also wish to bear in mind the following pointers during the later stages of the process as well as when reflecting on departmental activities linked to the policy steers:

- Policy steers need to reflect the severity of the economic outlook and emerging local priorities.
- Scrutiny commentary is particularly valuable where there is a particular tension between 'universal' services and 'targeted' services – either within a service or between departments.
- Scrutiny is invited to make judgements about value for money for areas of above average costs, and to provide challenge to ensure return on investment by increased performance.
- Scrutiny is invited to question the extent to which the key 'areas for improvement' identified in the portfolio report (appendix 2) are still valid and relevant.

3. Next steps

3.1 Cabinet will meet on 11 October 2011 to consider scrutiny's comments and agree the policy steers for 2012/13.

3.2 The Committee's RPP&R Board will meet in December 2011 to consider the detailed portfolio and budget plans and the emerging savings strategy. It will comment in detail upon whether the amended policy steers are reflected satisfactorily within the proposed key areas of budget spending for 2012/13 and beyond. It will seek to ensure that all possible efficiencies are identified and will comment on the likely impact of those savings on services provided by the County Council and its partners.

BECKY SHAW
Chief Executive

Contact Officer: Paul Dean, Scrutiny Manager (01273 481751)
Local Member: All

Background Documents

None

PROMISE AND POLICY STEERS 2011/12

The Promise

We will, in partnership, make the best use of resources to:

- *help make East Sussex prosperous and safe*
- *support the most vulnerable people*
- *improve and develop roads and infrastructure*
- *encourage personal and community responsibility*
- *deliver the lowest possible Council Tax*
- *be a voice for East Sussex, listening and answering to local people.*

Below are the 2011/12 policy steers arranged against the new Cabinet portfolios in place from May 2011 and the relevant scrutiny committee (in brackets).

Strategic Management and Economic Development (SMED) Portfolio

(Audit, Best Value and Community Services Scrutiny Committee (ABV) and Economy, Transport and Environment Scrutiny Committee (ETE))

1. **Raise the prosperity of East Sussex through a sharp focus on employment, skills and infrastructure (ETE).**
2. Create sustainable communities by providing strategic leadership, empowering people, recognising the different needs of communities across the county, delivering locally and helping to ensure that public services in East Sussex, especially across the three tiers of local government, are commissioned and delivered effectively. (ABV)
3. Lead the delivery of the Council's policy steers and improvement of services through effective policy development and performance management. (ABV)
4. Support Members to fulfil their role as community leaders, in scrutiny and as the democratic voice of local people. (ABV)
5. Continue to improve equity and equality of opportunity for all through our service delivery and as an employer. (ABV)
6. Ensure that residents, staff and key stakeholders are engaged in and informed about the key changes impacting on them. (ABV)

Community and Resources Portfolio

(Audit, Best Value and Community Services Scrutiny Committee)

1. Ensure the Council matches available resources to its key priorities and delivers the lowest level of council tax consistent with those priorities.
2. Ensure efficient and effective strategic and operational financial management across the Council.
3. Maintain and improve high standards of governance, internal control and risk management.
4. Deliver top class procurement practice to support top class commissioning across the Council.
5. Ensure the Council has the right property resources to support effective service delivery.
6. Make best use of available capital resources and ensure effective delivery of capital projects.
7. Reduce carbon emissions and adapt to climate change.
8. Ensure that we have the right staff, with the right skills, supported by fit for purpose personnel policies and procedures.
9. Improve access to services for residents and maximise how ICT can help the whole Council operate more efficiently for the benefit of our council tax payers.

10. Provide front line staff with the best tools possible so they can be as effective as possible in meeting the needs of service users.
11. Continuously ensure maximum security and resilience of data and networks.
12. Public health (policy steers to be developed in due course):
 - a) arrangements for integration of services (ABV).
 - b) Public health targets (Health Overview and Scrutiny Committee).

Community Services Portfolio

(Audit, Best Value and Community Services Scrutiny Committee)

1. Work with the voluntary and community sector to build capacity.
2. Embed the Library Service in its communities to: reflect the expressed needs of the customer; encourage people to get the skills they need for employment; promote learning/literacy and improve access to services.
3. Ensure that the promotion of culture within East Sussex is embedded in the work of the County Council to maximise the attraction of investment and visitors to the area.
4. To seek out and preserve the original documents which record the history of East Sussex, its people, communities and organisations; and to make them available to present and future generations for inspiration, research and lifelong learning.
5. To modernise delivery of the Registration Service.

Economy, Transport and Environment Portfolio

(Economy, Transport and Environment Scrutiny Committee)

- 1. Improve the condition of our road and rights of way network.**
- 2. Plan and prioritise the infrastructure needed to support the county's prosperity.**
- 3. Achieve a fair balance between economic growth and the protection of our urban, rural and coastal environment.**
- 4. Minimise the amount of the county's waste sent to landfill or landraise.**
- 5. Make our roads safer.**
- 6. Improve transport access to services.**
- 7. Reduce the risk and impact of local flooding in East Sussex.**
- 8. Promote informed, successful businesses in a fair and safe trading environment; encourage informed, confident consumers, protect vulnerable consumers.**
- 9. Work with partners to strike a balance between the needs of the settled and Gypsy and Traveller communities with the reduced level of funding available.**

Children's and Adults' Services Portfolio

(Adult Social Care Scrutiny Committee)

1. Provide the strategic leadership required across the county to ensure that continued improvements in the full range of the community safety agenda are maintained through the spending reductions and organisational changes over the next 3 years.

Children and Families Portfolio

(Children's Services Scrutiny Committee)

1. Promote good health for children and young people and reduce health inequalities.
2. Protect children and young people from harm and neglect.

3. Develop resilience in families to help reduce dependency on public services by enhancing their capacity to resolve their own problems.
4. Improve outcomes for Looked After Children and Care Leavers, as well as improving support to children and young people on the edge of care.
5. Promote the benefits of young people making a positive contribution to their community and decisions affecting their own lives.

Learning and School Effectiveness Portfolio

(Children's Services Scrutiny Committee)

1. Support and challenge schools to raise educational achievement and aspirations at all key stages and target interventions at those most vulnerable to under achievement.
2. Work with partners to minimise the number of young people who are not in employment, education or training.

Adult Social Care Portfolio

(Adult Social Care Scrutiny Committee)

1. Make a strategic shift in Adult Social Care resources towards Older Peoples Services over the next five years, to reflect our demography and to ensure our resources are fairly and equitably distributed.
2. Improve information and advice to enable people to make the right choices about the support they need, at the right time, irrespective of their ability to pay.
3. Improve people's choice and control about how their needs are met by making best use of family and community support networks, and by developing the range of support and services available.
4. Ensure Adult Social Care support is accessible, proportionate, and that in partnership, we will protect vulnerable adults from harm.
5. Continue to invest in prevention and early intervention to keep people healthy and to maximise opportunities for rehabilitation and recovery.

Strategic Management and Economic Development

1. Introduction by Lead Member

We are committed to improving the prosperity of East Sussex and are actively working in close partnership with all interested parties including the District and Borough Councils, partners, private and voluntary sectors and the public to strengthen the local economy and tackle deprivation throughout the county. We have already made great progress in revitalising and re-shaping Hastings, our most deprived area by encouraging investment and innovation and creating a healthier economy with higher quality employment opportunities for local people. Through our work with partners in Sea Space, we have seen the creation of up to 800 jobs through the location of the Saga Group in the Hastings Business District this year. We will continue to work with partners to achieve the planned improvements in education, skills, business and employment opportunities, together with a better broadband and transport infrastructure. We are part of a new Local Enterprise Partnership with Greater Essex and Kent. The Partnership will provide opportunities which we are keen to seize.

Effective strategic management is vital to ensure the Council can carry out its functions and manage its business in the difficult financial climate that Local Government will face in the next few years. We have been working to refine our successful RP&R process to ensure that it continues to support our efforts to direct the finance available most effectively to meet customer needs. We are continuing work to improve our customer focus, commissioning services in the most effective way to meet customer needs, using a greater diversity of providers where this improves value for money; and ensuring internal processes are as effective as possible. We will also seek to get best value for local tax payers by looking at new and innovative ways of working and achieving economies by working with others. The council will continue its partnership with the “SE7” group of Councils (Kent, Medway, East Sussex, West Sussex, Brighton & Hove, Surrey and Hampshire) to drive through efficiency and best value in the way we work.

Councillor Peter Jones, Leader of the Council

2. Policy Steer relating to Economic Development

- ❖ Raise the prosperity of East Sussex through a sharp focus on employment, skills and infrastructure.

2.1 What are we trying to achieve?

With the planned abolition of the Regional Development Agencies and the move to the ‘localism’ agenda under the Coalition Government, local authority and business leaders were asked to form ‘Local Enterprise Partnerships’ (LEPs). These new business led public/private bodies will have the strategic lead on areas where working at LEP level will add value.

The LEP covering East Sussex also includes, Kent and Greater Essex and the Unitaries of Medway, Southend and Thurrock. The population of the LEP area is 3.9 million, with

130,000 businesses contributing £62billion to the economy; the population of East Sussex is 506,000, with 23,000 businesses contributing £7.6billion to the economy.

The LEP overarching priorities are to unlock the potential of:

- the Thames Gateway
- coastal East Sussex, Greater Essex and Kent and Medway
- rural East Sussex, Greater Essex and Kent and Medway (includes broadband)
- our key towns and cities

As part of these priorities, attention will be given to skills, housing, tourism and infrastructure across the LEP area. The LEP Board and Executive include Member and business representation from East Sussex. The overarching priorities are now to be developed and specific interventions under these identified for action by the LEP.

Locally we will continue to support development across the county and specifically in the regeneration areas of:

- Hastings & Bexhill: Implementation of the 5-point plan. Key activities for the County Council will include the promotion of the Bexhill to Hastings Link Road; transport planning; improving skill and employment qualification levels; and enterprise creation;
- South Wealden/Eastbourne: Taking forward relevant aspects of the Local Development Frameworks to influence growth in economic performance;
- Newhaven: Supporting the economic development and transport elements of the Masterplan and relevant aspects on the new Newhaven 'Vision'. Working with Newhaven Port and Properties on supporting key economic development and sustainability of the port including relevant elements under the new Port Masterplan. Supporting the development of the offshore wind farm 'Rampion' to ensure potential benefits to the port are not lost; and
- Skills: Learning and skills are key economic drivers in delivering the vision for a prosperous county and have a fundamental importance for the wellbeing of individuals and communities. Working with the East Sussex Adult Learning and Skills Partnership Board to deliver its strategy and action plan we aim to increase skills levels in the county.

