

1. Policy and Finance

<p>Key Service Target 1.1 Higher service standards through continuing to improve the management of resources.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Directly project manage delivery of the cost effectiveness target. 	<p>Performance Measure</p> <p>1.1a Achieve the cost effectiveness target.</p> <p>PSA</p>
<p>Key Service Target 1.2 Continued development of the Reconciling Policy and Resources process.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Ensure the inclusion of efficiency savings within budget planning. ❖ Provide proactive audit involvement in key service developments to promote risk management and internal control. ❖ Introduce further refinements to the Reconciling Policy and Resources process. ❖ Strengthen the linkages between: <ul style="list-style-type: none"> ▪ Council Plan 2005/06; ▪ Strategic Risk Assessment; ▪ Revenue Budget 2005/06; and ▪ Capital Programme 2005/06 – 2008/09. ❖ Regularly update and review the Medium Term Financial Plan (MTFP) (see 1.3 below). ❖ Analyse potential changes in Government's funding regime, identify impact and produce robust response to government plans to minimise loss. 	<p>Performance Measures</p> <p>1.2a Achievement of efficiency savings in line with budget plans for 2004/05.</p> <p>1.2b Strategic Audit Plan including key service development areas endorsed by Cabinet and Audit and Best Value Scrutiny Committee.</p> <p>1.2c Report to Cabinet in July setting out proposed Reconciling Policy and Resources process and timetable for 2005/06.</p>
<p>Key Service Target 1.3 A MTFP (consistent with the Council Plan and the reliability of information available to the Council) which focuses on sustainable core services which are affordable and provided in the most cost effective way consistent with living within our means.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Refine the MTFP linked to policy priorities as part of risk management. ❖ Develop and introduce continued improvements in budget management. ❖ Provide monthly budget monitoring reports to Cabinet. 	<p>Performance Measures</p> <p>1.3a MTFP updated and reported to Cabinet by July 2004 and thereafter as key element of Reconciling Policy and Resources.</p> <p>1.3b Final out-turn for each department within agreed tolerances of budget allocation.</p>

Key Service Target 1.4 Ensure that risk assessment and risk management is effectively integrated into the Council's business processes to avoid uninsured / unfunded losses.	Performance Measures 1.4a Departmental 'risks' identified on 2x2 pro-formas and strategic risks integrated in the MTFP. 1.4b Self-Insurance Fund is adequate to meet current and future estimated liabilities in accordance with sound actuarial principles.
What we will do <ul style="list-style-type: none"> ❖ Launch revised risk assessment guidelines. ❖ Build risk assessment into Reconciling Policy and Resources. ❖ Carry out a valuation of the Insurance Fund and ensure that it is adequate to meet current and future liabilities. ❖ Promote active risk management to minimise exposure. 	

Key Service Target 1.5 Achieve excellence in Financial Management across ESCC.	Performance Measures 1.5a Maintain the current high level of financial performance reflected in the current CPA scores. 1.5b Increase from 92% to 95% the proportion of invoices paid promptly. BVPI 1.5c Report on 2003/04 accounts to Governance Committee by 30/07/03.
What we will do <ul style="list-style-type: none"> ❖ Develop and pursue a programme for achieving excellence in financial management across ESCC. ❖ Publish and implement working protocols, for use across ESCC, in support of the financial excellence agenda. ❖ Actively manage our performance on prompt payment of invoices. ❖ Close 2003/04 accounts earlier in accordance with new timetable. 	

Key Service Target 1.6 Effective financial control, challenge and internal audit across ESCC.	Performance Measure 1.6a 2003/04 Statement of Accounts includes a statement of internal control compliant with the Accounts and Audit Regulations 2003. 1.6b Positive opinion on internal audit service from external audit in Audit and Inspection Annual Letter. 1.6c Final out-turn for each department within agreed tolerances of budget allocation.
What we will do <ul style="list-style-type: none"> ❖ Play an active role in developing the Council's approach to corporate governance. ❖ Prepare, maintain and deliver the annual risk based internal audit plan. ❖ Improve the consistency of financial control across all departments. 	

Key Service Target 1.7 Balances maintained, at a minimum, at current benchmark level.	Performance Measure 1.7a Balances maintained at least 2% of the net revenue budget excluding schools each year.
What we will do <ul style="list-style-type: none"> ❖ Maintain balances above minimum 2% level in the budget for 2004/05. 	

Key Service Target 1.8 Put in place modern corporate financial and personnel systems which allow ESCC to achieve efficiency gains and improve management information for service managers.	Performance Measures 1.8a Systems go live by 31/10/04.
What we will do <ul style="list-style-type: none"> ❖ Implement a new contract for the Council's integrated central systems. 	

<p>Key Service Target 1.9 Review procurement arrangements to ensure the Council can meet corporate priorities and improve service delivery.</p>	
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Establish a more corporate approach to procurement through the Procurement Steering Group and Procurement Champions. ❖ Develop a Corporate Procurement Strategy and improvement plan that addresses the National Strategy for Local Government Procurement and our own priorities. 	<p>Performance Measures</p> <p>1.9a Corporate Procurement Strategy and Improvement Plan approved by COMT and Cabinet.</p> <p>1.9b Key improvements for 2004/05 delivered (<i>more detail to be added once 1.9a completed</i>).</p>

2. Effective Property Management

<p>Key Service Target 2.1 Continue to ensure a countywide approach to capital planning linked to Members' choices on priorities and key asset management drivers.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Deliver more projects to time and cost and increase the number of buildings accessible to users with a disability. 	<p>Performance Measures</p> <p>2.1a Complete the % of Capital building projects +/-5% of the agreed timetable from 65% in 2003/04 to:</p> <table border="1" data-bbox="922 383 1252 459"> <tr> <td>04/05</td> <td>05/06</td> <td>06/07</td> </tr> <tr> <td>73%</td> <td>80%</td> <td>[]</td> </tr> </table> <p>2.1b Increase the % of buildings accessible to users with a disability from 18% to 35% - BVPI 156 in line with the Access Strategy.</p>	04/05	05/06	06/07	73%	80%	[]
04/05	05/06	06/07					
73%	80%	[]					
<p>Key Service Target 2.2 Use the new property structure to support a drive to excellence in property delivery standards, including delivery of effective and efficient new property contractor arrangements.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Develop procurement by Partnering and move towards strategic partnerships. ❖ Enter into a pilot partnering project and review success on completion. ❖ Implement performance measurement for all projects. 	<p>Performance Measures</p> <p>2.2a Demonstrate improvement in customer satisfaction levels for capital schemes over benchmark set in 2003/04. (<i>Baseline figures will be available in Jan 04</i>).</p>						
<p>Key Service Target 2.3 Continue to determine the property estate required to deliver the Council's service priorities and to maximise the opportunities for reinvestment from the disposal of non-core estate.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Align the Asset Management Planning timetables to facilitate reviews of the capital programme. ❖ Review the corporate asset management plan. ❖ Continue to challenge department's property holdings and deliver the disposals programme. ❖ Reduce energy consumption in ESCC buildings. 	<p>Performance Measures</p> <p>2.3a Disposals target of £1m for 2004/05 achieved.</p> <p>2.3b Reduce energy consumption in ESCC buildings by [] % over [] levels BVPI 180a</p>						
<p>Key Service Target 2.4 Continue to drive improvements in the efficient and effective use of office accommodation and in particular efficient links and integration with effective home-working policies.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Continue the rationalisation of office accommodation across ESCC and ensure that best practice is adopted in the use and management of office space. ❖ Clearly define the Council's office requirements in the light of E-Govt, outcomes of flexible working pilots, and opportunities for co-location with partners in a Corporate Accommodation Strategy. 	<p>Performance Measures</p> <p>2.4a Achieve workspace targets of 6.5sq m across the Council's office buildings by 31 March 2005.</p>						

<p>Key Service Target 2.5 Determine the most appropriate and effective use of limited building maintenance resources across the Council.</p>	
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement a maintenance strategy that will improve the condition and appearance of our buildings and remove the maintenance backlog. ❖ Manage maintenance budgets to deliver corporately prioritised schemes during 2004/05. 	<p>Performance Measures</p> <p>2.5a Agreed maintenance programme delivered within budget.</p> <p>2.5b Planned programme of work in place to address asbestos regulations from May 2004.</p>

1. Strategic Economic Development

<p>Key Service Target 1.1 Improve the economic health of the County.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Support the Hastings University Centre. ❖ Play an active role in the Hastings and Bexhill Task Force and the Local Strategic Partnerships in developing and delivering economic development projects, e.g. Hastings and Bexhill link road. ❖ Coordinate and support rural regeneration activities in rural East Sussex, in partnership with other agencies, including delivery of rural PSA target. 	<p>Performance Measures</p> <p>1.1a Successful delivery of 100% of action plan agreed with SEEDA by 31/03/05.</p> <p>1.1b Completion of Newhaven regeneration and development master planning project by 31/03/05.</p> <p>1.1c Support increased use of strategic rights of way by 8% and deliver a 15% increase in rateable value due to agricultural building conversions, a 4% increase in business enablement and 120 rural business employees in training by March 2006.</p> <p>PSA</p>
<p>Key Service Target 1.2 Maximise the external funding available to the people of East Sussex.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Work proactively to attract public and private sector investment to East Sussex to support business growth, property development and infrastructure projects. ❖ Facilitate the development of strategic bids. ❖ Work with partners, in particular partner regions in accession countries, to influence regional, national and Euro policy in relation to urban and rural development, enterprise and skills. 	<p>Performance Measures</p> <p>1.2a Successfully complete 2 strategic INTERREG bids by 31/03/05.</p> <p>1.2b Secure skills and development funding of at least £250,000 for small and rural businesses and in support of service delivery by 31/03/05.</p>

