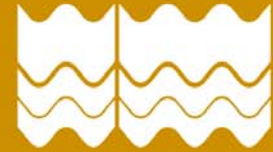


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East Sussex
County Council



Community Services

Portfolio Plan
2009 - 2013

The Community Services portfolio plan sets out the direction we will take in delivering high quality community services for the residents of the County.

The Plan shows how we will deliver coherent and sustainable services over the medium-term and links closely to the Local Area Agreement, Council Plan and other key objectives. This plan also provides a framework for many other plans and activities; from specific local service strategies and action plans to detailed plans for specialist county wide services.

Contents

1.	Introduction	3
2.	Strategic Direction	4
2.4	Policy Steers - Community Partnerships	4
2.5	Policy Steers - Community Services	5
3.	Current Position & Key Drivers	6
3.1.	Communications and Consultation	6
3.2	External Assessment	6
3.3	Workforce Planning	6
3.4	Benchmarking	7
3.5	Current Position of Services	7
3.6	Key Drivers	16
4.	Our Customers Views	21
5.	2012/13 Where We Aim to Be	24
6.	Budget and Service Plan Targets	26
6.1	Budget Plans 2009/10	26
6.9	Performance Targets to 2011/12	28
7.	Key Risks and how we will manage them	33

1. Introduction

This portfolio plan brings together in one document the four year plan for all the services in the **Community Services Portfolio** and highlights the goals relating to those services. A brief overview of activities, Cabinet portfolio holder and Chief Officers is set out below. Some of the information relates to the whole of the Chief Executive's department covering both this and the Strategic Management portfolio.

Lead Member: Councillor Bob Tidy
Chief Executive: Cheryl Miller
Chief Officers: Andrew Ogden, Director of Law and Personnel
Becky Shaw, Director of Policy and Communications

The **Community Services** Portfolio is made up of a number of activities which all contribute to achieving the Council's overall vision for East Sussex;
N.b. the e-Government element of this portfolio can be found in the Corporate Resources Directorate Plan.

Archives and Records Management provides extensive archive and research material to visitors free of charge and an outreach and education service to schools and community groups. It also provides a paid-for research service. In addition it ensures the County Council's own records are kept in accordance with legal requirements.

The **Arts Service** works with arts organisations, and the districts and boroughs through the East Sussex Arts Partnership, to develop opportunities for people across the County to take part in and enjoy arts and cultural activities.

Community Partnerships brings a variety of agencies and organisations together through the East Sussex Strategic Partnership to agree joint priorities, deliver better services and contribute to improved quality of life for the people of East Sussex.

The **Library and Information Service** is delivered through 25 static public libraries; 2 mobile libraries; an equal access library for people with disabilities and special needs; a prison library, the Schools Library and Museum Service and the County Council Mobile Office. It served 2.4 million visitors to our libraries in 2007/08, who borrowed 2.8 million books and over a quarter of a million Audio Visual items.

The **Registration Service** provides statutory services in relation to the registration of births and deaths, and the performance of marriage, civil partnership and citizenship ceremonies. In addition a number of non-statutory services are offered such as civil funerals, naming ceremonies, renewal of vows ceremonies and document checking.

The **Safer Communities Team** co-ordinates the work the Council undertakes in partnership with statutory agencies and the five Crime & Disorder Reduction Partnerships to create safer communities. It has specific responsibility, with the Drug & Alcohol Action Team (DAAT) partnership, for tackling substance misuse and associated crime in East Sussex.

The **Strategic Economic Development and Skills Team** provides strategic leadership for the development of learning and skills needed to underpin economic development and regeneration.

Trading Standards provides support and advice for consumers and businesses, and aims to ensure that unscrupulous traders do not take advantage of vulnerable customers.

The **Traveller Team** manages the County Council owned Gypsy and Traveller sites and co-ordinates county council Traveller Strategy. It also hosts a Traveller Liaison post, jointly funded with Borough and District councils and the Police to provide a co-ordinated response on Traveller issues and delivery of the Traveller Strategy.

Voluntary and Community Services Support is co-ordinated across the County Council at a corporate level including support for the development of the infrastructure of the voluntary and community sector through Change Up and the Community Partnership Finance programme and the management of the Local Involvement Network (LINK) contract.

2. Strategic Direction

2.1 **Pride of Place - The East Sussex County Council Promise**

We will be an efficient, customer focused, accountable authority working with partners and local communities to:

- Make a positive difference to local people's lives
- Create a prosperous and safe County
- Provide affordable, high quality services at lowest possible council tax

This vision for the whole authority is supported by policy steers for each portfolio.

2.2 Community Safety is one of the top priorities for the people of East Sussex and this is reflected in the Council's priorities. East Sussex is a comparatively low crime area and in 2007/8, British Survey Comparator Crime reduced by 12.2%, on the previous year, the best reduction in the South East and with a 20% reduction since the baseline of 2003/04 against a target of 18.2%. Total crime has reduced by 10.8% in the rolling year to September 2008. Fear of crime especially among the young and the elderly is, however, high and the potential for social isolation, particularly in rural areas, is significant.

2.3 The wide range and diversity of activities of the Portfolio is reflected in the following 10 Policy Steers.

2.4 Community Partnerships

- Work, through the Safer Communities Steering Group, with the Police and other partners to keep East Sussex safe, in particular by reducing anti-social behaviour, the harm caused by alcohol, domestic violence and the fear of crime;
- Ensure improving Community Safety remains a high priority in all our services;
- Provide community leadership to improve residents' quality of life through a strong sustainable community strategy (Pride of Place) and delivery of the Local Area Agreement;
- Improve the way we work with the voluntary and community sector, including promoting volunteering;
- Work with partners to strike a balance between the needs of the settled and Gypsy and Traveller communities.

2.5 Community Services

- Provide modern Library Services for all, especially older people and rural communities, including providing improved access to council services and learning opportunities;
- Improve skills through a focused local strategy and learning opportunities for all adults;
- Promote development of culture and take up of arts opportunities;
- Seek to build a new, externally funded, Historical Resource Centre;

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

3. Current Position and Key Drivers

3.1 Communications and Consultation

3.1.1 The Council has robust mechanisms for consulting with residents, listening to their views and communicating its ambitions and priorities, including a 1,900 strong Residents Panel. An important part of the Reconciling Policy and Resources process is communication and consultation. Running alongside the policy and budget setting process, consultation is timed so that Members can both inform and be informed by the public, partners and staff.

3.1.2 The Council has a three-year over-arching Communications Strategy for 2008-11 which was approved by Cabinet on 6 May 2008. Key actions of the current strategy include promoting a 'one effective council' reputation and ensuring that the Council improves access for everyone in the community in relation to information and consultation. Specific actions by the department in seeking views about our services are set out in section 4.

3.2 External Assessment

3.2.1 2008/09 is the last year of the old CPA regime. Our final CPA assessment will be published in February 2009. In 2009/10 the County Council will be subject to an Organisational Assessment by all the inspectorates and will feed into the Area Assessment, which aims to measure the outcomes for local people of all public services in the area, currently being developed by the Audit Commission.

3.3 Workforce Planning

3.3.1 The Department is comprised of a very diverse range of services, some of which are central services and others are services for the community. Overall, 736 people are employed, the larger sections being Libraries and Culture (290 employees) and Personnel and Training (143 employees). Other services include:

- Legal Services
- Archives
- Trading Standards
- Registration Services
- Policy and Communications
- Community Partnerships
- Strategic Economic Development

3.3.2 Total turnover for the whole Department was 14.7% in 2007/08, compared to 16.0% for the Council as a whole, although this hides significant variations between divisions of service. Age and service profiles also vary, for example, Personnel and Training has a well balanced profile and Libraries an ageing profile.

3.3.3 These differences in the workforce shape the solutions required to ensure that service objectives can be achieved. For example, the national shortage of qualified Trading Standards Officers has made recruitment to these posts difficult, so the

decision has been made to recruit two trainees who will study for the Diploma in Consumer Affairs and Trading Standards, thus ensuring maintenance of the service.