2.2 Where are we now?

Progress is as follows:

Hastings & Bexhill: In 2009 the Hastings' average gross weekly earnings (residence based – median) were 88.8% of that of East Sussex - by 2010 Hastings was at 94.8% of the East Sussex figure. Hastings College, renamed Sussex Coast College Hastings, has opened the two new sites at Station Plaza and the Ore Valley campus, the second stage of the University Centre Hastings is now being built. In December 2010, Saga Group purchased One Priory Square, an office site developed by SeaSpace which will see the creation of up to 800 new jobs.

The Regional Growth Fund bids submitted by SeaSpace in January 2011 to support Phase III of Priory Quarter in Hastings (town centre offices) and Phase II of the Enviro 21 corridor (Hastings industrial space) were both unsuccessful; no bids were successful in London or the south east. The second and likely final round of RGF closes July 2011, SeaSpace is resubmitting a revised Priory Quarter bid and one for Sovereign Harbour,

Eastbourne; this being the final round competition will be fierce and winning bids (again) are less likely to be in the south east.

The transport interchange design at Newhaven port is progressing and the new Port Master Plan is about to be released. Through our membership of the Interreg 4a 'Ports Adapting to Change' (PATCH) project we supported a large marine industry Business to Business event in January and Newhaven Port & Properties at the London Boat Show. Research is to be undertaken to better understand the supply chain potential in respect of off and on shore wind farms in support of, for example, realising the potential benefits to Newhaven if E.ON progresses to off shore wind farm development.

Skills: East Sussex County Council maintains strategic oversight of the provision by partners of adult learning and skills in East Sussex through the Adult (19+) Learning and Skills Partnership Board. The Adult Learning and Skills Partnership Board will remain at the heart of skills-led partnership working both in terms of strategic planning and operational delivery through members' constituent organisations. The Adult Learning and Skills Strategy has been reviewed to ensure that the Board works to a vision, strategic priorities and action plan which remain relevant to identified need. In addition the Board is to receive £587,867 for achieving the stretch and reward target on Local Area Agreement 1. The target 'number of adults achieving a nationally accredited qualification (including English as a Second Language) as part of the Skills for Life strategy' was exceeded by 2,869, reflecting the effort of partners to raise qualification levels in the county. The reward money will be used to support delivery of the action plan to the recently refreshed Adult Learning and Skills Strategy.

Each year, we conduct the East Sussex Business Survey; over 1,000 businesses took part in early spring this year. The results provide an assessment of business issues and concerns in the County and are an important evidence base for input, amongst others, to the LEP and the East Sussex Local Economic Assessment (LEA) – the tool we use to guide investment and priorities for economic intervention, the developing East Sussex Economic Development Strategy and the Adult Learning and Skills Strategy. The draft LEA went out to consultation earlier this year and is now being finalised before being posted on the ESCC web site. The new East Sussex Economic Development Strategy is now also being finalised following the review of comments on the LEA and the updating of some data.

The Economic Development Strategy will go out for a full three month consultation over summer 2011. As the consultation will be internet-based it will ensure as wide an audience as possible; those partners who have already been involved in its development will be notified of the consultation, as with the LEA consultees can chose to reply in non internet based format.

A new, informal Business Board has met a number of times and has been renamed as the Economic Advisory Board. Along with public sector partners it includes the large and small Chambers of Commerce, Enterprise Agencies and the Federation of Small Business The development of the Board will be partly influenced by the priorities of the LEP and by the 2011 East Sussex Business Survey.

2.3 What are our key areas for improvement

Our future targets are related to the provision of support to the LEP and its work programme, supporting bids, the regeneration of Hastings and Newhaven and south Wealden/ Eastbourne. We are also leading on behalf of the LEP on broadband, this

includes each upper tier authority undertaking the specific work required in their area to obtain improved broadband connectivity, coverage and speed. In East Sussex all but one telephone exchange are broadband enabled. However slow broadband speeds remain an issue and there are a significant number of locations in the county with either slow speeds or no broadband at all. It is estimated that around 70% of the county suffers from poor broadband speeds.

Economy, Transport and Environment

1. Introduction by Lead Member

The scope of this Portfolio and the new title reflect the changes to individual Cabinet Members' responsibilities and those of the Department following a number of corporate structural changes earlier this year.

Bringing economy, particularly, into the Portfolio is a significant step and reflects the council's commitment to economic regeneration and growth and the improvements that can be gained through closer working between our economic development, strategic planning and transport teams.

The abolition of regional planning and our aims to develop a strategic infrastructure framework for the county will shape our planning and strategy work to a large degree. Our service offer, set out in this document, reflects that aim and it is our intention that the framework will also support our Local Enterprise Partnership (LEP). The LEP determines the key areas for investment in order to secure economic growth and prosperity for the county.

The Portfolio continues to cover a very broad range of services and we retain responsibility for other functions including maintenance of highway and environmental assets, waste management, road safety and passenger transport.

Our service offer over the next four years will inevitably change in response to the financial situation facing us. Before making any changes however we will continue to explore new ways to deliver our services either in partnership, for example through the South East 7 (SE7) or looking at other organisations who may be better placed to deliver some services including the voluntary and community sector and parish and town councils. We will also continue looking at options for sharing services with other councils and organisations whether at county or district / borough level.

Sadly though some service reductions are inevitable. We are committed to reviewing in depth all of our services over the next three years. In reaching decisions about service changes and reductions we will use the information and evidence base gathered through our service reviews to guide those recommendations and changes. No changes will be made without consultation with affected customers and particular consideration will be given to any disproportionate impact on any sector of the community.

The choices we will need to make in the future will be difficult but living within our overall resource allocation remains important for us as is keeping to the council's promise to minimise council tax increases.

The following pages set out what we are aiming to achieve in support of our council policy steers in relation to this Portfolio, how well we're doing and where and how we hope to improve in the coming years.

Lead Member: Councillor Carl Maynard

2. Policy Steer relating to Roads and Rights of Way

- ❖ Improve the condition of our road and rights of way network.

Road Condition

2.1 What are we trying to achieve?

The road network is vital to the lives of people living, working in or visiting East Sussex, as well as to our businesses and consequently our prospects for economic growth. We do not have a large trunk road network and investment in the condition of our local roads (A, B & C class) is therefore vital, particularly given increasing traffic volumes on roads not really designed to carry current and growing traffic levels.

We have been trying to change our approach to managing our assets from one which was largely reactive to a planned and prioritised programme and are now midway through a two year highways improvement programme. This will help us inform our residents of what they can expect, reduce ad-hoc roadworks that are within our control, negotiate better prices and reduce reliance on reactive (un-planned) maintenance.

By October 2011, we will implement a revised Service Delivery Model for highway maintenance. The new model, arising from the Service Review, involves the creation of an Integrated Structure working more closely with our maintenance contractor to deliver all highway services. It will also involve extensive service modernisation based on Asset Management principles using modern asset systems and technology. The new Model will significantly contribute to the move to a planned maintenance approach to managing the highway asset.

Inevitably there will always be a degree of reactive maintenance and repairing our roads after last winter's severe weather conditions is a good example. Keeping this to a minimum realistic level is at the heart of our aims.

We aim to achieve the following outcomes from our actions:

- Improve the condition of Principal and Non Principal roads to at least the national average by 2014 and 2012 respectively; and
- Deliver efficiency savings of around £1.8m.

2.2 Where are we now?

The importance of well maintained roads has been recognised this year with this aspect of our work reflected in the overall 'Council Promise'. To help us achieve a step change in our road condition we secured an addition £8.5m to invest in the structure of our roads which is programmed to be spent over the two years and commenced in April 2010. Together with our historic underlying level of annual capital programme investment this equates to a two year programme valued at over £23m.

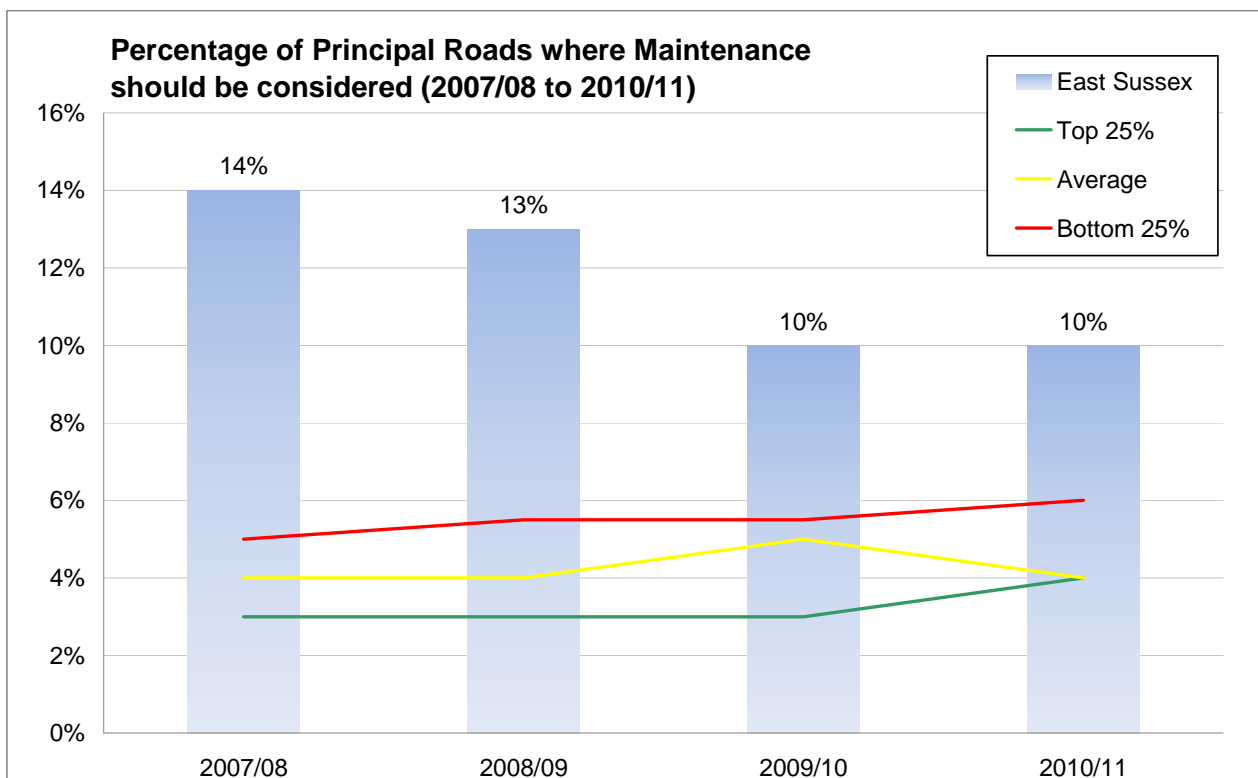
As the programme was established in full at the outset, we have been able to give residents and businesses advance warning and kept inevitable complaints arising from delays to a minimum. This has been well received by residents and Parish Councils affected.