2. People and Change

<p>Key Service Target 2.1 Deliver the Council's transformation programme across all areas of the Council by April 2006 to support the Council.</p>	<p>Performance Measures</p> <p>2.1a Maintain the corporate Investors in People award</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Give clarity of purpose for employees and those who use the Council's services by ensuring the right people are in the right jobs to deliver services for our communities in the most efficient and effective way. 	
<p>Key Service Target 2.2 Implement a proactive and comprehensive Workforce Strategy to harness the potential of employees and develop the skills, competences and experience required to deliver the Council's objectives.</p>	<p>Performance Measures</p> <p>2.2a Reduce the number of working days/shifts lost to sickness (per FTE employee) from 8.2 in 2003/04 to 7.8 in 2004/05. BVPI 12</p> <p>2.2b The percentage of employees who retire early due to ill-health does not exceed 0.3% of the workforce. BVPI 15</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Establish where, and, how, economy and efficiency targets will be achieved. ❖ Share and act on information by creating a new management information system to provide managers with timely, accurate and relevant information on the key parameters of their workforce. 	
<p>Key Service Target 2.3 Enhance the diversity of the workforce and our sensitivity to the communities we serve.</p>	<p>Performance Measures</p> <p>2.3a Increase the % of staff from ethnic minority communities to 2.00% in 2004/05. BVPI 17x</p> <p>2.3b Increase the % of employees with a declared disability to 2.20% in 2004/05. BVPI 16a</p> <p>2.3c Achievement of Level 3 of the Equality Standard for Local Government by 31 March 2005. BVPI 2a</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Develop equal opportunities policies and practices reflecting current and future legislation and increase awareness of diversity throughout the Council. ❖ Implement a programme of consultation and communication with ethnic communities in East Sussex. 	

3. Performance Management

Key Service Target 3.1 Raise performance as measured by Best Value Performance Indicators.	Performance Measures 3.1a All CPA PIs and those labelled 'high risk' by the Audit Commission pass the annual audit without qualification.
What we will do <ul style="list-style-type: none">❖ With internal audit improve ESCC compliance with externally set performance indicators (PIs) and ensure that departmental PI managers implement the latest government BVPI guidance.	
Key Service Target 3.2 Improve the access to, and quality of, performance information across all departments.	Performance Measures 3.2a All staff with access to the Intranet can access published performance information from the new corporate performance database by 31/03/05. 3.2b Report on the ESCC website our progress towards achieving all Key Service Targets each quarter.
What we will do <ul style="list-style-type: none">❖ Implement the use of, and populate, a new corporate performance management database.❖ Provide high quality quarterly performance reports to Members, Chief Officers and local people via the ESCC website.	

4. Strategic Management

<p>Key Service Target 4.1 Ensure East Sussex is a high-performing authority in its priority areas.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Ensure high quality Corporate input to OFSTED inspection during 2004/05. ❖ Ensure high quality Corporate input to Best Value Review of Highways Services Inspection during the period January 2003 - June 2004. ❖ Influence development of CPA methodology for 2004/05 and future years by lobbying the Audit Commission. ❖ Implement measures to ensure the County Council is prepared for the next Corporate Ability inspection of the authority in 2005/06. 	<p>Performance Measures</p> <p>4.1a ESCC to be assessed by the Audit Commission's next full CPA as at least:</p> <ul style="list-style-type: none"> • 'Good' in 2004/05; and • 'Excellent' by 2005/06 or the next full CPA, whichever is the later.
<p>Key Service Target 4.2 Become a more integrated organisation focused on our residents' needs and preferences.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Contribute to the development of strengthened mechanisms, training and briefing for Members in support of the authority's community leadership agenda by September 2004. ❖ Target to be agreed once BVPI user satisfaction survey result known. ❖ Review the Council's procedures and practices in dealing with customer standards including complaints by March 2005. ❖ Continue to develop ESCC identity locally and encourage the community to have and take pride in East Sussex. 	<p>Performance Measures</p> <p>4.2a % of complainants satisfied with the Council's handling of complaints increased in 2005/06 by 5% over 2004/05 base.</p> <p>4.2b Target for % overall public satisfaction with Council services to be agreed once BVPI user satisfaction survey result known.</p>
<p>Key Service Target 4.3 Ensure that the overall functions of the County Council are effectively co-ordinated and managed and that the County Council is appropriately advised on policy matters and its policies effectively implemented.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Ensure that the County Council is fully prepared to respond to the Government's plans for the regional agenda. ❖ Ensure that the County Council's views are represented effectively at local, regional and national fora. 	<p>Performance Measures</p> <p>4.3a Lead Members and Chief Executive appropriately briefed for all meetings they attend in a corporate capacity.</p>

5. Communications

<p>Key Service Target 5.1 Improve our reputation by explaining our policies and priorities clearly.</p>	<p>Performance Measures</p> <p>5.1a Increase website usage statistics overall by 25% throughout the year.</p> <p>5.1b Identify and submit entries to national awards.</p> <p>5.1c Magazine produced three times a year and Residents' discussion group carried out by December 2004 resulting in increased % of readership and suggestions for Improvement incorporated in January 2005 issue.</p> <p>5.1d Media training organised and offered to senior managers and key personnel.</p> <p>5.1e Increase by 20% number of direct press briefings to the media on key policies.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Deliver 70% of relevant Council services via the website by 31/03/05 and develop 3 interactive pilot schemes into successful, well-used on line services. ❖ Ensure East Sussex's position of regional significance is acknowledged locally and nationally. ❖ Make maximum use of web technology by producing three editions of the Council magazine for distribution to all homes in March and September 2004 and January 2005 (March edition to include summary of the Council Plan). Run a follow-up residents' discussion group in November 2004 to measure improvements and continue to develop the magazine as an information tool that meets residents' needs. ❖ Deliver an improved media profile for ESCC and its priorities. 	
<p>Key Service Target 5.2 Deliver a co-ordinated approach to consultation, communications and public relations work.</p>	<p>Performance Measures</p> <p>5.2a Increase by 25% the quality and speed of availability of consultation results on the website.</p> <p>5.2b A minimum of 4 surveys per year</p> <p>5.2c Track the impact customers' views have had on service delivery, and report on this via the Council's website</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Carry out consultation as appropriate to support our business needs. ❖ Increase effectiveness and use of the Citizens Panel. ❖ Improve use of customer views to inform service delivery and improvement planning. 	

6. Archives and Records

<p>Key Service Target 6.1 Make available the documentary history of East Sussex (including Brighton and Hove) to present and future generations.</p>	<p>Performance Measures</p> <p>6.1a Accept 100% of all collections, offered to the Record Office, judged to be relevant to the recording of the history of East Sussex (including Brighton and Hove).</p> <p>6.1b Make additional 'x' collections accessible for research and development.</p> <p>6.1c 80% of written/email enquiries given a substantive response within 5 working days.</p> <p>6.1d Develop Corporate Freedom of Information policy to enable the County Council to comply with the Act.</p>
<p>Key Service Target 6.2 Maximise external funding for a new Record Office by working in partnership with other organisations, including Brighton and Hove City Council and the Universities of Sussex and Brighton.</p>	<p>Performance Measures</p> <p>6.2a Submit a bid to Lottery Heritage Fund for an Audience Development grant by 31 March 2005.</p> <p>6.2b Complete Feasibility Study for a new Record Office by 31 March 2005.</p>

What we will do

- ❖ Make new collections available to the public speedily by accessioning and listing them to an appropriate level.
- ❖ Provide an efficient and effective enquiry service for remote users.
- ❖ Work towards ESCC compliance with the Freedom of Information Act.

What we will do

- ❖ Apply to Lottery Heritage Fund for interim bids.
- ❖ Work with Lottery Heritage Fund to identify potential funding for new record office.

7. Emergency Planning

Key Service Target

7.1 Develop a strategy to implement the requirements of the Civil Contingencies Bill.

What we will do

- ❖ Assess the implications of the Regulations when published and ensure compliance with the requirements of the Bill when finalised.

Performance Measures

- 7.1a** Draw up an implementation plan by 30 Sept. 2004 to enable ESCC to comply with the requirements of the Civil Contingencies Bill during 2004-05.