3.3.4 Workforce Planning priorities for 2009/10 continue to be:

- the attraction of younger staff (the age profile for 2007/08 now shows 126 staff aged 20-29 compared with the 2006/07 profile that records only 86);
- targeting and reducing areas of high attrition;
- continuing the reduction in sickness absence;
- succession planning to overcome the shortage of Librarians and age bulge in the 50-59 age group;
- publicising flexible retirement
- Implementing the agreed actions from the 2007 Staff Survey.

3.3.5 The Department will be focusing on developing existing staff in view of the difficulties of recruitment in some professional areas such as Trading Standards, Legal Services and Personnel.

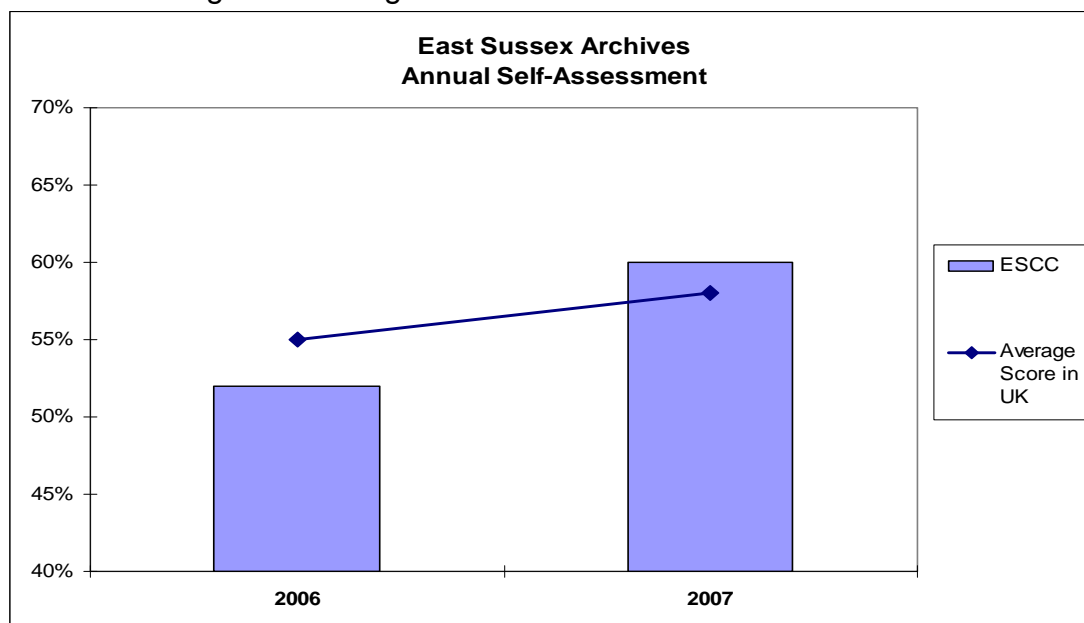
3.4 Benchmarking

3.4.1 The department is expanding the range of benchmarking and statistical information in the services it provides. Currently, service statistics are available through CIPFA for: Libraries; Trading Standards; Archives and Records. Other benchmarking and comparative data is also used to inform service delivery in these three areas. Some of the detail on all this information is given in the service specific sections below.

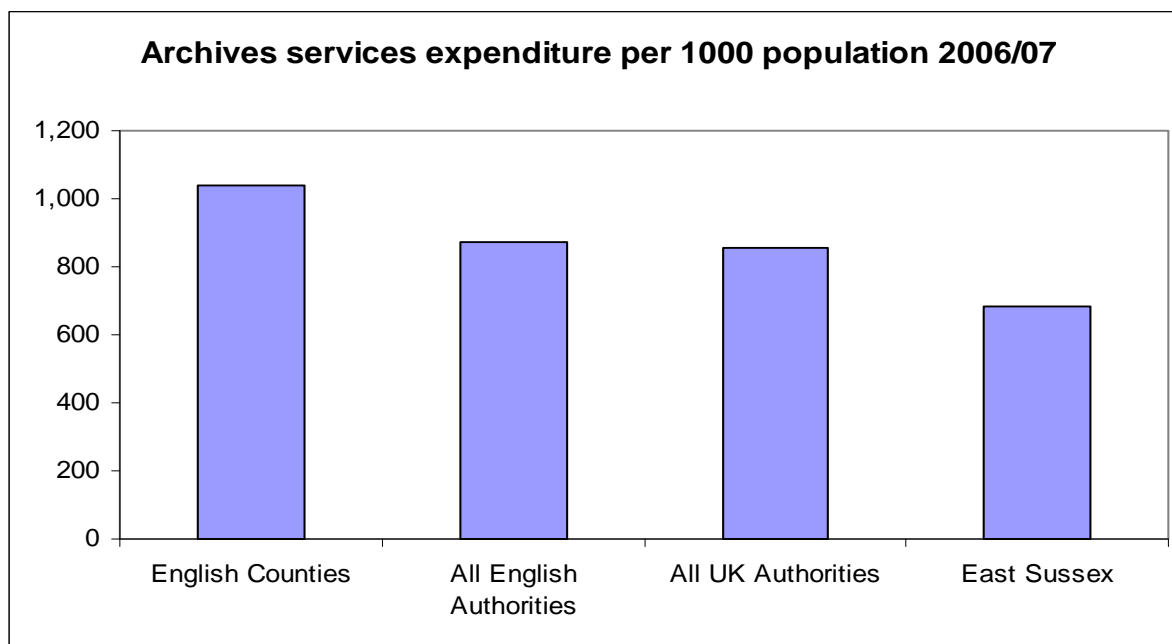
3.5 Current Position of Services

Archives & Records

3.5.1 In 2006 a self-assessment process, run by The National Archives, was piloted. This has now become an annual assessment. The assessment looks at governance and management, documentation of collections, access, buildings, and preservation and conservation. Services are scored and then given a star rating, based on a combination of actual scores and their relative performance compared to other services. In 2006, the result was an overall score of 52% and no stars. In 2007 the results improved considerably, and we achieved 60% and two stars. In 2008 the rating system changed from 0-3 stars to 1-4 stars and we achieved 3 stars out of 4, including 4 stars for governance and an overall score of 62.5%.



3.5.2 The Chart above shows how that with this increase in performance East Sussex has now moved from below the average score for Archives Services in the UK to being above the average. For the purpose of updating this chart, our overall score for 2008 was 62.5% and the national average was 61%.



3.5.3 This Chart shows that although the Archives Service manages to achieve an above average performance the expenditure on the service in East Sussex is considerably lower than the average expenditure for English Counties and also well below the average for both All English Authorities and All UK Authorities. The figures for 2007/08 for English counties and East Sussex are £1168 and £885 respectively.

Comparison of East Sussex with County Average

3.5.4 These figures are based on CIPFA 2007/08 draft actuals. They are indicative only as the returns do not easily distinguish between archives and records management services. Some counties, such as East Sussex, run records management services, while in others there is either no records management service or it is managed under a separate budget elsewhere in the council.

- Core staffing: county average for archives and records management together 24.04, ESRO 20.2, West Sussex 24.8, Kent 36.6, Surrey 27.0.
- Opening hours: county average 41, ESRO 40;
- Number of documents consulted by the public per annum: county average 21,070, ESRO 36,115
- Net cost per 1,000 population: £885 (county average £1,168).

Arts

3.5.6 We have:

- improved the profile of Arts and Culture on the County Council website
- through the East Sussex Arts Partnership given 1500 young people the chance to take part in our second annual Festival of Youth Arts, an increase of 56%
- promoted two seasons of events bringing local communities and writers together through workshops and performance

- worked with Eastbourne Borough Council, a Beacon Authority for bringing cultural opportunities to hard to reach groups, and set up peer mentoring pilots in each District and Borough
- invested £11,500 in grant aid to projects which have secured an additional £412,000 of external funding for festivals of world music, film and video, literature, large scale community opera and a public art project which involved a whole school community
- helped to support education programmes in key venues and with Creative Partnerships a programme which brought the library, heritage and museum sector together with schools in creative programmes
- 525 young people took part as performers, exhibitors or workshop leaders at Access Areas Youth Arts Festival, a further 948 attended workshops and performances.