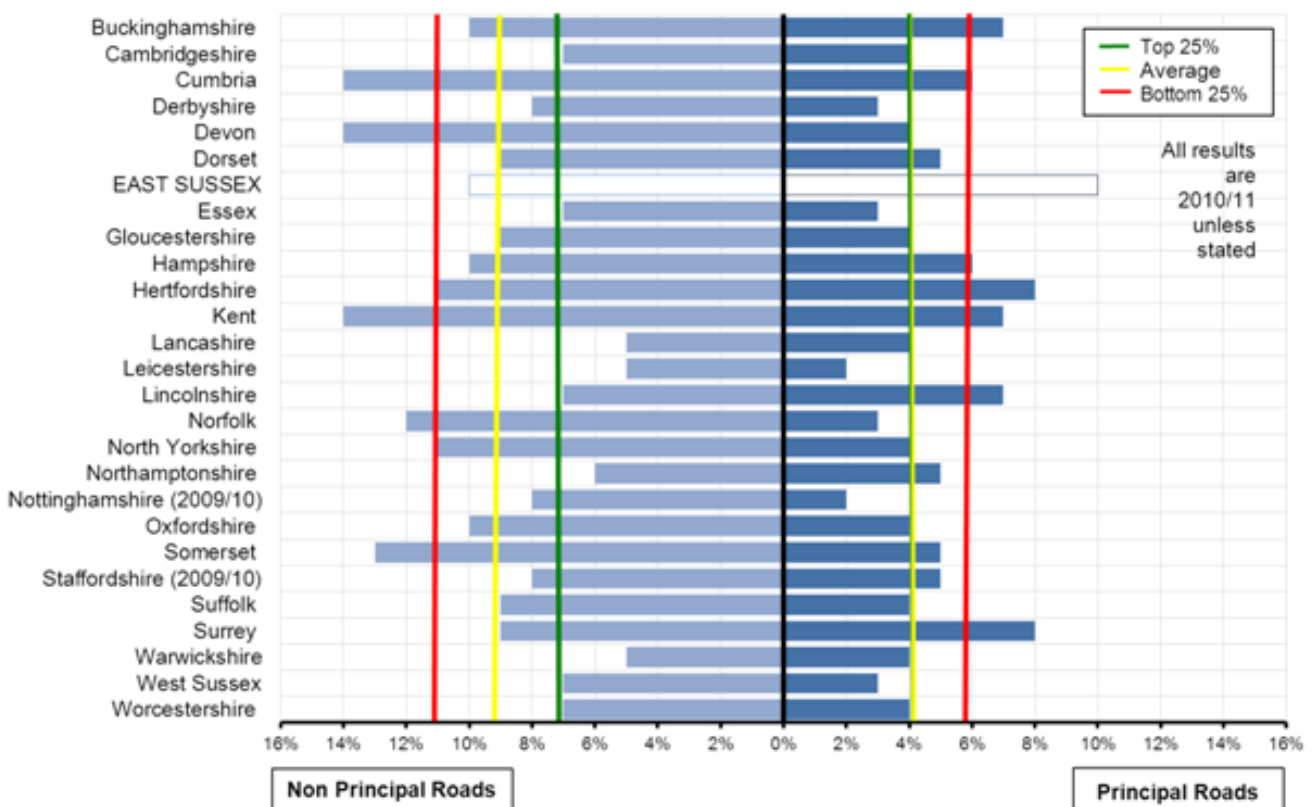
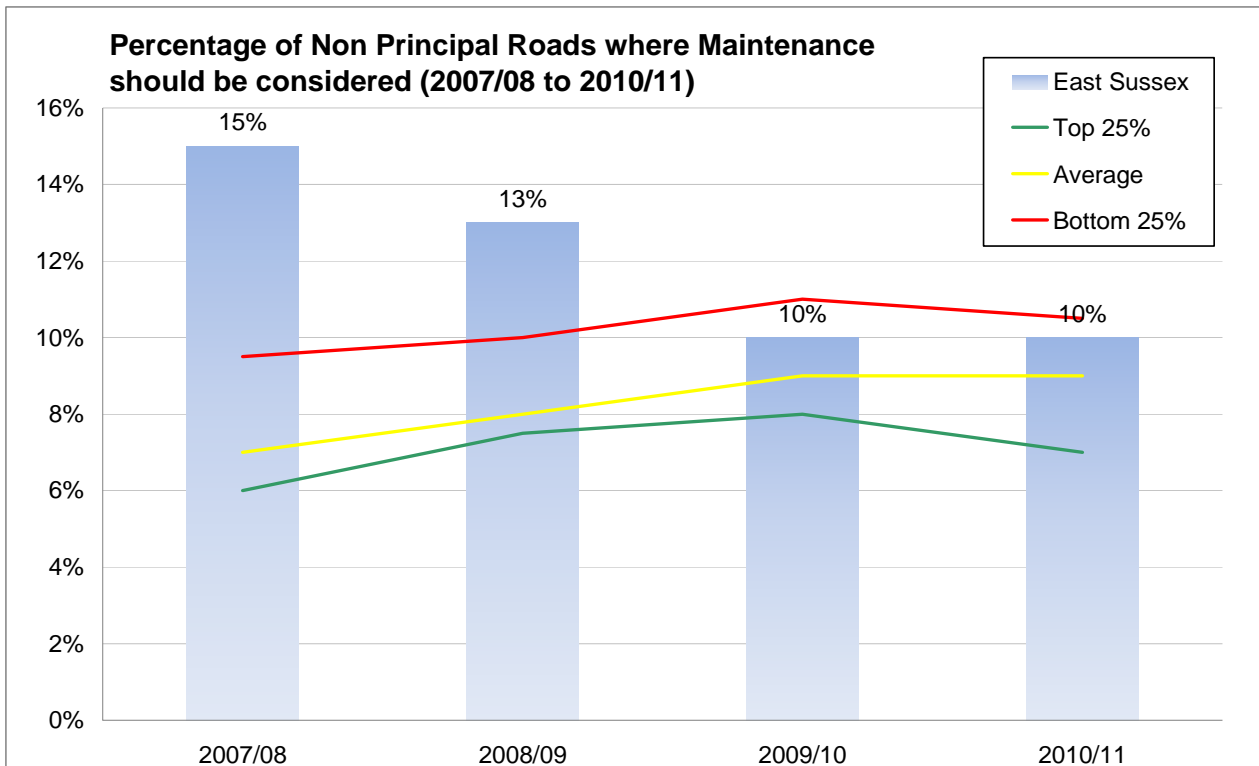
To further help minimise disruption we have worked closely with utility companies and developers to carefully plan our works programme and coordinate with theirs wherever

possible. This has the advantage of minimising essential traffic management costs (e.g. the additional cost of arranging off peak or night time works) and will avoid utility companies digging up new tarmac.

Our two-year programme commenced in April 2010 but has been heavily influenced by two of the worst winters in memory. The winter of 2009/10 was the worst recorded for over 30 years and the recent 2010/11 winter saw similar sub-zero temperatures and the widespread formation of pot-holes.

Road condition indicators are expressed as a % of total road length which requires maintenance. Our 2010/11 result for Principal and Non Principal roads remained broadly static at 10% despite the additional investment described above (there was a slight improvement down to 9.5% for Principal Roads). Based on available results for other counties we remain the worst performing council for Principal roads and just under average for Non-Principal roads. Investment levels and our efforts to improve road condition has been hindered by the severe winter weather over the last two years.





The original two-year improvement programme and the predicted improvements in condition were based on the SCANNER surveys undertaken in the autumn of 2009 before the start of the programme and before the on-set of the worst winter for over 30 years. This winter took its toll on the counties roads with the formation of thousands of pot-holes. The widespread damage will undoubtedly have caused further deterioration to the counties roads and will have been reflected in the most recent survey results in October 2010.

The latest SCANNER results only pick up the first six months of the investment programme and reflect the effects of the winter of 2009/10. Our position relative to others is perhaps not surprising in that we appear to have made little improvement from our additional investment. Similarly the extreme cold weather we experienced in December 2010 and January 2011 had a similar detrimental effect on our road network and will again be reflected in the SCANNER results when the roads are re-surveyed later this year.

What should be recognised is that without the considerable level of investment over the past 14 months the counties roads would be in a dreadful condition. It is extremely difficult to predict the rate of deterioration in road condition as there are a number of contributory factors. For the same reason, it is difficult to quantify the impact of severe weather. We are assessing historical data, as part of our asset management approach, to better reach some conclusions in the future.

Importantly however, although our results have not improved there is visible evidence of improvement across the County and long lengths of new surfacing including:

- a four mile stretch on the A272 between Uckfield and Hadlow Down, and on the A275 at Sheffield Park,
- a two mile stretch of the C408 Dewhurst Lane at Wadhurst and a ½ mile length of the B2110 at Gaillipot hill, Hartfield.

In total we completed 55 schemes covering 28 miles of Principal (A) road within budget (just over 13% of the Principal network) and 62 schemes covering 31 miles of Non Principal classified (B&C) road within budget (almost 5% of the Non Principal network).

The condition of Unclassified roads has suffered some deterioration given that resources have been directed at Principal and Non Principal roads. Targets for all three categories of road have been included in our Council Plan to provide an ongoing overview of the road network for which we are responsible.

The current highways contract was awarded to May Gurney in September 2005 as a seven year contract with provision to extend by a further three years in August 2012. Following a twin tracked re-procurement exercise as part of the Service Review, Cabinet agreed to a modernisation programme (now known more commonly as the Highways Transformation Project) and to extend the current contract with May Gurney to the end of August 2015. We will be working closely with colleagues from May Gurney through the Highways Transformation Project, and once complete, will place the County Council on the best possible platform to procure our next generation contract. This will bring significant benefits to our customers from an improved level of service delivering better value for money, visibly better roads, and faster response times to repair defects.

Another key area is our winter maintenance service i.e. gritting of roads. A major review was carried out in 2010 by the Scrutiny Committee for Transport & Environment which gathered evidence and views from many residents and stakeholders.

In preparation for winter last year we put in place a number of new actions to address the recommendations from the Scrutiny Review including publication of on-line maps to show which routes would be treated, publishing information in the autumn edition of 'Your County' to help others prepare for the winter and liaising with stakeholders who would like to take advantage of the possibility of grit bins. We are now looking at a range of other initiatives to improve our winter service and the efficiency of our winter operations, again aiming to bring significant improvements to customers.

