

## Introduction

### Leader of the Council – Councillor Peter Jones



I am pleased to present East Sussex County Council's (ESCC's) Plan for 2004/05. It should enable you to judge our overall performance, our success in delivering improved services to the people of East Sussex and our plans for improving them still further. It sets out how well we performed against our targets in 2003/04, our overall strategic objectives and our priorities for improvement in the coming year. It is primarily a tool to help Councillors, management and staff better co-ordinate and manage the work of the Council within the resources available to us. It will also be of interest to the public and to groups, individuals and organisations with an interest in, or who work in partnership with, the County Council.

2003/04 has been a very successful year for the County Council. Our overall aim continues to be to deliver high quality core services as cost effectively as possible. Over the last three years we have put the Council's finances back on a sound footing, established clear policy priorities and driven up performance. As a result this year we were one of only two councils in the Country to improve our overall score under the national Comprehensive Performance Assessment (CPA) by two categories. This made us the most improved County Council in the Country. We have now been confirmed as a "Good" Council overall. We are not satisfied with that, however, and aim to be recognised as "Excellent" within the next two to three years, not only by external Inspectorates but, more importantly, by the people of East Sussex. In that context in a recent extensive and statistically significant Public Satisfaction Survey of all local authorities we have achieved one of the top scores with our overall satisfaction levels increasing by 8% from three years ago, when our performance was already in the top quartile.

Our overall improvement this year can be seen in many areas. We were the most improved authority in the Country in relation to Social Services. Our performance in relation to Adult Social Services, particularly care of the elderly, improved significantly and we received the top three stars rating for our Children's Social Services. In most areas our improvement in relation to education examination results increased at a faster rate than national trends. We also maintained our high performance in relation to Waste Management and the management of financial resources and people. Our economic regeneration work, which is at the core of our future vision for the County, has also been recognised by the Audit Commission. This is particularly true of our work, with a range of partners, in Hastings which is leading to massive new investment there, and our efforts to introduce new technology, such as Broadband, across the whole County, including the rural hinterland. We are not, however, satisfied with the progress we have made and, as will be seen from this Plan, we have strong ambitions to do even better.

As always this means using the scarce resources available to us very wisely. Our budget situation has been more challenging than most. In an independent report the Audit Commission confirmed that the redistribution of central Government funding for local authorities from the South-East to the Midlands and the north last year led to higher Council Tax rises in the South East. In spite of receiving the lowest grant settlement of any County Council this year, we have sought to return to our original Council Tax strategy and, by cutting unnecessary bureaucracy and waste, have succeeded in not only maintaining core services but also in bringing in a relatively modest Council Tax increase. Again we wish to do even better in the future and we will play an active role in the coming year in encouraging the Government to introduce a fairer and more understandable Council Tax system.

As a public body we are committed to the principles of good corporate governance. Openness, inclusivity, integrity and accountability are at the very heart of the way Members and officers operate at East Sussex and are fundamental to our role in providing vision and leadership for the wider community which we serve. This commitment is underpinned by our Corporate Governance Policy and local framework which sets out how we direct and control our functions and relate to the community.

## Our Priorities

ESCC's priorities for the whole Council for the coming year are to:

- ❖ continue to improve services to older people;
- ❖ minimise council tax rises, as far as possible, by focusing on core services;
- ❖ raise the economic performance of East Sussex;
- ❖ further reduce crime and the fear of crime;
- ❖ provide safer and better maintained roads and repair street lights;
- ❖ support teachers in continuing to raise standards in our schools; and
- ❖ promote active citizenship.

This will be achieved by:

- ❖ being clear about priorities and long term direction;
- ❖ focusing on customers, particularly our residents' needs and preferences;
- ❖ providing equality of opportunity for all through our service delivery and as an employer;
- ❖ Departments working more closely with each other and with our partners;
- ❖ using a variety of ways to deliver services;
- ❖ managing our resources and our assets well;
- ❖ harnessing the potential of our staff; and
- ❖ improving further the County Council's reputation.

We have many exciting plans for the coming year to help drive these priorities forward. Our aim is to roll out regeneration in Hastings along the whole East Sussex coast and into the heartland of the County. Key to this will be keeping up pressure on Government for new transport infrastructure initiatives in the centre of the County. We also aim to maximise the potential of many of our natural assets such as our Wetlands and introduce, with our partners, more initiatives to protect the most vulnerable in our society such as older people, those with disabilities and looked after children. We are looking closely at the implications of the Children Bill including the establishment of a trust. The new legislation will have some significant implications on the way in which we deliver services to children. We could not achieve all these plans without the continuing strong political leadership of my fellow Cabinet Members and other Councillors, the excellent managerial leadership from our Chief Executive and Chief Officer team, our hardworking and innovative managers and staff, nor without the help and support of our partners and local communities. My thanks go to all of you.

Councillor Peter Jones  
Leader of the Council

## Corporate Resource Planning and Management Lead Member – Councillor Tony Reid



The work of Corporate Resources impacts on our whole organisation, most obviously in the areas of finance and property. It remains important that we provide effective and robust resource management to support the Council's overall policy agenda and our main technique for doing this is the Reconciling Policy and Resources initiative which we pioneered. This initiative has again been used to ensure that we focus on a clear and coherent view of the core services we should deliver at the lowest sustainable cost. This is our promise to the council tax payers and I am determined to keep faith with them.

Through effective and prudent planning and rigorous control of costs we have been able to limit our rise in council tax for this year (i.e. 2004/05) to 5.2%, despite receiving the lowest percentage increase in grant of any County Council in the country and receiving nothing from the government out of the special fund it set up to limit council tax bills. If East Sussex had received its fair share the council tax rise could have been up to 2% lower.

Our budget plans for the forthcoming year (2004/05), linked to the Council Plan priorities, are detailed in the financial statement at the end of this plan. Overall we will spend some £463 million in 2004/05; an increase of £24m on last year. It will enable us to fully honour the schools 'passporting' requirement and maintain and invest in the following: social services care for the elderly and the vulnerable; libraries; roads maintenance; and trading standards. Our capital programme, at over £54m for 2004/05, will enable us to meet the demands for new school places; build the new library in Lewes and invest even more in our road network across the County. We have negotiated an excellent deal with our borough and district council colleagues relating to extra revenue from second homes. This year this will bring in an extra £1.4m which will help to support all our budget plans.

I am delighted that my portfolio has been able to play a proper role in helping East Sussex to become the most improved county council in the country. Indeed it is a tremendous achievement for the finance community, across the council, to have scored top marks in the CPA assessment of our financial management for the second year running. I am resolved that we should not be complacent and so we will roll out further initiatives throughout the Council in support of a continued drive to maintain 'Excellence in Financial Management'.

We will continue to ensure that the Council is effective and efficient in the management of our property portfolio. Over the last year we have scored many notable successes in both disposing of non-core assets to enable us to invest in core services (e.g. new school places) and delivering innovative property schemes to maintain effective current services (e.g. a replacement school in Ticehurst). As well as continuing our efforts in these areas, a particular focus for the coming year will be beginning to address the backlog of maintenance in our core property estate.

Finally, I am extremely keen that my portfolio, on behalf of the whole Council, takes a lead role in engaging with council tax payers and partners in considering alternatives or changes to the current council tax system. This will ultimately be decided nationally by central government but it will be crucial that the views of East Sussex are properly represented.

# Our Key Objectives

## 1. Policy and Finance

To develop the Reconciling Policy and Resources process further to ensure:

- refinement of service priorities and policy steers;
- alignment of service plans and financial allocations;
- effective service improvement;
- effective risk management;
- we secure demonstrable efficiencies across ESCC;
- full involvement of scrutiny in the process;
- effective financial control, challenge, procurement and internal audit are maintained across ESCC; and
- to replace (through Core Back Office System Solution [CBOSS]) the Council's core financial and other systems.

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## 2. Effective Property Management

To ensure a county-wide approach to capital planning, linked to service priorities, but including an effective approach to key asset management planning aspects such as utilisation, accessibility, maintenance, disposals and use of Information and Communications Technology (ICT).

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# Supporting Plans

- Revenue Budget and Capital Programme
- Medium Term Finance Plan
- Asset Management Plan and Capital Strategy
- Strategic Audit Plan
- Procurement Strategy
- Departmental Business Plan and supporting divisional and team plans

**For further information on these plans please contact:**

**Emily Dixon, telephone 01273 481999, e-mail [emily.dixon@eastsussex.gov.uk](mailto:emily.dixon@eastsussex.gov.uk)**

### Best Value reviews

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, email [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk)**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

## 1. Policy and Finance

<p><b>Key Service Target</b>  <b>1.1 Higher service standards through continuing to improve the management of resources.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Project manage the Public Service Agreement (PSA) cost effectiveness target.</li> </ul>	<p>Performance Measure</p> <p><b>1.1a</b> Achieve the cost effectiveness target.</p> <p><b>PSA</b> 9</p>
<p><b>Key Service Target</b>  <b>1.2 Continue to develop the Reconciling Policy and Resources process.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Ensure the inclusion of efficiency savings within budget planning.</li> <li>❖ Introduce further refinements to the Reconciling Policy and Resources process.</li> <li>❖ Strengthen the linkages between: <ul style="list-style-type: none"> <li>▪ Council Plan 2005/06;</li> <li>▪ Strategic Risk Assessment;</li> <li>▪ Revenue Budget 2005/06; and</li> <li>▪ Capital Programme 2005/06 – 2008/09.</li> </ul> </li> <li>❖ Regularly update and review the Medium Term Financial Plan (MTFP) (see 1.3 below).</li> <li>❖ Analyse potential changes in Government's funding regime, identify impact and produce robust response to Government plans to minimise loss.</li> </ul>	<p>Performance Measures</p> <p><b>1.2a</b> Achievement of all efficiency savings in line with budget plans for 2004/05.</p> <p><b>1.2b</b> Report to Cabinet in July setting out proposed Reconciling Policy and Resources process and timetable for 2005/06.</p> <p><b>1.2c</b> 2005/06 budget reflects County Council Plan and set according to timetable.</p>
<p><b>Key Service Target</b>  <b>1.3 A MTFP which is consistent with the Council's policy priorities and the Council Plan.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Refine the MTFP linked to policy priorities as part of risk management.</li> <li>❖ Develop and implement continued improvements in budget management.</li> <li>❖ Provide monthly budget monitoring reports to Cabinet.</li> </ul>	<p>Performance Measures</p> <p><b>1.3a</b> MTFP updated and reported to Cabinet by 31/07/04 and thereafter as key element of Reconciling Policy and Resources.</p> <p><b>1.3b</b> Final outturn for each department within agreed tolerances of budget allocation.</p>
<p><b>Key Service Target</b>  <b>1.4 Ensure that risk assessment and risk management is effectively integrated into the Council's business processes to minimise impact.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Build risk assessment into Reconciling Policy and Resources.</li> <li>❖ Carry out a valuation of the Insurance Fund and ensure that it is adequate to meet current and future liabilities.</li> <li>❖ Promote active risk management to minimise exposure.</li> <li>❖ Updating of information in Risk Register to report current exposures.</li> </ul>	<p>Performance Measures</p> <p><b>1.4a</b> Departmental 'risks' identified and considered as part of Reconciling Policy and Resources.</p> <p><b>1.4b</b> Strategic risks identified and monitored by Chief Officers Management Team (COMT) and integrated in the MTFP.</p> <p><b>1.4c</b> Adequate provision of internal funding and external insurance to cover the cost of claims against the Council.</p>

<b>Key Service Target</b> <b>1.5 Achieve excellence in Financial Management across ESCC.</b>	<b>Performance Measures</b>  <b>1.5a</b> Maintain the high level of financial performance reflected in the current CPA scores.  <b>1.5b</b> Maintain the proportion of invoices paid promptly by the Council at 90% in 2004/05 whilst the Council's core financial systems are being replaced. <span style="border: 1px solid black; padding: 2px;">BVPI</span> <b>BV8</b>  <b>1.5c</b> Report on 2003/04 accounts to Governance Committee by 31/07/04.
What we will do <ul style="list-style-type: none"> <li>❖ Maintain our Comprehensive Performance Assessment (CPA) score of 4/4 for resources management.</li> <li>❖ Develop and pursue a programme for achieving excellence in financial management across ESCC.</li> <li>❖ Publish and implement working protocols, for use across ESCC, in support of the financial excellence agenda.</li> <li>❖ Actively manage our performance on prompt payment of invoices - Best Value Performance Indicator (BVPI) 8.</li> <li>❖ Close and report on 2003/04 accounts earlier, in accordance with new timetable.</li> </ul>	

<b>Key Service Target</b> <b>1.6 Achieve effective financial control, challenge and internal audit across ESCC.</b>	<b>Performance Measures</b>  <b>1.6a</b> 2003/04 Statement of Accounts includes a statement of internal control compliant with the Accounts and Audit Regulations 2003.  <b>1.6b</b> Maintain the current high score for the internal audit service within the CPA.  <b>1.6c</b> Final outturn for each department within agreed tolerances of budget allocation.
What we will do <ul style="list-style-type: none"> <li>❖ Play an active role in developing the Council's approach to corporate governance.</li> <li>❖ Prepare, maintain and deliver the annual risk based internal audit plan.</li> <li>❖ Promote risk management through pro-active audit involvement in service developments.</li> <li>❖ Improve the consistency of financial control across all departments.</li> </ul>	

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

<b>Key Service Target</b> <b>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.</b>	<b>Performance Measures</b>  <b>1.8a</b> Financial efficiency gains included in MTFP.  <b>1.8b</b> Successful transfer of existing systems to new contractor.  <b>1.8c</b> Migration to new software achieved according to plan.  <b>1.8d</b> New business processes designed and successfully introduced.
What we will do <ul style="list-style-type: none"> <li>❖ Implement a new contract for the Council's integrated central systems (CBOSS).</li> </ul>	

<b>Key Service Target</b> <b>1.9 Ensure procurement arrangements meet corporate policies and improve service delivery.</b>	<b>Performance Measures</b> <b>1.9a</b> Corporate Procurement Strategy and Improvement Plan approved by COMT and Cabinet. <b>1.9b</b> Key improvements for 2004/05 successfully completed ( <i>these will be identified once the Procurement Strategy has been approved</i> ).
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Establish a more corporate approach to procurement through the Procurement Steering Group and Procurement Champions.</li> <li>❖ Develop a Corporate Procurement Strategy and improvement plan that addresses both the National Strategy for Local Government Procurement and the Council's own priorities.</li> </ul>	

### What we have achieved in 2003/04

- ❖ Maintained co-ordination and development of the Reconciling Policy and Resources Initiative.
- ❖ Rolled out Budget Management training to over 400 staff.
- ❖ When last benchmarked, the Council's financial costs (as defined by the Chartered Institute of Public Finance and Accountancy [CIPFA] Benchmarking Club) were on average 10% lower than the average of the other 9 comparable County Councils against whom we benchmark our work.
- ❖ Strengthened our procurement arrangements by establishing a Corporate Procurement Steering Group, re-launching our Contract Standing Orders to reflect more flexible business practices, rolling out a Procurement Skills Programme and setting out a clear programme for implementing e-procurement.
- ❖ Successfully negotiated a cost effectiveness target in partnership with all East Sussex Borough and District Councils and the Office of the Deputy Prime Minister (ODPM) as part of the PSA.
- ❖ Maintained our top scores on finance and internal audit within the CPA.
- ❖ Improved our performance on BV8 prompt payment of invoices from 79% to 90%.
- ❖ Unqualified accounts and positive opinion on internal audit within the District Auditor's Audit and Inspection Annual Letter.
- ❖ Included a statement of internal financial control and full corporate assurance statement in our accounts for the first time.
- ❖ Signed a new contract for the replacement of our core back office systems (CBOSS) that will be rolled out during 2004/05 bringing major efficiency and other benefits.

### Where we need to improve

- ❖ The demanding CBOSS timetable for replacement of all financial systems during 2004/05 will be hugely diverting and we therefore need realistic expectations about what else can be achieved. Our emphasis will remain on consolidating best practice and improving performance in key areas.
- management throughout ESCC. This will help build and maintain our 'good' score for resources management within the CPA.
- ❖ Ensure that best practice in budget management (revenue and capital) is embedded in all departments. This will ensure a reliable, appropriate and proactive approach across the Authority of the highest standard.
- ❖ We need to improve further our performance against BV8 – the prompt payment of invoices – so that we are amongst the top quartile of local authorities.
- ❖ We want to continue to raise financial standards, improve resources management and achieve excellence in financial
- ❖ We need to improve the way we procure goods and services. The Procurement Steering Group will put in place a Strategy and Improvement Plan to ensure that we can meet the targets set by the Government in its National Procurement Strategy and achieve excellence in procurement across the County Council.

## 2. Effective Property Management

<p><b>Key Service Target</b>  <b>2.1 Ensure a countywide approach to capital planning linked to priorities and key asset management drivers.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Deliver more projects to time and cost.</li> <li>❖ Increase the number of buildings accessible to users with a disability in line with the Access Strategy.</li> <li>❖ Carry out an access audit in line with our agreed approach to meeting our responsibilities under the DDA.</li> </ul>	<p>Performance Measures</p> <p><b>2.1a</b> Increase the percentage of Capital building projects completed within +/-5% of the agreed timetable from 65% in 2003/04 to 73% in 2004/05.</p> <p><b>2.1b</b> Increase the percentage of buildings accessible to users with a disability from 18% in 2003/04 to 35% in 2004/05.  <span style="border: 1px solid black; padding: 2px;">BVPI</span>  <span style="background-color: #000080; color: white; padding: 2px;">PSA 9</span>  <b>BV156</b></p> <p><b>2.1c</b> DDA access audit completed.</p>
<p><b>Key Service Target</b>  <b>2.2 Achieve excellence in property delivery standards, including delivery of effective and efficient new property contractor arrangements.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Develop procurement by Partnering and move towards strategic partnerships.</li> <li>❖ Enter into a pilot partnering project and review success on completion.</li> <li>❖ Implement performance measurement for all projects undertaken.</li> </ul>	<p>Performance Measure</p> <p><b>2.2a</b> Increase customer satisfaction levels for capital schemes from baseline of 69% in 2003/04 to 73% in 2004/05.</p>
<p><b>Key Service Target</b>  <b>2.3 Determine the Council's property estate required to deliver service priorities and to maximise the opportunities for reinvestment from the disposal of non-core estate.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Align the Asset Management Planning timetables to facilitate reviews of the capital programme.</li> <li>❖ Review the corporate asset management plan.</li> <li>❖ Challenge departmental property holdings and deliver the disposals programme.</li> <li>❖ Reduce energy consumption in ESCC buildings.</li> </ul>	<p>Performance Measures</p> <p><b>2.3a</b> Achieve 2004/05 disposals target of £1m.</p> <p><b>2.3b</b> Reduce energy consumption in ESCC buildings by 1% each year during 2004/05 and 2005/06. <b>BV180a</b>  <span style="border: 1px solid black; padding: 2px;">BVPI</span></p>
<p><b>Key Service Target</b>  <b>2.4 Improvements in the efficient and effective use of office accommodation and in the adoption and integration of homeworking policies.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Continue the rationalisation of office accommodation across ESCC and ensure that best practice is adopted in the use and management of office space.</li> <li>❖ Clearly define the Council's office requirements in the light of E-Government, outcomes of flexible working pilots and opportunities for co-location with partners in a Corporate Accommodation Strategy.</li> </ul>	<p>Performance Measure</p> <p><b>2.4a</b> Achieve workspace targets of 6.5sq m across the Council's offices.</p>

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

### What we have achieved in 2003/04

- ❖ 2003/04 disposals target of £5.6m achieved which has helped to fund our Capital Programme.
- ❖ Increased the proportion of our budgets spent on planned preventative maintenance rather than reactive maintenance, with targeting based on council-wide prioritised defects.
- ❖ Commenced a programme of work to improve access to our buildings for people with a disability, particularly in libraries.
- ❖ The review of office accommodation in Lewes and construction of a new council chamber which has brought all services to one site for the first time and delivered efficiency savings.
- ❖ Centralised post and courier services within an integrated facilities management team.
- ❖ Developed and signed framework agreements for design and maintenance works that will give us better value and improved performance.