Community Partnerships

- 3.5.7 This year has seen the development of 'Pride of Place', the first integrated Sustainable Community Strategy (SCS) for East Sussex. The Strategy was developed in partnership with the six Local Strategic Partnerships (LSPs) and local authorities in East Sussex and is the only integrated strategy in a two tier area in the country.
- 3.5.8 The Strategy articulates the needs and aspirations of local residents, communities and organisations. It outlines a number of priorities for service delivery in partnership in 9 key themes ranging from economy, jobs and prosperity; to housing; health and wellbeing; education, learning and skills; and the environment and climate change. It also recognises the particular needs of two population groups – children and young people, and older people. The Strategy will inform the new SCS Action Plan, currently in development.
- 3.5.9 The first LAA performed well with 58% of targets on track or achieved at the end of Year 2. In the light of the new LAA, stretch targets from LAA 1 continue to be monitored - either as part of or alongside the new LAA and some other targets have been carried forward and monitored through National Indicators in the new LAA. The remaining targets continue to be monitored through specific service plans, such as the Children and Young People's Plan, or may be included in the SCS action plan; or have been abandoned as not locally relevant.

Voluntary and Community Sector (VCS)

- 3.5.10 We have met and exceeded the existing LAA target to increase the number of volunteers a year early and continue to be successful in attracting and supporting new volunteers. The VCS has been involved in discussions on the new LAA and Pride of Place, particularly focusing on how joint work demonstrates the extent to which we have a thriving third sector in East Sussex.
- 3.5.11 The review of the Community Partnership Finance programme has demonstrated a willingness of public sector agencies to develop a shared approach to investment in a robust generic VCS infrastructure, and will be developed further over the coming year. The development of the emerging CVS Partnership and external investment from Capacity Builders towards further development of the partnership continues. The Compact steering group continues to work through the five year embedding and implementation strategy and the Volunteer Project Steering group are seeking investment for the delivery of the integrated volunteer infrastructure support model.

- 3.5.12 Last year the East Sussex Compact was awarded a national Compact Commendation for excellence in innovation and impact, from the Commission for the Compact. For 2008 the Compact won a national Compact Excellence Award.
- 3.5.15 The Local Involvement Network (LINK) has been established and is being supported by a host organisation, and was launched in September 2008. The process for procuring the host organisation that provides support to the East Sussex LINK has been used as good practice by other authorities.
- 3.5.13 A Scrutiny Review of the Council's relationship with the Voluntary and Community Sector was undertaken in 2007/08. This makes a number of recommendations, including several on funding and procurement, which are being actioned.

Gypsies and Travellers

- 3.5.14 The County Council continues to facilitate a number of multi agency groups, including Member and Officer. The work includes making new site provision for Gypsies and Travellers and therefore includes minimising the impact of unauthorised encampments. A successful bid to Government has been made for some upgrading work to three of our four permanent sites and a further bid has been submitted for additional pitch provision on two of our sites.
- 3.5.15 Consultation was conducted during 2007 on the number and distribution of the extra permanent pitches needed to meet the accommodation needs of Gypsies and Travellers. Building on the results of our Gypsy and Traveller Accommodation Needs Assessment, the local authorities have advised South East England Regional Assembly (SEERA) that an extra 47 permanent residential pitches should be provided in East Sussex and Brighton & Hove between 2006 and 2011. To facilitate more direct feedback from key stakeholders, consultation meetings were arranged in East Sussex with representatives of the Showmen's Guild and the county/district associations of local councils. SEERA is currently consulting on pitch options across the whole of the South East region and public meetings have been held in each district and borough and a specific event for Gypsies and Travellers.
- 3.5.16 Unauthorised encampments across the county continue to be dealt with in co-ordination with district and borough authorities and the police. These often prove difficult and costly to move. Ultimately adequate permanent and transit provision should minimise the need for unauthorised encampments

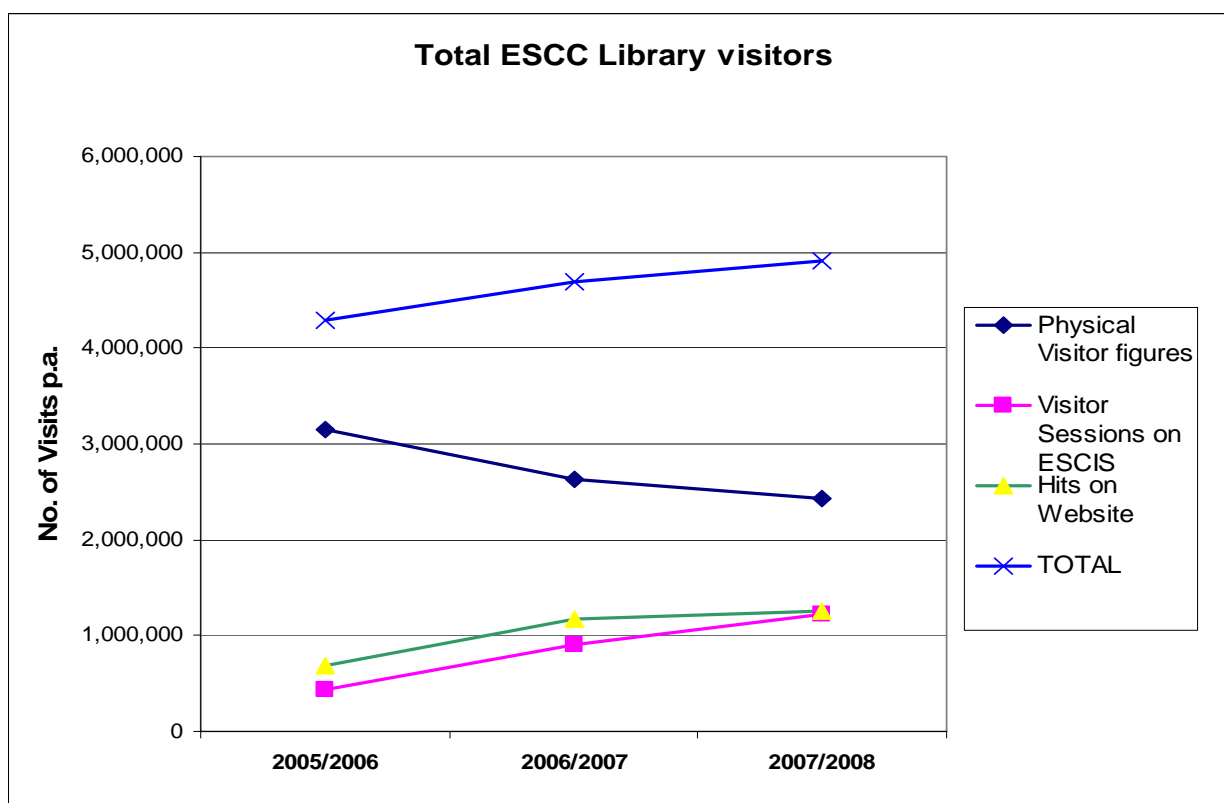
Library Services

- 3.5.17 A range of sources of data is used to compare East Sussex performance with other authorities. Analysis of the data shows:
- We perform well in the national Public library Service Standards. Libraries are expected to maintain 7 out of 10 Standards for 2007/08.
 - We have relatively few libraries for the population of East Sussex which is reflected in our high catchment population per service point.
 - Our levels of stock are lower than average, although in the two years preceding 2007/08 our acquisitions per head of population were above average. Our buildings are, on the whole, fairly small and so we can't hold high levels of stock in all places.
 - Issues and visits are lower than average as some residents do not have ready access to our libraries due to the rural nature of the County. Opening hours are also a factor here.
 - The stock we hold is of good quality and targeted to meet the needs of residents (e.g. spoken word for older residents) – The Adult Public Library User Survey carried