1. Community Safety

<p>Key Service Target 1.1 To provide a safer community for all communities, business and visitors in East Sussex.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Support the second year of the Rural Community Warden scheme In Heathfield and Waldron, continue to evaluate its success and consider succession arrangements. ❖ Work at local level across the County to deliver effective local solutions to Community Safety problems. ❖ Provide funding towards 5 rural Police Community Support Officers (PCSOs). ❖ Improve the systematic approach to data collection, analysis and dissemination by working with partners on the Crime and Disorder Data Information Exchange (CADDIE). 	<p>1.1a Survey to assess public perception of the impact of the Rural Community Warden scheme by 31/06/04 and develop appropriate exit strategy by 31/03/05.</p> <p>1.1b Measure take up and effectiveness of local speed management initiatives (up to 30 schemes).</p> <p>1.1c Work with Police to assess public perception and local responsiveness of Community Support Officers (CSOs) by 31/3/05, to build on baseline data from March 2004.</p> <p>1.1d The 2 CADDIE analysts employed by the County produce meaningful and timely analysis of data as required for CDRP and public use - customer satisfaction survey.</p>
<p>Key Service Target 1.2 To reduce Violent Crime in East Sussex.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Contribute, through involvement in the CDRP violent crime action groups, to the prevention and reduction of public place violent crime. ❖ Contribute to increased reporting of, and reduction in, repeat victims of domestic violence across the County, especially in Hastings. 	<p>1.2a 475 fewer violent crimes by March 2006 (4057 PSA 2003/03 baseline).</p> <p>1.2b 15% increase in domestic violence incidents reported to the Police in Hastings by March 2006 (1035 2001/02 baseline) and 10% fewer victims of repeat domestic violence (502 2001/02 baseline).</p>
<p>Key Service Target 1.3 To reduce Drug Misuse.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Increase the participation of problem drug users in drug treatment and the numbers successfully completing drug treatment programmes. 	<p>1.3a Increase participation by 85% to 722 clients by March 2006 (390 1999/2000 baseline) and successful completion by 144% to 105 clients by March 2006 (43 2001/02 baseline).</p>
<p>Key Service Target 1.4 To Combat Racism.</p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Reduce racist incidents by promoting the multi agency Racist Incident reporting process. 	<p>1.4a By March 2005 increase by x% the number of reported cases from March 2004 and ensure that 80% of reported racist incidents are followed up and resolved to the satisfaction of the victims.</p>

2. Community Planning

<p>Key Service Target 2.1 Implement, in partnership with the East Sussex Strategic Partnership (ESSP), 'Pride of Place' the Community Strategy for East Sussex which reflects the priorities of the County Council, residents and partners.</p>	<p>Performance Measures</p> <p>2.1a Majority of milestones in PSA project plans met by 31 March 2005 to contribute to 'Pride of Place' targets.</p> <p>2.1b Monitor the Housing PSA target managed by Eastbourne, Hastings and Rother councils to achieve 180 additional letting units improved in multi-occupied rented premises by March 2006.</p> <p>2.1c Area Partnership Group (APG) meetings, to enable briefing of Lead Member held in advance of each local LSP meeting (quarterly).</p> <p>2.1d Provide local Members with information about each meeting of their local LSP and given an opportunity to comment on its work.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Extend the influence of the ESSP to champion the economic, environmental and social well being of the County. ❖ Enable the elected Member on each local LSP and CDRP to promote ESCC priorities and reputation, and monitor the delivery of the Council's actions in local community strategies by providing briefings before each meeting. ❖ Facilitate local Members to fulfil their local leadership role. 	
<p>Key Service Target 2.2 Improve community planning processes to enable better service planning and delivery.</p>	<p>Performance Measures</p> <p>2.1a East Sussex in Figures (ESIF) project implemented by 30 September 2004.</p> <p>2.1b Establish baseline of use of ESIF by 31/03/05 to measure effectiveness.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Develop and improve the business efficiency of community planning partners through data sharing and signposting. 	
<p>Key Service Target 2.3 Work closely with Parish and Town Councils to provide help to improve the quality of life of our residents.</p>	<p>Performance Measures</p> <p>2.1a Increase participation of Town and Parish Councils in ESSP's Wider Partners' event in September 2004 by 20% on September 2003 attendance figures.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ All Town and Parish Councils to receive the 'Community Planning in East Sussex' Newsletter by June 2004. 	

3. E-Government

<p>Key Service Target 3.1 Further efficiencies in service delivery, the provision of better tools for front line staff and increased access to services by our customers in line with our key IEG2 and IEG3 targets (wherever possible, through working with our partners).</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Deliver the agreed programme of works. ❖ All spend on E-Government initiatives is supported by a business case and appropriate authorisation. ❖ Undertake consultation with service users to ensure investment decisions support customer priorities and monitor feedback. 	<p>Performance Measures</p> <p>3.1a Deliver 2004/05 programme of works in line with commitments made in the IEG2 and IEG3 papers.</p> <p>3.1b Publish the results of customer consultation by 01/07/04 and every six months thereafter.</p>
<p>Key Service Target 3.2 Increased availability of broadband technology throughout the rural and urban areas of East Sussex encouraging the active support of other agencies and partners.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Work with other agencies, to promote the use and availability of broadband technology, specifically work with British Telecom to increase broadband coverage. 	<p>Performance Measure</p> <p>3.2a Number of exchanges that are broadband 'enabled' to be increased from 35 to 55 out of a possible total of 61 by 31/03/05.</p>
<p>Key Service Target 3.3 All Council services that are capable of being delivered electronically, are so delivered by 2005.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Work to ensure compliance with this statutory target via appropriate use of technology. ❖ Update compliance status report and plan how we will move from current position to full compliance by 2005. 	<p>Performance Measures</p> <p>3.3a 85% of ESCC services to be available electronically by 30/03/04. BVPI 157</p>
<p>Key Service Target 3.4 Support and develop excellence in the use of web based technology.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Upgrade new ESCC website to be fully transactional. ❖ Implement East Sussex Citizens Portal as a front end to all Public Sector information and services. 	<p>Performance Measures</p> <p>3.4a Update new website with transactional services by 31/12/04.</p> <p>3.4b Implement Portal by 31/12/04.</p>

Key Service Target 3.5 Excellence in ICT service delivery across ESCC.	Performance Measures 3.5a Benchmark efficiency and effectiveness by 31/03/05. 3.5b Implement continuous improvement program based on customer feedback by 30/11/04.
What we will do ❖ Implement best practice policies and procedures based around industry standards. ❖ Ensure improved service availability and customer satisfaction.	

Key Service Target 3.6 Support and develop the work of the East Sussex E-Government Partnership (ESEGP), under the overall direction of the ESSP.	Performance Measures 3.6a Implement agreed programme of partnership projects. 3.6b Submit successful bids for additional project funding of £250,000 by 31/03/05. <i>Further work will be carried out on this KST in consultation with ESEGP partners in the new year.</i>
What we will do ❖ Maximise the funding available to partnership projects by submit bids to Government wherever possible.	

4. Trading Standards

<p>Key Service Target 4.1 Carry out enforcement functions in an equitable, practical and consistent manner to ensure both the prevention and detection of offences.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Achieve more DTI (incorporating BVPI 166) and FSA targets for Trading Standards. 	<p>Performance Measures</p> <p>4.1a Increase the % of DTI (incorporating BVPI 166) and FSA Standards met to 50% in 2004/05 and 60% in 2005/06.</p>
<p>Key Service Target 4.2 Advise and educate both businesses and consumers on the relevant provisions of the law.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Continue to improve direct and mediated access to consumer and business advice and information using web technology. ❖ Introduce a county-wide Good Trader Scheme directed at improving business / consumer relationships. 	<p>Performance Measure</p> <p>4.1a Establish baseline data for promotional and educational activity by October 2004.</p> <p>4.1b Good Trader Scheme in place and baseline complaints data determined by end of March 2005.</p>
<p>Key Service Target 4.3 Contribute to the continuing health and welfare of livestock.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement the DEFRA Framework Agreement on Animal Health and Welfare for Trading Standards. 	<p>Performance Measure</p> <p>4.3a Proceed to implement an agreed enforcement strategy in consultation with DEFRA Divisional Veterinary Manager by September 2004.</p>
<p>Key Service Target 4.4 Create an environment in which vulnerable and socially excluded consumers are protected against the predatory practices of bogus callers in partnership with other agencies.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ With SETSA and others, subject to funding being obtained, help create an environment in which elderly, vulnerable and socially excluded consumers are protected against the predatory practices of bogus callers, including distraction burglars, doorstep conmen and itinerant tradesmen. 	<p>Performance Measure</p> <p>4.4a Introduce two initiatives aimed at protecting the elderly and vulnerable by 31 March 2005.</p> <p>4.4b Baseline for number of vulnerable consumers targeted by bogus callers established by 31/09/04.</p>

1. Children's Social Care

Key Service Target 1.1 Ensure child protection procedures are well understood and maintained across all services working with children.	Performance Measures 1.1a Percentage of schools with a designated teacher trained within the last two years 03/04 04/05 05/06 TBC TBC TBC 1.1b Number of schools in which staff receive training in child protection and/or assessment criteria over the course of the year 03/04 04/05 05/06 TBC TBC TBC 1.1c Percentage of review child protection conferences held within required timescales. BVPI BVPI 162 03/04 04/05 05/06 98 100 100
What we will do <ul style="list-style-type: none"> ❖ Maintain an accurate, up to date register of designated teachers in schools. ❖ Maintain and where possible increase numbers receiving training in schools and other agencies on the use of the Assessment Framework for considering children in need, linked to the implementation of early identification arrangements and the preventative strategy. ❖ Hold all review child protection conferences within required timescale. 	

Key Service Target 1.2 To continue to improve placement choice for looked after children.	Performance Measures 1.2a Number of additional children aged 0-11 placed in permanent placements. PSA 03/04 04/05 05/06 15 15 12 1.2b Number of foster carers recruited 03/04 04/05 05/06 30 30 30 1.2c Number of adoptive parents recruited 03/04 04/05 05/06 35 35 35
What we will do <ul style="list-style-type: none"> ❖ Enhance support packages for adopters and foster carers as necessary. ❖ Ensure that remuneration of foster carers is competitive. 	