2.3 What are our key areas for improvement

Our short term priority is to manage completion of the established two year maintenance programme and carefully monitor our progress. We did not meet our targets for road condition results for 2010/11 and so are not on the trajectory that we had planned as a result of the last two winters. We will need to balance the short term challenging targets we have set with some realism about the damage caused by the severe winter weather in both 2009/10 and 2010/11.

At this stage, the investment levels to allow us to complete our two year programme in 2011/12 will be maintained because the additional borrowing is being funded from savings in our reactive maintenance budget. In the short term we will be looking to extend the current two-year investment for as long as possible to continue the benefits that have been derived from this planned approach to maintenance, and to maintain the momentum that has been achieved. However the severity of the financial challenges facing us mean that the level of future investment is uncertain, but our road network will need on-going investment to maintain its current condition

The future arrangements for delivering our highways maintenance service will also play a key role in our ability to sustain as far as possible what improvements we make in the short term. As one of our highest priority services, we are exploring with SE7 what benefits we can collectively gain by working more collaboratively. While we recognise that a single highways maintenance contract may be a much longer term aim (due to different contract end date, levels of investment and road condition) we believe there are benefits from collaborative procurement initiatives including supply chain management, joint workforce planning and sharing resources perhaps through inter-authority trading. The initiatives are in their infancy and once developed will become part of our improvement programme, and work in conjunction with the Highways Transformation Project.

Rights of Way

2.4 What are we trying to achieve?

Much of what has been said above applies equally to our rights of way network, particularly the importance of an asset management approach to maintaining our rights of way network. The importance of the network to the local economy is particularly centred around recreation and tourism predominantly in rural areas. There are undoubtedly benefits for some communities in terms of quality of life through access to well managed green open spaces and the links between exercise and health are well understood. We engage routinely with a number of stakeholders such as the Ramblers association and British Horse Society who are regular users for a variety of reasons and activities in terms of identifying priorities.

With very limited resources we aim to achieve the best condition network possible based on a full understanding of the condition and engagement with user groups over priorities. Our ambitions, set out fully in the Rights of Way Improvement Plan are probably achievable only in the longer term given current financial constraints.

A new partner with whom we want to develop a strong working relationship is the South Downs National Park Authority. While, as Highway Authority, we retain the responsibility for maintenance of rights of way, even those within the Park boundary, we will want to work in partnership with the Park Authority to ensure both as consistent an approach as possible to standards with the other highway authorities and to secure any possible

additional value that the Park Authority can bring for the benefit of visitors to the Park as a whole.

2.5 Where are we now?

In 2009/10 we completed a baseline condition survey of the entire Rights of Way Network to enable us to identify where maintenance and enforcement work was most needed. This showed that 99% of the network (which is in total 3,200 km) was available to path users.

Since the baseline survey, a prioritised rolling survey of the Rights of Way network has been implemented to provide updated information on paths, bridleways, gates, bridges and stiles and early warning of issues requiring intervention. The information provided by the rolling survey has allowed the start of an asset management approach to maintenance and enforcement work.

We have also used these survey results to plan and carry out maintenance work on 'High Priority' Rights of Way. ('High Priority' Rights of Way; around 560km in total; are heavily-used urban paths and circular and long distance promoted routes.) High Priority Routes have a higher footfall in comparison with the rest of the network. Results for 2010/11 show that 90% of assets on these routes were found to be in a good condition, representing an improvement on 88% recorded the year before.

2.6 What are our key areas for improvement?

Our targets for the condition of our High Priority Routes are to maintain our current standard. This is realistic and will still leave some resource available for the lesser used routes which are nonetheless important to some users. All of this will require close engagement with the Local Access Forum and other stakeholders to help prioritise work across the entire network.

3. Policy Steers relating to promotion of the economy and protection of the environment

- ❖ Plan and prioritise the infrastructure needed to support the county's prosperity.
- ❖ Achieve a fair balance between economic growth and the protection of our urban, rural and coastal environment.

3.1 What are we trying to achieve?

The above two policy steers represent areas of the department's work that are best considered alongside one another. Prosperity and growth for communities and the local economy can be achieved without failing in our responsibility to protect and enhance the natural and built environment. Inevitably there needs to be a degree of balance in reaching worthwhile solutions that deliver the most sustainable outcomes within the financial constraints we face.

With the proposed abolition of regional plans and given the challenging financial situation there will be a significant shift in emphasis in our planning role towards infrastructure planning in its broadest sense, to support national planning policy and make the link with local policies and plans.

The reality of the financial situation means that we will focus our own investment capacity in the areas of the county identified as priorities (Hastings/Bexhill, Eastbourne/South

Wealden and Newhaven) within our strategic Local Enterprise Partnership with Greater Essex, Kent and Medway.

As most new infrastructure is reliant on some form of capital investment, in the current financial climate we will need to ensure that the integrated transport and road safety schemes we are able to deliver have the greatest impact on our priority areas and provide good value for money.

It is unclear precisely what planning framework, if any, will replace regional planning and, in the meantime, we need to work with our key partners to ensure a coordinated and cooperative approach to planning for development as envisaged in the Localism Bill. There are close links and dependencies between new housing, economic development and transport infrastructure.

We are working with our district and borough council colleagues in particular to be clear about their plans for housing and other development as set out in their Local Development Frameworks (LDF's). Development should only occur when the infrastructure necessary to support it is either in place or there are plans and funding agreed to provide it.

A longer term aspiration is the formation of an area wide infrastructure plan, building on the individual plans of partners and other agencies (e.g. water companies) as above to ensure they are integrated and reflect and will be able to support each other. Closer to home, we need to be realistic about planning our own services including where and how they are delivered, again to ensure that they are easily accessible by both staff and customers with a minimum of new transport infrastructure.

It is often, but not exclusively, plans for new infrastructure (roads, schools, waste disposal facilities, waste water treatment plants etc) that are most controversial and generate the greatest public reaction. This is perhaps not surprising in a county like East Sussex where four fifths of our area is covered by a special designation (National Park, Area of Outstanding Natural Beauty or Site of Special Scientific Interest) and many residents and special interest groups are keen to maintain the environment as it currently exists. We will ensure that we carry out our duty to protect the statutorily designated environmental assets in the County Council's control.

Our responsibility (and that of other planning authorities at any level of government) for considering the wide range of issues that emerge from development proposals is primarily through the plan making and planning application process. It is vital to achieve earlier public engagement and discussion to achieve an acceptable outcome.

It is often the case that there are limited alternatives to proposals to secure very necessary new infrastructure and in these cases we must consider whether there is environmental mitigation which could balance any adverse impacts arising from the development itself.

A new partner with whom we will forge strong links is the South Downs National Park Authority (NPA) which assumed its full powers on 1 April 2011. The NPA is the planning authority for the whole of the park area and therefore will be a major influence on future development within the Park boundary.

3.2 Where are we now?

This area of our work and the pace of change we face have been heavily influenced by the rapid changes that have emerged from the Coalition Government. It would be wrong,

however, to present the two Policy Steers above as completely new areas of work for us; that is not the case. Indeed, the planning, provision and maintenance of infrastructure (services & assets) have been central to our business for many years.

District and Borough Councils, through the LDF process, will need to consider strategic issues, with the County Council following a similar process for Minerals and Waste. The County Council advises Districts and Boroughs through the LDF process on the County Council infrastructure, including transport, education, libraries and waste, required to support new development. The County and District/Borough Councils work together to secure financial contributions from developers to provide new or improved infrastructure, where this is needed.

It is not yet clear what changes the Localism Bill will bring to the LDF process. Regardless of this, it will be important for us to develop a countywide plan of the infrastructure required to support the future economic development of East Sussex. We will ensure that this plan focuses on the outcome, i.e. a clear view of future infrastructure requirements, rather than the process involved in developing it. Our leadership of the production of the multi-agency Environment Strategy for East Sussex in 2011 has established the priorities for environmental infrastructure.

However, the government has agreed to the formation of Local Enterprise Partnerships (LEP) mentioned above which recognises the similarities between partners. We anticipate that our LEP will be supported by the overarching infrastructure plan described above.

A key priority for us under the umbrella of 'making the case for new infrastructure' is our ongoing commitment to secure the Bexhill to Hastings Link Road, which is crucial for the regeneration of that area, opening up development land for businesses, jobs and housing.

We know that the Government is not intending to give approval or otherwise to funding of our scheme until December 2011 and in the meantime we continue to promote and support the scheme as well as seeking new ways to reduce the overall sum needed from central government.

3.3 What are our key areas for improvement

We will use existing plans such as the third Local Transport Plan to enable us to deliver the policy steers set out above. The focus of our own investment capacity will change and we will want to communicate this clearly and effectively to our communities that requests for schemes due solely to public demand are no longer likely to be deliverable.

We will of course continue to use limited funding to address proven safety issues and to achieve, in our priority areas, sustainable economic growth.

The designation of the South Downs National Park, and the assumption of the role of planning authority by the NPA from 1 April 2011, serves to demonstrate the extent to which East Sussex is covered by statutory designations. We will work very closely with the NPA, as agent and partner, to ensure that we achieve a sensible balance between protecting the environment which led to National Park while, at the same time, ensuring that this does not result in the prevention of sustainable development.

Our longer term challenge will be to coordinate the development of a county wide infrastructure plan. This will require integrating a number of strands of our current strategic policy development and coordination and liaison with partners and other agencies. We

would hope to have the plan in place by 2013. There are two Service Reviews underway relating to the services that deliver these policy steers. The Reviews are based on an understanding of the above aims and should be completed, informing future work priorities and structures, during 2011.

4. Policy Steer relating to Waste

- ❖ Minimise the amount of the county's waste sent to landfill or landraise.

4.1 What are we trying to achieve?

Our work on waste management will focus on minimising the amount of waste disposed to land by reducing the overall volume of waste and increasing re-use, recycling and energy recovery. We will work closely with East Sussex Waste Collection Authorities (WCAs) to improve performance and reduce costs and, in partnership with Brighton & Hove City Council (BHCC), identify similar opportunities in the waste disposal contract with Veolia. We will do less local promotional work on waste awareness unless it is clearly demonstrated to be cost-effective in changing behaviour.

4.2 Where are we now?

The management of waste poses significant environmental and financial challenges. Defra published its review of waste policy in England together with an action plan in June 2011. The review re-emphasises the waste hierarchy with waste prevention as the starting point and landfill as a last resort. The review puts considerable emphasis on sustainable use of materials, saying we should think more about how to prevent waste or otherwise use it than simply how to dispose of it. Specific reference is made in this respect to the vision and strategic aims of the SE7. The Government will develop a National Waste Prevention Plan by the end of 2013 with particular mention made in the review of avoiding food waste.