### Where we need to improve

- ❖ We must build on the good progress made during 2003/04 improving access to those buildings for people with a disability.
- ❖ Delivery of capital and planned maintenance projects to time and cost must continue to be improved to achieve a higher level of client satisfaction and improved cost effectiveness.
- ❖ We will develop better management of the construction supply chain by developing a framework agreement for contractors.
- ❖ Substantial reduction of all identified Priority 1 defects in our buildings within 24 months based on the Corporate Maintenance Policy and Strategy.
- ❖ We need to improve quality and widen choice of property support services to schools.



## Strategic Management and Economic Development Lead Member – Councillor Peter Jones



At the core of the County Council's vision for the future is the renaissance of the economy of East Sussex, to make it dynamic, fast-growing, modern and efficient. This will create greater wealth for its people, increasing their independence and allowing us better to protect and serve the most vulnerable in our community. To achieve all that we must have a high performing, leading-edge, flexible and responsive County Council, providing high quality services at the lowest possible cost to the taxpayer. This year we have made excellent progress towards these aims although much still remains to be done.

Working in partnership with the business led East Sussex Economic Partnership (ESEP), the South East England Development Agency (SEEDA) and the Borough and District councils across the County, we have secured significant new funding to help regenerate the economy of East Sussex. A particular success has been our work with partners on the Hastings and Bexhill Taskforce. This has resulted in a massive injection of £38 million of 'pump-priming' public investment to fund a number of major transport, education, business and residential infrastructural projects. Real positive changes are taking place. For example, the new University Centre at Hastings has been opened in record time, contributing towards our aim of building a knowledge and skills based economy. The County Council's own £1million Rural Regeneration Fund is supporting many innovative projects which are improving the opportunities for farmers, rural businesses and rural communities. By working with both UK and international partners good progress is being made in bringing increased investment into Newhaven port and the town. Our aim, over the next few years, is to roll out this economic renaissance along the whole East Sussex coast and into the heartlands of the County.

We have also seen a massive improvement in the performance of the County Council itself over the last year. Strong political and managerial leadership, good strategic planning, ambitious target setting, rigorous and open monitoring of performance, together with investment in the training and development of our staff, has seen the Council's overall performance increase by two categories under the independent Audit Commission's Comprehensive Performance Assessment (CPA). We were the only County Council in the Country to achieve this. We are now formally rated as 'Good'. We are not satisfied with this. We aim to be rated as 'Excellent' within the next 2-3 years. To this end we have strengthened our personnel management to drive through an exciting programme of organisational development. This will give staff the skills they need in a modern business environment and empower them to deliver improved performance and productivity.

We are also improving the way we communicate with our residents and making it easier for them to communicate with us and access our services. A new residents' magazine, which goes to every home in the County, has been introduced. A new County Council website, which lies at the heart of the Council's e-government plans, has been launched to make it easier for residents to access information, to help us to deliver services on-line and to gain feedback from residents through on-line consultation on how we can further improve services. Although there is never room for complacency, it was heartening to receive the results of the recent Public Satisfaction Survey which showed that we have achieved one of the top scores, with our overall satisfaction level rising to 75%. This was at a time when other authorities have seen a deterioration in satisfaction with their services.

We continue to work with potential partners to identify external sources of funding to replace the present Record Office both to preserve the documentary heritage of the County for our residents and to maximise the use of valuable office space through the efficient storage of records essential to the smooth running of the Council. Our Registration Service, which continues to be at the forefront of new ceremonial and civic developments, will, this year, host a number of Citizenship Ceremonies to welcome new British citizens. Our Emergency Planning Department will, in the current climate of heightened security measures, tackle the new demands being laid on it by the provisions of the Civil Contingencies Bill when enacted. Finally, my portfolio also includes the fundamental democratic and legal tasks within ESCC, supporting County Councillors in carrying out their local democratic role and ensuring that ESCC acts legally and properly in carrying out its wide ranging functions.

# Our Key Objectives

## 1. Strategic Economic Development

To make a key contribution to raising the economic performance of East Sussex, through improved workforce skills, support for enterprise creation and increasing investment in infrastructure. Key strategic delivery initiatives include:

- ▶ Devolved delivery via East Sussex Area Investment Framework; and
- ▶ Hastings and Bexhill Task Force and Area Investment Framework.

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## 2. People and Change

To provide a flexible organisation that supports the County Council in delivering excellent services at the lowest possible costs.

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## 3. Strategic Management

Ensure integrated delivery of Council priorities and long-term direction.

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## 4. Communications

Improve public awareness and understanding of ESCC as an effective authority and services provider that is engaged with its communities and provides active citizenship.

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## 5. Archives and Records

To seek out and ensure the preservation, for future generations, of the original documents which record the history of East Sussex (including Brighton and Hove) and to make them accessible for research and development.

**Contact** Elizabeth Hughes  
**Telephone** 01273 482356  
**e-mail** [elizabeth.hughes@eastsussex.gov.uk](mailto:elizabeth.hughes@eastsussex.gov.uk)

## 6. Emergency Planning

Contribute towards ensuring a safe environment for the residents of East Sussex.

**Contact** Alan Smith  
**Telephone** 01273 481458  
**e-mail** [alan.smith@eastsussex.gov.uk](mailto:alan.smith@eastsussex.gov.uk)

## Supporting Plans

- Best Value Performance Plan\*
- Best Value Review of Personnel
- Communications Strategy and Action Plan
- Cultural Strategy
- Departmental Business Plan and supporting divisional and team plans
- East Sussex Area Child Protection Business Plan
- East Sussex Area Investment Framework
- East Sussex Community Care Plan\*
- East Sussex County Emergency Plan
- East Sussex Equality Scheme
- East Sussex Marine Pollution Plan
- Education Business Plan
- Education Development Plan\*
- European and Corporate Bidding Strategy
- Implementing Electronic Government Statement 2 (IEG2)
- Lewes Flood Response Plan
- Local Government Pay Commission
- Local Government Pension Scheme – Phase 1 & 2 of Reform Programme
- Management Development Strategy
- People Strategy
- Quality Protects
- Seahaven Flood Response Plan (draft)
- Single Status Agreement
- Sussex Temporary Mortuary Plan (draft)
- Sustainable Economic Development Strategy
- Sussex Temporary Mortuary Plan (draft)
- Transformation Plan

\* indicates statutory plan

**For further information on these plans please contact:**

**Angela Tredell, telephone 01273 481869, e-mail [angela.tredell@eastsussex.gov.uk](mailto:angela.tredell@eastsussex.gov.uk)**

### **Best Value reviews**

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County Website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk)**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

## 1. Strategic Economic Development

<p><b>Key Service Target</b>  <b>1.1 Improve the economic health of the County.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Support the Hastings University Centre.</li> <li>❖ Play an active role in the Hastings and Bexhill Task Force and the Local Strategic Partnerships (LSPs) in developing and delivering economic development projects, e.g. Hastings and Bexhill link road.</li> <li>❖ Coordinate and support rural regeneration activities in East Sussex, in partnership with other agencies, including delivery of rural PSA target.</li> </ul>	<p>Performance Measures</p> <p><b>1.1a</b> Successful delivery of 100% of action plan agreed with SEEDA.</p> <p><b>1.1b</b> Completion of Newhaven regeneration and development master planning project.</p> <p><b>1.1c</b> Support increased use of strategic rights of way by 8% per annum and deliver a 7% increase in rateable value due to agricultural buildings, a 2.9% increase in business e-enablement and an additional 50 rural business employees in training.</p> <p><b>PSA</b> 13</p>
<p><b>Key Service Target</b>  <b>1.2 Maximise the external funding available to the people of East Sussex.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Work proactively to attract public and private sector investment to East Sussex to support business growth, property development and infrastructure projects.</li> <li>❖ Facilitate the development of strategic bids.</li> <li>❖ 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.</li> <li>❖ Work with partners to create an executive delivery vehicle for regeneration in East Sussex.</li> </ul>	<p>Performance Measures</p> <p><b>1.2a</b> Secure skills and development funding of at least £250,000 for small and rural businesses and in support of service delivery.</p> <p><b>1.2b</b> Successfully complete 2 strategic Inter-Regional Funding (INTERREG) bids.</p> <p><b>1.2c</b> Establish executive delivery vehicle to manage strategic regeneration delivery in East Sussex.</p>
<p><b>Key Service Target</b>  <b>1.3 Increased availability of broadband technology throughout the rural and urban areas of East Sussex.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Work in partnership with other agencies, particularly British Telecom, to promote the use and availability of broadband technology.</li> </ul>	<p>Performance Measure</p> <p><b>1.3a</b> Number of exchanges that are broadband enabled to be increased from 35 in 2003/04 to 55 in 2004/05 out of a possible total of 61.</p> <p><b>PSA</b> 9</p>

### What we have achieved in 2003/04

- ❖ Supported planning of Hastings and Bexhill Link Road.
- ❖ Secured funding for the development of a Broadband Experience Centre to enable local businesses to benefit from the internet and e-business.
- ❖ Negotiated a devolved delivery framework for East Sussex (with the East Sussex Economic Partnership) which will secure an additional £1 million of regional funding in 2004/05.
- ❖ Supported Newhaven Strategic Network in developing regeneration activities in Newhaven.
- ❖ INTERREG European programme grants of £5.4 million have been secured for partners to support a variety of Anglo-French projects.
- ❖ Acceptance of key elements of East Sussex Economic Strategy in Regional Economic Strategy.
- ❖ Developed and supported bids for external funding which have secured circa £3m in additional value to the County.

◆ The Council was successful in attracting £0.6million of funding (called Global Grants) to be used to aid the unemployed back into work

◆ The Rural Regeneration Fund (RRF) continued its success as a matched funding initiative to attract inward investment into the rural economy with a leverage rate of seven times the RRF grant. Projects supported this year include: creation of a youth hostel at Itford Farm, Southease; new workspace creation at Barcombe; tourism activities at Rye; a community rail partnership for the County; and additional bus services.

## Where we need to improve

◆ Unemployment has remained relatively low at 2%, but is still above the regional average of 1.5%. In addition, the productivity of the economy still remains relatively weak. Although this problem is gaining increasing local, regional and national recognition work needs to continue to increase this awareness.

◆ There is a continuing need to increase the proportion of higher value added businesses in the local economy which currently lags behind the regional average. There is also a need to ensure that the business base is diverse, reducing the reliance on low value sectors and the public sector.

◆ There is a need to support the development of strategic sites for business development and to

encourage the development and renovation of business premises to attract higher value companies to the area. This needs to be integrated with urban and rural regeneration activities and with investment in transport and communications infrastructure.

◆ Whilst East Sussex has witnessed a rapid increase in the availability of broadband, there is a need to ensure that local businesses recognise the benefits of adopting new technologies and processes to enhance their performance.

◆ Increased regeneration funding to the County needs to demonstrate clearly that it makes a significant impact in improving conditions in the poorest parts of the County.

## 2. People and Change

<p><b>Key Service Target</b>  <b>2.1 Deliver the Council's transformation programme across all areas of the Council by April 2006 to support the Council.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ 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.</li> </ul>	<p>Performance Measure</p> <p><b>2.1a</b> Maintain the corporate Investors in People award.</p>
<p><b>Key Service Target</b>  <b>2.2 Implement a proactive and comprehensive Workforce Strategy to harness the potential of employees and develop the skills, competencies and experience required to deliver the Council's objectives.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Establish where and how economy and efficiency targets will be achieved.</li> <li>❖ 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.</li> </ul>	<p>Performance Measures</p> <p><b>2.2a</b> Reduce the number of working days/shifts lost to sickness (per FTE employee) from 8.9 in 2003/04 to 7.8 (<math>\pm 10\%</math>) in 2004/05. <b>BV 12</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>2.2b</b> No more than 0.2% of the workforce retire early due to ill-health. <b>BV 15</b></p> <p><b>BVPI</b></p>
<p><b>Key Service Target</b>  <b>2.3 Value the uniqueness of all people and provide equality of opportunity for all both through our service delivery and as an employer.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Develop equal opportunities policies and practices reflecting current and future legislation and increase awareness of diversity throughout the Council.</li> <li>❖ Implement a programme of consultation and communication with ethnic communities in East Sussex.</li> </ul>	<p>Performance Measures</p> <p><b>2.3a</b> Increase the % of staff from ethnic communities to 2.2% (<math>\pm 10\%</math>) in 2004/05. <b>BV 17</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>2.3b</b> No less than 4.2% of the workforce to comprise staff with a declared disability in 2004/05. <b>BV 16</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>2.3c</b> Achievement of Level 3 of the Equality Standard for Local Government by 31/03/05. <b>BV2a</b></p> <p><b>BVPI</b></p>

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## What we have achieved in 2003/04

- ◆ A new structure unifying the personnel and training function has been developed, providing a more stream-lined function that has a strong emphasis on customer care.
- ◆ A special award for excellence in performance improvement went to the winners of the Local Government Chronicle Team Challenge. Seven County Council managers from East Sussex beat 45 other top council management teams from across the UK. The awards support our overall aim to improve performance and drive up standards.
- ◆ The launch of a corporate Transformation Change Programme that will support the Council in becoming rated as an 'excellent' organisation in April 2006.
- ◆ A competency framework has been introduced for all managers. This will be extended to all staff by April 2005.
- ◆ The second phase of Single Status was implemented in April 2003 with the phased migration of employees to the new pay and grading system.
- ◆ In accordance with central government standards an Equalities survey has been distributed to all staff in order to ensure correct classification of the workforce by ethnicity and disability.
- ◆ The Council was awarded the corporate Investors in People standard following assessment in March 2004.
- ◆ The pilot 'Fast Track Scheme' for managers has been cited by the Employers Organisation for Local Government as good practice in leadership development.
- ◆ The process of staff performance appraisals has been made more consistent in terms of quantity (100% target agreed), quality and outcomes. Revised documentation has been developed with the help of representatives from all departments.
- ◆ Retirements on ill health grounds have been reduced by effective management and the Council is in the upper part of the top quartile for this BVPI.

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## Where we need to improve

- ◆ Through opportunities that maximise employees skills and potential we are committed to:
  - Increasing the proportion of the top 5% of earners who are women (BV11a);
  - Increasing the proportion of the top 5% of earners from minority ethnic communities using the proportion available in the local labour market as a guide (BV11b); and
  - Increase the proportion of employees with a declared disability in the workforce using the proportion available in the local labour market as a guide (BV16a).
- ◆ Reduce the number of days lost due to sickness absence (BV12).
- ◆ The Human Resource (HR) Management Information System needs to be improved. A new system has been procured and customisation for ESCC has commenced.

### 3. Strategic Management

<p><b>Key Service Target</b>  <b>3.1 Ensure East Sussex is a high-performing authority in its priority areas.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Ensure high quality corporate input to Office for Standards in Education (OFSTED) inspection during 2004/05.</li> <li>❖ Ensure high quality corporate input to the Best Value Review of Highways Services Inspection during the period January 2003 - June 2004.</li> <li>❖ Influence development of CPA methodology for 2004/05 and future years by lobbying the Audit Commission.</li> <li>❖ Implement measures to ensure the County Council is prepared for the next Corporate Ability inspection of the Authority in 2005/06.</li> </ul>	<p>Performance Measures</p> <p><b>3.1a</b> ESCC to be assessed by the Audit Commission's next full CPA as at least:</p> <ul style="list-style-type: none"> <li>• 'Good' in 2004/05; and</li> <li>• 'Excellent' by 2005/06 or the next full CPA, whichever is the later.</li> </ul> <p><b>3.1b</b> All CPA Performance Indicators (PIs) and those labelled 'high risk' by the Audit Commission pass the annual audit without qualification.</p>
<p><b>Key Service Target</b>  <b>3.2 Improve access to, and quality of, performance information across all departments.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement the use of, and populate, a new corporate performance management database.</li> <li>❖ Provide high quality quarterly performance reports to Members, Chief Officers and local people via the ESCC website.</li> </ul>	<p>Performance Measures</p> <p><b>3.2a</b> All staff with access to the intranet can access published performance information from the new corporate performance database.</p> <p><b>3.2b</b> Report on the ESCC website our progress towards achieving all Key Service Targets each quarter.</p>
<p><b>Key Service Target</b>  <b>3.3 Become a more integrated organisation focused on our residents' needs and preferences.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Contribute to the development of strengthened mechanisms, training and briefing for Members in support of the authority's community leadership agenda.</li> <li>❖ Review the Council's procedures and practices in dealing with customer complaints.</li> </ul>	<p>Performance Measure</p> <p><b>3.3a</b> Review of Council's procedures and practices in dealing with customer complaints completed and programme for appropriate improvements agreed.</p>
<p><b>Key Service Target</b>  <b>3.4 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.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Ensure that the County Council is fully prepared to respond to the Government's plans for the regional agenda.</li> <li>❖ Ensure that the County Council's views are represented effectively at local, regional and national fora.</li> </ul>	<p>Performance Measure</p> <p><b>3.4a</b> Lead Members and Chief Executive appropriately briefed for all meetings they attend in a corporate capacity.</p>

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## What we have achieved in 2003/04

- ◆ Score of three out of four achieved for both 'Council's Ability to Improve' and 'Core Services' under CPA which resulted in an overall 'Good' score.
- ◆ Negotiation of a PSA agreement in partnership with the East Sussex Strategic Partnership.
- ◆ Developed work on Reconciling Policy and Resources and improved understanding of the Council's priorities and future direction by better consultation with partners.
- ◆ Represented the interests of the people of East Sussex at regional and national level on areas of policy development.
- ◆ Improved access for the public and partners to the Council Plan and quarterly performance results on the council's website.
- ◆ The Legal Services Team was independently accredited again this year as complying with the Law Society Practice Management Standards. The Team received a glowing report, confirming that it provides a high quality service in accordance with best business practice. (There are very few organisations in the country which have acquired this accreditation).

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## Where we need to improve

- ◆ Continue to work towards being recognised as an "excellent" authority by residents, partners and other stakeholders.
- ◆ Ensure even better co-ordination of activities across the County Council as a whole.
- ◆ The use of Best Value Performance Indicators by scrutiny as a basis for challenging and improving performance.
- ◆ Better quality information about performance.
- ◆ Integrate performance management procedures across the County Council
- ◆ As a result of the User Satisfaction Survey, work on improving handling of complaints is underway.