2. Children and Young People

Key Service Target 2.1 To meet national targets for raising the attainment and improving the attendance of looked after children.	Performance Measures 2.1a % of looked after children aged 11 attaining at least level 4 in mathematics 03/04 04/05 05/06 15 TBC TBC 2.1b % of looked after children aged 11 attaining at least level 4 in English 03/04 04/05 05/06 35 TBC TBC 2.1c % of looked after children reaching school leaving age without having sat a GCSE examination or equivalent 03/04 04/05 05/06 33 20 10 2.1d % of looked after children aged 16 attaining at least 5 A-C grades at GCSE or equivalent 03/04 04/05 05/06 3.6 16 20 2.1e % of children of school age looked after continuously for at least 12 months who missed a total of 25 days of schooling for any reason during the previous school year 03/04 04/05 05/06 11 9 7.5
What we will do <ul style="list-style-type: none"> ❖ Increase targeted education support for looked after children through improved personal education plans, bursary scheme, extra tuition and other appropriate methods (e.g. computer based learning) by 31/03/05. ❖ Provide focused support to carers and schools in improving and supporting school attendance of looked after children by 31/08/04. ❖ Organise a conference on raising the attainment of looked after children by 24/06/04. 	

Key Service Target 2.2 Establish a clear role for special schools in East Sussex, appropriate family support and respite arrangements for families of disabled children, and a programme for supporting greater inclusion in all schools.	Performance Measures 2.2a Review completed and development plan drawn up by 31/03/05.
What we will do <ul style="list-style-type: none"> ❖ Conduct a comprehensive review of the role and potential contribution of East Sussex special schools, and of family support and respite services for families of children with disabilities. ❖ Draw up a development plan for special schools, family support and respite services, and associated plans for supporting greater inclusion in mainstream schools. 	

Key Service Target

2.3 To provide well targeted support to schools to improve standards of behaviour overall, and effective tailored support to individual children and young people with the greatest difficulties.

What we will do

- ❖ Establish new arrangements for monitoring approaches to behaviour in schools, linked to the Key Stage 3 Strategy by 31/03/05.
- ❖ Provide targeted guidance and consultancy to schools on improving standards of behaviour by 31/03/05.
- ❖ Develop a high profile anti bullying strategy with new guidance and support for schools by 31/03/05.
- ❖ Clarify policy and practice on support for individual children and young people with particular difficulties, including that provided by special schools and Pupil Referral Units by 31/03/05.

Performance Measures

2.3a Numbers of pupils permanently excluded from school

03/04	04/05	05/06
92	85	80

2.3b % improvement in the proportion of permanently excluded pupils for whom alternative provision is made (including transfer to another school) within 15 days

03/04	04/05	05/06
TBC	TBC	TBC

3. Children's Services Planning and Commissioning

Key Service Target 3.1 With partners, to extend and enhance learning and other opportunities for children aged 0-13, and support for their families.	<p>Performance Measures</p> <p>3.1a Number of children's centres established</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>0</td> <td>4</td> <td>8</td> </tr> </table> <p>3.1b Total number of child care places (target is to increase the stock of childcare places by a further 10% on current baseline)</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>TBC</td> <td>11,847</td> <td>12,606</td> </tr> </table> <p>3.1c Number of full service extended school projects across East Sussex</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>TBC</td> <td>2</td> <td>2</td> </tr> </table>	03/04	04/05	05/06	0	4	8	03/04	04/05	05/06	TBC	11,847	12,606	03/04	04/05	05/06	TBC	2	2
03/04	04/05	05/06																	
0	4	8																	
03/04	04/05	05/06																	
TBC	11,847	12,606																	
03/04	04/05	05/06																	
TBC	2	2																	
Key Service Target 3.2 To strengthen support to vulnerable young people aged 13-19.	<p>Performance Measures</p> <p>3.2a New coordinated strategy for vulnerable teenagers in place, including family support</p> <p>3.2b New planning arrangements for youth and leisure services established</p>																		

What we will do

- ❖ Establish 8 children's centres across the county providing integrated early years education, childcare, family support and other services by 31/03/05.
- ❖ Strengthen inclusion in early years and child care provision, providing support to a range of settings including child minders by 31/03/05.
- ❖ Create more child care places for children aged 0-14 years (16 years with SEN) to support parents' access to work, training and family support by 31/03/05.
- ❖ With partners, establish clear programmes of family support across the county, consistent with the strategy adopted by the Children and Young People's Strategic Partnership (CYPSP) by 31/03/05.
- ❖ Establish at least one further full service extended school project in addition to the Hollington project in Hastings by 31/03/05.

What we will do

- ❖ Develop a new, clearer strategy to coordinate and enhance support and guidance to the most vulnerable young people, including better support for their families by 31/03/05.
- ❖ Establish new arrangements for planning leisure and youth services, in partnership with district and borough councils by 31/03/05.
- ❖ Improve provision of information to young people about services, including publicity for information sites by 31/03/05.

Key Service Target 3.3 To strengthen further the voice of children, young people and families in decisions about their own lives, and about strategic and service planning.	<p>Performance Measures</p> <p>3.3a Percentage of children looked after who directly communicated their views to a statutory review, by attendance or by written or electronic communication or via an advocate.</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>TBC</td> <td>85</td> <td>90</td> </tr> </table> <p>3.3b Number of quarterly CYPSP meetings to which the Reflect group contributes directly</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>2</td> <td>4</td> <td>4</td> </tr> </table>	03/04	04/05	05/06	TBC	85	90	03/04	04/05	05/06	2	4	4
03/04	04/05	05/06											
TBC	85	90											
03/04	04/05	05/06											
2	4	4											
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Ensure that all looked after children participate fully in the annual review of their care arrangements by 31/03/05. ❖ Support the Youth Parliament and the Reflect group of young people working with the Children and Young People's Strategic Partnership, and ensure maximum, well coordinated participation by young people in decisions about strategies and services by 31/03/05. ❖ Secure broad agreement across all relevant agencies to the East Sussex Youth Pledge, ensuring that all services for children and young people respect the rights which it sets out by 31/03/05. 													

Key Service Target 3.4 With partners, to extend the trail blazer information sharing arrangements for children and young people's services across the county and improve coordination of services.	<p>Performance Measures</p> <p>3.4a Number of staff across children's services who have been trained in IRT tools</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>TBC</td> <td>TBC</td> <td>TBC</td> </tr> </table> <p>3.4b Percentage of disabled children aged 0-3 benefiting from care coordination arrangements</p> <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>TBC</td> <td>TBC</td> <td>TBC</td> </tr> </table>	03/04	04/05	05/06	TBC	TBC	TBC	03/04	04/05	05/06	TBC	TBC	TBC
03/04	04/05	05/06											
TBC	TBC	TBC											
03/04	04/05	05/06											
TBC	TBC	TBC											
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Evaluate the trail blazer Information Referral and Tracking (IRT) project in the pilot area (Eastbourne Downs PCT area) by 30/09/04. ❖ Train staff across the county in the use of IRT tools, including the new Service Index by 31/03/05. ❖ Develop new care coordination arrangements for disabled children aged 0-3 and consider potential extension to older children and children with other needs by 31/03/05. 													

4. Library and Information Services

<p>Key Service Target 4.1 Increase access to the library network by improving library buildings.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Complete the building of a new library in Lewes by 31/03/05. ❖ Work towards providing a new library in Rye, in conjunction with the Rye Partnership. ❖ Establish future needs in terms of library provision in Hastings and Bexhill by working with the Hastings and Bexhill Task Force. 	<p>Performance Measures</p> <p>4.1a Two new libraries built or planned by 31/03/05</p>
<p>Key Service Target 4.2 Use ICT effectively to improve services and support the e-government strategy.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Improve library management systems by 31/10/04. ❖ Develop the People's Network by 31/03/05. ❖ Improve management information by 31/03/05. 	<p>Performance Measures</p> <p>4.2a All library staff can use the library management system effectively by 31/03/05</p>
<p>Key Service Target 4.3 Improved educational standards by working with Education.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Ensure that Library and Information Services and in particular the Schools Library Service contribute to the Education Development Plan (EDP). ❖ Increase access to learning through libraries by increasing access to Learndirect courses. ❖ Work with the Early Years Development & Childcare Partnership (EYDCP) to deliver the "Bookstart" scheme aimed at enhancing literacy levels in pre-school children. 	<p>Performance Measures</p> <p>4.3a Increase the number of courses delivered through Learndirect centres across East Sussex to 800 in 04/05</p>

1. School improvement

Key Service Target 1.1 Improved attainment of pupils at Key Stage 1 (KS1).	Performance Measures			
What we will do <ul style="list-style-type: none"> ❖ Provide intensive literacy and numeracy support for targeted schools ❖ Develop assessment, recording and reporting for learning through differentiated training for teachers ❖ Develop further focused multi-agency support 	1.1 Increase the % of pupils achieving Level 2 or above in KS1 tests for:			
		03/04	04/05	05/06
	1.1a Reading	83.4	84	85
	1.1b Writing	80.6	81	82
	1.1c Mathematics	89.3	90	91
	1.1 Increase the % of pupils achieving Level 3 or above in KS1 test for:			
		03/04	04/05	05/06
	1.1d Reading	25.6	26.0	27.0
	1.1e Writing	14.0	15.0	16.0
	1.1f Mathematics	27.0	28.0	29.0

