

REPORT OF THE CABINET

The Cabinet met on 11 October 2011. Attendances:-

Councillor Jones (Chairman)
Councillors Belsey, Bennett, Bentley, Elkin, Freebody, Glazier and
Maynard

1. Reconciling Policy and Resources

Policy Steers

1.1 The Cabinet has reviewed the Council's promise and policy steers in the light of changing national and local circumstances. A policy steer for public health has been included under Community and Resources. Whilst the County Council will not be responsible financially for public health until 2013/14, there will be managerial responsibilities within the County Council in 2012/13; it seems sensible to include a policy steer, actions and targets during the shadow year. A new policy steer on Customer Focus has been included under Strategic Management and Economic Development. This will cover work across all services aimed at modernising the way we work and engage with local people.

1.2 The proposed new policy steers are set out in Appendix 1. As part of developing the policy steers, the Cabinet has considered the views of the Scrutiny Committees (Appendix 2 of the report to the Cabinet).

1.3 Changes have been made to policy steers in response to the views of Scrutiny Committees in all cases except three where scrutiny's comments were addressed in a different way. Scrutiny Committees have commented on the need for the Council to work with others to deliver the policy steers; this point is stated in our overall Promise which informs all our activities and is therefore implicit in all policy steers. This removes the need for individual policy steers to make reference to partnership working. The Children's Services Scrutiny Committee asked for an additional policy steer in relation to education attainment. As the Council's powers in relation to schools are very limited, no additional policy steer is proposed. The Children's Services Scrutiny Committee also sought assurance that '*young people*' and '*education*' are adequately reflected in the Council's *Promise*. As discussed at the Scrutiny Committee meeting, it is felt that these issues are covered in the Promise and no change is proposed.

Savings Modelling and Service Areas

1.4 Chief Officers have begun the process of modelling savings against the service areas agreed by Cabinet in July. These were:

- Corporate Governance - Democratic Services (including members); Chief Executive's Office; audit; Section 151 responsibilities; monitoring officer.

- Corporate Support Services - Legal, personnel and training, finance, IT and property.
- Community Services - Libraries, archives, registration and the voluntary and community sector.
- Economy – Economic development, trading standards and transport strategy.
- Transport – Highways, street lighting, busses, parking and rights of way.
- Environment – Planning, waste and environment.
- Children’s Social Care – Children’s social care (excluding disability social care) and safeguarding.
- Special Education Needs and Disability.
- Standards and Learning Effectiveness - Early intervention services; Schools and Learning Effectiveness and Inclusion Support.
- Older People and
- Working Age Adults - includes community safety.

1.5 The Cabinet has agreed that a third area, “Universal Services”, is added to Adult Social Care. This would cover areas which cut across the whole department such as assessment and care management, and social care direct.

1.6 The Cabinet recommends the County Council to –

- ✧ approve the Promise and revised policy steers as set out in Appendix 1 of this report.

2 Waste and Minerals Plan

2.1 The Waste and Minerals Plan (WMP) will eventually replace much of the Council’s adopted Waste Local Plan and Minerals Local Plan. It will provide spatial planning policy for the management of all wastes and the production of all minerals in East Sussex, South Downs and Brighton & Hove to 2026. The WMP is being prepared in accordance with the Minerals & Waste Development Scheme timetable agreed by Lead Member for Economy, Transport and Environment in July.

2.2 In 2009, a Preferred Strategy was published to allow public comment on the work done to that time on the most deliverable options. We received nearly 3,000 responses mostly opposing land disposal in principle and any suggestion of land raise in the Low Weald as well as concerns on landfill at Ashdown Brickworks. All submissions were made available on the website and, to improve communication, two newsletters have been circulated to provide updates to residents.

2.3 Further work has been undertaken to address the very clear concerns raised by local people especially about landraise and landfill. The background against which we have drafted the revised approach is very different as a result of the review of the National Waste Strategy, proposed changes to the planning system, and the potential revocation of the South East Plan. In

addition, the waste industry is relying much less on land disposal, especially in the light of the most recent and pending increases in Landfill Tax, which are making alternatives much more viable.