The review confirms that landfill should be the last resort for disposal, that landfill tax will be retained and that the Landfill Allowance Trading Scheme will cease at the end of 2012/13. It goes on to say that, despite these measures, some waste that could be put to better use will still end up in landfill. It will therefore consult on the banning of wood from landfill in 2012. The Government wants to see householders and local authorities working together with any enforcement measures used in a more targeted fashion. The Government will not set a 50% recycling target for each waste collection authority and will not set landfill targets for individual waste disposal authorities or sub-national targets for anaerobic digestion – but very clearly supports energy recovery from residual waste. It encourages local authorities to consider the use of Household Waste Recycling Sites by businesses.

Based on 2008/09 actual spend, we determined that our unit costs for waste management was well above average compared to others. This is not surprising given the nature of our PFI contract, which provides for development of a complete network of modern waste disposal facilities. The cost to the contractor of developing these is reflected in the price we pay for disposal of each tonne of waste. We anticipate that the unit cost 'gap' will close as other Councils develop their own facilities or face increasing costs as a result of landfill tax. In other words we have been ahead of the game in entering into a PFI contract and, in

the long term, we believe that our costs will be lower than many other Councils. We are currently exploring the 2009/10 results.

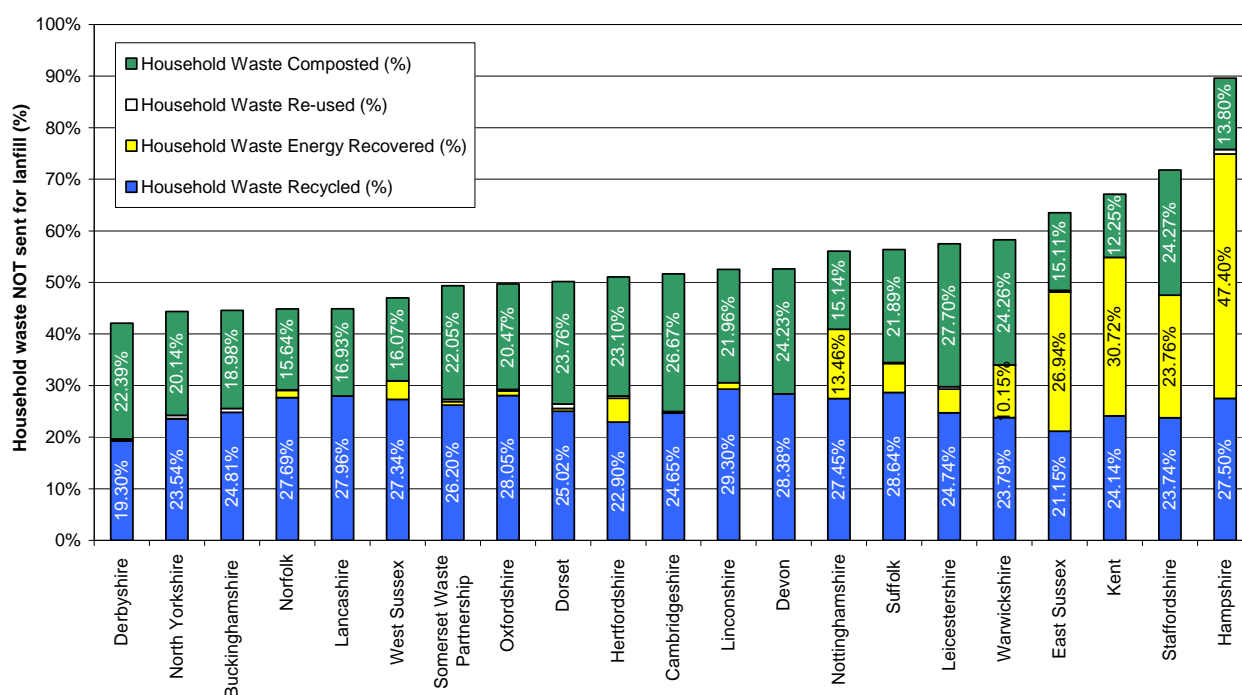
ESCC	Lowest spend	Highest spend	Mean Average
£72.71	£51.94	£104.87	£65.35

Very encouragingly we are amongst the top performers in relation to the (low) volume of waste that we send to landfill (NI 193) and we also compare well for energy recovered from waste. We are however relatively poor performers, based on 2009/10 results, for residual household waste collected (NI 191) and are still firmly in the bottom 25% for the amount of waste recycled (NI 192). We will use our waste indicators to measure what has happened to our waste rather than where it has been sent. For example, almost 25% of the waste sent for energy recovery is subsequently put to beneficial use or recycled. In future this waste will be added to our totals for recycling and beneficial use, which will be a more representative picture of what actually happens to our waste than at present.

The chart below shows our relatively good performance in diverting waste from landfill and how this is being achieved largely through energy recovery and less, relative to other authorities, through recycling and composting. Final results for 2010/11 will be available in November 2011.

Household Waste Treatment 2009/10 (Source: NAWDO release 03.09.10)

% of household waste recycled, reused, composted or sent for energy recovery (excluding landfill)



4.3 What are our key areas for improvement

Waste disposal consumes almost half (46%) of the Economy, Transport & Environment budget and our focus is therefore to improve performance and reduce costs. In 2011 the Energy Recovery Facility at Newhaven, which is the final major facility being developed under our PFI contract, will become operational. This will enable us to achieve a step change and further improvement in the reduction in waste sent to landfill and the amount of energy recovered from waste.

We will continue to work closely with the WCAs to improve recycling rates across the county. We are supporting the waste collection authorities as they develop their approach

to a joint waste collection contract and will have membership of the new Joint Waste Committee. We will need to ensure that the new collection arrangements support rather than contradict our disposal contract. More widely, we are working with SE7 partners to map projected waste streams against available facilities across the SE7 area to optimise capacity and use and are developing initiatives that make use of waste as a resource, as picked up in the Government's waste review.

In relation to the most immediate of the Government's targets, as at December 2010, all authorities in the county are now recycling at least two different recyclable materials from every household as planned. Following the first phase of our Service Review of waste, we have discontinued our waste awareness and waste prevention initiatives until such a time as we have developed clear criteria for determining activities which are cost-effective in changing behaviour and reducing the size of the municipal waste stream. We recognise that waste prevention is at the top of the waste hierarchy but that this can be most effectively carried out at national level, again as reflected in the Government's waste review. We are also working with the WCAs and Veolia to develop a cost-effective waste minimisation and education strategy for the county. The Service Review also identified some structural changes that are currently in the implementation stages as well as some changes to our services and those delivered by Veolia. Further phases of this Service Review will focus on the PFI contract and any scope for make further savings in that area.

5. Policy Steer relating to road safety

- ❖ Make our roads safer.

5.1 What are we trying to achieve?

Our over-riding aim is to reduce the number of road casualties, first and foremost because of the human cost of crashes. They also have a significant impact on public services provided by the County Council and partners, including the health service, police, ambulance and fire and rescue services.

We will re-shape our work on road safety working more closely with the fire and police authorities and with Brighton & Hove City and West Sussex County Councils with less emphasis on site specific engineering works, except where these are clearly needed to reduce the number of crashes. We will focus primarily on behavioural change and whole route strategies, targeting the highest risk user groups and routes in the county. The overall shape of services and how they are organised will be determined through our Service Review which is scheduled to complete by March 2012.

5.2 Where are we now?

We know that in previous years we have compared poorly with other authorities. A national target was set by DfT to achieve a 40% reduction by 2010 of the number of people killed or seriously injured in a road crash (that is, no more than 275 people killed or seriously injured in 2010) from the average number recorded during 1994-98 (458 people).

There were 319 people killed or seriously injured in 2010, the lowest annual casualty rate recorded in over five years. Although we have not met the national target, fatalities and serious injury have been reduced by 30% compared to the 1994-98 average.

Casualty Severity	2005	2006	2007	2008	2009	2010
Fatal	42	37	26	39	22	21
Serious	311	356	352	360	351	298
Total	353	393	378	399	373	319

There are two long standing difficulties with identifying whether or not our initiatives are making a difference:

- Measuring road casualty statistics in a way that is meaningful and useful; and
- Putting that data into context, that is, to identify where we do better or less well than others.

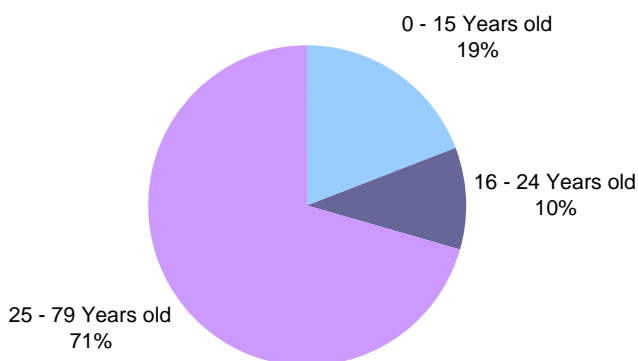
Historically, much of our work has focused on engineering solutions to make roads safer at sites identified as having a high crash record. There is a general consensus that the most dangerous sites have been addressed through road safety engineering works and that most crashes are now the result of reckless or otherwise irresponsible driving. Our strategy will increase the focus on education and enforcement, with targeted engineering measures only used where these are identified as appropriate from crash data.

We visited Essex County Council early in 2009 to learn more about the factors behind their success in reducing casualties. As a result of this visit we established the East Sussex Casualty Reduction Group (ESCRG) to promote better partnership working and help us make a concerted effort to increase our emphasis on education and enforcement measures. We have also been making better use of casualty data collected by Sussex Police and the Sussex Safer Road Partnership (SSRP). Our future performance measures will focus on all casualties (fatalities, serious and slight injury) to provide a fuller picture of contributory factors.

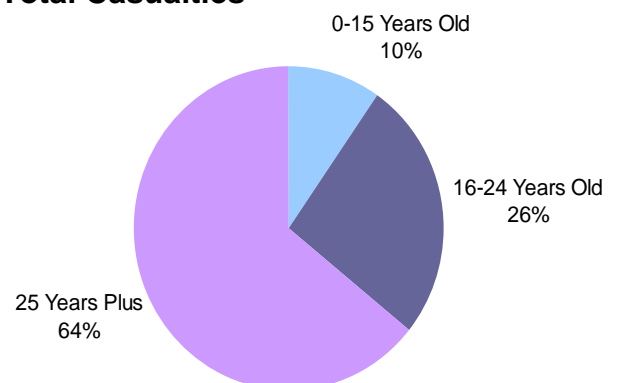
We will focus on children aged 0 – 15 years and young people aged 16 – 24 years. Although the numbers of children injured in road incidents are a relatively small proportion of the total figures, it is an important group in terms of the beginnings of road safety education. Casualty numbers for young people are significantly over represented in the total number of road casualties. The following charts provide a breakdown of the population aged 0 to 79 years, 10% are aged between 16 – 24 years. Of all casualties between 2006 and 2010, 26% were aged 16 – 24.