Key Service Target 1.2 Improved attainment of pupils at Key Stage 2 (KS2).	Performance Measures			
What we will do <ul style="list-style-type: none"> ❖ Provide intensive literacy and numeracy support for targeted schools ❖ Develop assessment, recording and reporting for learning through differentiated training for teachers ❖ Develop further focused multi-agency support 	1.2 Increase the % of pupils achieving Level 4 or above in KS2 test for:			
	1.2a Mathematics BVPI 40			
	BVPI	03/04	04/05	05/06
		72.1	85	
	1.2b English BVPI 41			
	BVPI	03/04	04/05	05/06
	74.0	86		

Key Service Target 1.3 Improved attainment of pupils at Key Stage 3 (KS3).	Performance Measures			
What we will do <ul style="list-style-type: none"> ❖ Improve the leadership and management of the KS3 Strategy through support to all secondary schools and special schools with secondary aged pupils and targeted support to more schools identified as needing additional support. ❖ Improve pupils' transition between Key Stages 2 and 3 ❖ Enhance provision for gifted and talented pupils 	1.3 Increase the % of pupils achieving level 5 or above in KS3 tests (BVPI 181) for:			
	PSA			
	1.3a English			
	BVPI	03/04	04/05	05/06
		70.0	75.0	77.0
	1.3b Mathematics			
	BVPI	03/04	04/05	05/06
		71.1	77.0	79.0
	1.3c Science			
	BVPI	03/04	04/05	05/06
	70.6	72.0	74.0	

Key Service Target 1.4 Improved attainment of pupils at Key Stage 4 (KS4).	Performance Measures 1.4a Increase the % of pupils achieving five or more GCSEs at grades A*- C or equivalent BVPI 38 <table style="margin-left: 20px;"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">52.1</td> <td style="text-align: right;">56.0</td> <td></td> </tr> </table> 1.4b Increase the % of pupils achieving five GCSEs or equivalent at grades A*- G including English and Mathematics BVPI 39 <table style="margin-left: 20px;"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">87.8</td> <td style="text-align: right;">92.0</td> <td></td> </tr> </table> 1.4c Increase the % of 16 year olds in secondary schools (including special schools) in Hastings and St Leonards achieving at least one grade A-G at GCSE or equivalent <table style="margin-left: 20px;"> <tr> <td style="border: 1px solid black; padding: 2px;">PSA</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">93.3</td> <td style="text-align: right;">93.0</td> <td style="text-align: right;">94.0</td> </tr> </table>	BVPI	03/04	04/05	05/06		52.1	56.0		BVPI	03/04	04/05	05/06		87.8	92.0		PSA				BVPI	03/04	04/05	05/06		93.3	93.0	94.0
BVPI	03/04	04/05	05/06																										
	52.1	56.0																											
BVPI	03/04	04/05	05/06																										
	87.8	92.0																											
PSA																													
BVPI	03/04	04/05	05/06																										
	93.3	93.0	94.0																										
What we will do <ul style="list-style-type: none"> ❖ Enhance vocational provision ❖ Develop flexible curriculum models including work-related learning opportunities 																													

Key Service Target 1.5 Improve attainment of pupils in Information and Communications Technology (ICT).	Performance Measures 1.5a. Increase the % of pupils achieving level 5 or above in KS3 ICT teacher assessment BVPI 181d <table style="margin-left: 20px;"> <tr> <td style="border: 1px solid black; padding: 2px;">PSA</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">55.0</td> <td style="text-align: right;">75.0</td> <td style="text-align: right;">75.0</td> </tr> </table>	PSA				BVPI	03/04	04/05	05/06		55.0	75.0	75.0
PSA													
BVPI	03/04	04/05	05/06										
	55.0	75.0	75.0										
What we will do <ul style="list-style-type: none"> ❖ Develop and implement a policy for targeting ICT support at those schools which are in most need ❖ Moderate the end of key stage 3 teacher assessment of ICT in all maintained secondary schools ❖ Provide training opportunities for all schools in developing the KS3 curriculum complemented with school visits to help embed best practice 													

Key Service Target 1.6 Improved quality of school leadership and management across the County with fewer schools in special measures or with serious weaknesses.	Performance Measures 1.6a. Reduce the % of schools maintained by the LEA subject to special measures BVPI 48 <table style="margin-left: 20px;"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">2.0</td> <td style="text-align: right;">0.6</td> <td style="text-align: right;">0.0</td> </tr> </table> 1.6b. Achieve the following % of schools that have completed a Moderated School Self Review (MSSR) <table style="margin-left: 20px;"> <tr> <td></td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">100</td> <td style="text-align: right;">100</td> <td style="text-align: right;">100</td> </tr> </table> 1.6c Increase the % of schools judged by Ofsted to have good or better leadership and management <table style="margin-left: 20px;"> <tr> <td></td> <td style="text-align: right;">03/04</td> <td style="text-align: right;">04/05</td> <td style="text-align: right;">05/06</td> </tr> <tr> <td></td> <td style="text-align: right;">73</td> <td style="text-align: right;">82</td> <td style="text-align: right;">85</td> </tr> </table>	BVPI	03/04	04/05	05/06		2.0	0.6	0.0		03/04	04/05	05/06		100	100	100		03/04	04/05	05/06		73	82	85
BVPI	03/04	04/05	05/06																						
	2.0	0.6	0.0																						
	03/04	04/05	05/06																						
	100	100	100																						
	03/04	04/05	05/06																						
	73	82	85																						
What we will do <ul style="list-style-type: none"> ❖ Revise the approach to reviewing the impact of LEA support plans for schools requiring additional support ❖ Allocate consultant headteachers to those schools where the capacity for leadership and management needs to be enhanced ❖ Implement a revised policy on disseminating effective practice including the effective use of CfBT websites 																									

Key Service Target

1.7 Improved levels of school attendance.

What we will do

- ❖ Work with schools to standardise attendance recording through electronic systems or investment in extra personnel by 31/03/05
- ❖ Targeted, focused support for schools with high levels of absence, including intensive analysis and review of school strategies (funded through PSA pump priming grant); and ongoing targeting of Education Welfare Service resources by 31/03/05
- ❖ Partnership work with the Police and Fire Services, including developing incentives for individual pupils and classes and joint classroom presentations by 31/03/05

Performance Measures

1.7a Reduce the % of half days missed due to authorised and unauthorised absence in primary schools **BVPI 46**

03/04	04/05	05/06
5.80	5.50	5.30

1.7b Reduce the % of half days missed due to authorised and unauthorised absence in secondary schools **BVPI 45**

03/04	04/05	05/06
8.40	8.50	8.40

1.7c Reduce the % of unauthorised absence in primary schools

PSA	03/04	04/05	05/06
	0.40	0.35	0.32

1.7d Reduce the % of unauthorised absence in secondary schools

PSA	03/04	04/05	05/06
	1.35	1.30	1.10

1.7e All schools to apply consistent standards for attendance recording by 31/03/05.

1.7f Programme of intensive support completed by 31/03/05.

Key Service Target

1.8 Ensure the Education Development Plan (EDP) is focused on Key Service targets and effectively supports an ambitious school improvement agenda characterised by high expectations.

What we will do

- ❖ Improve the way in which the use of Standards Fund grants to support the EDP is monitored
- ❖ Continue to rigorously monitor the progress in implementing the EDP and evaluate its impact
- ❖ Review the use of funding available for school improvement (including matching contributions for Standards Fund grant), taking into account changes in Standards Fund proposed for 2005/06 and develop proposals for inclusion in EDP and budget planning for 2005/06
- ❖ Continue to manage effectively the strategic partnership with CfBT for school improvement services

Performance Measures

1.8a Monitoring procedures for progress against EDP and use of Standards Fund implemented quarterly

1.8b Annual report published March 2005

2. Access

<p>Key Service Target 2.1 Ensure cost effective school structures which provide sufficient school places</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement a capital programme which provides sufficient places where pupil numbers are increasing ❖ Where pupil numbers are reducing in an area, review, along with schools the number, location and organisation of school places and take action where necessary in order to keep provision cost-effective and supportive of effective teaching and learning. 	<p>Performance Measures</p> <p>2.1a Maintain the % of primary schools with more than 25% or more of their places unfilled at 7% in 2004/5 BVPI 34a</p> <p>BVPI</p> <p>2.1b Maintain the % of secondary schools with more than 25% or more of their places unfilled at 7.4% in 2004/05 BVPI 34b</p> <p>BVPI</p>
<p>Key Service Target 2.2 Improve the condition and suitability of school buildings</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Agree and monitor the implementation of a programme of projects by securing resources from Modernisation Funding, the Building Schools for the Future programme and capital programme by 31/03/05 	<p>Performance Measure</p> <p>2.2a 26 temporary classrooms replaced by 31/03/05</p> <p>2.2b (number to be confirmed in January) science laboratories in secondary schools upgraded or renewed by 31/03/05</p> <p>2.2c £4m of condition/modernisation work completed by 31/03/05</p>
<p>Key Service Target 2.3 Develop a project plan and, as appropriate, an implementation strategy for the Building Schools for the Future (BSF) initiative</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Through the Project Team, secure broad support from schools for objectives and sequencing of BSF in East Sussex ❖ Evaluate and assess the feasibility of a Pathfinder or early phase BSF project in light of emerging Government requirements 	<p>Performance Measure</p> <p>2.3a Cabinet and County Council approvals secured as appropriate for BSF Strategy and Action Plan which has been subject to wide consultation with schools and other partners, including Dioceses by 31/03/05</p> <p>2.3b Cabinet and County Council approvals secured as appropriate for BSF Procurement and Delivery Action Plan by 31/03/05</p>
<p>Key Service Target 2.4 Development of a wide range of services for adults</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Formulate, with partners, an Adult Learning Plan (ALP) for 2004/5 within the new planning framework by 01/08/04 ❖ Establish a consortium of Community Colleges as one of the 'Lead Partners' delivering the Adult Learning Plan by 01/08/04 	<p>Performance Measure</p> <p>2.4a Community College Consortium ready to take lead partner role and deliver ALP targets in rural areas of East Sussex by 01/08/04</p>