## 4. Communications

<p><b>Key Service Target</b>  <b>4.1 Improve our reputation by explaining our policies and priorities clearly.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ 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.</li> <li>❖ Ensure East Sussex's position of regional significance is acknowledged locally and nationally.</li> <li>❖ Produce 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.</li> <li>❖ Deliver an improved media profile for ESCC and its priorities.</li> </ul>	<p><b>Performance Measures</b></p> <p><b>4.1a</b> Establish a baseline for website usage statistics.</p> <p><b>4.1b</b> Identify and submit entries to national awards.</p> <p><b>4.1c</b> Magazine produced three times a year and residents' discussion group carried out resulting in suggestions for improvement being incorporated in the January 2005 issue.</p> <p><b>4.1d</b> Media training organised and offered to members, senior managers and key personnel.</p> <p><b>4.1e</b> Establish a baseline for direct press briefings to the media on key policies.</p> <p><b>4.1f</b> Identify and commence the implementation of initiatives to raise ESCC profile through improved signage.</p>
<p><b>Key Service Target</b>  <b>4.2 Deliver a co-ordinated approach to consultation, communications and public relations work.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Carry out consultation as appropriate to support our business needs.</li> <li>❖ Increase effectiveness and use of the Citizens Panel.</li> <li>❖ Improve use of customer views to inform service delivery and improvement planning.</li> </ul>	<p><b>Performance Measures</b></p> <p><b>4.2a</b> All corporate consultation results to be up on the website within 3 weeks of publication.</p> <p><b>4.2b</b> A minimum of 4 surveys per year.</p> <p><b>4.2c</b> Track the impact customers' views have had on service delivery and report on this via the Council's website.</p>

### What we have achieved in 2003/04

- ❖ A new communications structure was put in place and a new corporate Communications Strategy and Action Plan were agreed by the Council. These initiatives will help drive the Council's aim to provide improved information for the public.
- ❖ A new County Council website was launched in February 2004, the first stage of a plan to provide improved, user-friendly and interactive web services to help deliver the Government's target for as many services as possible to be online by 2005. The number of page views / impressions on the County Council website increased over the year with 243,843 page views / impressions to the website in the 3<sup>rd</sup> quarter compared to 131,595 visits for the same quarter in 2002/03.
- ❖ A new Council magazine for residents was launched in 2003 with further improvements to create a more reader-friendly publication included in the Spring 2004 ('summary' plan version). Changes (on content and layout) were made following consultation with local residents.
- ❖ Phase 1 of improvements to the Council's media coverage, both at local and national level, were launched during the latter part of the year with a more resident focused approach to press release content. Improvements to coverage at national level have been seen, with coverage and features in local government journals.

◆ For the first time residents have been able to give their views through quick polls and surveys via the Council's new website.

◆ The results of a User Satisfaction Survey carried out in October 2003-January 2004 show that 75% of residents are satisfied overall with the services provided by the County Council.

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### **Where we need to improve**

- ◆ Continue development of improved communications service that will deliver a more co-ordinated 'one council' approach.
- ◆ Implement the corporate Communications Strategy and Action Plan to provide improved information to the public and make it easier for residents to give their views.

- ◆ Improve web services which will offer more services to the public online.
- ◆ Provide a more visible presence through exhibitions, events and improved media coverage at local level.

## 5. Archives and Records

<p><b>Key Service Target</b>  <b>5.1 Make available the documentary history of East Sussex (including Brighton and Hove) to present and future generations.</b></p>	<p>Performance Measures</p> <p><b>5.1a</b> Accept 100% of all collections (judged to be relevant to the recording of the history of East Sussex including Brighton and Hove) that are offered to the Record Office.</p> <p><b>5.1b</b> Make an additional 100 collections accessible for research.</p> <p><b>5.1c</b> Complete first stage of map digitisation project and hold official launch.</p> <p><b>5.1d</b> 80% of written/e-mail enquiries given a substantive response within 5 working days.</p> <p><b>5.1e</b> Develop Corporate Freedom of Information policy to enable the County Council to comply with the act by 01/01/05.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Make new collections available to the public speedily by accessioning and listing them to an appropriate level.</li> <li>❖ Widen access to holdings by digitising map and other resources via the website.</li> <li>❖ Provide an efficient and effective enquiry service for remote users.</li> <li>❖ Work towards ESCC compliance with the Freedom of Information Act.</li> </ul>	
<p><b>Key Service Target</b>  <b>5.2 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.</b></p>	<p>Performance Measures</p> <p><b>5.2a</b> Submit a bid to Lottery Heritage Fund for an Audience Development grant.</p> <p><b>5.2b</b> Complete Feasibility Study for a new Record Office.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Apply to Lottery Heritage Fund for interim bids.</li> <li>❖ Work with Lottery Heritage Fund to identify potential funding for new record office.</li> </ul>	

### What we have achieved in 2003/04

- ❖ New Opportunities Fund grant for digitisation of lists: second year implemented and targets achieved. Implemented two further digitisation projects funded by the Heritage Lottery Fund (HLF) and submitted a bid for a fourth (outcome awaited).
- ❖ Completed needs analysis for new Record Office funded by Sustainability Fund Grant from the South East Museums, Libraries and Archives Council (SEMLAC).
- ❖ Secured deposit of high-quality records, including deeds and papers of the Mercer-Flint Family, 1492-1820.
- ❖ Increased take-up of records management services by County Council departments facilitating the release of valuable office space from paper storage.
- ❖ Increased take-up of records management services by Brighton & Hove and by external customers.
- ❖ Successful move of one mile of records from Pelham House to specially converted premises in Newhaven while maintaining a public service at the record office.
- ❖ National archive user survey, 2002: quality of staff advice 93.3% good or excellent; staff friendliness and helpfulness 93.6% good or excellent. Public Service Team Highly Commended in County Council Excellence Award for Customer Care, 2003 (their second award).
- ❖ Contributed towards support of museums in the county through hosting the externally-funded post of East Sussex Museum Development Officer.
- ❖ Provided outreach service to Brighton & Hove customers by providing an archives presence in the Brighton Study Centre.

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## Where we need to improve

- ◆ Securing a new record office continues to be a top priority for 2004/05. There are huge risks with the existing building which were underlined by a Scrutiny Review in 2002 and, although much has been done to minimise these, a new office remains a key goal.
- ◆ Extend the range of facilities available to residents to access the documentary heritage of our county.
- ◆ Improvement of physical access to our facilities in the Search Room.
- ◆ Reduce turnaround time for listing of records key to the documentary heritage of ESCC.

## 6. Emergency Planning

<b>Key Service Target</b> <b>6.1 Develop a strategy to implement the requirements of the Civil Contingencies Bill.</b>	<b>Performance Measure</b> <b>6.1a</b> Implementation plan drawn up by 31/12/04 to enable ESCC to comply with the requirements of the Civil Contingencies Bill during 2004/05.
<b>What we will do</b> ❖ Assess the implications of the Regulations when published and ensure compliance with the requirements of the Bill when finalised.	

### What we have achieved in 2003/04

- ❖ In compliance with the agreed timetable 13 of the 22 recommendations of the Best Value Review were completed. Many of the outstanding recommendations are highly dependent upon the progress and outcome of the Civil Contingencies Bill which is currently working its way through Parliament.
- ❖ Handbook produced to help towns and parishes carry out local emergency planning – launched at 4 workshops.
- ❖ Improvements to arrangements for our response to flooding included the publication of the Rye Bay multi-agency Flood Response Plan and a multi-agency exercise to validate this.
- ❖ Commencement of pan-Sussex plans for managing rest centres and temporary mortuaries.
- ❖ Multi-agency flood response plans started for Bulverhythe and Seahaven.
- ❖ Launch of a dedicated and secure inter-agency emergency planning website.
- ❖ Publication of a common system of emergency centre management for all six local authorities in the County.
- ❖ In the 10 months from April to January there were 8 incidents reported to the Emergency Planning Division from which local authority action was implemented. These ranged from chemical incidents, through serious fires to security alerts. Although none of them merited a major response, they served to show the need to be prepared.

### Where we need to improve

- ❖ Top priority for 2004/05 will be the implementation of the Civil Contingencies Bill. This will require us to plan to a greater depth of service than before, and with an increased emphasis upon cross-border consistency.
- ❖ Increased opportunities for awareness training for elected members.
- ❖ Provision of more exercises for Emergency Centre and Rest Centre staff.
- ❖ More support to community emergency planning.

## Community Safety, Community Planning and E-Government Lead Member – Councillor Bob Tidy



My portfolio contains some of the core building blocks which will help us achieve our priorities for East Sussex. Ensuring our services are delivered in partnership with others and using technology effectively to improve those services, in particular improving how safe our communities feel, underpins all else we do.

Our E-Government work will remain focused on how we can better use technology to create joined up, faster and easier access to public sector services for all citizens to:

- ▶ improve access to services for local people;
- ▶ ensure we operate as efficiently as possible to deliver services; and
- ▶ provide front line staff with the best possible tools to work effectively.

We want to give our customers a variety of routes through which we can be contacted, offering greater choice and convenience. We have been working with our partners to pilot a shared 'One Stop' Community Help Point at Battle and the use of internet information kiosks. Building on their success we now intend to increase significantly the number of customer contact points over the next two years in both urban and rural areas. We have had great success in increasing the availability of Broadband within the County so that more than half of the telephone exchanges in East Sussex are now switched on for broadband, compared to only one fifth a year ago, with many more just around the corner.

Our work next year will be more publicly visible as we increase the number of 'e-enabled' council services – aiming for all services that can be made available electronically to be so by the end of 2005. Examples of these initiatives are our new website launched in February 2004 and now the 'Crime and Disorder Data Information Exchange' (CADDIE) system that provides information on local crime 'hot spots' to enable better targeting of scarce resources. We will continue to work ever closer with public sector partners to make best use of new technology in a realistic and affordable way.

Community Safety remains one of the top priorities for the people of East Sussex. The public continue to be concerned about crime, although fear of crime is generally much greater than the reality for the majority. We will continue to work with others to reduce both crime and the fear of crime. Key areas for the coming year are the delivery of the Public Service Agreement (PSA) targets to reduce public place violent crime, reduce domestic violence and increase the numbers of drug users receiving treatment. We continue to support five Police Community Support Officers working in rural areas and we are offering a range of measures to Parish and Town Councils to combat speeding traffic. We continue our commitment to working in partnership with the public, private, voluntary and community sectors to improve our services and thus improve economic, social and environmental well-being of the people of East Sussex. This work continues to develop across East Sussex, both at County level through the East Sussex Strategic Partnership (ESSP) and in working with the area based Local Strategic Partnerships (LSPs).

At County level the ESSP published the Community Strategy 'Pride of Place' in June 2003 and it is now working to ensure the delivery of all the targets that will contribute to improving the quality of life in East Sussex. We have launched a website for the ESSP [www.essp.org.uk](http://www.essp.org.uk) and we are developing a project that will allow all the LSPs to access comprehensive and accessible data.

The priorities within Pride of Place are:

- Building a prosperous local economy by regenerating rural communities, tackling the problems of the most deprived communities, raising educational aspiration and achievement, and modernising communications;
- Improving support for older people;
- Creating faster and easier access to services for all citizens;
- Improving community safety; and
- Protecting and promoting the environment.

The main targets to deliver these priorities are the Public Service Agreement targets which are flagged throughout the Council Plan.

Trading Standards will continue to build on their achievements with protection of the public from unsafe goods and services and fraudulent trading remaining the highest priority. We will improve our performance further against Government set standards for trade, food and animal health and welfare. A 'Buy With Confidence' Good Trader scheme will give reputable businesses in the County membership of an ESCC validated scheme. The scheme will improve confidence, give consumers a reliable alternative to doorstep sellers and protect our most vulnerable residents from financial abuse.

# Our Key Objectives

## 1. Community Safety

To ensure that the Council works effectively to tackle priority areas, is fully involved with the development and implementation of strategies and actions of the 5 Crime and Disorder Reduction Partnerships (CDRPs) and continues the process of mainstreaming activity through all Council services.

**Contact**            **Becky Shaw**  
**Telephone**        **01273 481950**  
**e-mail**             [becky.shaw@eastsussex.gov.uk](mailto:becky.shaw@eastsussex.gov.uk)

## 2. Community Planning

To improve services to the people of East Sussex by working with others to develop effective joint working which ensures the services provided by the public, private, voluntary and community sectors in East Sussex are focused on local people's priorities.

**Contact**            **Becky Shaw**  
**Telephone**        **01273 481950**  
**e-mail**             [becky.shaw@eastsussex.gov.uk](mailto:becky.shaw@eastsussex.gov.uk)

## 3. E-Government

To provide improved access to services, improved service delivery and greater business efficiency through the use of ICT.

To ensure the Lead Member for E-Government has sufficient dedicated resources, within the overall resources available, to support the Council's vision for ICT.

To ensure a robust business case is made before each investment decision and that ICT spend is managed efficiently across the organisation.

**Contact**            **Nick Deyes**  
**Telephone**        **01273 481197**  
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## 4. Trading Standards

To contribute to the promotion and development of a safe, fair and equitable trading environment for all residents, visitors and businesses in East Sussex.

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## Supporting Plans

- Community Safety Strategy
- Crime Reduction Partnership Strategies for Eastbourne, Hastings, Lewes, Rother and Wealden\*
- Departmental Business Plan and supporting divisional and team plans
- Drug and Alcohol Action Team Plan\*
- Eastbourne Community Strategy
- Hastings Community Strategy
- Implementing Electronic Government Statement 2 (IEG2)
- Lewes Community Strategy
- Policing Plan
- Pride of Place (A Community Strategy for East Sussex)
- Rother Community Strategy
- The Department of Trade and Industry (DTI) Plan
- The Food Standards Agency (FSA) Plan
- The Department for Environment, Food & Rural Affairs (DEFRA) plan
- Wealden Community Strategy
- Youth Justice Plan\*

\* indicates statutory plan

**For further information on these plans please contact  
Angela Tredell, telephone 01323 481869, e-mail [angela.tredell@eastsussex.gov.uk](mailto:angela.tredell@eastsussex.gov.uk)**

### **Best Value reviews**

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk)**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

## 1. Community Safety

<p><b>Key Service Target</b>  <b>1.1 To provide a safer community for all communities, business and visitors in East Sussex.</b></p>	<p><b>Performance Measures</b></p> <p><b>1.1a</b> Complete a survey to assess public perception of the impact of the Rural Community Warden scheme and develop an appropriate exit strategy.</p> <p><b>1.1b</b> Measure take up and effectiveness of local speed management initiatives.</p> <p><b>1.1c</b> Work with Police to assess public perception of, and local responsiveness to, Community Support Officers (CSOs) to build on baseline data from March 2004.</p> <p><b>1.1d</b> The 2 CADDIE analysts employed by the County produce meaningful and timely analysis of data as required for Crime and Disorder Reduction Partnerships (CDRP) and public use - customer satisfaction survey.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Support the second year of the Rural Community Warden scheme In Heathfield and Waldron, continue to evaluate its success and consider succession arrangements.</li> <li>❖ Work at local level across the County to deliver effective local solutions to Community Safety problems and fear of crime issues.</li> <li>❖ Provide funding towards 5 rural Police Community Support Officers (PCSOs).</li> <li>❖ Improve the systematic approach to data collection, analysis and dissemination by working with partners on the Crime and Disorder Data Information Exchange (CADDIE).</li> </ul>	
<p><b>Key Service Target</b>  <b>1.2 To reduce Violent Crime in East Sussex.</b></p>	<p><b>Performance Measures</b></p> <p><b>1.2a</b> 124 fewer violent crimes than the 2002/03 baseline of 4057.</p> <p><b>PSA 10</b></p> <p><b>1.2b</b> 15% increase in domestic violence incidents reported to the Police in Hastings by March 2006 from a 2001/02 baseline of 1035.</p> <p><b>PSA 11</b></p> <p><b>1.2c</b> Reduce the number of victims of repeat domestic violence to comply with the ODPM amended indicator of 70.9% of 2001/02 figures multiplied by the rate of increase in the number of reports.</p> <p><b>PSA 11</b></p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Contribute, through involvement in the CDRP violent crime action groups, to the prevention and reduction of public place violent crime.</li> <li>❖ Contribute to increased reporting of, and reduction in, repeat victims of domestic violence across the County, especially in Hastings.</li> </ul>	
<p><b>Key Service Target</b>  <b>1.3 To reduce Drug Misuse.</b></p>	<p><b>Performance Measures</b></p> <p><b>1.3a</b> Increase participation in drug treatment programmes to 673 clients by March 2005 (390 1999/2000 baseline).</p> <p><b>PSA 4</b></p> <p><b>1.3b</b> Increase the number of clients successfully completing drug treatment programmes to 90 by March 2005 from a 2001/02 baseline of 43.</p> <p><b>PSA 4</b></p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Increase the participation of problem drug users in drug treatment and the numbers successfully completing drug treatment programmes.</li> </ul>	

Key Service Target 1.4 To Combat Racism.	Performance Measures
What we will do ❖ Reduce racist incidents by promoting the multi agency Racist Incident reporting process.	<b>1.4a</b> Increase by at least 10% the number of reported racial incident cases from 22 in March 2004 to 24 by 31 March 2005.  <b>1.4b</b> At least 80% of reported racist incidents are followed up and resolved to the satisfaction of the victims.

In addition to the specific targets that are the responsibility of the Community Safety and Drug and Alcohol Action Team, each department of the Council has targets that contribute to the Community Safety strategy. These include targets on:

- Reducing burglary and car crime;
- Improving road safety, including casualty reduction and speed reduction initiatives;
- Reducing anti-social behaviour, including bullying;
- Protecting children and vulnerable people; and
- Maintaining effective Emergency Planning systems.

### What we have achieved in 2003/04

- ❖ Achieved better integration of the work of the County Council into the work of CDRPs by identifying senior departmental officers to represent the Council on each CDRP.
- ❖ Two regional awards gained for our partnership work on domestic violence.
- ❖ Evaluated all CDRP funded projects over £5000.
- ❖ Established a Driving Offender Group to target reckless drivers and change their behaviour.
- ❖ Through CDRP contributed towards the installation of distraction burglary kits in thousands of elderly people's homes across the County.
- ❖ Initiated countywide Anti-Bullying project.

### Where we need to improve

- ❖ Work with local communities to reduce fear of crime and tackle speeding.
- ❖ Reduce racist incidents.
- ❖ Reduce public place violent crime and domestic violence.