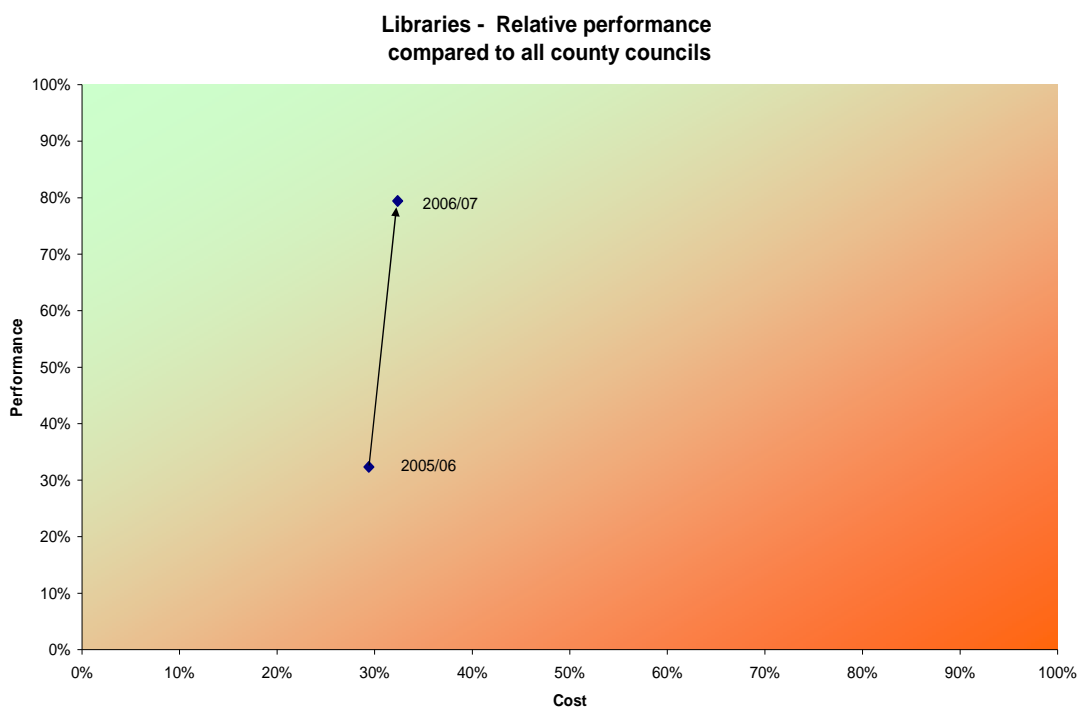
out in September 2006 demonstrated the quality and range of our stock – 91% of visitors looking for a particular book are able to find it (second highest in the nearest neighbourhood group).

- Remote access to our services is increasing rapidly. Hits on the E-Library, East Sussex Community Information Service (ESCIS) and the website are increasing significantly each year - we provide good online information, including our subscription databases such as Newsbank (a newspaper archive), Ancestry (family history) and encyclopedia - at 79.7% we score higher than average for those able to find information.
- Our overall satisfaction figure taken from the Public Library User Survey is lower than average, 88.9% against 93.2% of nearest neighbours. This reflects some dissatisfaction with library buildings which is being addressed through the refurbishment of a number of libraries and the longer term plans to replace some of our libraries.

3.5.18 We are working to increase access to library services in a variety of ways, including the launch of a new mobile library with improved facilities in November 2007 and engaging over 5000 children in the Summer Reading Challenge. We have continued to develop ESCIS and have increased the range of online resources we offer. Work has recently been carried out at Hastings, Bexhill and Eastbourne Libraries to improve access and provide a more attractive, modern environment. We are also trialling new self-service facilities at Bexhill Library. We have extended our provision of Learndirect courses and have recently achieved the Matrix Standard for quality provision of information, advice and guidance to learners.



3.5.19 The above chart shows the steady increase in total number of library visitors. This measure consists of a basket of the different methods East Sussex residents have of accessing Library Services. Although the number of physical visitors is decreasing, following the national trend, this is outweighed by the continued increase in the number of hits on the County Council website and the number of visitors' sessions on ESCIS.



3.5.20 The chart above shows how comparative performance has changed from 2005/06 and 2006/07, using a basket of measures including: physical visits to libraries, stock replenishment, survey feedback on meeting item requests and the number of Public Library Standards achieved. Comparative information on 'virtual' visits to the e-library was not sufficiently well developed to be a feature in the chart.

Registration Service

3.5.21 The Service has been restructured. As part of the restructure the previous 4 districts in East Sussex were amalgamated to form a single County district. One result of this is that registering a birth or death or giving notice of marriage or civil partnerships is now easier as the law requires that a birth or death be registered in the district where it occurred. The public can now register at any of the four Registration Offices (Crowborough, Eastbourne, Hastings and Lewes). The service has continued to expand the range of services offered. For example, in 2007/08 staff in the service acted as funeral celebrants at 141 funerals. The service continues to meet or exceed income targets while at the same time delivering high quality services to the public.

Safer Communities

3.5.22 Performance has remained consistently good against the Community Safety and substance misuse Local Area Agreement (LAA) targets. In 2008 the Safer Communities Team won the County Council Excellence Award for Delivery of Key Performance Indicators.

3.5.23 The County Council's work on Community Safety was very positively assessed in the recent Comprehensive Performance Assessment stating that "work to tackle crime and fear of crime is increasingly successful".

3.5.24 The LAA target around crime reduction (British Crime Survey indicators) has been achieved at County level with a 20% reduction since the baseline year (2003/04) against a target of 18.2%. Four of the five local Crime & Disorder Reduction Partnerships exceeded their targets; we were the best performing County within the South East region.

3.5.25 In 2007/8, overall British Survey Comparator Crime reduced by 12.2%, the best reduction in the South East. Since then, overall crime has reduced by a further 10.8% in the rolling year to September 2008 with a total of 34,451 crimes.

3.5.26 The positive progress over the past year on our other Community Safety targets is shown below:

- Acquisitive Crimes have reduced by 14%
- Assault with Injury has reduced by 22%
- The re-offending rate of Prolific and Priority Offenders (PPOs) has seen a 61% reduction following commencement on the scheme against the final 2007/08 outturn of 57%
- Arson incidents have reduced across the County by 15%
- At May 2008 (latest published figures) 78% of Problem Drug Users (PDUs) were retained in effective drug treatment and 74% of all drug users (aged 18+)
- Only 3.2% of Young People in the Youth Justice System received a custodial sentence
- 68.6% of young offenders year-to-date are engaged in suitable education, employment or training

3.5.27 The East Sussex Safer Communities Partnership brings together a range of agencies including the Local Authorities, Police, Fire & Rescue Service, Probation, Primary Care Trusts, Police Authority and the Courts Service. The group is responsible for sharing best practice that makes the greatest impact on our priorities and ensuring the best use of resources. The group has agreed to commission and deliver Domestic Violence, Hate Crime and Partnership Crime Analysis services at a County level. A new Countywide Domestic Violence Service has been established bringing together resources from the Safer Communities Partnership and Supporting People and a new Countywide Hate Crime service provided by Victim Support has been commissioned.

3.5.28 A Public Reassurance Seminar was held to look at ways of reassuring the public of the reality that crime levels are falling within the County. Since then, a Countywide Communications & Consultation Group has been established to help co-ordinate Community Safety messages to the public, ensuring we are making the best use of resources in tackling fear of crime.

3.5.29 The Drug & Alcohol Action Team (DAAT) will be re-commissioning the adult drug treatment services across the County, ensuring that new services meet national best practice and provide value for money.

3.5.30 All of the services that we commission have robust mechanisms for feeding back customers' views. This area is particularly well developed for service users of our adult drug treatment services who also have the opportunity to get involved in our partnership business meetings. In addition, we have service user survey cards (the results of which are detailed in our quarterly performance reports) that consistently show high levels of satisfaction with our services. In 2007/08 the majority of clients, 87.3%, strongly agreed or agreed that the service they receive met their needs. We also facilitate service user events and groups to ensure views can be directly fed back.