3. Strategic Management

Key Service Target 3.1 Ensure long term budget planning for schools by providing effective support and monitoring	Performance Measure 3.1a Increase the % of schools submitting three year budget plans <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>70</td> <td>80</td> <td>95</td> </tr> </table> 3.1b Reduce the aggregate deficit among schools by 50% from the end of 03/04 to the end of 04/05 by targeting transitional grant 3.1c 100% of schools in budget deficit have agreed recovery plans by 31/03/05	03/04	04/05	05/06	70	80	95
03/04	04/05	05/06					
70	80	95					
What we will do <ul style="list-style-type: none"> ❖ Support all schools in the production of three year budget plans through provision of guidance and information ❖ Provide targeted support, monitoring and consultancy to schools in financial difficulty, including allocation of transitional grant. 							

Key Service Target 3.2 To provide improved and extended services to schools and the community through the use of ICT	Performance Measures 3.2a % of schools exchanging data electronically with the LEA <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>90</td> <td>100</td> <td>100</td> </tr> </table> 3.2b % of schools with broadband connections <table style="margin-left: 40px;"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>69</td> <td>85</td> <td>100</td> </tr> </table>	03/04	04/05	05/06	90	100	100	03/04	04/05	05/06	69	85	100
03/04	04/05	05/06											
90	100	100											
03/04	04/05	05/06											
69	85	100											
What we will do <ul style="list-style-type: none"> ❖ Improve and extend electronic exchange of information between the department and schools through use of schools' extranet (Ezone) and AVCO secure data exchange ❖ Increase the % of schools with broadband connections from 69% to 85% by 31/03/05 													

1. Older People's Services

<p>Key Service Target 1.1 Improve the user and carer experience.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement the Single Assessment Process. ❖ Define local targets for improved performance and put in place management information system. 	<p>Performance Measure</p> <p>1.1a SAP in place and functional by 01/04/04.</p> <p>1.1b Local target defined and management information systems in place by 31/03/05.</p>
<p>Key Service Target 1.2 Support more people in their own homes whilst retaining the current low rate of admission to residential care and reducing delayed discharge from hospitals.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Continue to increase the level of, and expenditure on, home care services and increase the contract for Voluntary Sector support for those accessing Direct Payments. ❖ Retain current level of admissions to residential and nursing home care. ❖ Implement new joint working arrangements for hospital admission and discharge. 	<p>Performance Measures</p> <p>1.2a Increase the number of older people helped to live at home per 1,000 population aged 65 or over, from 67.5 in 2003/04 to 69.0 in 2004/05. PSA BVPI BVPI 54</p> <p>1.2b Maintain admissions of supported residents aged 65 or over per 1,000 population to permanent residential/nursing care (± 10) at: 04/05 05/06 85 85</p> <p>1.2c Reduce the total number of delayed discharges in acute hospital beds that are Social Services' responsibility from 45 in 2003/04 to XX in 2004/05</p> <p>1.2d Reduce waiting times for services from xx in 03/04 to xx in 04/05</p>
<p>Key Service Target 1.3 Develop, jointly with Health and Housing, more intensive support at home including a broader and more extensive range of intermediate care and extra care housing schemes.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Increase level of, and expenditure on, intensive home care services. ❖ Bid for funds to develop extra care housing schemes with Health and Housing partners. ❖ Develop intermediate care jointly with Health. 	<p>Performance Measures</p> <p>1.3a Increase the number of households receiving intensive home care per 1,000 population aged 65 or over, from 4.9 in 2003/04 to 5.3 in 2004/05. BVPI PSA BVPI 53</p> <p>1.3b Successfully deliver x% of Supporting People Service Reviews by xx/xx/xx</p>
<p>Key Service Target 1.4 Become increasingly a commissioning rather than a providing organisation by developing, jointly with Health, effective strategic commissioning.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Increase use of 'block' contracting for home care and nursing home services. ❖ Implement a commissioning strategy for older people. 	<p>Performance Measures</p> <p>1.4a Have in place a clear process for commissioning new block contracts by 31/03/05.</p> <p>1.4b X% of contracts for home care and nursing home services to be block contracts by 31/03/05.</p>

<p>Key Service Target 1.5 In response to the Joint Review continue to increase the proportion of Social Services budget spent on older people.</p>	<p>Performance Measures</p> <p>1.5a Increase the proportion of the Social Services budget spend on older people from 41% in 2003/04 to:</p> <table border="0"> <tr> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>42%</td> <td>43%</td> </tr> </table> <p>1.5b Increase gross expenditure per head of population aged 65 or over on social services for older people from £392 in 2003/04 to £xxx in 2004/05.</p>	04/05	05/06	42%	43%
04/05		05/06			
42%	43%				
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement agreed service and budget plans by 31/03/05. 					

<p>Key Service Target 1.6 Safeguard vulnerable adults against abuse.</p>	<p>Performance Measures</p> <p>1.6a</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ 	

2. Physical Disability

<p>Key Service Target 2.1 Develop a range of flexible and responsive services to support people in their own homes and encourage individual choice.</p>	<p>Performance Measure</p> <p>2.1a Increase the number of adults with physical disabilities helped to live at home aged 18 – 64 (% per 1,000 population) from 4.7 in 2003/04 to:</p> <table border="1"> <tr> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>5.2</td> <td>5.7</td> </tr> </table>	04/05	05/06	5.2	5.7
04/05		05/06			
5.2	5.7				
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Increase the contract for Voluntary Sector support for those accessing Direct Payments. 					
<p>Key Service Target 2.2 Build improved partnerships with Health, Housing, and the Independent and Voluntary Sector– in order to do what?</p>	<p>Performance Measures</p> <p>2.2a An agreed model for delivering integrated occupational therapy services with Health and Housing operational by 31/03/05.</p> <p>2.2b Integrated Community Equipment Service operational by 31/12/04.</p>				
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Improve the integration of occupational therapy services into multi-disciplinary teams, based on local health and social care economies. ❖ Integrate equipment services with Health while expanding and increasing flexibility. 					

3. Mental Health

<p>Key Service Target 3.1 Reduce the use of residential provision and expand community services, outreach provision and support at home.</p>	<p>Performance Measure</p> <p>3.1a Increase the number of adults with mental health problems helped to live at home, from 1.5 (per 1,000 population) aged 18 – 64 in 2003/04, to:</p> <table border="1"> <tr> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>1.7</td> <td>1.9</td> </tr> </table>	04/05	05/06	1.7	1.9
04/05	05/06				
1.7	1.9				
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Monitor the use of residential/nursing home care through a Placements Panel. ❖ Play an active role in supporting Health to reduce reliance on high cost residential agency placements by developing community alternatives. ❖ Appoint an increased number of intensive community support teams for older people. 					
<p>Key Service Target 3.2 Build better partnerships with Health to provide an improved seamless service for users.</p>	<p>Performance Measure</p> <p>3.2a New Service Model operational by 31/07/04.</p>				
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement a jointly agreed performance framework. ❖ Design and implement a New Service Model. 					
<p>Key Service Target 3.3 Develop effective joint commissioning arrangements.</p>	<p>Performance Measure</p> <p>3.3a Performance management systems in place by 30/9/04.</p>				
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Have in place an operational policy by 31/07/04. 					