## 2. Community Planning

<p><b>Key Service Target</b>  <b>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.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Extend the influence of the ESSP to champion the economic, environmental and social well being of the County.</li> <li>❖ Enable the elected Member on each Local Strategic Partnership (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.</li> <li>❖ Facilitate local Members to fulfil their local leadership role.</li> </ul>	<p><b>Performance Measures</b></p> <p><b>2.1a</b> Majority of milestones in PSA project plans met to contribute to 'Pride of Place' targets.</p> <p><b>2.1b</b> 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><b>2.1c</b> Area Partnership Group (APG) meetings to enable briefing of Lead Member held in advance of each local LSP meeting (quarterly).</p> <p><b>2.1d</b> Use ESCC £100,000 fund to implement effective partnership projects to deliver ESSP priorities.</p> <p><b>2.1e</b> Local Members provided with information about each meeting of their local LSP and an opportunity to comment on its work.</p>
<p><b>Key Service Target</b>  <b>2.2 Improve community planning processes to enable better service planning and delivery.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Develop and improve the business efficiency of community planning partners through data sharing and signposting.</li> </ul>	<p><b>Performance Measures</b></p> <p><b>2.2a</b> East Sussex in Figures (ESIF) project implemented.</p> <p><b>2.2b</b> Establish baseline of use of ESIF to measure effectiveness.</p>
<p><b>Key Service Target</b>  <b>2.3 Work closely with Parish and Town Councils to help improve the quality of life of our residents.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ All town and parish councils to receive the 'Community Planning in East Sussex' newsletter.</li> </ul>	<p><b>Performance Measure</b></p> <p><b>2.3a</b> Increase participation of town and parish councils in ESSP's Wider Partners' event in September 2004 by at least 20% from a September 2003 14 participants' baseline.</p>

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## What we have achieved in 2003/04

- ◆ Published 'Pride of Place', the Community Strategy in June 2003.
- ◆ Launched the East Sussex Strategic Partnership (ESSP) website in June 2003.
- ◆ ESSP hosted a conference for Government Office of the South East (GOSE) on 2 tier working and was identified as an example of good practice in the GOSE newsletter.
- ◆ Produced quarterly community planning newsletter.
- ◆ Held countywide seminar on Regional Planning Guidance in January 2004.
- ◆ Feasibility study completed on 'East Sussex in Figures'. This project will enable public sector partners and the local ESSP to share East Sussex county data - social, economic, environmental and service based - effectively and securely.

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## Where we need to improve

- ◆ Raise Member and public understanding of the purpose and achievement of Community Planning.
- ◆ Improve use of data and information across agencies.
- ◆ Use Community Planning to add value to existing services and to address complex issues requiring multi-agency input.

### 3. E-Government

<p><b>Key Service Target</b>  <b>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 Implementing E-Government 2 (IEG2) and IEG3 targets (wherever possible, through working with our partners).</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Deliver the agreed programme of works in line with commitments made in the IEG2 and IEG3 papers.</li> <li>❖ Ensure all e-government initiatives and Information and Communications Technology (ICT) investment support the corporate agenda and are supported by a business case and appropriate authorisation.</li> <li>❖ Undertake consultation with service users to ensure investment decisions support customer priorities.</li> </ul>	<p>Performance Measures</p> <p><b>3.1a</b> 2004/05 programme of works delivered in line with commitments made in the IEG2 and IEG3 papers.</p> <p><b>3.1b</b> Publish the results of customer consultation.</p>
<p><b>Key Service Target</b>  <b>3.2 Increased availability of broadband technology throughout the rural and urban areas of East Sussex.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Work in partnership with other agencies, particularly British Telecom, to promote the use and availability of broadband technology.</li> </ul>	<p>Performance Measure</p> <p><b>3.2a</b> Out of a possible total of 61 on offer the number of exchanges that are broadband 'enabled' to be increased from 35 in 2003/04 to 55 in 2004/05.</p> <p><b>PSA 9</b></p>
<p><b>Key Service Target</b>  <b>3.3 All Council services that are capable of being delivered electronically are so delivered by 2005.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Ensure compliance with this statutory target via appropriate use of technology.</li> <li>❖ Update compliance status report and plan how we will move from current position to full compliance by 2005.</li> </ul>	<p>Performance Measure</p> <p><b>3.3a</b> 88% of ESCC services to be available electronically by 31/03/05 and 100% by 31/12/05. <b>BV157</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p>
<p><b>Key Service Target</b>  <b>3.4 Support and develop excellence in the use of web based technology.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Upgrade new ESCC website to be fully transactional.</li> <li>❖ Implement East Sussex Citizens Portal as a front end to all public sector information and services.</li> </ul>	<p>Performance Measures</p> <p><b>3.4a</b> Update new website with transactional services.</p> <p><b>3.4b</b> Implement Citizens Portal.</p>

<b>Key Service Target</b> <b>3.5 Excellence in ICT service delivery across ESCC.</b>	<b>Performance Measures</b>  <b>3.5a</b> Efficiency and effectiveness benchmarked.  <b>3.5b</b> Continuous improvement programme based on customer feedback implemented.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Implement best practice policies and procedures based around industry standards.</li> <li>❖ Ensure improved service availability and customer satisfaction.</li> </ul>	

<b>Key Service Target</b> <b>3.6 Play an active role in, and make a significant contribution to, the East Sussex E-Government Partnership ('Access East Sussex') under the overall direction of the East Sussex Strategic Partnership (ESSP).</b>	<b>Performance Measures</b>  <b>3.6a</b> Implement agreed programme of partnership projects.  <b>3.6b</b> Submit successful bids for additional project funding of £250,000.  <b>3.6c</b> Agree 'Customer Access Strategy' (including 'One-Stop' community service centres and internet kiosks) with partners and commence agreed delivery programme.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Maximise the funding available to partnership projects by submitting bids to Government wherever possible.</li> <li>❖ Deliver 2004/05 programme of works in line with Access East Sussex commitments and priorities.</li> </ul>	

### What we have achieved in 2003/04

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| <ul style="list-style-type: none"> <li>❖ Secured £500,000 of new funding to implement an inter-agency computer system which will co-ordinate the support and tracking of vulnerable children.</li> <li>❖ Submission of IEG3 statement completed by 10/11/03 and subsequently approved by central government.</li> <li>❖ Agreed a programme of investment based on our IEG2 statement / commitments worth over £11.5 million.</li> <li>❖ Successfully delivered projects including laptops for Members, web-casting from the new council chamber, a network of internet kiosks and commencement of the rollout of One-Stop Shops for access to shared information and services.</li> <li>❖ Launched the new County Council website.</li> <li>❖ Exceeded our target to increase the number of Broadband enabled exchanges in East Sussex</li> </ul> | <ul style="list-style-type: none"> <li>by 100% and signed a partnership agreement with British Telecom to further extend Broadband coverage and usage.</li> <li>❖ Increased the percentage of our services that are available electronically to 68% and put in place plans to achieve the Government target of 100% by 2005.</li> <li>❖ Secured an additional £500,000 from the Office of the Deputy Prime Minister and used this grant money to deliver customer focused projects via the East Sussex E-Government Partnership.</li> <li>❖ Achieved customer satisfaction rating of 97% whilst upgrading and replacing a significant portion of the Council's core infrastructure.</li> <li>❖ Successfully managed the removal of the Nachi.worm computer virus from the County Council ICT infrastructure with minimum impact on customer facing services.</li> </ul> |
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### Where we need to improve

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| <ul style="list-style-type: none"> <li>❖ Complete the work needed to deliver a more customer focused strategy which enables access to services and information.</li> </ul> | <ul style="list-style-type: none"> <li>❖ Engage wider partners in the process of consultation to ensure investment is targeted at appropriate outcomes.</li> </ul> |
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## 4. Trading Standards

<p>Key Service Target  <b>4.1 Carry out enforcement functions in an equitable, practical and consistent manner to ensure both the prevention and detection of offences.</b></p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Achieve more Department of Trade and Industry (DTI) (incorporating BV166) and Food Standards Agency (FSA) targets for Trading Standards.</li> </ul>	<p><b>4.1a</b> Improve performance against the FSA framework in 2004/05 by maintaining required levels of inspections of food premises at 100% (High Risk) and 50% (Medium Risk) and additionally completing 20% of inspections at Low Risk premises.</p> <p><b>4.1b</b> Establish baseline data for the four performance measures within the DTI national performance framework. (incorporating the new BVPI 166)</p>
<p>Key Service Target  <b>4.2 Advise and educate both businesses and consumers on the relevant provisions of the law.</b></p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Continue to improve direct and mediated access to consumer and business advice and information using web technology.</li> <li>❖ Introduce a county-wide Good Trader Scheme directed at improving business / consumer relationships.</li> </ul>	<p><b>4.2a</b> Establish baseline data for promotional and educational activity.</p> <p><b>4.2b</b> Good Trader Scheme in place and baseline complaints data determined.</p>
<p>Key Service Target  <b>4.3 Contribute to the continuing health and welfare of livestock.</b></p>	<p>Performance Measure</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement the Department For Environment Food and Rural Affairs (DEFRA) Framework Agreement on Animal Health and Welfare for Trading Standards.</li> </ul>	<p><b>4.3a</b> Implement an agreed enforcement strategy in consultation with DEFRA Divisional Veterinary Manager.</p>
<p>Key Service Target  <b>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.</b></p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ With South East Trading Standards Authorities (SETSA) and others, 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.</li> </ul>	<p><b>4.4a</b> Introduce two initiatives aimed at protecting the elderly and vulnerable.</p> <p><b>4.4b</b> Baseline for number of vulnerable consumers targeted by bogus callers established.</p>

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## What we have achieved in 2003/04

- ◆ Improved performance against BV166 (performance against a checklist of enforcement best practice) and the DTI and FSA standards for Trading Standards.
- ◆ Drawn up, and commenced implementation of, a consultation plan to establish what business and consumer stakeholders require of our service.
- ◆ Established a Consumer Support Network (CSN) with partners in East Sussex and secured a £10,000 grant from the DTI for consumer advice packs, training and provision of a dedicated phone link for network members.
- ◆ Extended the 'Proof of Age' scheme coverage and participated with Sussex Police in 'Operation Resolve 3' to identify premises selling alcohol to minors.
- ◆ Carried out a number of Product Safety and Fair Trading projects to protect consumers.
- ◆ Attended all animal markets held in the county and maintained a programme of visits and checks on animal health and welfare issues.
- ◆ When necessary, and in accordance with the Enforcement Concordat and our prosecution policy, we have implemented formal legal actions including formal cautions and prosecutions against persons or businesses breaking the law. This benefits consumers and legitimate businesses in East Sussex as it deters those prosecuted from re-offending.
- ◆ Achieved external (British Standards Institution) accreditation to BS EN ISO 9001:2000 and maintained accreditation to the Quality Mark of the Community Legal Services Partnership.

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## Where we need to improve

- ◆ Further improve our performance against the National Standards set out for Trading Standards including the new performance framework published by DEFRA concerning animal health and welfare issues.
- ◆ Extend the Proof of Age Scheme to include 17-19 year olds using the Connexions Card and associated readers.

## **Children and Young People; and Libraries Lead Member - Councillor Meg Stroude**



The County Council has a key part to play in helping all children and young people to thrive and succeed. We are proud of our 3 star equivalent rating for children's social care services, and of the specialist support services we provide within the education service. We have also taken a leading role in establishing and strengthening partnership arrangements with the health service so that together we can address the whole range of issues around the wellbeing of children and young people.

As one of 10 national trail blazer areas, and the first to actually deliver a new system, East Sussex County Council and our health service partners are piloting new arrangements for making sure that "vulnerable" children who may be experiencing difficulties for a range of reasons are identified early, and for helping different agencies to communicate better. Our work has attracted much interest from other authorities and I am delighted that we are making a contribution to improving practice nationally in these very important areas.

We are also committed to strengthening the voice of young people wherever possible both in decisions about their own lives and in our strategic planning. Young people's views are important in the work of the Children and Young People's Strategic Partnership (CYPSP), and a group of young people meet before every CYPSP Board meeting to consider the same issues and report their views to the Board. Links to school and youth councils mean that we extend this strategic voice to as many young people as possible.

Keeping children safe remains, of course, a top priority and our plans this year include maintaining and enhancing, where possible, our well developed training in child protection across all agencies working with children. We work hard to maintain and improve choice for children in public care, by recruiting and supporting foster carers. We also give a high priority to supporting and improving the educational attainment of looked after children, and setting challenging targets for improvement.

The range of other actions in this section of our plan demonstrate the wide variety of work undertaken by the Council, from the establishment of new Children's Centres (where early education for young children, child care and health and social care can be provided in one place), to parent and family support, work with schools on behaviour (including tackling bullying) and providing more information and guidance for young people. We look forward to an exciting year in this vital field.

We were able to increase investment in library services last year; refurbishing Seaford Library, opening a new Learn Direct Centre in Hastings, extending opening hours, increasing our stock of books and resources, adding new routes for mobile libraries and giving free access to computers and the Internet. This year we are developing new libraries in Lewes and Rye, which will open next year. All these improvements very directly benefit the public.

We have undertaken a survey of library users and we will respond to the comments made by the public. This is all part of our aim to meet the Public Library Standards set by the Department for Culture, Media and Sport.

## Our Key Objectives

### 1. Children's Social Care

To keep children safe by further improving already high quality child protection and family support services. To increase foster care and adoption capacity, reduce the use of residential care and independent fostering agencies and continue to improve outcomes for looked after children.

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**e-mail**             **[helen.davies@eastsussex.gov.uk](mailto:helen.davies@eastsussex.gov.uk)**

### 2. Raising the Attainment of Children and Young People

To secure effective inclusive educational provision and other support for children and young people and in so doing raise the attainment of vulnerable children and young people.

**Contact**            **Peter Weston**  
**Telephone**        **01273 481660**  
**e-mail**             **[peter.weston@eastsussex.gov.uk](mailto:peter.weston@eastsussex.gov.uk)**

### 3. Children's Services Planning and Commissioning

To lead and coordinate the work of the Children and Young People's Strategic Partnership, and the contribution to that work by the County Council.

To develop the County Council's commissioning of services for children and young people.

**Contact**            **Alison Jeffery**  
**Telephone**        **01273 482163**  
**e-mail**             **[alison.jeffery@eastsussex.gov.uk](mailto:alison.jeffery@eastsussex.gov.uk)**

### 4. Library and Information Services

To develop a high quality library service which promotes lifelong learning, access to information and services in the community.

**Contact**            **Irene Campbell**  
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**e-mail**             **[irene.campbell@eastsussex.gov.uk](mailto:irene.campbell@eastsussex.gov.uk)**

## Supporting Plans

- ▶ Adult Learning Plan\*
- ▶ Annual Library Position Statement\*
- ▶ Area Child Protection Committee Business Plan
- ▶ Behaviour Support Plan\*
- ▶ Children & Young People's Strategic Plan\*
- ▶ Connexions Strategy
- ▶ Cultural Strategy
- ▶ Departmental Business Plan
- ▶ Early Years Development and Childcare Plan\*
- ▶ Implementing Electronic Government Statement
- ▶ Post-Ofsted Improvement Plan\*
- ▶ Special Educational Needs (SEN) Inclusion Strategy 2003-2007
- ▶ Youth Development Service Plan\*
- ▶ Youth Justice Plan

\* indicates statutory plan

**For further information on these plans please contact  
Steve Marsh, telephone 01273 481371, e-mail [steve.marsh@eastsussex.gov.uk](mailto:steve.marsh@eastsussex.gov.uk)**

### **Best Value reviews**

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk)**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

## 1. Children's Social Care

<p><b>Key Service Target</b>  <b>1.1 Ensure child protection procedures are well understood and maintained across all services working with children.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Maintain an accurate, up to date register of designated teachers in schools.</li> <li>❖ Ensure the use of the Assessment Framework for considering children in need, as linked to the implementation of early identification arrangements and the preventative strategy, by maintaining and, where possible, increasing numbers receiving training in schools and other agencies.</li> <li>❖ Hold all review child protection conferences within required timescale.</li> </ul>	<p>Performance Measures</p> <p><b>1.1a</b> Percentage of schools with a designated child protection teacher trained within the last two years increased from 50% in 2003/04 to 90% in 2004/05 and 95% in 2005/06.</p> <p><b>1.1b</b> Number of schools in which staff receive training in child protection and/or assessment criteria over the course of the year increased from 38% in 2003/04 to 60% in 2004/05 and 2005/06.</p> <p><b>1.1c</b> Maintain the percentage of review child protection conferences held within required timescales at 100%. <b>BV162</b></p> <p><b>BVPI</b></p>
<p><b>Key Service Target</b>  <b>1.2 Continue to improve placement choice and stability for looked after children.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Enhance support packages for adopters and foster carers as necessary.</li> <li>❖ Ensure that remuneration of foster carers is competitive.</li> </ul>	<p>Performance Measures</p> <p><b>1.2a</b> Maintain the number of additional children aged 0-11 placed in permanent placements at 15 on 31/03/05 and 31/03/06.  <b>PSA 6 &amp; 9</b></p> <p><b>1.2b</b> Reduce the percentage of children looked after by the authority with 3 or more placements during the year from 13% in 2003/04 to 12% in 2004/05. <b>BV49</b>  <b>BVPI</b>  <b>PSA 9</b></p> <p><b>1.2c</b> Increase the percentage of children who have been looked after continuously for at least 4 years, who are currently in a foster placement where they have spent at least 2 years, to 60% on 31/3/05 and 61% on 31/3/06. <b>PAF D35</b>  <b>PSA 9</b></p> <p><b>1.2d</b> Number of foster carers recruited increased by 25 each year in 2004/05 and 2005/06.</p> <p><b>1.2e</b> Number of adoptive parents recruited increased by 30 each year in 2004/05 and 2005/06.</p>

## What we have achieved in 2003/04

- ◆ Self audit of child protection services following the Climbie Inquiry established that the Council was serving children well with excellent prospects for improvement.
- ◆ Regular child protection training has been provided for a range of different agencies including schools.
- ◆ Social Services star rating for Children & Families “serving most children well with exciting prospects for improvement” – 3 star equivalent.
- ◆ 98% of child protection cases which should have been reviewed during the year were reviewed.
- ◆ We have recruited 25 new foster carers and 24 adoptive families in 2003-2004 and have provided 15 additional permanent family placements.

## Where we need to improve

- ◆ We need to maintain and improve levels of understanding of the criteria used to assess the risk to children.
- ◆ We need to continue to improve recruitment and retention of foster carers and remain competitive with neighbouring authorities.