2.4 Consequently, the revised Plan does not have any Areas of Search for landraise or landfill reflecting the County Council's policy steer to "Minimise the amount of the county's waste sent to landfill or landraise". The revised approach comprises:

- reducing the need for land disposal by reducing the amount of waste produced
- making provision for increased treatment (e.g. recycling or recovery) of waste
- recognising that the declining amounts of waste still requiring land disposal should utilise existing planning permissions outside the Plan area
- planning for additional capacity for recycling/recovery facilities equivalent to the likely exports of waste for landfill.

2.5 Therefore the revised strategy does not include the provision of any new land disposal sites and does not retain the existing Waste Local Plan site allocation at Ashdown Brickworks. Existing landfill capacity at Pebsham will be safeguarded. In addition, the Plan does not include any provision for the disposal of London's waste.

2.6 The opening of the Energy Recovery Facility at Newhaven in 2011 will enable a step change in the treatment of waste and reduce municipal waste going to landfill to very small amounts. The time lag to achieving this same performance with commercial and industrial waste is the main component in the demand for land disposal of East Sussex waste. The revised strategy is also consistent with the important work the Council is doing with South East 7 (SE7) partners to identify ways of making more use of waste as a resource and to optimise capacity and use of public waste facilities across the SE7 area.

2.7 As part of the approach to providing increased built facilities, site specific policies in the Waste Local Plan covering existing allocations for treatment facilities will be saved until more detailed work is undertaken after the adoption of the WMP. Broad areas of focus have been identified for later investigation of possible sites, covering the main urban locations and proximity to A class roads and railways. The draft WMP will show the Areas of Focus on the key diagram. In the future, appropriate locations for built development will be identified in a separate Waste Sites document.

2.8 The WMP also contains draft policies on other issues most notably waste reduction, recycling and recovery rates, and minerals provision. A version of the draft WMP has previously been circulated to all members (Appendix 1 of the report to the Cabinet).

2.9 The Cabinet has agreed the draft WMP be published for informal public consultation for six weeks from 27 October to 8 December 2011. A pro-

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active programme of awareness raising and engagement is proposed with a further Newsletter, workshops, and offers to attend meetings.

2.10 Comments received during the informal consultation will be considered and a revised WMP will be reported to Cabinet in January 2012. Following agreement with our partner organisations, the next step after that is the statutory public consultation to inform the Planning Inspectorate on public views of the soundness of the WMP. The WMP is then submitted to Government and a Public Examination is likely to be held in autumn 2012. Adoption of the WMP is programmed for January 2013. Following adoption, formal work would commence on identifying specific sites for waste and minerals development required by the WMP.

11 October 2011

PETER JONES
Chairman

EAST SUSSEX COUNTY COUNCIL POLICY STEERS 2012/13 - Draft proposals	
Current	Proposed
<p data-bbox="600 392 779 419" style="text-align: center;">The Promise</p> <p data-bbox="250 437 1008 464">We will, in partnership, make the best use of resources to:</p> <ul style="list-style-type: none"> <li data-bbox="286 485 909 512">• help make East Sussex prosperous and safe; <li data-bbox="286 533 786 560">• support the most vulnerable people; <li data-bbox="286 580 918 608">• improve and develop roads and infrastructure; <li data-bbox="286 628 969 655">• encourage personal and community responsibility; <li data-bbox="286 676 873 703">• deliver the lowest possible council tax; and <li data-bbox="286 724 1088 783">• be a voice for East Sussex, listening and answering to local people. 	<p data-bbox="1189 427 1339 454">No Change</p>

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	Current	Proposed
Strategic Management and Economic Development	<ol style="list-style-type: none"> 1. Raise the prosperity of East Sussex through a sharp focus on employment, skills and infrastructure. 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. 3. Lead the delivery of the Council's policy steers and improvement of services through effective policy development and performance management. 4. Support Members to fulfil their role as community leaders, in scrutiny and as the democratic voice of local people. 5. Continue to improve equity and equality of opportunity for all through our service delivery and as an employer. 6. Ensure that residents, staff and key stakeholders are engaged in and informed about the key changes impacting on them. 	<ol style="list-style-type: none"> 1. Raise the prosperity of East Sussex through a sharp focus on employment, skills and planned infrastructure. 2. Create sustainable communities by providing strategic leadership, empowering people, delivering locally and recognising different needs to ensure equality of access and helping to ensure that all public services in East Sussex are commissioned and delivered effectively. 3. To enhance customer focus across the Council by improved engagement and dialogue with local people and redesigning our working practices to improve efficiency and effectiveness. 4. Support Members to fulfil their role as community leaders, in scrutiny and as the democratic voice of local people. 5. Ensure that residents, staff and key stakeholders are engaged in and informed about the key changes impacting on them.