Strategic Economic Development & Skills

3.5.31 The continued development of the Adult Learning and Skills Board is making good progress with a strategy agreed by the Board in October 2008. The Board has been

influential in prioritising the allocation of £0.25 million additional funding from the Learning Skills Council and in monitoring the delivery of the Local Area Agreement targets for Adult Skills.

3.5.32 Library Services have extended its provision of Learndirect courses and has recently achieved the Matrix Standard for quality provision of information, advice and guidance to learners. From 1 August 2007 to 31 July 2008 our Learndirect Team supported learners to achieve 216 Level 1/2 qualifications in literacy and numeracy, exceeding their target by 35%.

Trading Standards

3.5.33 The Trading Standards service has one of the lowest costs per 1,000 population in the Country and its limited resources are focussed on key areas such as the development of informed confident consumers; informed successful businesses; and the enforcement of a fair and safe trading environment. There have been a number of successful initiatives to develop informed confident consumers and support businesses in the County including operating a Consumer Support Network, implementing both 'Wise Guys' (an educational resource for adults with learning disabilities) and 'Make Money Make Sense' (an electronic teaching resource for young people on financial matters). For businesses the 'Buy with Confidence Scheme' continues to grow with 300 members; a Business Support Network delivered electronically to 692 members; and quarterly TS-Law seminars for start-up and newly established businesses.

3.5.34 Trading Standards has also performed well in its enforcement activities. The Rapid Action Team continues to protect vulnerable consumers by responding to requests within three hours of receipt. Protecting vulnerable consumers has been a positive example of joint working with other departments with a number of referrals to and from Adult Social Care.

3.5.35 In 2007/08, Consumer Direct South East handled 9,982 calls from East Sussex residents seeking Consumer Advice. 8,042 (81%) had their problem resolved quickly with basic advice whilst 1,940 (19%) required more detailed help from Trading Standards advisors.

3.5.36 In 2007/08, Trading Standards Officers made 80 visits to businesses to verify equipment such as weighing instruments or petrol pumps before they could legally be used for trade.

3.5.37 Other notable achievements during the past year include:

- In the past year all high risk businesses have been visited together with 50% of medium risk food businesses. That meets the requirements of the Food Standards Agency.
- A number of rogue traders have been investigated and a significant number of counterfeit goods seized and removed from the market.
- "Buy With Confidence" now has 300 approved traders
- "No Cold Calling Zones" have increased by 23 (with 4 pending and a further 23 expressions of interest). The service has responded to requests for assistance from citizens within the zones.

- The second "Local Life" show was held, and was a great success bringing together good local businesses and over 3,000 local consumers in a fun environment.
- 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 designed to meet the Policy Steer.



3.5.38 The chart above shows how comparative performance has changed from 2005/06 to 2006/07 using a basket of measures including: consumer satisfaction, high risk premises inspections and professional development within the service. The service maintains its low cost above average performance rating by concentrating on those key areas described.

3.6 Key Drivers

The key drivers for the main service areas of the Portfolio are shown in the table below:

Archives & Records	<ul style="list-style-type: none"> ▪ Need to replace inadequate buildings* and consolidate the service on a single site. ▪ Pressures on storage space for new historical archives and modern records. ▪ The National Archives annual self-assessment of archive services. ▪ Compliance with Data Protection Act and Freedom of Information Act. ▪ Increasing outreach and education work including through-partnership working ▪ Increasing remote access to services ▪ Development of national standards for access to archives. <p><i>* highlighted in unfavourable inspections by The National Archives and in User Survey results</i></p>
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Arts	<ul style="list-style-type: none"> ▪ Working across County Council departments and with arts providers on the delivery of a new Cultural Strategy. ▪ Gathering significant data to demonstrate the impact of arts and culture on regeneration, the local economy, education and well being. ▪ Working through partnership to find new ways of supporting arts programmes as the possibilities for external funding diminish (The Olympic effect)
Community Partnerships	<ul style="list-style-type: none"> ▪ Sustainable Community Strategy for East Sussex. ▪ The stretch targets in the first three year Local Area Agreement (LAA) for East Sussex, 'All Together Better'; and the 33 targets in the new LAA (2008-2011). ▪ The East Sussex Strategic Partnership (ESSP), established by the County Council, in 2001, which is working well. It is responsible for delivering the County's Sustainable Community Strategy (SCS), 'Pride of Place and monitoring the LAA and SCS countywide action plan. ▪ The Council led the work with the Government Office for the South East (GOSE) to ensure all County Councils in the South East were in the second round of LAAs. ▪ Developing and supporting the infrastructure and engagement of the Voluntary and Community Sector especially through the Government's 'Change Up' programme.
Gypsies and Travellers	<ul style="list-style-type: none"> ▪ Balancing the needs of the Traveller and settled communities ▪ In conjunction with the district and borough councils making additional pitch provision
Libraries	<ul style="list-style-type: none"> ▪ From April 2008, a new indicator has been introduced - NI 9 which will measure library usage via information obtained by survey. ▪ There has been a good take-up of RFID (self-service system) at Bexhill Library. In September around 55% of total transactions went through the self-service system. (54% of Issues were self-service and 62% of Returns were self-service). We aim to roll-out self-service facilities to other libraries. ▪ The new performance management system is now embedded and allows us to monitor targets more effectively at County and individual library level and to target resources appropriately. ▪ Developing a strategy for rural access. ▪ Developing digital services such as the People's Network and improving access.

	<ul style="list-style-type: none"> ▪ Providing access to council services through the mobile office, community help points and kiosks. ▪ Increase visits to libraries - this includes virtual visits to our web-pages, online community information (ESCIS) and E-Library. Our expenditure of £2.63 per visit to library premises is higher than average expenditure within the group of near neighbours.
Registration	<ul style="list-style-type: none"> ▪ Review of accommodation to meet Service demands and public expectation. ▪ Extend the range of services available. ▪ Achieve or maintain targets in the Good Practice Guide.
Safer Communities	<ul style="list-style-type: none"> ▪ Production of a Strategic Intelligence Assessment together with the Police and Crime and Disorder Reduction Partnerships (CDRPs) outlining priorities to be addressed. ▪ Annual stakeholder conference allows opportunities for developing and sharing best practice. ▪ A Safer Communities Communications Plan is in place and includes a newsletter which allows partners to share information and raise awareness. ▪ County-wide strategic body for Community Safety required as a result of the review of the Crime and Disorder Act (1998) Partnership aspects.
Strategic Economic Development and Skills	<ul style="list-style-type: none"> ▪ Adult Learning and Skills Strategy for East Sussex. ▪ Adult Learning and Skills Partnership Board. ▪ Sussex Employment & Skills Board.
Student Support	<ul style="list-style-type: none"> ▪ Service Level Agreement (SLA) with the Department for Education and Skills and the Student Loan Company for the delivery of Student Support funding.
Trading Standards	<ul style="list-style-type: none"> ▪ Further implementing the recommendations of the Hampton Report, notably the effects of the Regulatory Enforcement and Sanctions Act, as a result of which the Local Better Regulation Office (LBRO) now has statutory powers. The LBRO will promote more consistency across local authorities in the way they enforce regulations and work with central government. The second part of the Act establishes the Primary Authority Principle, overseen by LBRO, which delivers the Government's commitment to place Home and Lead Authority Principles on a statutory footing. Part Three of the Act provides a framework of administrative sanctions that will allow regulators to tackle non-compliance in ways that are transparent, flexible and proportionate to the offence. ▪ The service continues to adjust to the provisions of the Consumer Protection from Unfair Trading Regulations which transpose the Unfair Commercial Practices Directive