## 2. Raising the Attainment of Children and Young People

<p>Key Service Target <b>2.1 Meet national targets for raising the attainment and improving the attendance of looked after children.</b></p>	<p>Performance Measures</p> <p><b>2.1a</b> Percentage of looked after children aged 11 attaining at least level 4 in:</p> <ul style="list-style-type: none"><li>i) Mathematics increased from 15% in 2003/04 to 35% in 2004/05 and 60% in 2005/06;</li><li>ii) English maintained at 35% in 2004/05 and increased to 60% in 2005/06.</li></ul> <p><b>2.1b</b> Percentage of looked after children reaching school leaving age without having sat a GCSE examination or equivalent reduced from 33% in 2003/04 to 20% in 2004/05 and 10% in 2005/06.</p> <p><b>2.1c</b> Percentage of looked after children aged 16 attaining at least 5 A-C grades at GCSE or equivalent increased from 3.6% in 2003/04 to 16% in 2004/05 and 20% in 2005/06.</p> <p><b>2.1d</b> Percentage of children of school age looked after continuously for at least 12 months who missed a total of 25 days or more of schooling for any reason during the previous school year reduced from 11% in 2003/04 to 9% in 2004/05 and 7.5% in 2005/06.</p>
<p>What we will do</p> <ul style="list-style-type: none"><li>❖ 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).</li><li>❖ Provide focused support to carers and schools in improving and supporting school attendance of looked after children.</li><li>❖ Organise a conference on raising the attainment of looked after children.</li></ul>	

<p><b>Key Service Target</b>  <b>2.2 Greater inclusion in all schools by establishing a clear role for special schools in East Sussex, appropriate family support and respite arrangements for families of disabled children, a programme of support for schools and improving the length of time taken to prepare statements of special educational needs.</b></p>	<p>Performance Measures</p> <p><b>2.2a</b> Special School development plan drawn up.</p> <p><b>2.2b</b> Increase the percentage of statements of special educational need prepared by the authority and prepared within 18 weeks, excluding those affected by 'exceptions to the rule' under the SEN code of Practice from 99.42% in 2003/04 to 99.5% in 2004/05. <b>BV43A</b></p> <p><b>BVPI</b></p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ 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.</li> <li>❖ Draw up a development plan for special schools, family support and respite services and associated plans for supporting greater inclusion in mainstream schools.</li> </ul>	<p><b>PSA 9</b></p> <p><b>2.2c</b> Increase the percentage of statements of special educational need prepared by the authority and prepared within 18 weeks including those affected by 'exceptions to the rule' under the SEN Code of Practice from 82.59% in 2003/04 to 83% in 2004/05. <b>BV43B</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p>

<p><b>Key Service Target</b>  <b>2.3 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.</b></p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Establish new arrangements for monitoring approaches to behaviour in schools linked to the Key Stage 3 Strategy.</li> <li>❖ Provide targeted guidance and consultancy to schools on improving standards of behaviour.</li> <li>❖ Develop a high profile anti-bullying strategy with new guidance and support for schools.</li> <li>❖ 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.</li> <li>❖ Establish benchmark against other authorities' performance for the time taken to make provision for permanently excluded pupils.</li> </ul>	<p><b>2.3a</b> Numbers of pupils permanently excluded from school reduced from 92 in 2003/04 to no more than 85 in 2004/05 and no more than 80 in 2005/06.</p> <p><b>2.3b</b> The time taken to make provision for permanently excluded pupils in 2004/5 reduced by 20% compared with the previous year, from 23.8 days to 19 days.</p>

## What we have achieved in 2003/04

- ◆ Individual Key Stage 2 targets have been set for all children in year 5.
- ◆ New support has been put in place for looked after children (bursary scheme and dedicated attendance staff).
- ◆ Special school provision in the west of the county has been substantially reorganised, enabling improvements to be made.
- ◆ Broad SEN and Inclusion strategy published for 2002-2007.

## Where we need to improve

- ◆ Educational attainment of looked after children is low and needs to be raised.
- ◆ East Sussex has a relatively high number of children and young people attending independent special schools, restricting flexibility in the use of resources for all children with special educational needs and in some cases impeding the full inclusion of children in their local communities.
- ◆ Raise the attendance levels of children for whom the authority has parental responsibility.
- ◆ Arrangements for supporting schools in improving standards of behaviour need to be clarified.

### 3. Children's Services Planning and Commissioning

<p>Key Service Target  <b>3.1 Extend and enhance learning and other opportunities for children aged 0-13 and support for their families by working with partners.</b></p>	<p>Performance Measures</p> <p><b>3.1a</b> Increase the percentage of 3-year-olds receiving a good quality, free, early years education place in the voluntary, private or maintained sectors from 66% in 2003/04 to 85% in 2004/05.</p> <p><b>3.1b</b> Increase the stock of childcare places on current baseline of 10,414 in 2003/04 to 11,468 in 2004/05 and 12,752 in 2005/06.</p> <p><b>3.1c</b> Number of full service extended school projects across East Sussex increased by 2 in 2004/05 and a further 2 in 2005/06.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Continue the Playlink service, establishing a consensus across key stakeholders on a coherent service model and its relationship to the wider strategy for early years</li> <li>❖ Review early years strategy across the County with particular reference to the creation of Children's Centres, and the mainstreaming of Sure Start.</li> <li>❖ Strengthen inclusion in early years and child care provision, providing support to a range of early year providers including child minders.</li> <li>❖ 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.</li> <li>❖ 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).</li> <li>❖ Establish at least one additional full service extended school project in addition to the Hollington project in Hastings.</li> </ul>	<p>PSA 9</p>
<p>Key Service Target  <b>3.2 To strengthen support to vulnerable young people aged 13-19.</b></p>	<p>Performance Measures</p> <p><b>3.2a</b> New coordinated strategy for vulnerable teenagers in place, including family support.</p> <p><b>3.2b</b> New planning arrangements for youth and leisure services established.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Develop a new, clearer strategy to coordinate and enhance support and guidance to the most vulnerable young people, including better support for their families.</li> <li>❖ Establish new arrangements for planning leisure and youth services in partnership with district and borough councils.</li> <li>❖ Improve provision of information to young people about services, including publicity for information sites.</li> </ul>	<p>PSA 9</p>

<b>Key Service Target</b> <b>3.3 Strengthen further the voice of children, young people and families in decisions about their own lives and about strategic and service planning.</b>	<b>Performance Measures</b> <b>3.3a</b> Percentage of looked after children who directly communicate their views to a statutory review, either by attendance, written or electronic communication or via an advocate increased from 80% in 2003/04 to 85% in 2004/05 and to 90% in 2005/06..  <b>3.3b</b> Number of quarterly CYPSP meetings to which the Reflect group contributes directly increased from 2 in 2003/04 to 4 in 2004/05 and 2005/06
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Ensure that looked after children participate in the annual review of their care arrangements.</li> <li>❖ Support the Youth Parliament and the Reflect group of young people working with the CYPSP and ensure maximum, well coordinated participation by young people in decisions about strategies and services.</li> <li>❖ 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.</li> </ul>	

<b>Key Service Target</b> <b>3.4 Extend the trail blazer information sharing arrangements for children and young people's services across the county and improve coordination of services by working with partners.</b>	<b>Performance Measures</b> <b>3.4a</b> Number of staff across children's services who have been trained in IRT tools increased from 600 in 2003/04 to 1,800 in 2004/05 and 2,400 in 2005/06.  <b>3.4b</b> Percentage of severely disabled children aged 0-3 benefiting from care coordination arrangements increased from 30% in 2003/04 to 55% in 2004/05 and 80% in 2005/06.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Evaluate the trail blazer Information Referral and Tracking (IRT) project in the pilot area (Eastbourne Downs Primary Care Trust (PCT) area) by 30/09/04.</li> <li>❖ Train staff across the county in the use of IRT tools, including the new Service Index.</li> <li>❖ Develop new care coordination arrangements for severely disabled children aged 0-3 and consider potential extension to older children and children with other needs.</li> </ul>	

## What we have achieved in 2003/04

- ❖ We have created sufficient early years education places to offer one to every child whose family wishes it from the age of 3.
- ❖ The local Sure Start projects have, by working closely with families, significantly improved support to families of young children in their areas.
- ❖ Connexions advisers have been appointed in every secondary school to help the most vulnerable young people aged 13-19.
- ❖ Participation by children and young people in both decisions affecting their own lives and in strategic and service planning has been strengthened through new tools, structures and events.
- ❖ As an IRT trail blazer the Council has developed an innovative set of tools for improving communication between different services.
- ❖ The KITES Children's Information Service was the first service nationally to attain the quality award.

◆ The Records and Events Diary (RED book), developed by EYDCP internally, is recognised as best practice nationally and is now posted on the DfES website.

◆ The Index for Inclusion, re-written internally for Early Years and Childcare, has received national recognition.

## Where we need to improve

◆ We need to increase the number of child care places available, particularly in areas of deprivation.

◆ We need to expand family support to families with children in deprived areas, and provide more leisure and study support opportunities for children and young people.

◆ We need to further improve communication and coordination of services provided by different agencies.

◆ We need to strengthen information, guidance and support, including family support, for vulnerable young people aged 13-19.

## 4. Library and Information Services

<p><b>Key Service Target</b>  <b>4.1 Increase access to the library network by improving library buildings and increasing opening hours.</b></p>	<p>Performance Measures</p> <p><b>4.1a</b> One new library built or planned.</p> <p><b>4.1b</b> Opening hours for Eastbourne Library extended by 5.5 hours per week and Crowborough Library by 7.5 hours per week (subject to consultation with the public).</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Complete the building of a new library in Lewes</li> <li>❖ Work towards providing a new library in Rye in conjunction with the Rye Partnership.</li> <li>❖ Establish future needs in terms of library provision in Hastings and Bexhill by working with the Hastings and Bexhill Task Force.</li> <li>❖ Develop and deliver a refurbishment programme for public libraries using additional County Council resources allocated for 2004/05.</li> </ul>	
<p><b>Key Service Target</b>  <b>4.2 Improve services and support the e-government strategy by using ICT effectively.</b></p>	<p>Performance Measure</p> <p><b>4.2a</b> All library staff trained in effective use of the library management system.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Improve library management systems.</li> <li>❖ Develop the People's Network.</li> <li>❖ Improve management information.</li> </ul>	
<p><b>Key Service Target</b>  <b>4.3 Improve educational standards by working with Education.</b></p>	<p>Performance Measure</p> <p><b>4.3a</b> Increase the number of courses delivered through Learndirect centres across East Sussex from 550 courses in 2003/04 to 800 in 2004/05.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Ensure that Library and Information Services and in particular the Schools Library Service contribute to the Education Development Plan (EDP).</li> <li>❖ Increase access to learning through libraries by increasing access to Learndirect courses.</li> <li>❖ Work with the Early Years Development &amp; Childcare Partnership (EYDCP) to deliver the "Bookstart" scheme aimed at enhancing literacy levels in pre-school children.</li> </ul>	
<p><b>Key Service Target</b>  <b>4.4 Develop libraries in their communities to ensure that they deliver the specific services that their community needs</b></p>	<p>Performance Measures</p> <p><b>4.4a</b> Increase the number of library visits by 3% from 3,151,086 in 2003/04 to 3,245,086 in 2004/05. <b>BV117</b></p> <p><b>BVPI</b></p> <p><b>4.4b</b> Increased BME access strategy adopted and implemented.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Carry out consultation with both users and non-users of library services.</li> <li>❖ Devise and deliver a programme to enhance access to the library network for black and minority ethnic (BME) groups.</li> </ul>	

## What we have achieved in 2003/04

- ◆ 18 Public Library Standards met (out of 27 applicable to East Sussex).
- ◆ Increased opening hours.
- ◆ Mobile library service reviewed and new routes implemented.
- ◆ Learndirect centre opened in Hastings Library, attracting over 200 learners in 2003/04.
- ◆ People's Network successfully providing public access to the internet across the whole county, with the installation at Ringmer Library completing the programme.

## Where we need to improve

- ◆ Condition of buildings.
- ◆ Work towards meeting more Public Library Standards and improve on those already met in areas where consultation with users and non-users indicates this is necessary.
- ◆ Better use of ICT to improve services.
- ◆ Increased and more relevant usage of libraries.



## Education

### Lead Member - Councillor Keith Glazier



I am pleased to report that our focus on excellence and raising standards has resulted in educational standards improving steadily in East Sussex over the past year. A number of age groups achieved their best ever results last year. We made significant improvements in the test results for 7 year olds and we are now close to the national average. The performance of 14 year olds in English, Maths and Science and 16 year olds at GCSE improved faster in East Sussex than the national average rate. This means that 110 more 14 year olds reached the expected level for their age or above, than if we had only improved at the national rate.

We believe that improving attendance in schools is vital if all children are to make the most of their educational opportunities. Our schools, backed by the Council's publicity campaign about the adverse effects of removing children from school for holidays during term time, significantly improved pupil attendance last year. This meant that on a particular day there were 270 more secondary and 110 more primary pupils in school than there were the year before.

We aim to support our teachers in delivering teaching of the highest quality and our headteachers in giving strong and effective leadership to our schools. The School Improvement Service is now fully staffed and continues to provide challenge and high quality support to the schools that need it most. Our Education Development Plan for 2003-2004, which describes how we will improve schools and raise pupils' attainment, was praised very highly by the Department for Education and Skills. The management of schools, in particular financial management, is better than ever before. Pupils have richer and more exciting learning experiences through the use of Information and Communications Technology (ICT) with almost three-quarters of our schools now accessing the Internet through a broadband connection. We have provided more school places in the areas of the county where they were badly needed because of population growth: 90 places in Eastbourne and 150 additional secondary places in Eastbourne. We are committed to developing wide opportunities for children and young people. Through our 14-19 strategy we will work with partners to extend in particular access to vocational education and skills training. We will also support schools in providing breadth and balance particularly in the primary curriculum.

Education remains our passion. We have high aspirations, because we must give every child in this county the chance to make the most of their potential. Our continuing commitment to higher standards means that we have set ourselves some very challenging targets this year, targets that we may not achieve despite the strenuous efforts of our dedicated teachers and staff. These include targets for pupil attainment which are set for East Sussex nationally. These are ambitious targets for the percentage of pupils achieving Level 4 and above in tests for 11 year olds in English, Mathematics and ICT, and for 16 year olds gaining five or more A\* to G grades at GCSE (or equivalent). Although in many areas we are improving faster than the national average, these targets are still very challenging.

We will continue to promote excellence and high standards and to encourage parents and pupils to play their part. We are committed to working together with heads, teachers, governors, pupils and parents to secure widespread high achievement by pupils in East Sussex and see those achievements increase consistently year on year.

## Our Key Objectives

### 1. School Improvement

To raise educational standards through appropriate support and challenge to all schools by ensuring the effective operation of the Strategic Partnership with the Centre for British Teaching (CfBT) and ensuring good progress with activities outlined in the Educational Development Plan (EDP).

**Contact** Penny Gaunt  
**Telephone** 01273 481866  
**e-mail** [pgaunt@cfbt.com](mailto:pgaunt@cfbt.com)

### 2. Access

To make sure we have sufficient places for children in well maintained school buildings and to support and promote school attendance, making the most effective use of available resources.

**Contact** Matt Dunkley  
**Telephone** 01273 481717  
**e-mail** [matt.dunkley@eastsussex.gov.uk](mailto:matt.dunkley@eastsussex.gov.uk)

### 3. Strategic Management

To provide strategic leadership and direction for autonomous schools through the development of e-learning, E-Government and work with other agencies and the promotion of choice and diversity through the provisions of the Education Act 2002.

**Contact** Matt Dunkley  
**Telephone** 01273 481717  
**e-mail** [matt.dunkley@eastsussex.gov.uk](mailto:matt.dunkley@eastsussex.gov.uk)

## Supporting plans

- |                                  |                                      |
|----------------------------------|--------------------------------------|
| ▶ Accessibility Strategy*        | ▶ Implementing Electronic Government |
| ▶ Adult Learning Plan*           | ▶ Learning Partnership Plan          |
| ▶ Asset Management Plan          | ▶ Post Ofsted Improvement Plan       |
| ▶ Education Development Plan*    | ▶ School Organisation Plan*          |
| ▶ Education Service ICT Strategy |                                      |

\*Indicates statutory plan

**For further information on these plans please contact  
Steve Marsh, telephone 01273 481371, e-mail [steve.marsh@eastsussex.gov.uk](mailto:steve.marsh@eastsussex.gov.uk)**

### Best Value reviews

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk)**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

## 1. School improvement

<p><b>Key Service Target</b>  <b>1.1 Improve attainment of pupils at Key Stage 1 (KS1).</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Provide intensive literacy and numeracy support for targeted schools.</li> <li>❖ Develop assessment, recording and reporting for learning through differentiated training for teachers.</li> <li>❖ Develop further focused multi-agency support.</li> </ul>	<p>Performance Measures</p> <p><b>1.1a</b> Increase the percentage of pupils achieving Level 2 or above in KS1 tests for:</p> <ul style="list-style-type: none"> <li>i) Reading from 83.4% in 2003/04 to 84% in 2004/05 and 85% in 2005/06;</li> <li>ii) Writing from 80.6% in 2003/04 to 81% in 2004/05 and 82% in 2005/06; and</li> <li>iii) Mathematics from 89.3% in 2003/04 to 90% in 2004/05 and 91% in 2005/06.</li> </ul> <p><b>1.1b</b> Increase the percentage of pupils achieving Level 3 or above in KS1 tests for:</p> <ul style="list-style-type: none"> <li>i) Reading from 25.6% in 2003/04 to 26% in 2004/05 and 27% in 2005/06;</li> <li>ii) Writing from 14% in 2003/04 to 15% in 2004/05 and 16% in 2005/06; and</li> <li>iii) Mathematics from 27% in 2003/04 to 28% in 2004/05 and 29% in 2005/06.</li> </ul>
<p><b>Key Service Target</b>  <b>1.2 Improve attainment of pupils at Key Stage 2 (KS2).</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Provide intensive literacy and numeracy support for targeted schools.</li> <li>❖ Develop assessment, recording and reporting for learning through differentiated training for teachers.</li> <li>❖ Develop further focused multi-agency support.</li> </ul>	<p>Performance Measures</p> <p><b>1.2</b> Increase the percentage of pupils achieving Level 4 or above in KS2 test for:</p> <p><b>1.2a</b> Mathematics from 72.2% in 2003/04 to 85% in 2004/05. <b>BV40</b>  <b>BVPI</b></p> <p><b>1.2b</b> English from 74.3% in 2003/04 to 86% in 2004/05. <b>BV41</b>  <b>BVPI</b></p>
<p><b>Key Service Target</b>  <b>1.3 Improve attainment of pupils at Key Stage 3 (KS3).</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ 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 those schools identified as high priority.</li> <li>❖ Improve pupils' transition between Key Stages 2 and 3.</li> <li>❖ Enhance provision for gifted and talented pupils.</li> </ul>	<p>Performance Measures</p> <p><b>1.3</b> Increase the percentage of pupils achieving Level 5 or above in KS3 tests (<b>BV181</b>) for:</p> <p><b>PSA 1</b></p> <p><b>1.3a</b> English from 70% in 2003/04 to 75% in 2004/05.  <b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>1.3b</b> Mathematics from 72% in 2003/04 to 77% in 2004/05.  <b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>1.3c</b> Science from 70% in 2003/04 to 72% in 2004/05.  <b>BVPI</b></p>

<b>Key Service Target</b> <b>1.4 Improve attainment of pupils at Key Stage 4 (KS4).</b>	<b>Performance Measures</b> <b>1.4a</b> Increase the percentage of pupils achieving five or more GCSEs at grades A* - C or equivalent from 52.8% in 2003/04 to 56% in 2004/05. <b>BV38</b> <b>BVPI</b> <b>1.4b</b> Increase the percentage of pupils achieving five GCSEs or equivalent at grades A* - G including English and Mathematics from 86.1% in 2003/04 to 92% in 2004/05. <b>BV39</b> <b>BVPI</b> <b>1.4c</b> Increase the percentage 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 to 93% by 2004/05 and 94% by 2005/06. <b>PSA</b> <b>3</b>
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Enhance vocational provision.</li> <li>❖ Develop flexible curriculum models including work-related learning opportunities.</li> </ul>	