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	Current	Proposed
Community and Resources	<ol style="list-style-type: none"> 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 it 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. 	<ol style="list-style-type: none"> 1. Ensure resources align with key priorities and that effective financial management is in place across the Council. 2. Maintain and improve high standards for governance, internal control and risk management. 3. Ensure top class procurement practices to help deliver effective service outcomes across the Council. 4. Ensure the Council's property estate and operations are efficient and fit for purpose. 5. Ensure the Council's carbon footprint and utility costs are as low as possible 6. Ensure the Council's ICT operations are secure and resilient; help to improve access to services; reduce the cost of the Council's operations; and provide the best service delivery tools for staff. 7. To improve the health and well-being of our communities, reduce health inequalities and improve life expectancy in East Sussex. 8. Ensure that we have the right staff, with the right skills, supported by effective personnel policies and procedures.

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	Current	Proposed
Community Services	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Work with the voluntary and community sector to build greater resilience and self-sustaining capacity to support delivering joint objectives. 2. Embed the Library Service in 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. To modernise and provide exceptional professional support in registration services for people to register key life events. 4. To seek out and preserve the documented cultural heritage, identity and history of East Sussex for inspiration, research and lifelong learning of present and future generations. 5. Ensure the cultural strategy is integrated into the work of the Council, through supporting tourism, encouraging investment, promoting cultural diversity and personal wellbeing.
Economy, Transport and Environment	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Improve the condition of our roads. 2. Achieve a fair balance between economic growth and the protection of our urban, rural and coastal environment. 3. Minimise the amount of the county's waste sent to landfill or landraise. 4. Make our roads safer. 5. Improve transport access for all. 6. Promote informed, successful businesses in a fair and safe trading environment and protect vulnerable consumers. 7. Strike a balance between the needs of the settled and Gypsy and Traveller communities.

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	Current	Proposed
Children's and Adults' Services	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Work with partners and the Police and Crime Commissioner to strategically lead continuous improvements across the whole community safety agenda.
Children and Families	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Protect children and young people from harm and neglect. 2. Develop resilience in families through providing early co-ordinated help for children aged 0-11 and streamlined support for families with multiple problems. 3. Provide early support to those young people aged 11-19 who are most vulnerable. 4. Improve outcomes for Looked After Children and Care Leavers 5. Support children and young people with disabilities, and their families, including supporting young people aged 16-25 with complex special needs, to make a smooth transition into adult life. 6. Identify and assess those children with special educational needs and work with schools and families to ensure appropriate support is provided.
Learning and School Effectiveness	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Identify, challenge and, where appropriate, support those schools and settings most vulnerable to underachievement in order to maximise young people's chances of a fulfilling and economically active life. 2. Promote the access, inclusion and achievement of all pupils through a fair admissions policy; and with extra support for those with specialist needs or who would be vulnerable to missing education.

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	Current	Proposed
Adult Social Care	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Improve user and carer choice and control about how their needs are met, promoting the universal offer, including signposting, irrespective of their ability to pay. 2. Commission collaboratively to stimulate a diverse local market and ensure that services are developed and improved in response to locally identified needs. 3. Continue to invest in prevention and early intervention to keep people healthy and to maximise opportunities for rehabilitation and recovery. 4. Improve protection for vulnerable adults from harm by working in partnership; including continuously enhancing workforce skills in prevention and early intervention. 5. Support children and young people with disabilities, and their families, including supporting young people aged 16-25 with complex special needs, to make a smooth transition into adult life. 6. Continue to make a strategic shift in Adult Social Care resources towards Older People’s Services over the next five years (2010-2015), to reflect our demography and to ensure our resources are fairly and equitably distributed.