	<p>harmonising unfair trading laws in all EU Member States.</p> <ul style="list-style-type: none"> ▪ A Key Driver is protecting vulnerable consumers including Scam Victims, Victims of Rogue Traders and Victims of Loan Sharks. ▪ The provisions relating to Display Energy Certificates (DECs) (which the service has a duty to enforce) were fully implemented from October 2008. It remains unclear at this stage how much work will result. ▪ Implementation of the new performance framework for local authorities in respect of regulatory services together with their inclusion in the comprehensive performance assessment. ▪ The National Intelligence Model (NIM) Level 2 (Regional) and Level 3 (National) Control Strategy is being developed and will inform the service's activities for the coming year and includes: <ul style="list-style-type: none"> ○ Take action to tackle mass marketing scams; ○ Take action to prevent people being the victim of Doorstep crime; ○ Take action to prevent Intellectual property (IP) crime ○ Take action to improve community health through diet, nutrition and preventing food fraud; ○ Take action to manage food incidents; ○ Preventing and control Notifiable animal disease out breaks; ○ Enhance animal movement control and traceability; and ○ Take action on issues causing economic detriment to consumers. ▪ Tobacco Control Project. The Department of Health have authorised £2.4 million nationally for trading standards to spend in enhanced tobacco control for the next 12 to 18 months. Work areas include:- <ul style="list-style-type: none"> ○ Checks for advertising/labelling compliance ○ Checks on siting of vending machines ○ Underage sales ○ Supply of counterfeit and illicit tobacco ○ Control of internet sales ○ Media work to promote awareness ○ Smokefree and novel tobacco ○ Research on access to and perceptions of tobacco ○ Business education materials. ▪ NI190 Animal Health Indicator. CLG are consulting on the proposed animal health national indicator for England. The indicator is based around emergency preparedness, risk assessment, compliance and intelligence sharing as set out in the revised Framework Agreement published November 2008. ▪ Animal health funding. Defra are considering future funding arrangements for animal health work. ▪ Adapting to changes in the Food Standards Agency's statutory Code of Practice, Framework Agreement, Local
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	<p>Authorities Enforcement Monitoring System (LAEMS) and Food Surveillance System.</p> <ul style="list-style-type: none">▪ The Housing and Regeneration Act 2008 (S283) places a new duty on local weights and measures authorities making them responsible for enforcing the 'sustainability' provisions in S279 (date to be appointed).▪ Local drivers include achievement and maintenance of the Customer Service Excellence standard, continuing work to reduce the sales of age-restricted products, holding a 'Local Life' show in 2009 and further increasing the number of Buy With Confidence traders and No Cold Calling Zones within the County.
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4. Our Customer's Views

4.1.1 The Department seeks the views of service users, both external to the Council and also internally through service level agreements, and is also responsible for managing the statutory consultation undertaken through the Place Survey and the Active People Survey (carried out by Sport England)

Recent survey results are included below.

<p>Archives & Records</p>	<p>A national survey of visitors to record offices is run approximately every 18 months and organised by the Public Services Quality Group for Archives and Local Studies. The latest results from December 2007 rated our service as follows:-</p> <ul style="list-style-type: none"> ▪ Quality and appropriateness of advice 92% good or very good; ▪ Friendly and helpful staff 95% good or very good; ▪ Ease of physical access 21% poor or very poor; ▪ Visitor facilities 30 % poor or very poor. <p>In response to a request to state where improvements were most in need</p> <p>46% felt that visitor facilities were most important 35% physical access to the building 25% catalogues and guides 22% opening hours 18% on-site IT 15% document delivery</p> <p>Visitors thought the copying service had got better: in the last survey 31% felt that improvements in this area were the most important, whereas this year only 12% were dissatisfied. This may be the result of the improved self-service reader printers.</p> <p>The Audience Development and Access Plan for the New Record Office, funded by the Heritage Lottery Fund, was completed in May 2007 and will feed in to the planning of a new Historical Resource Centre.</p>
<p>Community Partnerships</p>	<p>The East Sussex Compact is an agreement between the Statutory Sector and the Voluntary and Community Sector. A multi agency Compact Working Group works to:</p> <ul style="list-style-type: none"> ▪ build awareness of the Compact; ▪ report on events and activities to date; ▪ collect and present evidence of successes and good practice; ▪ collect and present evidence of any bad practice. <p>In the last two years the East Sussex Compact was awarded</p>

	<p>a national Compact Commendation for excellence in innovation and impact, from the Commission for the Compact. And an Excellence Award.</p> <p>The Sustainable Community Strategy was informed by the views of residents and partners who participated in the consultation. The Team will continue to consult residents and partners to ensure the Strategy, and its action plans, continues to reflect and address the needs and aspirations of local people. The ESSP website will continue to be developed as a communication and engagement tool.</p>
Gypsies and Travellers	<p>The Traveller Team has undertaken consultation with Gypsies and Travellers on the SEERA consultation on future pitch provision within the South East region.</p>
Libraries	<p>In September 2006 we carried out the Adult Public Library User Survey. Over 6500 people responded and results show that:-</p> <ul style="list-style-type: none"> ▪ 97% judged staff assistance and helpfulness as very good or good; ▪ 89% of respondents were satisfied with libraries overall; ▪ 47% felt the outside of libraries was adequate or worse; ▪ 27% thought the inside condition of libraries was adequate or worse. <p>In October 2007 we also carried out the Children's Public Library User Survey and had responses from over 3000 children. 88% of children rated their library as good (the highest rating). We are in the top quartile for performance in this indicator.</p> <p>In response to these surveys we are working to improve library buildings and to improve access to buildings. In 2008 major re-furbishment work was carried out at two of our main libraries.</p> <p>The re-furbished Bexhill Library was opened in June 2008 and the improved facilities include:</p> <ul style="list-style-type: none"> ▪ Improved access to the library with a level entrance from the pavement through a new entrance with automatic doors ▪ New lift; New ramp; Toilet and baby changing; New lighting, ▪ All of the shelving, furniture, counter area etc has been replaced. <p>The re-furbishment of Eastbourne Library was completed in November. Improved facilities include:</p> <ul style="list-style-type: none"> ▪ A new lift and platform lift to improve access for all customers to all public areas of the library. (People with pushchairs as well as those with disabilities)

	<ul style="list-style-type: none"> ▪ Redecoration and new carpets throughout the library. ▪ Improved lighting on the ground floor of the library. The lighting was selected with regard to energy efficiency.
Registration Service	<p>The public and owners/managers of approved marriage/civil partnership premises were supportive and welcomed the restructure of the Service to a single County district.</p> <p>The Service receives many complements from customer's regarding the service they receive. The level of complaints received from the public was less than 0.05% of the visitors seen by the service.</p>
Safer Communities	<p>Residents of East Sussex consistently identify Community Safety as one of their top priorities. Whilst there has been no survey at county level for residents in the past year, the Safer Communities Partnership through the local Crime and Disorder Partnerships and Sussex Police consultation meetings continue to respond locally to specific concerns raised by the public.</p>
Trading Standards	<p>Annual figures show that the percentage of consumers satisfied with the service was 88.5% compared to the English county average of 84.6%.</p>



5 Where we aim to be 2012/13

The most significant goals for the Portfolio are shown in table below:

Archives & Records	<ul style="list-style-type: none"> ▪ Significant progress on the development of a new Record Office/Historical Resource Centre (The Keep). ▪ Improve existing Archive and Records Management buildings. ▪ Audience development work carried out in partnership to widen access to archives. ▪ Improved electronic access to Archives. ▪ Phased Implementation of electronic records management across the County Council.
Arts	<ul style="list-style-type: none"> ▪ Opportunities for all sections of the community who wish to do so to enjoy and take part in arts and cultural activities.
Community Partnerships	<ul style="list-style-type: none"> ▪ Successful negotiation of the second Local Area Agreement (LAA). ▪ Voluntary and Community Sector (VCS) appropriately engaged with the work of ESCC and supported to provide an effective and efficient voice. ▪ Sustainable infrastructure support services, developed with the voluntary and community sector, that meet the needs of frontline voluntary and community organisations (VCOs), ensuring that these services are available to all voluntary and community organisations in East Sussex regardless of location. ▪ Pride of Place – the new, integrated Sustainable Community Strategy for East Sussex - implemented, monitored, reviewed and updated by the East Sussex Strategic Partnership. ▪ East Sussex Strategic Partnership developed, implemented and performance managed the Strategy's main countywide delivery plans: the new Local Area Agreement (2008-2011); and the Sustainable Community Strategy (SCS) action plan. ▪ All partners, especially the voluntary and community sector, kept involved. ▪ Elected Members engaged and involved so that our activities meet the needs of changing and new communities. ▪ Local people of all ages empowered to have a greater voice and influence over local decisions that affect their lives and neighbourhoods.
Gypsies and Travellers	<ul style="list-style-type: none"> ▪ A range of site provision; fixed transit and emergency stopping provision for Gypsies and Travellers managed fairly and supportively by ESCC.
Libraries	<ul style="list-style-type: none"> ▪ Vision for 2009 – 2012 implemented resulting in: <ul style="list-style-type: none"> - Improved customer service and focus - Increased usage of library services - Three new libraries in Hastings, Rye and Newhaven - Improved access to online resources - Improved telephone access as a result of NGN implementation - More self-service facilities available to customers