4. Learning Disability

<p>Key Service Target 4.1 Reduce the use of residential care and increase support at home.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement a range of services directed at improving the choices available to individuals being supported at home. ❖ Monitor, through new joint teams, the potential for existing service users to access Direct Payments. ❖ Develop supported housing. 	<p>Performance Measures</p> <p>4.1a Increase the number of adults with learning disabilities helped to live at home, from 2.1 (per 1,000 population) aged 18 - 64 in 2003/04, to:</p> <table border="0"> <tr> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>2.3</td> <td>2.5</td> </tr> </table> <p>4.1b Establish baseline data to measure an increase in the % of all adults with learning difficulties receiving community based services who are receiving direct payments.</p>	04/05	05/06	2.3	2.5
04/05	05/06				
2.3	2.5				
<p>Key Service Target 4.2 Build improved partnerships with Health to provide improved seamless services for users.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Develop and implement joint community teams. ❖ Systematically conduct reviews of cases funded by pooled budgets. 	<p>Performance Measure</p> <p>4.2a Undertake XX%age of case reviews by 31/03/05.</p>				

5. Support Services

<p>Key Service Target 5.1 Further develop our capacity to produce high quality performance management information.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Develop (or provide) monthly reporting to senior managers on relevant PAF indicators. ❖ Maximise benefits from performance + information system in reporting on Social Services business plan. 	<p>Performance Measure</p> <p>5.1a Monthly reporting on relevant PAF indicators by 31/07/04.</p> <p>5.1b Performance+ used for reporting on Social Services Business Plan by 31/03/04.</p>
<p>Key Service Target 5.2 Devolve budgets to client groups and geographical areas coterminous with those of partners wherever possible and plan pooling and integration of budgets, where appropriate.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Complete a review of locality budget arrangements in light of new demand data. 	<p>Performance Measures</p> <p>5.2a Review of locality budget arrangements to complete by 30/04/04.</p>
<p>Key Service Target 5.3 Improve strategic contracting, including block contracts and e-Purchasing, to ensure improved relationships with suppliers, the maximisation of capacity and continuity of supply.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement Fair Price for Care for residential sector. ❖ Plan, develop and implement Contact Centre. 	<p>Performance Measure</p> <p>5.3a Implementation of Fair Price for residential services for Older People by 30/09/04.</p> <p>5.3b Pilot Council Contact Centre by 31/03/05.</p>
<p>Key Service Target 5.4 Improve service delivery efficiency and access by maximising the use of e-business practises.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement the electronic social care record and ensure that it is fully operational. 	<p>Performance Measures</p> <p>5.4a ESCR fully operational by 31/03/05.</p>
<p>Key Service Target 5.5 Continue to develop a joint approach to workforce planning, training and development, with a view to providing for greater integration with Health and improved recruitment and retention.</p> <p>What we will do</p> <ul style="list-style-type: none"> ❖ Further develop Joint Workforce Strategy and Action Plan with Health partners. 	<p>Performance Measures</p> <p>5.5a Joint Workforce strategy in place by 30/09/03.</p> <p>5.5b Implementation of Joint Workforce strategy during 2003/04 in line with agreed action plan.</p>

<p>Key Service Target</p> <p>5.6 Engage with service users and carers and support staff to improve the quality of services we provide.</p>	<p>Performance Measures</p> <p>5.6a Establish quarterly reporting of feedback from x% of individuals who use our services and their carers.</p> <p>5.6b Modernisation of x% of existing forums through which older people can express their views to be completed by x.</p> <p>5.6c Further develop feedback from the complaints and compliments processes in order to identify ways to improve services. Report to members by 01/12/04.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Develop and adopt a strategic approach to engagement which reflects national best practice and is tailored to suit the needs of East Sussex and use the outcomes of this engagement to inform commissioning, contracting and purchasing. ❖ Ensure a departmental task culture that provides for getting the job done in a technically and professionally effective way. 	

1. Roads Maintenance

Key Service Target 1.1 To halt the deterioration of ESCC's road network and reduce the backlog of road maintenance.	Performance Measures 1.1a Improve the condition of local highways:																																																												
What we will do <ul style="list-style-type: none"> ❖ Determine the condition of the ESCC's road network and report on this in the Local Transport Plan Annual Progress Report in May 2004. ❖ Carry out programme of repairs and improvements to ESCC's major and minor road network. ❖ Secure central Government funding for repairs and improvements to ESCC's road network. 	<table border="0"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Principal roads. BVPI 96</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td></td> <td></td> <td>x%</td> <td>1.5%</td> <td>1.5%</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Non-principal classified roads ('B' and 'C' Class roads). BVPI 97a</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">PSA</td> <td></td> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td></td> <td></td> <td>x%</td> <td>39%</td> <td>32%</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Unclassified roads. BVPI 97b</td> <td></td> <td></td> <td></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">PSA</td> <td></td> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td></td> <td></td> <td>x%</td> <td>20%</td> <td>15%</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Footways. BVPI 187a</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td></td> <td></td> <td>x%</td> <td>18.79%</td> <td>18%</td> </tr> </table>	BVPI	Principal roads. BVPI 96						03/04	04/05	05/06			x%	1.5%	1.5%	BVPI	Non-principal classified roads ('B' and 'C' Class roads). BVPI 97a				PSA		03/04	04/05	05/06			x%	39%	32%	BVPI	Unclassified roads. BVPI 97b				PSA		03/04	04/05	05/06			x%	20%	15%	BVPI	Footways. BVPI 187a						03/04	04/05	05/06			x%	18.79%	18%
BVPI	Principal roads. BVPI 96																																																												
		03/04	04/05	05/06																																																									
		x%	1.5%	1.5%																																																									
BVPI	Non-principal classified roads ('B' and 'C' Class roads). BVPI 97a																																																												
PSA		03/04	04/05	05/06																																																									
		x%	39%	32%																																																									
BVPI	Unclassified roads. BVPI 97b																																																												
PSA		03/04	04/05	05/06																																																									
		x%	20%	15%																																																									
BVPI	Footways. BVPI 187a																																																												
		03/04	04/05	05/06																																																									
		x%	18.79%	18%																																																									

Key Service Target 1.2 To make roads 'Visibly Better'.	Performance Measures 1.2a Customer satisfaction surveys carried out to monitor performance and reported on by October 2004 ts. 1.2b Increase number of controlled pedestrian crossing with facilities for disabled people from 62% in 2003/04 to 65.5% in 2004/05. BVPI 165		
What we will do <ul style="list-style-type: none"> ❖ Undertake a series of initiatives over the year to improve the appearance of roads and the roadside environment through: <ul style="list-style-type: none"> • continuing with an additional cut of urban grass verges; • village maintenance teams deployed in summer to carry out agreed locally targeted work; • improved quality of signs at main road junctions; • enhanced road marking maintenance; • keeping key roads free of ice, specifically for 2004, developing our policy for salting and clearing roads and footways for when snow is forecast. 	<table border="0"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td></td> </tr> </table>	BVPI	
BVPI			

Key Service Target 1.3 Delivering Best Value for highway services.	Performance Measures 1.3a New service arrangements developed and contracts prepared and awarded by 31 March 2005 with commencement in 2005.
What we will do <ul style="list-style-type: none"> ❖ Re-design, in partnership with other agencies, the way highway services are delivered to provide an improved customer focus. 	

2. Traffic Safety

<p>Key Service Target 2.1 Reduce the number of road traffic accidents in the County in partnership with Sussex Police, including those resulting in death or serious injury.</p>	<p>Performance Measures</p> <p>2.1a Implement at least 12 new Local Safety Schemes by 31/03/05.</p> <p>2.1b Implement at least 4 new Major Traffic Calming Schemes by 31/03/05.</p> <p>2.1c Implement at least 2 new Signalised Crossings by 31/03/05.</p> <p>2.1d Implementation of new speed limits for 100% of sites meeting the criteria for a lower speed limit (as defined by the Village Speed Limit Review) by 31/03/05.</p> <p>2.1e During 2004/05 complete at least one Driver Improvement Course per month.</p> <p>2.1f By 31/12/05 reduce the number of people killed or seriously injured in the County to not more than 325 during the proceeding year.</p> <p>PSA</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement improvement measures at high accident frequency sites. ❖ Develop and implement initiatives aimed at improving sites identified as high priority for traffic calming and pedestrian crossings. ❖ Provide driver improvement training for East Sussex residents. 	
<p>Key Service Target 2.2 Make young people safe on the highways by reducing the number of children killed or seriously injured.</p>	<p>Performance Measures</p> <p>2.2a Encourage at least 10 schools to develop their own School Travel Plans by 31/03/05.</p> <p>2.2b Establish Child Pedestrian Training Courses in eight additional primary schools by 31/03/05.</p> <p>2.2c A SID team to visit every infant, primary and secondary school in East Sussex at least once by 31/03/05 (approximately 180 visits).</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Promote and develop School Travel Plans. ❖ Carry out Child Pedestrian Skills Training in Primary Schools and promote the use of SID (Speed Indication Device) in all schools in East Sussex. 	
<p>Key Service Target 2.3 Increase the number of journeys made by bicycle thus contributing to achievement of the National Cycling Strategy targets.</p>	<p>Performance Measures</p> <p>2.3a Extend the NCN by at least 1 mile of off-carriageway cycle track by 31/03/05.</p> <p>2.3b Quadruple the number of cycle trips by 2012 compared with figures for 2004 for targeted areas of the County.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Make a significant contribution to completion of the National Cycle Network in East Sussex by extending the off-carriageway cycle track. 	