<b>Key Service Target</b> <b>1.5 Improve attainment of pupils in Information and Communications Technology (ICT).</b>	<b>Performance Measure</b> <b>1.5a</b> Increase the percentage of pupils achieving level 5 or above in KS3 ICT teacher assessment from 55.4% in 2003/04 to 75.0% in 2004/05. <b>BV181d</b> <b>PSA</b> <b>1</b> <b>BVPI</b>
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Develop and implement a policy for targeting ICT support at those schools which are in most need.</li> <li>❖ Moderate the end of key stage 3 teacher assessment of ICT in all maintained secondary schools.</li> <li>❖ Provide training opportunities for all schools in developing the KS3 curriculum complemented with school visits to help embed best practice.</li> </ul>	

<b>Key Service Target</b> <b>1.6 Improve the quality of school leadership and management across the County with fewer schools in special measures or with serious weaknesses.</b>	<b>Performance Measures</b> <b>1.6a</b> Reduce the percentage of schools maintained by the LEA as requiring special measures from 2.25% in 2003/04 to 0.6% in 2004/05. <b>BV48</b> <b>BVPI</b> <b>PSA</b> <b>9</b> <b>1.6b</b> Reduce the percentage of schools maintained by the LEA identified by Ofsted as having serious weaknesses or requiring special measures to 1.0% by 31/03/05 and 0% by 31/03/06. <b>PSA</b> <b>9</b> <b>1.6c</b> Maintain the percentage of schools that have completed a Moderated School Self Review (MSSR) at 100%. <b>1.6d</b> Increase the percentage of schools judged by Ofsted to have good or better leadership and management from 73% in 2003/04 to 82% in 2004/05 and 85% in 2005/06.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Revise the approach to impact assessment of Local Education Authority (LEA) support plans for schools requiring additional support.</li> <li>❖ Allocate consultant headteachers to those schools where the capacity for leadership and management needs to be enhanced.</li> <li>❖ Implement a revised policy on disseminating effective practice including the effective use of CfBT websites.</li> </ul>	

<p><b>Key Service Target</b>  <b>1.7 Improve levels of school attendance.</b></p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Work with schools to standardise attendance recording through electronic systems or investment in extra personnel.</li> <li>❖ Provide targeted, focused support for schools with high levels of absence, including intensive analysis and review of school strategies in partnership with the Police and Fire Services, including developing incentives for individual pupils and classes and joint classroom presentations.</li> </ul>	<p><b>1.7a</b> Reduce the percentage of half days missed due to authorised and unauthorised absence in primary schools from 5.8% in 2003/04 to 5.50% in 2004/05. <b>BV46</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>1.7b</b> Consolidate the progress made in reducing the half days missed due to authorised and unauthorised absence in secondary schools to by maintaining the level in 2004/05 at or below 8.5%. <b>BV45</b></p> <p><b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>1.7c</b> Reduce the percentage of unauthorised absence in primary schools to 0.35% by 31/03/05 and 0.32% by 31/03/06.</p> <p><b>PSA 2</b></p> <p><b>1.7d</b> Reduce the percentage of unauthorised absence in secondary schools to 1.30% by 31/03/05 and 1.10% by 31/03/06.</p> <p><b>PSA 2</b></p>

<p><b>Key Service Target</b>  <b>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.</b></p>	
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Improve the way in which the use of Standards Fund grants to support the EDP is monitored.</li> <li>❖ Rigorously monitor the progress in implementing the EDP and evaluate its impact.</li> <li>❖ Review the use of funding available for school improvement, taking into account any changes in Standards Fund proposed for 2005/06 and develop proposals to be incorporated in EDP and budget planning for 2005/06.</li> <li>❖ Continue to manage effectively the strategic partnership with CfBT for school improvement services.</li> </ul>	<p>Performance Measure</p> <p><b>1.8a</b> Annual report published.</p>

<p><b>Key Service Target</b>  <b>1.9 Ensure our schools fulfil their responsibilities under the Race Relations Amendment Act in order that our children and young people are better equipped for life in a culturally diverse society.</b></p>	
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Produce and circulate race equality guidance for schools which includes protocols for responding to racist incidents.</li> <li>❖ Initiate a number of projects for schools to enrich the curriculum and to take account of the traditions of cultural and faith groups, including Travellers.</li> <li>❖ Provide support and guidance to schools identified as requiring additional support in implementing their duties under the Race Relations Amendment Act 2000.</li> </ul>	<p>Performance Measure</p> <p><b>1.9a</b> 100% of schools to have implemented racist incident reporting procedures.</p>

## What we have achieved in 2003/04

- ◆ At Key Stage 4, overall pupil performance improved in 2003 to its best ever level with 52.9% of pupils achieving 5 or more grades A\* - C at GCSE. These results are now just above the national average (0.3%).
- ◆ At Key Stage 3, overall pupil performance at level 5+ in 2003 has risen at an average rate of 3 percentage points across the three core subjects compared with the national average rate of 2.3 percentage points. The percentage of pupils reaching level 5 in English, Mathematics and Science is 2 percentage points above the national average. These are the best set of results ever at Key Stage 3.
- ◆ At Key Stage 2, overall pupil performance at level 4+ in 2003 has stayed the same as for 2002. This is in line with the national position which is also static. The county's results in English and Mathematics are 1% below the national average.
- ◆ At Key Stage 1 there was a significant improvement at all levels and in all aspects tested. The rate of progress was significantly better than the national rate of progress and the gap between the county and the national results has been reduced to an average of 1.6% from an average of 4% at level 2b.
- ◆ CfBT School Improvement Service is fully staffed and a Moderated School Self Review process has been successfully introduced to every school in the county.
- ◆ 1% increase in attendance in secondary schools (over 2002/03 school year).
- ◆ 0.3% increase in attendance in primary schools (over 2002/03 school year).
- ◆ A successful communication strategy on the adverse effects of removing children from school for holidays during term time.

## Where we need to improve

- ◆ Overall pupil performance at Key Stages 2 (11 year olds) and 4 (16 year olds).
- ◆ The rate of progress of schools requiring additional support.
- ◆ The quality of school management and leadership.
- ◆ Completion of the Best Value review of Attendance.

## 2. Access

<p><b>Key Service Target</b>  <b>2.1 Ensure cost effective school structures which provide sufficient school places and are supportive of teaching and learning.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement a capital programme which provides sufficient places where pupil numbers are increasing.</li> <li>❖ Where pupil numbers are reducing in a given area, systematically review the number, location and organisation of school places and take action in partnership with schools.</li> <li>❖ Bring the Education and non-schools Asset Management Plans into alignment and improve the analysis of data.</li> </ul>	<p>Performance Measures</p> <p><b>2.1a</b>      Maintain the percentage of primary schools with more than 25% or more of their places unfilled at 7% in 2004/5. <b>BV34a</b></p> <p><b>BVPI</b></p> <p><b>2.1b</b>      Ensure that the percentage of secondary schools with more than 25% or more of their places unfilled does not exceed 7.4% in 2004/05. <b>BV34b</b></p> <p><b>BVPI</b></p> <p><b>2.1c</b>      Major review of primary school planning issues carried out.</p>
<p><b>Key Service Target</b>  <b>2.2 Improve the condition and suitability of school buildings.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ 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.</li> <li>❖ Develop new approaches to project procurement and implementation by working with Corporate Resources Directorate (CRD) Property.</li> </ul>	<p>Performance Measures</p> <p><b>2.2a</b>      26 temporary classrooms replaced.</p> <p><b>2.2b</b>      Four secondary school science laboratories upgraded or renewed in 2003/04, five in 2004/05 and one in 2005/06.</p> <p><b>2.2c</b>      £4m of condition/modernisation work completed.</p>
<p><b>Key Service Target</b>  <b>2.3 Develop a project plan and, as appropriate, an implementation strategy for the Building Schools for the Future (BSF) initiative.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Through the Project Team, secure broad support from schools for objectives and sequencing of BSF in East Sussex.</li> <li>❖ Evaluate and assess the feasibility of an early phase BSF project in light of emerging Government requirements.</li> </ul>	<p>Performance Measures</p> <p><b>2.3a</b>      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.</p>
<p><b>Key Service Target</b>  <b>2.4 Development of a wide range of services for adults.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Formulate and obtain approval for an Adult Learning Plan (ALP) for 2004/5 within the new planning framework by working with partners.</li> <li>❖ Establish a consortium of Community Colleges as one of the 'Lead Partners' delivering the Adult Learning Plan.</li> </ul>	<p>Performance Measure</p> <p><b>2.4a</b>      Community College Consortium ready to take lead partner role and deliver ALP targets in rural areas of East Sussex.</p>

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## What we have achieved in 2003/04

- ◆ Provision of 90 additional primary places in Eastbourne and South Wealden and 150 additional secondary places in Eastbourne - these are areas where there is the greatest need for additional school places because of population growth.
- ◆ Successful bid for 'Teaching Environments for the Future' funds - Bishop Bell CE Secondary School, Eastbourne valued at £400k. This was one of only 18 bids approved by the Department for Education & Skills (DfES) from a total of 58 received.
- ◆ Implementation of key projects to support the SEN Inclusion Strategy through successful Targeted Capital Bids for the co-location of Glyne Gap 16-19 unit with Bexhill College and the major redevelopment of The Lindfield School, Eastbourne.

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## Where we need to improve

- ◆ Integration of Education Asset Management Plan with the non schools Asset Management Plan, and the development of priorities for improvement across the whole range of Education and Libraries assets.
- ◆ Continued development of the new approaches to project procurement and implementation through partnership working with CRD Property, including further improvements in budget monitoring and client reporting arrangements.
- ◆ Improved analysis of data in the Asset Management Plan database, so that determination of priorities is more soundly based.

### 3. Strategic Management

<b>Key Service Target</b> <b>3.1 Ensure long term budget planning for schools by providing effective support and monitoring.</b>	<b>Performance Measures</b> <b>3.1a</b> Increase the percentage of schools submitting three year budget plans from 70% in 2003/04 to 80% in 2004/05 and 95% in 2005/06.  <b>3.1b</b> Reduce the aggregate deficit among schools by 50% from the end of 03/04 to the end of 04/05 by targeting transitional grant.  <b>3.1c</b> 100% of schools in budget deficit have agreed recovery plans with the LEA.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Support all schools in the production of three year budget plans through provision of guidance and information.</li> <li>❖ Provide targeted support, monitoring and consultancy to schools in financial difficulty, including allocation of transitional grant.</li> </ul>	

<b>Key Service Target</b> <b>3.2 Provide improved and extended services to schools and the community through the use of ICT</b>	<b>Performance Measure</b> <b>3.2a</b> 90% of schools exchanging data electronically with the LEA in 2003/04 and 100% in 2004/05 and 2005/06.  <b>3.2b</b> Increase the percentage of schools with broadband connections to 85% by 31/03/05 and 100% by 31/03/06.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Improve and extend electronic exchange of information between the department and schools through use of schools' extranet (Ezone) and secure data exchange.</li> </ul>	<div style="background-color: #000080; color: white; padding: 2px; display: inline-block;"><b>PSA</b></div> <div style="background-color: #000080; color: white; padding: 2px; display: inline-block; width: 15px; text-align: center;">9</div>

#### What we have achieved in 2003/04

- ❖ Target for schools submitting 3 year budget plans exceeded by 10% .
- ❖ 100% buy-back from schools for financial advice and training.
- ❖ 100% of schools receive their circulars electronically through Ezone (the schools' extranet).
- ❖ 69% of schools now have broadband connections, significantly ahead of the target for 2003/04 of 50%.

#### Where we need to improve

- ❖ Targeted, co-ordinated approach to schools in financial difficulties.
- ❖ Forecasting and prediction of potential financial difficulties in schools.



## Social Services and Health Lead Member Councillor Joy Waite



I am delighted that Social Services have made very significant progress in improving services to adults, and to older people in particular. In the Spring of 2003, the Department of Health Social Services Inspectorate (SSI) carried out a full and detailed inspection of social care services to older people in East Sussex. The result of this inspection was published in the summer of 2003, and the external inspectors reported that:

**"considerable progress had been made since the Joint Review visit that took place in 2001. Improving services for older people was the top priority for the Council. There was strong Councillor and corporate support for this. The Department had made significant improvements in working with its partners. We considered Social Services were making progress on all the areas that had been identified as needing attention".**

This progress was made with significant additional investment by the Council, very strong political support, and the hard work of managers and front line staff throughout the Department.

Following that inspection, in November 2003, the National Social Services Star Ratings were published. This resulted in East Sussex moving from zero stars to two stars (out of three), making the Council the most improved in the country.

However, a great deal remains to be done, and this plan sets out how it will be taken forward. Improving services to older people remains the number one corporate political priority, and there is further investment in 2004/5 of £2.9m. Over the last twelve months, two new, high quality extra care housing schemes have been opened, providing additional capacity as an alternative to residential and nursing home care. People who have moved into these schemes have been very pleased with the service they have received. The Living at Home Programme continues to receive very positive user feedback, and still achieves a success rate of 81% in helping older people to return home.

Integration with Health agency has continued, and the following are key examples:

- ▶ Head of Social Care and three local managers moved into localities coterminous with Primary Care Trusts;
- ▶ Mental Health Partnership Board established, and new service model being introduced;
- ▶ arrangements proceeding for Integrated Community Equipment Service; and
- ▶ pooled budget for Learning Disability services now fully operational, and working well.

Amongst the challenges for the next twelve months are:

- ▶ continue to make new placements in residential and nursing home care at the current very satisfactory level, while increasing the numbers of people supported at home through intensive home care packages, and supported at home in other ways;
- ▶ developing additional extra care housing, and intermediate care, where possible jointly with Health; and
- ▶ continue to focus on improving the quality of services as perceived by service users.

While a great deal has been achieved over the last twelve months, a great deal more needs to be done, and there are clear plans in place. The additional investment Cabinet is making in Social Services for 2004/05 will allow this rapid progress to continue.

# Our Key Objectives

## Overall

- ▶ Improve the user and carer experience, to be measured against standards and performance indicators.
- ▶ Develop a range of flexible and responsive services to support people in their own homes.
- ▶ Build better partnerships with Health, Housing, Education and Independent and Voluntary Sector partners.
- ▶ Shift the balance from providing to commissioning services.

## 1. Older People's Services

- ▶ Support more people in their own homes, while retaining the current low rate of admission to residential care and reducing delayed discharge from hospitals.
- ▶ Expand intensive support at home, including the development of new services, where possible joint with Health and Housing, including intermediate care and extra care housing.
- ▶ Continue the move towards being increasingly a commissioning, rather than providing, organisation and develop more effective strategic commissioning jointly with Health.
- ▶ Continue to increase the proportion of the Social Services Department's (SSD) budget spent on older people.
- ▶ Increase further use of direct payments to achieve the efficient use of resources and encourage individual choice.

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## 2. Services for People with a Physical Disability

- ▶ To increase further use of direct payments to achieve the efficient use of resources and encourage individual choice.
- ▶ Continue integrating occupational therapy services into multi-disciplinary teams, based on local health and social care economies, building on current practice.
- ▶ Integrate equipment services with Health while expanding and increasing flexibility.

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## 3. Services for People with Mental Health Problems

- ▶ Integrate further current services with the Mental Health Trust, where these changes will improve the efficiency of the service, and outcomes for service users.
- ▶ Develop effective joint commissioning arrangements.
- ▶ Implement, jointly with Health, a new service model with particular emphasis on supporting people in their own homes.
- ▶ Reduce the use of residential provision and expand community services, outreach provision and support at home.

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## Our Key Objectives continued

### 4. Services for People with a Learning Disability

- ▶ Consolidate the work of the newly created joint learning disability team, and ensure that they review existing services in order to best meet people's needs.
- ▶ Reduce, over time, the use of residential care and increase support at home, including the development of supported housing.
- ▶ Increase the use of direct payments to achieve the efficient use of resources and encourage individual choice.
- ▶ Modernise day care and day activity provision, in order to promote independence, and meet the visions set out in 'Valuing People'.

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### 5. Support Services

- ▶ Develop budgets to client groups and geographical areas coterminous with those of partners wherever possible and to plan pooling and integration of budgets, where appropriate.
- ▶ Improve strategic contracting, including block contracts and e-Purchasing, to ensure improved partnerships with suppliers, the building of capacity and continuity of supply.
- ▶ Maximize use of e-Business practices to improve access, service delivery and efficiency.
- ▶ Work with Health on approaches to workforce planning, training and development, with a view to preparing for greater integration and improved recruitment and retention.
- ▶ Implement the electronic social care record, and use associated technology to improve efficiency and effectiveness.