	<ul style="list-style-type: none"> - Better marketing and branding of the service - Increased access to council services through the mobile office and community help points
Registration	<ul style="list-style-type: none"> ▪ Hastings and Lewes Register Offices relocated to new fit-for-purpose premises. ▪ Continue to explore opportunities to expand the range of services offered.
Safer Communities – (LAA Targets)	<ul style="list-style-type: none"> ▪ Actual crime levels addressed and levels of public reassurance raised (Reducing Crime and Fear of Crime). ▪ Reduced health issues for individuals and the impact to society from substance and alcohol misuse. ▪ Reduced levels of anti-social behaviour by young people. ▪ Reduced new and repeat incidents of Domestic Violence. ▪ Reduced serious and violent crime, domestic violence and hate crimes in particular, and victims supported. ▪ Respect built in communities with anti-social behaviour reduced and bullying reduced wherever it occurs ▪ Children and young people protected from harm.
Skills	<ul style="list-style-type: none"> ▪ Continued support to the East Sussex Adult Learning and Skills Partnership Board. ▪ Worked with the Partnership Board and its individual members to implement the new Learning and Skills Strategy.
Student Support	<ul style="list-style-type: none"> ▪ Plans in place for the management of a smooth transfer of Student Support services to new centralised agency by the 2011/2012 academic year. <p>The service will have closed down by the end of the 2010/11 academic year.</p>
Trading Standards	<ul style="list-style-type: none"> ▪ Customer Service Excellence' standard achieved and maintained. ▪ National Intelligence Model use to inform business planning and enforcement activities ▪ Access to restricted goods reduced to prevent harm to children and nuisance by young people. ▪ Local businesses supported and encouraged to comply with the law. ▪ Fair competition ensured through goods and services being accurately measured, correctly described and priced. Unsafe goods removed from the market place. ▪ Traders operating in the informal economy disrupted. ▪ Rogue traders deterred from operating in the county and preying on vulnerable consumers. ▪ Local food businesses conforming to food standards legislation. ▪ Informed, confident consumers as a result of citizens of all ages being educated and informed. <p>Shared Services Agenda - joint working with Environmental Health services in East Sussex District and Borough Authorities.</p>

6 Budget and Service Plan Targets

6.1 Budget Plans 2009/10*

	2009/10 £000s	2009/10 £000s
Cash limit (net budget) (Includes allowed cash increase which includes inflation and 1% for Libraries)	(224)	17,501
Total spending pressures to be funded.		736
Efficiency savings Other savings Total savings	-307 -205	-512
Cash change (allowed increase) inc 1% for libraries		224

*Further detail is shown in accompanying appendices

6.2 As part of the overall proposals to achieve the Council Tax trajectory, the Department will be managing a net budget in excess of £17m. The basic allowable increase is entirely in respect of the Library service which has cash increases of 1% for the period. The 2009/10 cash increase includes a specific allowance as a contribution towards 'excess' inflation items, such as energy costs.

6.3 In delivering previous years' RP&R targets, the Department has prioritised between its two portfolios; Strategic Management and Community Services. The Community Services portfolio contains outward facing, direct public services and over the period 2004/05 to 2007/08 (excluding Libraries which came to the Department with its own savings target in 06/07) prioritisation has mitigated the savings delivered through this portfolio. As a result the greater proportion of the savings over this period have come from the Strategic Management portfolio.

6.4 Proposals for next year continue the prioritisation of savings across the portfolios. They can be divided into three main themes:

- Income generation;
- Constant review of structures;
- Maintaining the 1% increase for Libraries;

Some of the proposals will be very challenging to achieve given the scale of prioritisation that has already taken place. In order to maintain this approach the department will continue to make appropriate use of any unspent non-earmarked resources across financial years in order to mitigate the impact over the three year cycle.

6.5 For the coming year, the current economic climate does mean that an income generation target must be viewed as carrying a greater level of risk than could have been anticipated just six months ago. To this extent the reliance on additional income has been scaled back but not eliminated.

Departmental and service based productivity and efficiency plans (including Invest to Save plans) - Efficiencies, Income Generation and Shared Services

6.6 The Department continues to seek productivity and efficiency gains and will be considering a number of areas including: extending library self-issuing book/audio visual loans; delivery of hosted partnership arrangements; commitments to re-visit the outcome and delivery of corporate reviews; continuation of achievements in reducing absence levels and e-recruitment proposals.

6.7 The Department has developed a number of pilot shared services projects to be taken forward under the Sussex Improvement Project in relation to consultation; legal services; performance management; policy research; procurement and community profiling in addition to joint working arrangements between Trading Standards and Environmental Health services to draw out service efficiencies which will be kept under review; opportunities for joint working with West Sussex Trading Standards and Brighton & Hove will also be pursued; joint training in Personnel with the Borough and District Councils; working towards the new Archive and Record Centre 'The Keep' with Brighton & Hove City Council. The Department is leading the work on behalf of all East Sussex Authorities to develop the sub-regional capacity working proposals for the next three years and will be seeking opportunities to take forward more joint working projects.

6.8 Specific proposals which are currently in place or under investigation include:-

Archives	<ul style="list-style-type: none"> ▪ Within the programme for 'The Keep', developing proposals for an Invest to Save fundraising strategy for capital and long-term revenue.
Libraries	<ul style="list-style-type: none"> ▪ Install RFID (Self Service Systems) in further libraries, eg Eastbourne, Lewes ▪ Progress work on developing new libraries in Newhaven, Hastings, Rye. ▪ Automated telephone renewal line
Registration Service	<ul style="list-style-type: none"> ▪ Relocation of Register Offices eg Hastings, Crowborough
Trading Standards	<ul style="list-style-type: none"> ▪ Enhanced service delivery and any economies to be gained from closer joint working with enforcement partners

6.9 Performance Targets To 2011/12

We will monitor our progress and our success in delivering the policy steers through a series of performance indicators that will be reported to Cabinet and County Council on a quarterly basis. Specific targets are being prepared and will be included in the relevant Council Plan chapter.