Population

Population for East Sussex (2010)



Total Casualties



The following sets out some of the activities carried out to improve road safety statistics for children and young people.

Children (0 to 15)

- Conducted child pedestrian education training in primary schools (3000 children trained each year) and cycle education training (Bikeability) to year 5, 6 and 7 children (about 3000 children trained each year).
- Promoted the new road safety educational resource 'Routes', for use in secondary schools. Schools in catchment areas with the worst crash records are being strongly encouraged to make use of this resource. For example, Bexhill High School has had a number of cycling crashes involving their pupils in and around the school. A special session has been arranged to deliver the cycling section of Routes and, at the same time, tailored one-to-one cycle training for 70 children.

Young people (16 to 24)

- Focused analysis of road casualty data for the 16 – 24 age group, i.e. historical changes and contributory factors. The report is almost complete and will form a template for analysis of other groups of road casualties
- New Driver Awareness courses – an education package developed in-house with our SSRP partners and delivered across Sussex. We are working with Sussex Downs College to see if it is possible to make attendance at one of these courses a condition of receiving a parking permit for the college
- Moped/Scooter campaign and enforcement activity to target young moped and scooter riders for illegal modifications.

We also aim to improve casualty and collision statistics by using data to identify specific groups and major contributory factors.

Specific groups: An ESCRG sub group is looking at all casualties involving elderly people and work is under way with the NHS Trust to improve the procedure for the referral of dementia cases for assessment on their suitability to continue driving. We know that weekend casualties involving riders on powerful bikes (above 500cc) have fallen by 32% over the last five years and we attribute much of this success to Operation Bike Safe which promoted safe riding and used unmarked motor bikes to carry out enforcement activity. An education initiative entitled COSTS (Company Operators Safer Transport Scheme) was launched in 2008. In 2009 we have recorded a 10.5% reduction in crashes involving business drivers compared to a decrease of 1.9 % in non business users.

Contributory factors: Speed is a contributory factor in 13% of all crashes, a figure that rises to 26% for fatalities. A Sussex wide programme of enforcement using fixed and mobile cameras is co-ordinated through SSRP. Drivers caught speeding can pay to attend a Speed Awareness diversionary course instead of accepting 3 points and a fine on their licence. This now involves in excess of 1,400 drivers per month (over 16000 drivers are projected for this year. Whilst it is difficult to demonstrate a direct correlation between education and casualty reduction, latest data (up to Sep 2010) show that only 219 people re-offended in the County out of the 14,000 people who received speed awareness training to date. Charges for the various courses and services offered has been reassessed and new rates have been developed that better reflect the costs of delivery whilst maintaining an appropriate level so as not to deter people from taking up the offer.

Dorset and Gloucestershire County Council share similar demographics, road characteristics and weight of traffic on their roads compared to East Sussex. West Sussex County Council is our nearest geographical neighbour and Warwickshire County Council shares more of the same road characteristics than any other authority. We will use this group to compare casualty statistics and the actions taken to reduce them.

5.3 What are our key areas for improvement

Although we have seen a reduction in the numbers of people killed or seriously injured we have not achieved our long term targets and this is a key area for improvement.

The ESCRG, although its role is still evolving, provides the focus for partnership working on road safety within the county and various successful collaborations have emerged or are emerging. The financial cut-backs alongside the shared desire to improve the safety of the county's roads have provided the impetus to work together and provide best value. Key to this is the role of the SSRP, which is currently under review to determine how the partners can achieve greater efficiencies by collaborating on various aspects across the whole of Sussex.

Informing all of this is the new DfT Strategic Framework for Road Safety, which places a greater emphasis on enforcement and education backed by sound evidence and on the role of local communities, both in terms of informing local decision making and in terms of their own responsible road use.

This raises the issue of effective evaluation of the services offered by the partners. To date, there has been insufficient evidence gathered both locally and nationally about the effectiveness of education and enforcement. To that end, each activity that is proposed by the partners through SSRP needs to demonstrate that it has been evaluated (and proven to be effective) or that it has an evaluation programme in place so that we can learn and develop our approaches. All of these factors will be considered as part of the councils Service Review before drawing conclusions about future delivery mechanisms and the full range of services that might be offered.

6. Policy Steer relating to transport

- ❖ Improve transport access to services.

6.1 What are we trying to achieve?

Access to services (i.e. employment, education, shops and health facilities) is important for our customers, particularly disadvantaged or socially excluded groups and communities, e.g. those without access to a car or who live in areas of high deprivation. We have a statutory obligation to secure appropriate public transport services and to arrange transport to schools for those children entitled to free provision.

We will improve accessibility to services in three ways:

- Prioritise service provision on the basis of levels of use, community feedback and within reduced levels of funding;
- Prioritise more transport interventions within the priority regeneration areas in the county; and
- Work with our partners to ensure that key services are located or designed in a way that makes best use of existing transport.

Our ability to provide a supported bus network has been highly dependent on the Rural Bus Subsidy Grant allocation which we have received from Central Government which, at £1m in 2010/11, represented around 30% of our total net spend on bus provision

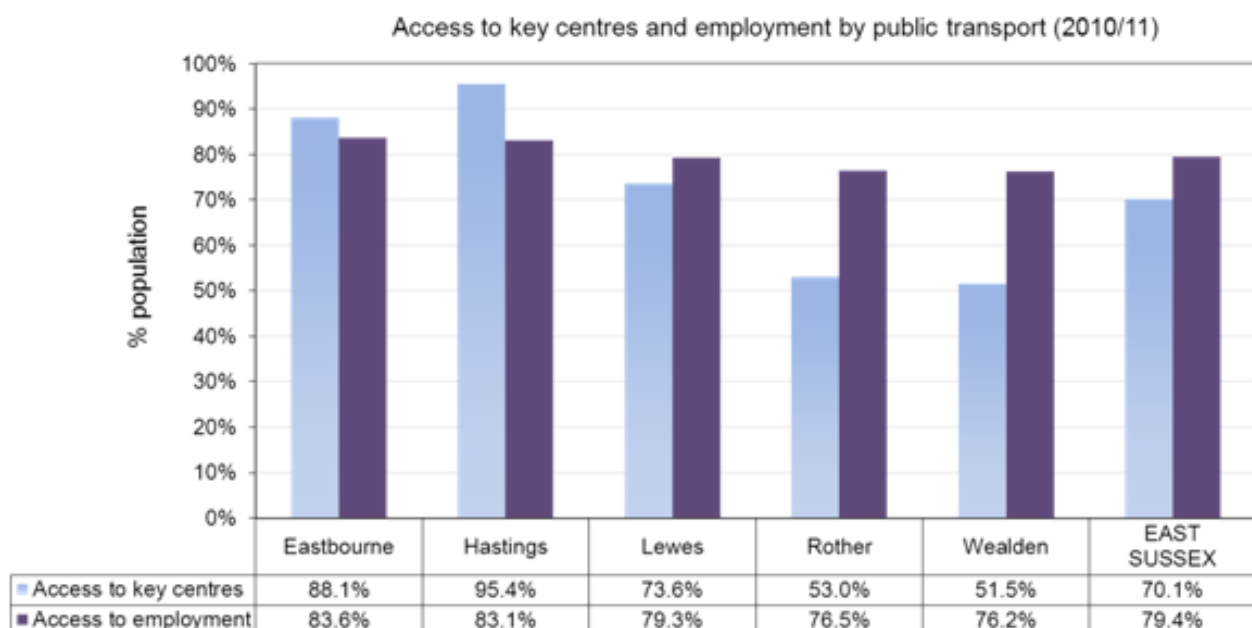
excluding home to school transport. Responsibility for the Concessionary Travel scheme transferred from the District and Borough Councils to the County Council from 1 April 2011 (which allows free off-peak travel for those over retirement age). Our aim specifically about providing bus services is to achieve the right balance between support for essential services, priority clearly to home to school transport and managing demand for this and living within a reduced overall funding package.

6.2 Where are we now?

The County Council's third Local Transport Plan (LTP3) was adopted by the Council in May 2011, and sets out our future direction for transport in East Sussex up to 2026. We consulted with a range individuals, organisations and interest groups and received 132 responses. Of these, 88% supported the general direction and objectives of the strategy.

As part of LTP we identified 23 locations (key centres) across the County to measure accessibility to services by public transport. In 2010/11 we achieved 70% for access to key centres (the percentage of the total population within 30 minutes access by public transport (bus) for an arrival and return at a key centre during peak hours.) The result exceeded the target of 68% and, as expected, there was little change from our 2009/10 result of 71%.

A complimentary indicator, access to key employment locations measuring the percentage of working age people (16 to 74) with access to employment by public transport remained stable during 2009/10 and 2010/11 at 79%.



Access is defined as being able to reach a location by public transport in reasonable time.

Key centres are main towns containing concentrations of services, schools, shops and employers.

Employment are locations containing at least 500 jobs.

Given the rural nature of our county and the overall quality of our strategic transport infrastructure, these National Indicator (NI) results show we are doing reasonably well at overcoming the challenges we face in providing good access to services both within the county and centres (such as Brighton, Tunbridge Wells and East Grinstead) in neighbouring authorities.

There is a marked difference in accessibility between our rural and urban areas. This is important because significantly less people in rural areas work in the area they live and consequently are more likely to commute although with less easy access to public transport. This presents a significant challenge because bus services in rural areas are frequently not financially viable without our funding.

We help with these challenges in a number of ways:

- Working with district/borough councils in developing their LDFs to ensure proposed development is located near to existing transport infrastructure or where there is the opportunity to secure new transport infrastructure.
- Funding a network of local bus services to improve access to education, employment, shopping, medical facilities and leisure activities;
- Helping to stimulate community transport services;
- Developing Quality Bus Partnerships in larger towns; and
- Developing larger scale transport infrastructure schemes in priority areas.

NI measures were quite crude and we have invested in software to report more accurate and detailed results. We are now able to model and project the impact of any proposed changes to bus services on accessibility levels. Similarly we can assess the location of proposed development sites or relocation of services and gauge whether there is a negative or positive impact. This will better inform our service provision.

We have recently completed a review of supported local bus services in the eastern part of the county, with very positive community feedback about the results achieved. When implemented in July 2011, this will not only achieve a more efficient package of services while achieving the necessary financial savings, but also some notable service improvements (including the reintroduction of some Sunday bus services).

New funding was provided by Cabinet in April 2009 to 'pump prime' new community transport schemes. Project grants were made available to all community transport groups and operators to apply for funding schemes that are expected to be financial sustainable in the longer term. The community engagement and bids from community transport operators has resulted in support for 22 schemes and direct grant funding of £151,000. In March 2011 we received a further one-off grant of £172,000 from the Department of Transport. This funding will be used to further develop community transport for those communities with no current provision through third sector development work we have commissioned through the Voluntary Services Partnership.