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## Supporting Plans

- ▶ Carers Joint Strategy
- ▶ Commissioning Strategy for Older People's Services in East Sussex
- ▶ Delayed Transfers from Hospital Performance Improvement Plan
- ▶ East Sussex Extra Care Housing Strategy
- ▶ East Sussex Local Delivery Plans\*
- ▶ East Sussex Supporting People Shadow Strategy\*
- ▶ Implementing Electronic Social Care Record Statement
- ▶ Joint Strategic Plan for Services for Disabled Adults of Working Age
- ▶ Joint Workforce Strategy
- ▶ National Service Framework Delivery Plan (Adults with Mental Health Needs)\*
- ▶ Priorities for Older People's Service development in East Sussex
- ▶ Learning Disability Partnership Board Action Plan

\* indicates statutory plan

**For further information on these plans please contact  
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**Best Value reviews**

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk).**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

**Note: As well as cross referencing BVPI's and PSA targets against performance measures there is also reference to the Performance Assessment Framework (PAF) which is unique to Social Services.**

## 1. Older People's Services

<b>Key Service Target</b> <b>1.1 Improve the user and carer experience.</b>	<b>Performance Measures</b> <b>1.1a</b> SAP in place and functioning by 01/04/04. <b>1.1b</b> Local targets for speed and efficiency of SAP process defined by 30/9/04. <b>1.1c</b> A survey of clients who have been through the SAP will be conducted to assess effectiveness of, and reduction in, duplication. <b>1.1d</b> Increase the number of adults and older clients receiving a review as a percentage of those receiving a service from 45% in 2003/04 to 50% in 2004/05. <b>PSA 9</b> <b>PAF D40</b> <b>1.1e</b> Increase the number of informal carers receiving an assessment as a percentage of the total number of clients and carers receiving assessments from 5% in 2003/04 to 10% in 2004/05. <b>PSA 9</b> <b>PAF D42</b>
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Implement the Single Assessment Process (SAP).</li> <li>❖ Define local targets for improved performance and put in place management information system.</li> <li>❖ Ensure that reviews are carried out in a timely fashion.</li> </ul>	

<b>Key Service Target</b> <b>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.</b>	<b>Performance Measures</b> <b>1.2a</b> Increase the number of older people helped to live at home per 1,000 population aged 65 or over, from 62 in 2003/04 to 70.3 in 2004/05. <b>PSA 5 &amp; 9</b> <b>BV54</b> <b>1.2b</b> Total of people supported to live at home increased by 5% from the 31/03/04 baseline (available by 30/06/04). <b>BVPI</b> <b>1.2c</b> Maintain admissions of supported residents aged 65 or over per 1,000 population to permanent residential/nursing care ( $\pm 10$ ) at 85% in 2004/05 and 2005/06. <b>1.2d</b> Agree, by 31/5/04, a joint target with health for decreasing the number of delayed discharges. <b>PAF D41</b> <b>1.2e</b> Deliver 55% of care packages within 4 weeks of assessment. <b>PAF D56</b>
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ 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.</li> <li>❖ Retain current level of admissions to residential and nursing home care.</li> <li>❖ Implement new joint working arrangements for hospital admission and discharge.</li> <li>❖ Reduce waiting times for services.</li> </ul>	

<b>Key Service Target</b> <b>1.3 Develop, jointly with Health and Housing, more intensive support at home.</b>	<b>Performance Measures</b> <b>1.3a</b> Maintain the number of households receiving intensive home care per 1,000 population aged 65 or over at 5.5. <b>PAF C28, BV53</b> <b>BVPI</b> <b>PSA 5 &amp; 9</b> <b>1.3b</b> Increase the proportion of intensive home care as a percentage of intensive home and residential care from 15.7% in 2003/04 to 19.3% in 2004/05. <b>PAF B11</b> <b>PSA 5 &amp; 9</b> <b>1.3c</b> Make funding available for 20 additional Extra Care units to be in development by 31/03/05 (Subject to Department of Health (DoH) capital bid being successful). <b>1.3d</b> Successfully complete 35% of Supporting People Service Reviews. (From a total of 89.) <b>1.3e</b> Increase the number of Living at Home beds by 10% from the 31/03/04 baseline (available by 30/06/04). <b>1.3f</b> Confirm the availability of Social Services Department (SSD) resources to invest in 36 Intermediate Care beds, subject to financial contribution from Health.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Increase level of, and expenditure on, intensive home care services.</li> <li>❖ Bid for funds to develop extra care housing schemes with Health and Housing partners.</li> <li>❖ Develop intermediate care jointly with Health.</li> </ul>	

<b>Key Service Target</b> <b>1.4 Become increasingly a commissioning rather than a providing organisation by developing, jointly with Health, effective strategic commissioning.</b>	<b>Performance Measures</b> <b>1.4a</b> Commissioning strategy for older people agreed by Cabinet and implemented. <b>1.4b</b> 25% of contracts for home care to be block contracts. <b>1.4c</b> 25% of contracts for nursing home services to be block contracts.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Increase use of 'block' contracting for home care and nursing home services.</li> <li>❖ Implement a commissioning strategy for older people.</li> </ul>	

<b>Key Service Target</b> <b>1.5 In response to the Joint Review continue to increase the proportion of Social Services budget spent on older people.</b>	<b>Performance Measure</b> <b>1.5a</b> Increase gross expenditure per head of population aged 65 or over on social services for older people from £392 in 2003/04 to £400 in 2004/05.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Implement agreed service and budget plans by 31/03/05.</li> </ul>	

<b>Key Service Target</b> <b>1.6 Safeguard vulnerable adults against abuse.</b>	<b>Performance Measure</b> <b>1.6a</b> 75% of Adult Protection cases to have a strategy meeting held within 5 working days of first notification to SSD.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Ensure that timely and appropriate decisions are taken in adult protection cases.</li> </ul>	

## What we have achieved in 2003/04

- ◇ SSI of Older people's services in 2003 was very positive, identifying that "Social Services are making progress in all areas that have been identified as needing attention".
- ◇ Opened two new extra care housing schemes, in partnership with housing organisations.
- ◇ Continued to increase the number of older people intensively supported at home from 500 in 2002/03 to over 600 in 2003/04.
- ◇ Established a range of intermediate care services in partnership with Health and Housing colleagues.
- ◇ Reduced the number of people waiting for community assessments.

## Where we need to improve

- ◇ Further reduce delayed transfers of care from hospital.
- ◇ Continue to work towards transforming assessment and care management for adult service users.
- ◇ Make further progress towards being a commissioning organisation.
- ◇ Make further progress in integrating health and social care.
- ◇ Continue to develop, jointly with Health, a broader and more extensive range of intermediate care schemes.

## 2. Physical Disability

<p>Key Service Target  <b>2.1 Develop a range of flexible and responsive services to support people in their own homes and encourage individual choice.</b></p>	<p>Performance Measures</p> <p><b>2.1a</b> 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 5.2 in 2004/05. <b>PAF C29</b></p> <p><b>2.1b</b> Increase the number of adults and older people receiving direct payments from 34 per 100,000 in 2003/04 to 38 per 100,000 in 2004/05. <b>PAF C51</b></p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Increase the contract for Voluntary Sector support for those accessing Direct Payments.</li> </ul>	
<p>Key Service Target  <b>2.2 Build improved partnerships with Health, Housing, and the Independent and Voluntary Sector.</b></p>	<p>Performance Measures</p> <p><b>2.2a</b> An agreed model for delivering integrated occupational therapy services with Health and Housing operational.</p> <p><b>2.2b</b> Integrated Community Equipment Service operational.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Improve the integration of occupational therapy services into multi-disciplinary teams, based on local health and social care economies.</li> <li>❖ Integrate equipment services with Health while expanding and increasing flexibility.</li> </ul>	

### What we have achieved in 2003/04

- ❖ Increased the number of people with physical disability who are helped to live at home.
- ❖ Completed the planning process for the Integrated Community Equipment Service.
- ❖ Commenced implementation of the inter-agency Strategic Plan for Disability Services.
- ❖ Established Head of Occupational Therapy post.

### Where we need to improve

- ❖ Continue to increase the number of adults with physical disabilities helped to live at home.
- ❖ Ensure that the Integrated Community Equipment Service is successfully implemented.
- ❖ Continue to work with health to ensure integrated services are delivered

### 3. Mental Health

<p>Key Service Target  <b>3.1 Reduce the use of residential provision and expand community services, outreach provision and support at home.</b></p>	<p>Performance Measure</p> <p><b>3.1a</b> 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 1.6 in 2004/05.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Monitor the use of residential/nursing home care through a Placements Panel.</li> <li>❖ Play an active role in supporting Health to reduce reliance on high cost residential agency placements by developing community alternatives.</li> <li>❖ Appoint an increased number of intensive community support teams for older people.</li> </ul>	
<p>Key Service Target  <b>3.2 Build better partnerships with Health to provide an improved seamless service for users.</b></p>	<p>Performance Measure</p> <p><b>3.2a</b> Joint performance Indicators agreed and monitoring systems in place by 30/09/04.</p> <p><b>3.2b</b> New Service Model implementation commenced by 31/12/04.</p> <p><b>3.2c</b> A survey of clients who have been supported via the New Service Model conducted to assess effectiveness.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Monitor the use of residential/nursing home care through a Placements Panel.</li> <li>❖ Play an active role in supporting Health to reduce reliance on high cost residential agency placements by developing community alternatives.</li> <li>❖ Appoint an increased number of intensive community support teams for older people.</li> </ul>	
<p>Key Service Target  <b>3.3 Develop effective joint commissioning arrangements.</b></p>	<p>Performance Measures</p> <p><b>3.3a</b> Establish baseline information around resources, activity and performance of joint commissioning arrangements by 31/12/04.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Have in place an operational policy by 31/3/05.</li> </ul>	

#### What we have achieved in 2003/04

- ❖ Increased the number of people with mental health problems supported to live at home.
- ❖ Recruited to post of Joint Commissioning Manager.
- ❖ Developed plans for the implementation of new Service Model.
- ❖ Developed plans for integrated services, where these will benefit service users

#### Where we need to improve

- ❖ Continue to reduce the use of residential provision.
- ❖ Further develop community services, outreach provision and support at home.
- ❖ Implement the New Service Model to ensure seamless services for service users.

## 4. Learning Disability

<p>Key Service Target  <b>4.1 Reduce the use of residential care and increase support at home.</b></p>	<p>Performance Measures</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement a range of services directed at improving the choices available to individuals being supported at home.</li> <li>❖ Monitor, through new joint teams, the potential for existing service users to access Direct Payments.</li> <li>❖ Develop supported housing.</li> </ul>	<p><b>4.1a</b> 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 2.3 in 2004/05. <b>PAF C30</b></p> <p><b>4.1b</b> 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>
<p>Key Service Target  <b>4.2 Build improved partnerships with Health to provide improved seamless services for users.</b></p>	<p>Performance Measure</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Further develop joint community teams.</li> <li>❖ Systematically conduct reviews of cases funded by pooled budgets.</li> </ul>	<p><b>4.2a</b> Undertake 55% of case reviews.</p>

### What we have achieved in 2003/04

- ❖ Increased the number of people with learning disability supported to live at home.
- ❖ Continued to develop Integrated Joint Teams for Learning Disability.
- ❖ Further developed Person Centred Planning across the whole service.
- ❖ Implemented pooled budgets with Health.

### Where we need to improve

- ❖ Reduce the use of residential provision.
- ❖ Develop effective joint commissioning.
- ❖ Increase and encourage support at home.
- ❖ Increase the use of Direct Payments
- ❖ Develop more supported housing.

## 5. Support Services

<p>Key Service Target  <b>5.1 Further develop our capacity to produce high quality performance management information.</b></p>	<p>Performance Measures</p> <p><b>5.1a</b> Monthly reporting on relevant PAF indicators throughout 2004/05.</p> <p><b>5.1b</b> 'Performance Plus' used for reporting on Social Services Business Plan.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Develop monthly reporting to senior managers on relevant PAF indicators.</li> <li>❖ Maximise benefits from performance + information system in reporting on Social Services business plan.</li> </ul>	
<p>Key Service Target  <b>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.</b></p>	<p>Performance Measure</p> <p><b>5.2a</b> Review of locality budget arrangements to be completed.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Complete a review of locality budget arrangements in light of new demand data.</li> </ul>	
<p>Key Service Target  <b>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.</b></p>	<p>Performance Measures</p> <p><b>5.3a</b> Implement Fair Price for residential services for Older People.</p> <p><b>5.3b</b> Pilot ESCC Contact Centre.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement Fair Price for Care for residential sector.</li> <li>❖ Plan, develop and implement Contact Centre.</li> </ul>	
<p>Key Service Target  <b>5.4 Improve service delivery efficiency and access by maximising the use of e-business practises.</b></p>	<p>Performance Measure</p> <p><b>5.4a</b> ESCR fully operational.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement the Electronic Social Care Record (ESCR) and ensure that it is fully operational.</li> </ul>	
<p>Key Service Target  <b>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.</b></p>	<p>Performance Measure</p> <p><b>5.5a</b> Joint training plan produced.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Further develop Joint Workforce Strategy and Action Plan with Health partners.</li> </ul>	

<b>Key Service Target</b> <b>5.6 Engage with service users and carers and support staff to improve the quality of services we provide.</b>	<b>Performance Measures</b> <b>5.6a</b> Establish regular feedback from users of services provided by Independent Living Teams. <b>5.6b</b> Implement Scrutiny Review Committee recommendations on user involvement. <b>5.6c</b> Further develop feedback from the complaints and compliments processes in order to identify ways to improve services. Report to members by 01/12/04.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ 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.</li> <li>❖ Ensure a departmental task culture that provides for getting the job done in a technically and professionally effective way.</li> </ul>	

### What we have achieved in 2003/04

- ❖ Continued to manage provision within the available budget.
- ❖ Three year strategic and financial plan in place.
- ❖ Developed the role of the purchasing unit and increased the use of block contracts to ensure continuity of supply.
- ❖ Successfully implemented the 'Supporting People' programme.
- ❖ Developed the role of locality panels for Older People's budgets.
- ❖ Enabled Older People's services to respond flexibly to users needs.
- ❖ Made significant progress towards implementation of the Electronic Social Care record.

### Where we need to improve

- ❖ Improve our approach to strategic contracting.
- ❖ Continue to develop e-business for mainstream services.
- ❖ Continue to develop high quality performance management information.
- ❖ Develop and implement a strategy for Quality.

## **Transport and Environment Lead Member – Councillor Matthew Lock**



This portfolio covers a wide range of services, most of which impact on every resident every day: from establishing planning policies for the future to managing our transport network; from protecting our built and natural environment to dealing with waste. Recent achievements include reducing road casualties, gaining Government support for the development of a local relief road from Bexhill to Hastings and the award of a 25-year waste disposal contract jointly with Brighton and Hove City Council. We are prepared to meet difficult challenges and continue to press hard for improvements to be made to the A27 and A21 and work with partners to improve the rail network in the area.

Our own 3,000 kilometres of road network, linked to the Trunk Roads, is vital for the economic prosperity of the County. We aim to make those roads 'visibly better' and as safe as possible for all users. We aim to reduce vehicle and pedestrian accidents through safety initiatives, including village speed limits, 'Safe Routes to School' and championing safety training. We have entered into a three year local Public Service Agreement [PSA] with Government to achieve challenging targets to improve road conditions, reduce the number of road traffic accidents and improve rural regeneration through the promotion and improvement of our rights of way network.

Waste disposal is a major area of concern for our residents and businesses. An independent Inquiry into a Waste Local Plan concluded in autumn 2003 and the Inspector's report is due this summer. We will work with others to reduce the amount of waste produced to help meet national targets and the new 25-year Integrated Waste Management Services Contract will deal with household waste. This will help us to meet our recycling and recovery targets, whilst keeping the increased cost of waste disposal as low as possible, but costs will rise especially if the amount of waste continues to grow.

Pressures from cost increases and the withdrawal of commercial bus services force us to support targeted bus services to provide the best network possible within resources available. Government has set challenging national targets to increase the availability, use, quality and reliability of bus services, which can only be achieved through active partnerships with commercial operators and other stakeholders, including in some cases community transport projects.

We will protect and enhance the built and natural environment of East Sussex by encouraging access to the countryside and local facilities via targeted improvements of the rights of way network. We will encourage woodland and bio-energy based enterprises and create a coastal wetland chain of sites. We will work with our partners, including the Conservators of the Ashdown Forest and Sussex Downs Conservation Board.

The Planning and Compulsory Purchase Bill is progressing through Parliament and is being amended to recognise the important role of County Councils. We will be working with our partners to ensure the new Regional Spatial Strategy, to be called the South East Plan, reflects the needs of East Sussex and that we are able to play a full part in making key planning decisions about the County's future development and conservation. We will be reviewing our planning policies about the extraction of minerals such as chalk, sand and gravel, and gypsum.

Transport and Environment will continue to work tirelessly to help improve the quality of life in East Sussex.

# Our Key Objectives

## 1. Roads Maintenance

- Look after and improve the condition, life and appearance of the County's highways (roads, bridges, footways, drainage and street lighting).
- Keep the County's main road network in good condition for road users and make significant improvements to the state of the County's 'B', 'C' class and unclassified roads
- Make roads safer for road users and reduce the feeling of insecurity and incidence of night-time crime through an efficient and effective street lighting system.

**Contact** Chris Walker  
**Telephone** 01273 482209  
**e-mail** [chris.walker@eastsussex.gov.uk](mailto:chris.walker@eastsussex.gov.uk)

## 2. Traffic Safety

- Reduce road traffic accidents in East Sussex and make the County's roads safer for all users.
- Meet PSA targets for road safety and make the Council's roads safer for all users.
- Promote the development of the National Cycle Network and encourage cycling throughout the County.

**Contact** Steve Ankers  
**Telephone** 01273 481722  
**e-mail** [steve.ankers@eastsussex.gov.uk](mailto:steve.ankers@eastsussex.gov.uk)

## 3. Waste Disposal

- Provide a sustainable waste disposal system through effective management of the Private Finance Initiative (PFI) Integrated Waste Management Services Contract (IWMS).
- Maximise opportunities to reduce, reuse, recycle and recover value from household waste.
- Promote understanding of waste issues through our waste awareness programme.

**Contact** Duncan Jordan  
**Telephone** 01273 482207  
**e-mail** [duncan.jordan@eastsussex.gov.uk](mailto:duncan.jordan@eastsussex.gov.uk)

## 4. Environment

- Look after our environmental assets, and make best use of them to benefit the local economy with a particular focus on:
  - sustainable woodland;
  - coastal wetlands; and
  - improved Rights of Way.
- Maximise external support, both help in kind and funding.

**Contact** Steve Ankers  
**Telephone** 01273 481722  
**e-mail** [steve.ankers@eastsussex.gov.uk](mailto:steve.ankers@eastsussex.gov.uk)

## 5. Passenger Transport

- Develop and promote an attractive bus network with bus priority measures and traffic management to improve reliability and punctuality.
- Understand and cater for the travel needs of East Sussex, including people with impaired mobility and those living in rural areas.
- Promote the use of buses as an alternative to the car.
- Make efficient use of resources, and apply for additional funding where available.

**Contact**            **Duncan Jordan**  
**Telephone**        **01273 482207**  
**e-mail**             [duncan.jordan@eastsussex.gov.uk](mailto:duncan.jordan@eastsussex.gov.uk)

## 6. Statutory Plans

- Provide longer term strategic guidance and certainty for investment in the future development and conservation of East Sussex.
- Provide the basis for making decisions on planning applications for waste and minerals and ESCC's own development and enforce planning controls.
- Protect and enhance the highway networks and services.
- Win bids for external resources.
- Develop and implement a capital programme of transport improvements.