Policy Steer 3.1 Deliver further efficiencies in service delivery within the Council and across the local public sector.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
b) Provide a modern and accessible Registration Service		Income to exceed £1m	Income to exceed £1m	Income to exceed £1m

Policy Steer 3.6 Work, through the Safer Communities Steering Group, with the Police and other partners to keep East Sussex safe, in particular by reducing anti-social behaviour, the harm caused by alcohol, domestic violence and the fear of crime.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Number of domestic violence incidents that are reported to Police (increase from 5232 in 2005/06) (LAA REWARD)		This is an LAA Reward Target until 31 March 2009 (LAA 17.3.1), when the target will be superceded.		
b) Proportion of repeat incidents of domestic violence across East Sussex (reduce from 26% in 2005/06) (LAA REWARD)		This is an LAA Reward Target until 31 March 2009. (LAA 17.3.2). From April 2009 we will be working towards targets for NI 32 - repeat incidents of domestic violence - which is included in the new LAA		
c) Assault with injury crime rate (Crime categories 8G & 8J) (NI 20 – LAA2)		Target for future years to be determined at LAA refresh in January 2009 subject to Home Office finalising target		
d) Participation of problem drug users in drug treatment programmes (increase from 940 in 2005/06) (LAA 17.4.1)		To be replaced by NI 40 – see Council Plan measure 3.6e		
e) Number of drug users recorded as being in effective treatment (NI 40)		To be set	To be set	To be set

Policy Steer 3.7 Ensure improving community safety remains a high priority in all our services.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (NI 21)		To be set	To be set	To be set
b) Understanding of local concerns about anti-social behaviour and crime issues by the local council and police (NI 27)		To be set	To be set	To be set

Policy Steer 3.8 Provide community leadership to improve residents' quality of life through a strong sustainable community strategy (Pride of Place) and delivery of the Local Area Agreement				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Deliver the new Local Area Agreement for East Sussex		Deliver LAA and develop annual review with partners and Government Office		
b) Develop a new Sustainable Community Strategy (SCS) Action Plan in partnership with others, including the borough and district councils.		Target to be achieved by end of March 2009		

Policy Steer 3.9 Improve the way we work with the voluntary and community sector, including promoting volunteering				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Number of volunteers within East Sussex with a special focus on encouraging people from hard to reach groups to volunteer (increase from 34,580 in 2005) (LAA REWARD)		This is an LAA Reward Target until 31 March 2009 (LAA 18.4.2), when a new target will be set in the Sustainable Community Strategy Action Plan		
b) The number of people recorded as or reporting that they have engaged in formal volunteering on		New target to be set in the Sustainable Community Strategy Action Plan		

an average of at least two hours per week over the past year. (LAA 18.4.4)		
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Policy Steer 3.10 Work with partners to strike a balance between the needs of the settled and Gypsy and Traveller communities.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Improve facilities for Travellers at Bridie's Tan, Southerham		Deliver a re-furbished site for June 2009		

Policy Steer 3.11 Provide modern Library Services for all, especially older people and rural communities, including providing improved access to council services and learning opportunities.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Access to library services. (Measure is the combined total of: number of hits on library web pages + number of hits on East Sussex Community Information Service + number of visitors to libraries) revised measure to include sessions using online resources and telephone calls		+1% new Baseline to be established	+1%	
b) Deliver Level 1 / 2 qualifications in literacy and numeracy to adults in East Sussex through learning provision in libraries. Target is from 1st August– 31st July following year		n/a (subject to annual renewal contract)	n/a (subject to annual renewal contract)	
c) Percentage of library users aged 16 and over who view their library service as 'very good' or 'good'		90% Autumn 2009	Next survey is due in Autumn 2012	Next survey is due in Autumn 2012

d) Use of Public Libraries (NI 9)		To be set	To be set	To be set
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Policy Steer 3.12				
Improve skills through a focused local strategy and learning opportunities for all adults.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Support the new Adult Learning and Skills Partnership for East Sussex and a new Adult Learning and Skills Strategy for the County.		Review and refresh of strategy	Undertake a self assessment of the Partnership structure	

Policy Steer 3.13				
Promote development of culture and take up of arts opportunities.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) External funding brought in for arts activities		£200,000 - £250,000 Risk of public funding being channelled away from the arts as Olympics approach	£200,000 - £250,000 Risk of public funding being channelled away from the arts as Olympics approach	
b) Engagement in the arts (NI 11)		To be set	To be set	To be set

Policy Steer 3.14				
Seek to build a new, externally funded, Historical Resource Centre.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Submit Heritage Lottery Fund (HLF) application and, subject to favourable HLF decision at stage 1, prepare and submit stage 2 application.	Stage 1 application submitted to the HLF (result expected in December 2008)	tbc	tbc	tbc

Policy Steer 3.15				
Promote informed, successful businesses in a fair and safe trading environment; encourage informed, confident consumers and protect vulnerable consumers.				
Performance Measures	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
a) Percentage of all (i) High Risk and (ii) Medium Risk for Food Standards premises where there have been compliance contacts		(1) 100% (2) 50%	(1) 100% (2) 50%	
b) Additional No Cold Calling Zones created		5	5	
c) Additional members of the Buy With Confidence approved trader scheme recruited		50 additional members (18% increase)	50 additional members (18% increase)	
d) Percentage of alcohol sales to underage volunteers (reduce from 25% in 2006/07)		10%	10%	
e) Satisfaction of businesses with local authority regulation services (NI 182)		To be set	To be set	To be set
f) Impact of local authority regulatory services on the fair trading environment (NI 183)		To be set	To be set	To be set
g) Achievement in meeting standards for animal health (NI 190)		To be set	To be set	To be set

7 Key Risks and how we will manage them

- 7.1 Across the department key risks in respect of our staff (and the Peer Review highlighted that the authority was close to 'tipping point') are evident in two main areas:-
- The capacity to manage their own and others workloads in an environment where significant efficiency gains have already been extracted from the way services are delivered;
 - The challenge of handling successfully an increasingly complex partnership agenda and levels of expectations from service users.
- 7.2 The effects of recessionary pressures in the economy is certain to have an impact on services delivered through this portfolio, again in two main areas:
- The risk that income targets are not achieved, particularly in areas that provide 'discretionary' services;
 - Demand for services in areas where residents are most exposed to the negative effects of economic factors and where their reliance on local authority support them is greatest e.g. Trading Standards; and/or where they can choose to access free services e.g. libraries;

Specific service based risks include:-

<p>Archives & Records</p>	<ul style="list-style-type: none"> ▪ Loss of historical archive material and business critical modern records as a consequence of the unsatisfactory condition of current premises, the majority of which fail the National Archives inspection requirements. <p>Mitigating action: Seek to build a new externally funded Historical Resource Centre.</p> <ul style="list-style-type: none"> ▪ Bid to Heritage Lottery Fund fails so shortfall in funding to build The Keep. <p>Mitigating Action: Review project with partners to achieve a scheme within existing budget.</p>
<p>Libraries</p>	<ul style="list-style-type: none"> ▪ Fewer physical visitors to libraries (part of an overall national picture) and the failure to engage with and attract through other mediums other less traditional users of libraries. <p>Mitigating action: Build new libraries and re-furbish others to provide more attractive and accessible library services</p> <ul style="list-style-type: none"> ▪ Expiry of leases/relocation of key libraries (e.g. Hastings Childrens and Crowborough). <p>Mitigating Action: Working with landlords and others to find alternative accommodation.</p> <ul style="list-style-type: none"> ▪ Contractors withdraw from their commitment to build planned new libraries as a result of the Credit Crunch. <p>Mitigating Action: Investigating any other potential opportunities as they arise.</p>
<p>Registration</p>	<ul style="list-style-type: none"> ▪ Expiry of leases at key Register Offices (e.g. Hastings

<p>Services</p>	<p>and Crowborough).</p> <p>Mitigating Action: Options for alternative accommodation being considered.</p> <ul style="list-style-type: none"> ▪ Impact of Recession. <p>Mitigating Action: Consideration to range of services offered.</p> <ul style="list-style-type: none"> ▪ General standard of accommodation. <p>Mitigating Action: To consider options to ensure accommodation is fit-for-purpose to provide modern and accessible services.</p>
<p>Student Support</p>	<ul style="list-style-type: none"> ▪ The loss of experienced staff in the run-up to the transfer to the centralised agency from 2011, adversely impacting on the ability to deal with Student funding applications. <p>Mitigating Action: Ensuring all processes are well documented so replacements can be trained quickly.</p> <p>Contingency arrangements for additional resources if process does not progress as anticipated due to external factors such as new Government policies.</p>
<p>Trading Standards</p>	<ul style="list-style-type: none"> ▪ The possible loss of experienced staff <p>Mitigating Action: A number of Trainee Fair Trading/Trading Standards Officers will be recruited with a view to developing them into the Officers of the future.</p> <ul style="list-style-type: none"> ▪ The impact of changes to specific grant funded activities/rolling-up into Rate Support Grant. <p>Mitigating Action: Certain of these grants have now been separately identified in the RSG and are the subject of negotiations with CRD whilst the principal grant of concern will (subject to confirmation) remain as a direct grant for 2009/10.</p>