Responsibility for the Concessionary Travel scheme transferred from the District and Borough Councils to the County Council from 1 April 2011. Cabinet considered the statutory obligations and options around the discretionary elements of the scheme and chose to maintain the level of service already enjoyed by customers. In addition customers are now able to apply and renew their passes at libraries across the County.

The Scheme only provides a benefit to customers if there are buses on which to travel. In 2009/10, we provided financial support to around two thirds of the bus services in the county outside the coastal strip. Although we will see some level of reduction in the funding available to provide financial support in the future, we will aim to minimise the impact on service users.

6.3 What are our key areas for improvement

Our overall aim to provide good transport access to services applies to road, rail and buses. We will minimise the impact of grant cuts by reviewing efficiency of the public transport services that we fund, which may mean that services which offer poor value for money are reduced.

We will continue to work with commercial bus operators to maximise the benefits for public transport users. Building on the various community transport pilot schemes we have helped to 'kick-start' using grant funding over the last year, we will continue to provide advice and expertise where there is a community willingness to take forward a new scheme which is likely to be sustainable in the longer term.

One further consideration is the coordination of bus and train services in order to provide a more integrated transport network. We will continue to work with transport providers to try and maximise connections between public transport services and promote opportunities for through-ticketing, such as is offered with the increasing provision of 'PlusBus' rail ticket schemes. We will continue to work with bus and rail operators to improve the connectivity between their services but must be realistic about the operating cost constraints. We will prioritise arrangements where they are likely to offer the best value and be likely to benefit a larger number of service users.

Capital investment in transport infrastructure will be focused towards the priority areas as set out in LTP3, i.e. Hastings/Bexhill, Eastbourne/South Wealden, Newhaven and Uckfield. Schemes will be prioritised where they offer the best impact on communities and provide greater value for money. This is likely to lead to a smaller number of larger schemes that have a greater overall impact on the county.

Finally, recognising the significant dependency, we will continue to work closely with colleagues in Children's Services to manage the pressures of home to school transport.

7. Policy Steer relating to flooding

- ❖ Reduce the risk and impact of local flooding in East Sussex.

7.1 What are we trying to achieve?

Our work is to reduce harm from surface water flooding – intense or prolonged rain can very quickly cause localised problems. There is also an increasing risk of flooding as a consequence of climate change. The County Council's role relates to minor watercourses, surface water and ground water flooding (where the water table meets the surface and causes springs). The Environment Agency (EA) retains responsibility for managing main river and coastal flooding and erosion risk.

7.2 Where are we now?

The Flood and Water Management Act 2010 introduced new and significant responsibilities for the County Council to address local flood risks. Under the Act we were tasked with producing a Preliminary Flood Risk Assessment (PFRA) which is an assessment of the risk of surface water flooding across the whole County, where that risk is significant in European terms.

We have worked to assess flooding risks, identifying the places and circumstances in which flooding is likely to occur to enable the community to address the most serious of these risks. Over the last year we have undertaken extensive research to gather data about local flood risks to produce the PFRA. Data gathering is a central element of the planning requirements and has greatly improved our ability to assess and manage potential local flood risks.

The PFRA was informed by several in depth and intensive studies, for example:

- the Hastings Surface Water Management Plan (SWMP);
- the Eastbourne (SWMP) which is due to be completed in autumn 2011 (in line with deadline);
- relevant findings from the Lewes Inter Urban Drainage Strategy (which is now in its implementation phase); and
- an information gathering exercise conducted with the general public. This process has, however, highlighted the difficulty in securing sufficient and reliable data on local flood risk.

We submitted the final Preliminary Flood Risk Assessment (PFRA) to the Environment Agency recently, within the June 2011 deadline. The PFRA report concurred with the EA core data sets and the conclusion reached was that there is no strategic or nationally significant surface water flood risk in the county. As a consequence, there is no need to follow the subsequent steps in the flood risk regulations and we will review the PRFA in 2017. However, we do recognise that there are some locally significant flood risks, which we will address in a local flood risk management strategy

7.3 What are our key areas for improvement?

This is still a relatively new area of work and we need to address the significant local risk we have identified. To this end, we will engage organisations to ensure that we harness all available skills, knowledge and experience to address local flood risk. The 'East Sussex Flood Partnership' is now well established and draws together all relevant partners to provide an integrated approach to managing local flood risk.

We are leading on the development of the Local Flood risk Management Strategy for East Sussex. We will work with our ESFP partners to produce a draft for consultation by December 2012 for publication in 2013/14.

With SE7 partners we have identified potential shared approaches to administering regulatory roles, tariffs, incident reporting and development contributions. We are also looking at collectively drafting and issuing advice to developers and the public, buying some services together, such as mapping and modelling work by consultants and opportunities to tailor future training to suit lead authorities' needs, run joint events and share costs.

8. Policy Steer relating to Trading Standards

- ❖ Promote informed, successful businesses in a fair and safe trading environment; encourage informed, confident consumers, protect vulnerable consumers.

8.1 What are we trying to achieve?

We are working against a background of huge change. Government's intention is to strengthen front line consumer protection services and to reduce complexity and duplication in the field. To this end the aim is to shift almost all relevant Central Government funding for consumer bodies to two groups, namely the Citizens' Advice service (a network of local bureaux supported by a central guidance, policy and social advocacy function) and Trading Standards (part of local authorities providing the vast majority of on-the-ground enforcement of consumer law and local education initiatives). However, the new funding for trading standards will not be used to prop-up inadequately resourced local services but, rather, to fund National teams dealing with more complex issues. The delivery mechanisms for those teams have yet to be formulated. Consultation on the proposed new arrangements will begin in September 2011.

8.2 Where are we now?

The following highlights the diverse nature of activities carried out under the Trading Standards banner to meet our service priorities.

Promoting good businesses and fair trading

In 2010/11 all high risk businesses were visited whilst 50% of medium risk food businesses received a compliance contact¹. The definitions 'High' and 'Medium Risk' premises are drawn from the LACORS (LGR) Trading Standards Risk Assessment Scheme. Businesses are scored against a number of factors (which determines the risk of their breaking the law and causing consumer detriment) and consequently placed in one of the bands High, Medium or Low. The banding determines the frequency of contact with the business. Businesses with which we have issues may have their risk increased thus increasing the frequency of contact with them.

The Buy With Confidence scheme provides citizens with access to over 370 local businesses approved by Trading Standards. The approval covers amongst other things legal compliance, customer service and a criminal records check. The aim being to ensure that consumers (often vulnerable and/or elderly) receive a good job for a fair price and that rogue traders are marginalised. In the past year 57 new "Buy With Confidence" businesses were approved against a target of 40.

We have been involved, as part of the South East regional tobacco strategy, in combating the supply of illicit tobacco in the County. Illicit tobacco may be illegally imported and/or counterfeit, the latter creating a greater health risk to users than legitimate products. Additional funding was secured from the Department of Health (DoH) via the Regional Trading Standards Group (TSSE) to develop intelligence on the illegal activities discovered and a number of cases are pending as a result and are being dealt with in accordance with the Service's published enforcement policy. Further funding has been received from Hastings Borough Council and DoH to employ a Tobacco Control Officer in the coming year to conduct further work on implementing the relevant requirements of the [National Tobacco Control Plan](#) in that area.

Our food standards work over the past year concentrated on looking at claims such as 'local', 'organic' and 'home cooked' when used by local traders and offering advice on compliance when such terms are used. We will follow up this year to check that the

¹ Compliance Contacts are contact with the premises, by whatever means, in connection with compliance issues (e.g. taking samples, advising of new regulations, physical compliance visits etc.)

necessary changes have been made. This year we will look at the nutritional standards of food being provided to older people as part of care packages. This ties in well with the transfer of responsibility for public health to Local Authorities and consequently the public health agenda. Local authorities will be rewarded for making improvements in areas such as obesity and smoking amongst others.

Ring fencing for the Department for Environment, Food and Rural Affairs (Defra) grant for animal health and welfare enforcement, amounting to £55,000 for East Sussex in 2010/11, has been removed and the amount of grant paid will be reduced annually over the next four years. The grant is paid to enhance animal disease prevention measures following the 2001 outbreak of foot and mouth disease (which it is estimated cost the nation in excess of £8bn) and has been used by this authority to provide additional resources to enforce those measures. That in turn protects the assets and livelihood of the large number of livestock farmers both within and outside the county; the more so because one of the few remaining livestock markets in the region is held weekly at Hailsham involving some animals travelling considerable distances with implications for disease prevention and biosecurity. Officers are presently in attendance every week to ensure compliance with the relevant regulations, particularly with regard to cleansing and disinfecting vehicles and animal passports. The Regional Animal Health Panel is considering how local authorities might work together better in the light of the reduced funding available.

Educating consumers

The third 'Local Life' show was held bringing together good local businesses and local consumers in a fun environment with great success. Training has been given to Citizens' Advice Bureaux, Consumer Support Network organisations and "Community Champions". Through these and other initiatives the service continues to deliver a varied programme of activities.

For the fourth successive year, in partnership with the County Library Service, the Service has participated in the 'Scamnesty' initiative promoted by the Office of Fair Trading (OFT). The service undertakes to visit all citizens who seek assistance (or whose plight is communicated by family, carers etc) to deal with scammers. One Hastings resident had been sending £400 a month to scammers over a period of ten years.

Services for vulnerable consumers

Six 'No Cold Calling Zones' were created against a target of five, making a total of 44 zones. The Rapid Action Team (RAT) in Trading Standards continues to assist vulnerable consumers at risk from the activities of rogue traders and doorstep cold-callers. We aim to respond to requests within three hours of receipt and we recorded 23 incidents this year. A new initiative has been to train neighbourhood police officers of Sussex Police in how to recognise and deal with incidences of doorstep crime by rogue traders, explaining that we can and will assist and that such crimes can be dealt with effectively by the Service using consumer protection legislation if we receive timely information.

The 'Bank Job' has been employed as a strategy for disrupting the activities of rogue traders who take their victims to the bank to withdraw often large sums of cash. We have recently re-established contact with all local branches of banks and Building Societies to remind them of the initiative which provides training / awareness raising for their staff particularly in respect of unusual large cash withdrawals by clients. Further work is planned for the coming year.