3. Waste Disposal

<p>Key Service Target 3.1 Provide for the management and disposal of household and other waste collected by the Borough and District Councils in an efficient and effective way.</p>	<p>Performance Measures</p> <p>3.1a Cost of waste disposal per tonne municipal waste.</p>												
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Implement Private Finance Initiative Integrated Waste Managements Services Contract to minimise any future increase in the cost of waste disposal. 	<table border="0"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Cost waste disposal/tonne. BVPI 87:</td> </tr> <tr> <td></td> <td>04/05 05/06</td> </tr> <tr> <td></td> <td>£66.00 £70.00</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Kg waste collected/head. BVPI 84:</td> </tr> <tr> <td></td> <td>05/05 05/06</td> </tr> <tr> <td></td> <td>533 541</td> </tr> </table>	BVPI	Cost waste disposal/tonne. BVPI 87:		04/05 05/06		£66.00 £70.00	BVPI	Kg waste collected/head. BVPI 84:		05/05 05/06		533 541
BVPI	Cost waste disposal/tonne. BVPI 87:												
	04/05 05/06												
	£66.00 £70.00												
BVPI	Kg waste collected/head. BVPI 84:												
	05/05 05/06												
	533 541												
<p>Key Service Target 3.2 Reduce the amount of household waste which is land-filled through waste reduction, recycling and recovery.</p>	<p>Performance Measure</p> <p>3.2a Increase % of total tonnage waste recycled and composted from 22% during 2003/04 to 24% in 04/05. BVPI 82a and b</p>												
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Increase public awareness by effective promotion and education to limit the rate of waste growth. ❖ Continue to increase recycling levels through IWMSC services. 	<table border="0"> <tr> <td style="border: 1px solid black; padding: 2px;">BVPI</td> <td>Increase % of total tonnage waste recycled and composted from 22% during 2003/04 to 24% in 04/05. BVPI 82a and b</td> </tr> </table>	BVPI	Increase % of total tonnage waste recycled and composted from 22% during 2003/04 to 24% in 04/05. BVPI 82a and b										
BVPI	Increase % of total tonnage waste recycled and composted from 22% during 2003/04 to 24% in 04/05. BVPI 82a and b												

4. Environment

<p>Key Service Target 4.1 Improved and managed access to the countryside to promote informal recreation and support for the rural economy.</p>	<p>Performance Measures</p> <p>4.1a Increase the percentage of total length of Rights of Way that are signposted and easy to use by the public from 67% in 2003/04 to 70% in 2004/05. BVPI 178</p> <p>4.1b Increase the number of people using the Rights of Way network from X in 03/04 to Y in 04/05.</p> <p>4.1c Seven Sisters Country Park buildings made sound and disabled access improved by June 2004.</p> <p>4.1d Increase the number of visitors to Bentley from 52,000 in 2003/04 to 53,000 in 04/05 and 54,000 in 05/06.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Maintain and improve Rights of Way and promote selected routes. ❖ Devise and publish 'Exploring East Sussex' and 'Cycling East Sussex' programmes. ❖ Improve visitor attractions and their accessibility. 	
<p>Key Service Target 4.2 Ensure thriving woodland –related businesses, and public enjoyment of woodland. Support new wood fuel heat supply company, local woodland owners and reduction in emissions of carbon dioxide from non-renewable fuel use.</p>	<p>Performance Measures</p> <p>4.2a Maintain the number of visitors at Wood Fair in 2004/05 at approximately 10,000 and increase the number of exhibitors from 120 in 03/04 to 130 in 04/05.</p> <p>4.2b Installation of wood fuel heating at 1 County Council property, installation and progress by March 2005.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Promote the use of local timber and wood-fuel heating. ❖ Promote woodland issues and woodland-related businesses by developing and facilitating initiatives such as Wood Season and Woodlots magazine. 	
<p>Key Service Target 4.3 Improved biodiversity and public understanding and enjoyment of our coastal wetlands and an enhanced 'green tourism' attraction for visitors.</p>	<p>Performance Measures</p> <p>4.3a 10-year vision and programme for Rye Harbour Nature Reserve written by March 2005.</p> <p>4.3b Phase 1 of new paths completed at Riverside Park, Newhaven (former landfill site), by March 2005.</p> <p>4.3c 100 opportunities and events for residents, visitors and to support local businesses by September 2004.</p> <p>4.3d Increase visitors to Seven Sisters Country Park and Rye Harbour Nature Reserve from 380,000 to 400,000 by March 2005.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Improve the County's coastal wetland for biodiversity and for public understanding and enjoyment. ❖ Development plan for Pebsham Countryside Park to be prepared and agreed between partners by 31/03/05. ❖ Maritime Season programme devised and published. ❖ Teachers' park prepared and distributed, featuring local coastal biodiversity and local services to visiting groups by March 2005. ❖ Government, Environment Agency and District/Borough Councils offered proposals for their Shoreline Management Plans and flooding response plans that improve biodiversity and conservation-related tourism by March 2005. 	

Key Service Target 4.4 Well managed landscapes of national importance.	
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Obtain £100,000 of non-local authority funding for the implementation of both the High Weald and South Downs Areas of Outstanding Natural Beauty management plans. ❖ Obtain funding of £100,000 from non-County Council sources for conservation management of Ashdown Forest. ❖ Ensure a satisfactory hearing for County Council inputs at a public inquiry into a proposed South Downs National Park. 	<p>Performance Measure</p> <p>4.4a Satisfactory hearing for County Council inputs at the governance stage of the public inquiry into a proposed South Downs National Park.</p>

Key Service Target 4.5 Trained residents better able to obtain employment and useful environmental work undertaken.	
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Maximize external funding to train unemployed people in environmental, archaeological and interpretive skills and engage trainees in useful environmental tasks. 	<p>Performance Measure</p> <p>4.5a £50,000 external income obtained by March 2005.</p> <p>4.5b 20 people trained by East Sussex Archaeology and Museums Project by March 2005.</p> <p>4.5c 5 people trained as countryside rangers by March 2005.</p>

5. Passenger Transport

<p>Key Service Target 5.1 Provide a co-ordinated county-wide passenger transport service that meets the travel requirements of schools, social services and the public.</p>	<p>Performance Measures</p> <p>5.1a Consultation feedback, work towards a target of people satisfied with local bus services of 50%. BVPI 104</p> <p>5.1b Increase passenger journeys on Local Bus Services from x in 03/04 to 15,550,000 in 04/05. Is this achievable on a local basis? BVPI 102</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Provide quality services in accordance with the priority needs set out in the Bus Strategy within available resources. ❖ Maximise opportunities to integrate transport services for schools, social services and the public by working with commercial and voluntary organizations. 	
<p>Key Service Target 5.2 Provide more accessible and widely used public transport.</p>	<p>Performance Measures</p> <p>5.2a Make bids to Government for new schemes to improve services in partnership with key organisations and bus operators.</p> <p>5.2b Consultation feedback, work towards a target of people satisfied with local provision of public transport information of 50%. BVPI 103</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Secure external funding to promote the use of and improve public transport in partnership with key organisations and bus operators. ❖ Promote the use of public transport and develop partnerships with key organisations and bus operators. ❖ Improve the quality of services by supporting initiatives that improve standards in accessibility, presentation, reliability, information, behaviour and safety. 	

6. Statutory Plans

<p>Key Service Target 6.1 Develop Planning policies and make decisions that help raise economic performance and enhance the environment.</p>	<p>Performance Measures</p> <p>6.1a In 2004/5 publish Inspector's report following Waste Local Plan Inquiry and progress plan through any further statutory stages towards adoption.</p> <p>6.1b Progress minerals policy review to consultation on preferred options (timing dependent on date of implementation of Planning & Compulsory Purchase Act). BVPI 200</p> <p>6.1c Increase the number of decisions made on applications for planning permission for waste and minerals (not requiring environmental assessments) proposals within 13 weeks from 60% in 2003/4 to 65% in 2004/05. BVPI 109.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Review the strategic planning framework to 2026, to form the basis for planning decisions and targeting activities. ❖ Establish sustainable policies for waste management through Waste Local Plan. ❖ Ensure the interests of East Sussex are taken into account in regional and sub-regional planning studies and strategies, to influence future development and conservation. ❖ Establish sustainable policies for minerals extraction and processing through review of Minerals Local Plan. 	
<p>Key Service Target 6.2 Develop, implement and monitor transport policies and strategies to secure funding.</p>	<p>Performance Measures</p> <p>6.2a Wide agreement and approval of the programme of transport improvements, with priorities identified for each LATS area.</p> <p>6.2b Capital programme delivered within budget with no funding slippage to 2005/06.</p> <p>6.2c Submit a Local Transport Plan Annual Progress Report (APR) by 31 July 2004 with indicative levels of funding achieved or exceeded. (Advised Dec 2004).</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Consult local communities through Local Strategic Partnerships (LSPs) to develop Local Area Transport Strategies (LATS) for the South Coast Towns, Hailsham and Battle. ❖ Implement a programme of Capital Works arising from the LATS to improve the County's transport infrastructure and services. ❖ Develop bidding documents, negotiate developer and third party contributions to secure improvements to transport networks. 	
<p>Key Service Target 6.3 Safeguard transport and road safety issues in the planning and control of new development.</p>	<p>Performance Measure</p> <p>6.3a Maintain response rate of 70% of planning application consultations for transport advice provided within 14 days and 90 % provided within 28 days.</p> <p>6.3b Third party contributions achieved in excess of £1m.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Provide timely transport advice to planning authorities in response to consultations on planning applications and prospective Local Plan Land allocations. ❖ Negotiate Local Sustainable Accessibility Improvement contributions. ❖ Develop ESCC's Estate Road Design Guide, consult on a draft and publish as Supplementary Planning Guidance. 	
<p>Key Service Target 6.4 Attract major funding to support development of the Bexhill to Hastings link road.</p>	<p>Performance Measures</p> <p>6.4a Major scheme bid submitted to Government together with Local Transport Plan Annual Progress Report by 31st July 2004.</p>
<p>What we will do</p> <ul style="list-style-type: none"> ❖ Review the outcome of public consultation on the route options and identify preferred route. ❖ Develop and submit a major scheme bid to Government supported by Environmental Assessment. 	