As part of the personalisation agenda and in partnership with Adult Social Care 'Support with Confidence' has been launched. This enables those providing services to older and

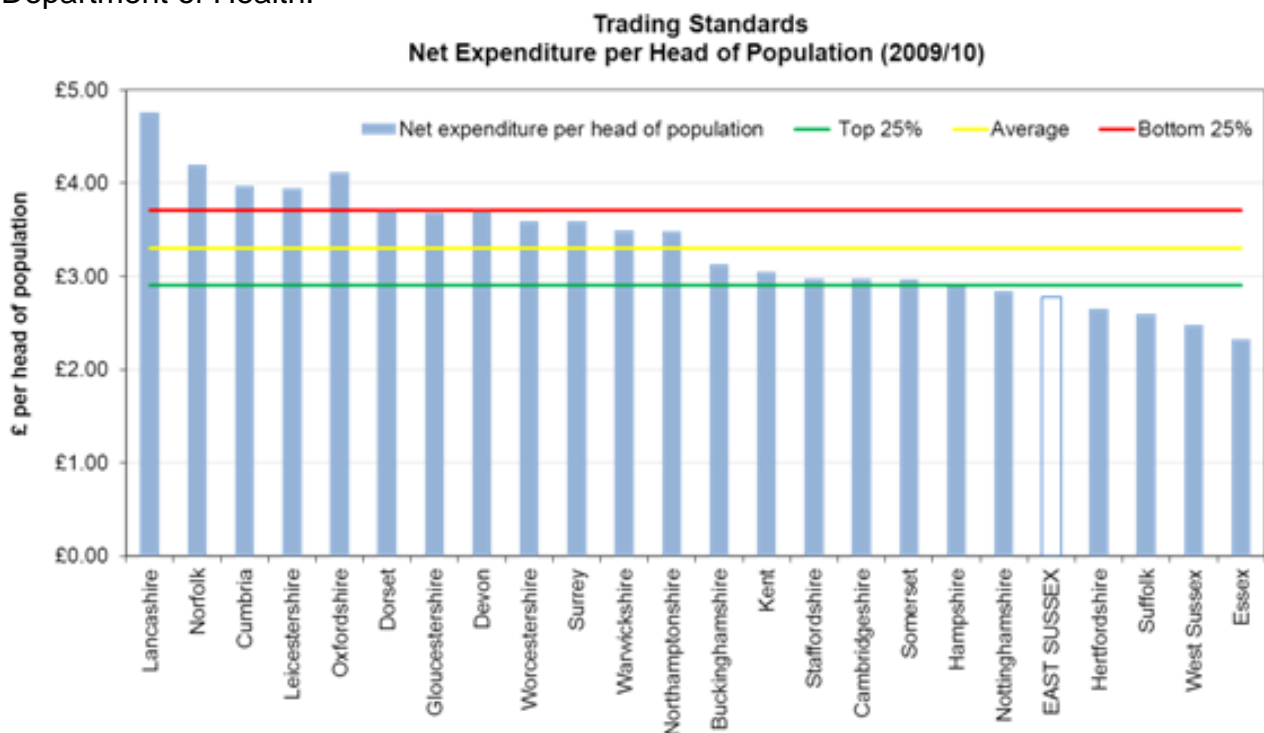
vulnerable people outside of the formal care regime to be vetted and approved by the authority in order to provide a pool of reputable people to assist with tasks such as gardening, shopping, driving, collecting prescriptions etc. There are currently 18 approved persons on the scheme with 36 applications in the pipeline.

Customer Service

- Following an annual audit (last conducted in May 2011) the service remains accredited to the Government's "Customer Service Excellence" standard (CSE).
- The quality of service delivery is also assured by bi-annual assessments in by the British Standards Institute to BS EN ISO 9001:2008.
- The service is also audited every two years against Quality Mark standard of the Community Legal Service (last audit September 2009).

Finance

We still have one of the lowest cost per head of population in the Country at £2.78 - the average for County Councils is £3.33 (from 2009/10 Cipfa actuals). The limited resources are focussed on the above priorities but always considering the opportunities for partnership working and identifying alternative sources of funding. The service makes a significant contribution to the national and regional agendas. The regional organisation (Trading Standards South East Ltd (TSSEL)) draws down significant amounts of funding to run projects initiated by various government departments including the Food Standards Agency (FSA), Department for Business, Innovation and Skills (BIS) and latterly the Department of Health.



8.3 What are our key areas for improvement

Our customer satisfaction surveys show that we understand what is being asked of us and that in most cases we respond to enquiries within our target of five working days. One area we will aim to improve this year is to ensure we keep the customer informed of progress about an enquiry.

In addition our specific priorities for 2011/12 are to:

- Support and encourage local businesses (including the agricultural sector) to comply with the law whilst ensuring fair competition by ensuring that:
 - goods and services (including food and feed stuffs) are accurately measured, correctly described, truthfully priced and otherwise comply with the law;
 - unsafe goods are removed from the market place;
 - the laws concerning the health and welfare of livestock are adhered to; and
 - traders operating in the informal economy have their activities disrupted.
- Educate and inform citizens of all ages in order that they become confident consumers;
- Prevent people being the victims of commercial crime in their homes; and
- Prevent harm to children and nuisance by young people by reducing access to restricted goods.

9. Policy Steer relating to Gypsies and Travellers

- ❖ Work with partners to strike a balance between the needs of the settled and Gypsy and Traveller communities with the reduced level of funding available.

9.1 What are we trying to achieve?

Our work in respect of the Gypsy and Traveller community is geared towards achieving a cohesive society and bridging the gap between them and the settled community. We aim to gain the trust of Gypsies and Travellers who are often a vulnerable and excluded minority so that they are willing and able to access mainstream services.

We also aim to ensure that the settled community are reassured and informed that the generally negative national press coverage of Gypsies and Travellers often provides a one sided view of issues and that good management and engagement can minimise the impact of any unauthorised encampments.

We work with the District and Borough Councils to manage and identify sites such as long term pitches and emergency stopping places. Some are provided through local authority provision and others privately. Those that are County Council owned we have a duty to maintain and manage and we are seeking to optimise income through rent and utility charges.

9.2 Where are we now?

The County Council facilitates a multi-agency group of Members and Officers, overseeing the delivery of the second [Traveller Strategy 2010 -2013](#). The Strategy sets out some stark statistics. In terms of health and education, Gypsies and Travellers are one of the most deprived groups in Britain. Life expectancy for Gypsy and Traveller men and women is 10 years lower than the national average. Gypsy and Traveller mothers are 20 times more likely than the rest of the population to have experienced the death of a child. In 2008, only one third of Gypsy, Roma and Traveller pupils are estimated to be still engaged in education by the age of 14.

We provide intensive, culturally appropriate, input to vulnerable individuals and families; manage four permanent residential sites and one transit site and co-ordinate the East

Sussex Traveller Forum. The Forum gives an opportunity for Gypsies and Travellers to meet and to discuss issues with key public and voluntary organisations and provides a useful information exchange on a range of issues.

We have worked in partnership with an array of organisations to deliver the above objectives. Our co-ordination of other service providers' input has led to Travellers engaging appropriately with services and having better health, welfare and accommodation outcomes.

The Team help deliver training to Police personnel identified as Gypsy and Traveller Liaison Officers within the Neighbourhood Policing Teams in order to foster better understanding of Gypsies and Travellers and the work of the Team. A joint planned operation with Police led to a successful raid on one of our sites where criminal activity was taking place; a range of prosecutions are proceeding. Addressing these issues helps to deliver community cohesion in the local community.

We have also worked with Sussex Police and Districts and Borough Councils to address issues presented by unauthorised encampments and developments, including raised community tensions. Bridie's Tan, the nine pitch transit site for the County, allows stays of up to twelve weeks and enables the Police to use their powers to move on Travellers from unauthorised encampments. It has reduced costs in dealing with unauthorised encampments, acting as a deterrent even when not occupied. From April 2010 to March 2011, 38 unauthorised encampments occurred, of these, ten were a single group moving to different locations across the county. There were only six weeks in 2010 when nobody was staying on Bridie's Tan.

Four new pitches are being developed at Swan Barn, Hailsham and are due to be completed by November 2011. This will bring the total of permanent pitches managed by the Team to 32. Rents were increased in January 2011 for the first time in many years. They are now set at the average of over 70 other sites.

9.3 What are our key areas for improvement

The Traveller Team has undertaken a review of the services it provides in order to ensure that we provide a responsive and cost effective service both to Travellers and to our partners.

We will continue to reduce exclusion of the Traveller community and promote better understanding of Gypsy and Traveller culture through raising awareness with generic professionals and with other groups and agencies. We will also ensure all services (including internal departments) include Gypsies and Travellers within their ethnic monitoring in order to ensure culturally appropriate recognition in service provision.

We will continue to minimise the costs of site management through invest to save initiatives that see Travellers on our sites paying directly to the relevant companies for their own utility costs and through optimising rental payments.

We will continue to encourage a 'joined up' approach to dealing with unauthorised encampments that involves a range of agencies including the Environment Agency and our own Trading Standards Team in order to minimise the impact of such encampments on the settled community.

Draft Policy Steers 2012 – 2013

Strategic Management and Economic Development (SMED) Portfolio (Economic Development only)

Economy, Transport and Environment Portfolio

<i>Current policy steers</i>	<i>2012/13 draft policy steers for discussion</i>
Strategic Management and Economic Development Policy Steer (Economic Development)	
1) Raise the prosperity of East Sussex through a sharp focus on employment, skills and infrastructure. (ETE)	1) Raise the prosperity of East Sussex through a sharp focus on employment, skills and <u>planned</u> infrastructure. (ETE)
Economy, Transport and Environment Policy Steers	
1. Improve the condition of our road <u>and rights of way network</u> .	1. Improve the condition of our roads.
2. Plan and prioritise the infrastructure needed to support the county's prosperity.	<u>Deleted</u> – this policy steer is almost the same as the policy steer within Strategic Management & Economic Development Portfolio which has now been updated to encompass a 'planning' element.
3. Achieve a fair balance between economic growth and the protection of our urban, rural and coastal environment.	2. Achieve a fair balance between economic growth and the protection of our urban, rural and coastal environment.
4. Minimise the amount of the county's waste sent to landfill or landraise.	3. Minimise the amount of the county's waste sent to landfill or landraise.
5. Make our roads safer.	4. Make our roads safer.
6. Improve transport access to services.	5. Improve transport access <u>for all</u> .
7. Reduce the risk and impact of local flooding in East Sussex.	<u>Deleted</u>
8. Promote informed, successful businesses in a fair and safe trading environment; <u>encourage informed, confident consumers</u> , protect vulnerable consumers.	6. Promote informed, successful businesses in a fair and safe trading environment and protect vulnerable consumers.
9. <u>Work with partners to</u> strike a balance between the needs of the settled and Gypsy and Traveller communities <u>with the reduced level of funding available</u> .	7. Strike a balance between the needs of the settled and Gypsy and Traveller communities.