**Contact**            **Alistair Robson**  
**Telephone**        **01273 481633**  
**e-mail**             [alistair.robson@eastsussex.gov.uk](mailto:alistair.robson@eastsussex.gov.uk)

## Supporting plans

- Community Safety Action Plan 2003 – 05
- Departmental Business Plan
- High Weald Area of Outstanding Natural Beauty (AONB) Management Plan
- Local Transport Plan\*
- Minerals Local Plan\*
- Structure Plan\*
- Sustainability Strategy
- Waste Local Plan\*

\* indicates statutory plan

**For further information these plans please contact**  
**Jo Hazelton, telephone 01273 481897, e-mail: [jo.hazelton@eastsussex.gov.uk](mailto:jo.hazelton@eastsussex.gov.uk)**

### Best Value reviews

**A summary of improvements that have been introduced as a result of Best Value reviews can be obtained from Roger Howarth, 01273 481327, [roger.howarth@eastsussex.gov.uk](mailto:roger.howarth@eastsussex.gov.uk) or by visiting the Best Value link from the County website [www.eastsussex.gov.uk](http://www.eastsussex.gov.uk)**

**All performance measures shown on the following pages of this chapter will be achieved by 31 March 2005 unless otherwise stated.**

# 1. Roads Maintenance

<b>Key Service Target</b> <b>1.1 Halt the deterioration of ESCC's road network and reduce the backlog of road maintenance.</b>	<b>Performance Measures</b> <b>1.1a</b> Improve the condition of local highways against PSA targets. (The figures indicate the % length of defective network.) <b>PSA 7</b> Principal roads <b>BVPI 96</b> <table border="1"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>8.6%</td> <td>8.6%</td> <td>8.6%</td> </tr> </table> <b>BVPI</b> Non-principal classified roads ('B' and 'C' Class roads) <b>BVPI 97a</b> <table border="1"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>41.6%</td> <td>39%</td> <td>32%</td> </tr> </table> <b>BVPI</b> Unclassified roads <b>BVPI 97b</b> <table border="1"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>17.2%</td> <td>20%</td> <td>15%</td> </tr> </table> <b>BVPI</b> Footways <b>BVPI 187a</b> <table border="1"> <tr> <td>03/04</td> <td>04/05</td> <td>05/06</td> </tr> <tr> <td>1.5%</td> <td>18.79%</td> <td>18%</td> </tr> </table>	03/04	04/05	05/06	8.6%	8.6%	8.6%	03/04	04/05	05/06	41.6%	39%	32%	03/04	04/05	05/06	17.2%	20%	15%	03/04	04/05	05/06	1.5%	18.79%	18%
03/04	04/05	05/06																							
8.6%	8.6%	8.6%																							
03/04	04/05	05/06																							
41.6%	39%	32%																							
03/04	04/05	05/06																							
17.2%	20%	15%																							
03/04	04/05	05/06																							
1.5%	18.79%	18%																							
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Determine the condition of the ESCC's road network and report on this in the Local Transport Plan Annual Progress Report in July 2004.</li> <li>❖ Carry out programme of repairs and improvements to ESCC's major and minor road network.</li> <li>❖ Secure central Government funding for repairs and improvements to ESCC's road network.</li> </ul>																									

<b>Key Service Target</b> <b>1.2 Make roads 'Visibly Better'.</b>	<b>Performance Measures</b> <b>1.2a</b> Customer satisfaction surveys carried out to monitor performance and reported on by 30/10/04.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ 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"> <li>• continuing with an additional cut of urban grass verges;</li> <li>• village maintenance teams deployed in summer to carry out agreed locally targeted work;</li> <li>• improved quality of signs at main road junctions;</li> <li>• enhanced road marking maintenance; and</li> <li>• keeping key roads free of ice and developing our policy for salting and dearing roads and footways for when snow is forecast.</li> </ul> </li> </ul>	

<b>Key Service Target</b> <b>1.3 Deliver Best Value for highway services.</b>	<b>Performance Measures</b> <b>1.3a</b> New service arrangements developed and contracts prepared and awarded by 31/03/05 with commencement in 2005/06. <b>1.3b</b> Achieve not less than 65.5% controlled pedestrian crossing with facilities for disabled people. <b>BVPI 165</b> <b>BVPI</b>
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Re-design, in partnership with other agencies, the way highway services are delivered to provide an improved customer focus.</li> </ul>	

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## What we have achieved in 2003/04

- ❖ Introduced two Parish Maintenance Teams across the county for six months to undertake works nominated by Town and Parish Councils.
- ❖ Developed a policy for and implemented 'Snow Routes' to extend the amount of the road network salted when snow is forecast.
- ❖ Completed a Best Value Review of our outsourced contracts.
- ❖ Introduced partnership arrangements with Hailsham Town Council setting up regular meetings to resolve community issues.
- ❖ Completed a direction sign renewal project on main road junctions on our 'A' class roads.
- ❖ Carried out an enhanced white lining programme for junctions on major roads.
- ❖ Introduced an extra cut (up to six from five) on our Urban Grass Cutting Contract.
- ❖ Obtained Cabinet approval to restructure the Area Offices to improve service delivery following the introduction of the new outsourced contracts in September 2005.
- ❖ Submitted report to Government Office for the South East (GOSE) for Summer Damage (estimated damage cost £5.5m).
- ❖ Introduced further partnership arrangements with Peacehaven and Polegate Town Councils as part of the Strengthening Local Relationship initiative.

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## Where we need to improve

- ❖ Greater emphasis on managing the flow of traffic across the network in advance of the Traffic Management Bill.
- ❖ Develop policy for presalting footways and cycleways when snow is forecast.
- ❖ Develop our highway asset management Plan.
- ❖ Greater investment in footway improvements.

## 2. Traffic Safety

<p><b>Key Service Target</b>  <b>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.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Implement improvement measures at high accident frequency sites.</li> <li>❖ Develop and implement initiatives aimed at improving sites identified as high priority for traffic calming and pedestrian crossings.</li> <li>❖ Provide driver improvement training for East Sussex residents.</li> </ul>	<p>Performance Measures</p> <p><b>2.1a</b> Implement at least 10 new Local Safety Schemes by 31/03/05.</p> <p><b>2.1b</b> Implement at least 4 new Major Traffic Calming Schemes by 31/03/05.</p> <p><b>2.1c</b> Implement at least 2 new Signalised Crossings by 31/03/05.</p> <p><b>2.1d</b> Implementation of new speed limits for two thirds of sites meeting the criteria for a lower speed limit (as defined by the Village Speed Limit Review) by 31/03/05.</p> <p><b>2.1e</b> During 2004/05 complete at least one Diver Improvement Course per month.</p> <p><b>2.1f</b> By 31/12/05 reduce the number of people killed or seriously injured in the County to not more than 367 during the year. <b>(BVPI 99)</b></p> <p><b>PSA</b> 8</p> <p><b>BVPI</b></p>
<p><b>Key Service Target</b>  <b>2.2 Make young people safe on the highways by reducing the number of children killed or seriously injured.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Promote and develop School Travel Plans.</li> <li>❖ Carry out Child Pedestrian Skills Training in Primary Schools and promote the use of SID (Speed Indication Device) in all schools in East Sussex.</li> </ul>	<p>Performance Measures</p> <p><b>2.2a</b> Encourage at least an additional 10 schools to develop their own School Travel Plans by 31/03/05.</p> <p><b>2.2b</b> Establish Child Pedestrian Training Courses in eight additional primary schools by 31/03/05.</p> <p><b>2.2c</b> A SID team to visit and operate within the vicinity of every infant, primary and secondary school in East Sussex, on roads with a 40 mph speed limit or less, at least once during 2004/05.</p>
<p><b>Key Service Target</b>  <b>2.3 Increase the number of journeys made by bicycle thus contributing to achievement of the National Cycling Strategy targets.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Make a significant contribution to completion of the National Cycle Network (NCN) in East Sussex by extending the off-carriageway cycle track.</li> </ul>	<p>Performance Measures</p> <p><b>2.3a</b> Extend the NCN by at least 1 mile of off-carriageway cycle track by 31/03/05.</p> <p><b>2.3b</b> Produce 8 cycle route maps</p>

## What we have achieved in 2003/04

- ❖ The second phase of the Village Speed Limit Review has been completed, (review of villages currently having a 40 mph speed limit for a lower limit of 30 mph) and a number of villages have been identified which now meet the criteria for a 30 mph speed limit.
- ❖ A successful Speed Management Conference was held in Uckfield in December, at which the Speed Management Strategy was outlined. Parish councillors were informed of a variety of measures which can be used to tackle excessive speeding and encourage drivers to comply with speed limits.
- ❖ Twelve local safety schemes, two major traffic calming schemes and six new pedestrian crossings were provided.
- ❖ The Sussex Safety Camera Partnership continued with the promotion of fixed safety cameras and five additional safety cameras have been installed.
- ❖ 12 Driver Improvement Courses were completed and 124 drivers trained.
- ❖ 2,166 children trained in cycle proficiency.
- ❖ 1,238 children trained in Child Pedestrian Skills Training.
- ❖ 636 students trained in Young Driver Education.
- ❖ An additional 14 schools developed school travel plans, which brings the total in the county to 31.
- ❖ On average 91% of School Cross Patrol sites were manned during required hours.
- ❖ An approved Cycling Strategy for the county was developed and a £1.3m bid submitted to INTERREG for an improved cycling infrastructure.

## Where we need to improve

- ❖ The PSA for road safety (to meet 2010 government targets for fatal and serious casualty reduction by 2008) will require enhanced partnership working and must be carefully targeted at high risk sites.
- ❖ The Road Safety Strategy within the new Local Transport Plan must make closer links with the national casualty reduction targets. It must define in detail the various activities that will contribute to meeting that target and demonstrate the amount of funding required to support those activities
- ❖ Closer working relationships with parish councils, particularly in the field of speed management
- ❖ Set up better monitoring systems for cycling in order to establish base figure for cycling and monitor effectiveness of schemes aimed at encouraging cycling.

### 3. Waste Disposal

<b>Key Service Target</b> <b>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.</b>	<b>Performance Measures</b> <b>3.1a</b> Cost of waste disposal per tonne municipal waste. <b>BVPI 87</b> <table border="1" style="margin-left: 20px;"> <tr> <td style="background-color: #e0e0e0;">BVPI</td> <td style="text-align: center;">04/05</td> <td style="text-align: center;">05/06</td> </tr> <tr> <td></td> <td style="text-align: center;">£58.83</td> <td style="text-align: center;">£70.61</td> </tr> </table> <b>3.1b</b> Kg waste collected per head. <b>BVPI 84</b> <table border="1" style="margin-left: 20px;"> <tr> <td style="background-color: #e0e0e0;">BVPI</td> <td style="text-align: center;">04/05</td> <td style="text-align: center;">05/06</td> </tr> <tr> <td></td> <td style="text-align: center;">533</td> <td style="text-align: center;">541</td> </tr> </table>	BVPI	04/05	05/06		£58.83	£70.61	BVPI	04/05	05/06		533	541
BVPI	04/05	05/06											
	£58.83	£70.61											
BVPI	04/05	05/06											
	533	541											
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Implement Private Finance Initiative Integrated Waste Management Services Contract and minimise any future increase in the cost of waste disposal.</li> </ul>													

<b>Key Service Target</b> <b>3.2 Reduce the amount of household waste which is land-filled through waste reduction, recycling and recovery.</b>	<b>Performance Measure</b> <b>3.2d</b> Increase % of total tonnage waste recycled and composted from 22% during 2003/04 to 24% in 04/05. <b>BVPI 82a and b</b> <table border="1" style="margin-left: 20px;"> <tr> <td style="background-color: #e0e0e0;">BVPI</td> <td></td> </tr> <tr> <td style="background-color: #006633; color: white;">PSA</td> <td style="text-align: center;">9</td> </tr> </table>	BVPI		PSA	9
BVPI					
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<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Increase public awareness by effective promotion and education to limit the rate of waste growth.</li> <li>❖ Continue to increase recycling levels through IWMSC services.</li> </ul>					

#### What we have achieved in 2003/04

- ❖ Awarded Integrated Waste Management Services Contract worth £1bn over 25 years.
- ❖ Set up joint waste management team with Brighton & Hove City Council.
- ❖ Achievement of an Excellence Award for the Rethink Rubbish Bus.
- ❖ Won the Chartered Institute of Waste Management's National Champion for Waste Minimisation at the national Green Apple Awards for Real Nappies.

#### Where we need to improve

- ❖ Partnership working with Waste Collection Authorities.
- ❖ Develop further initiatives and opportunities to reduce, re-use and recycle waste.

## 4. Environment

<p><b>Key Service Target</b>  <b>4.1 Improve and manage access to the countryside to promote recreation and support the rural economy.</b></p>	<p>Performance Measures</p> <p><b>4.1a</b> Increase the percentage of total length of Rights of Way that are signposted and easy to use by the public from 68% in 2003/04 to 70% in 2004/05. <b>BVPI 178</b></p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Repair and improve Rights of Way and promote selected routes.</li> <li>❖ Obtain support for conservation management of the landscapes of the Sussex Downs and High Weald Areas of Outstanding Natural Beauty (AONBs).</li> <li>❖ Maximise external support, both help in kind and funding.</li> </ul>	<p><b>BVPI</b></p> <p><b>PSA 9</b></p> <p><b>4.1b</b> Increase the number of people using the strategic Rights of Way network by 8% by 31/03/05.</p> <p><b>PSA 13</b></p> <p><b>4.1c</b> Retain active support of 50 Parish Councils and 50 voluntary groups in maintaining Rights of Way.</p> <p><b>4.1d</b> Devise a programme and obtain £400,000 external funding for the implementation of the High Weald AONB management plan.</p> <p><b>4.1e</b> £80,000 external funding obtained by 31/03/05 to train 30 people in environmental, archaeological and interpretive skills.</p> <p><b>4.1f</b> Retain active support of 50 Parish Councils and 50 volunteers for Parish Tree Warden Scheme.</p>

<p><b>Key Service Target</b>  <b>4.2 Ensure thriving woodland-related businesses, and encourage public enjoyment of woodland. Support new wood fuel heating company and local woodland owners. Work towards a reduction in emissions of carbon dioxide from non-renewable fuel use.</b></p>	<p>Performance Measures</p> <p><b>4.2a</b> Maintain the number of visitors at Wood Fair in 2004/05 at approximately 10,000 and increase the number of exhibitors from 120 in 2003/04 to 130 in 2004/05.</p>
<p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Promote the use of local timber and wood-fuel heating.</li> <li>❖ Promote woodland issues and woodland-related businesses by developing and facilitating initiatives such as Wood Season and Woodlots magazine.</li> </ul>	<p><b>4.2b</b> Commence installation of wood fuel heating at 1 County Council property.</p> <p><b>4.2c</b> Compile and publish Wood Season 2004 programme, with 100 opportunities and events for residents, visitors and to support local businesses; programmed devised and published by 30/09/05.</p> <p><b>4.2d</b> 5 editions of Woodlots magazine reaching 1300 timber buyers and sellers each edition, with 50% funding from external sources.</p>

<b>Key Service Target</b> <b>4.3 Improve biodiversity and public understanding and enjoyment of our coastal wetlands and enhance 'green tourism'.</b>	<b>Performance Measures</b> <b>4.3a</b> Phase 1 of new paths completed at Riverside Park, Newhaven (former landfill site), by 31/03/05. <b>4.3b</b> Coastal wetland programme and local businesses promoted through a "Maritime Season" of 100 opportunities and events for residents and visitors; programme to be published by 30/06/04. <b>4.3c</b> Increase visitors to Seven Sisters Country Park and Rye Harbour Nature Reserve from 380,000 to 400,000 by 31/03/05.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Create, improve and promote coastal wetland for biodiversity and for public understanding and enjoyment.</li> <li>❖ Development plan for Pebsham Countryside Park to be prepared and agreed between partners by 31/03/05.</li> <li>❖ Maritime Season programme devised and published.</li> </ul>	

### What we have achieved in 2003/04

- ❖ 53 Parishes and 50 Groups working with us to look after Rights of Way.
- ❖ Implemented surface repair programme of rights of way under the PSA rural regeneration project.
- ❖ Local Access Forum successfully launched.
- ❖ Baseline counts for PSA rights of way were completed and routes improved.
- ❖ 2 Editions of Exploring East Sussex and 4 editions of WoodLots produced.
- ❖ Woodland Enterprise Centre won Civic Trust Award and was formally opened.
- ❖ New "Wood Season" of over 100 events was well attended; businesses and public are asking for next year's programme.
- ❖ Pebsham park development has begun: the 3-Council steering group has been established and a bid made for EU funding.
- ❖ Work by the County Council at Eastbourne Park is recognised by a commendation from the Civic Trust.
- ❖ Habitat improvement works for the Bittern species completed at Rye Harbour Nature Reserve.
- ❖ English Nature national award for management of Rye Harbour Nature Reserve (Dr. Barry Yates).

### Where we need to improve

- ❖ We need to demonstrate our support for rural regeneration by using local wood as fuel in our properties.
- ❖ We need to find sustainable sources of revenue to support the maintenance of country parks, nature reserves, cycle routes and bridleways.
- ❖ Improve the quality of the visitor experience to the East Sussex countryside, for example by improving visitor centres and information about the countryside.

## 5. Passenger Transport

<b>Key Service Target</b> <b>5.1 Provide a co-ordinated county-wide passenger transport service that meets the travel requirements of schools, social services and the public.</b>	<b>Performance Measure</b> <b>5.1a</b> Achieve a year on year increase in ridership to contribute towards a 10% increase in bus use between 2000 and 2010. Performance to end March 2004 to be reported at end June 2004 <b>BVPI 102</b>
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Provide quality services in accordance with the priorities set out in the Bus Strategy within available resources.</li> <li>❖ Maximise opportunities to integrate transport services for schools, social services and the public by working with commercial and voluntary organisations.</li> </ul>	<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;"><b>BVPI</b></div>

<b>Key Service Target</b> <b>5.2 Provide more accessible and widely used public transport.</b>	<b>Performance Measure</b> <b>5.2a</b> Secure external funding for new schemes to improve services in partnership with key organisations and bus operators.
<b>What we will do</b> <ul style="list-style-type: none"> <li>❖ Promote the use of public transport and develop partnerships with key organisations and bus operators.</li> <li>❖ Improve the quality of services by supporting initiatives that improve standards in accessibility, presentation, reliability, information, behaviour and safety.</li> </ul>	

### What we have achieved in 2003/04

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| <ul style="list-style-type: none"> <li>❖ Adopted a Bus Strategy and Bus Information Strategy in October 2003.</li> <li>❖ Implemented the Urban Bus Challenge Project in Hastings including significant local partnership working.</li> <li>❖ Established a new passenger transport team to integrate transport services for schools, social services and the public, and, as part of an ongoing process, improved internal systems.</li> </ul> | <ul style="list-style-type: none"> <li>❖ Improved monitoring to ensure contract compliance.</li> <li>❖ Bid for grants which if successful will be announced in January 2004.</li> <li>❖ Produced a pupils' guide establishing behavioural standards expected on school related transport.</li> </ul> |
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### Where we need to improve

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| <ul style="list-style-type: none"> <li>❖ Exploit opportunities to influence strategy and policy at all levels.</li> <li>❖ Develop and improve procedures to increase efficiency across the service.</li> </ul> | <ul style="list-style-type: none"> <li>❖ Improve quality of information in relation to the services provided by us or on our behalf.</li> <li>❖ Attract more additional funding to support public transport in East Sussex.</li> </ul> |
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## 6. Statutory Plans

<p><b>Key Service Target</b>  <b>6.1 Develop Planning policies and make decisions that help raise economic performance and enhance the environment.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Review the strategic planning framework to 2026, to form the basis for planning decisions and targeting activities.</li> <li>❖ Establish sustainable policies for waste management through Waste Local Plan.</li> <li>❖ 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.</li> <li>❖ Establish sustainable policies for minerals extraction and processing through review of Minerals Local Plan.</li> </ul>	<p>Performance Measures</p> <p><b>6.1a</b> Publish Inspector's report following Waste Local Plan Inquiry and progress plan through any further statutory stages towards adoption.</p> <p><b>6.1b</b> Undertake consultation on minerals policy options (timing dependent on date of implementation of Planning &amp; Compulsory Purchase Act). <b>BVPI 200</b></p> <p><b>6.1c</b> 50% of decisions on applications for planning permission for waste and minerals proposals (not requiring environmental assessments) within 13 weeks. <b>BVPI 109</b></p>
<p><b>Key Service Target</b>  <b>6.2 Develop, implement and monitor transport policies and strategies to secure funding.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Consult local communities through Local Strategic Partnerships (LSPs) to develop Local Area Transport Strategies (LATS) for the South Coast Towns, Hailsham and Battle.</li> <li>❖ Implement a programme of Capital Works arising from the LATS to improve the County's transport infrastructure and services.</li> <li>❖ Develop bidding documents, negotiate developer and third party contributions to secure improvements to transport networks.</li> </ul>	<p>Performance Measures</p> <p><b>6.2a</b> Wide agreement and approval of the programme of transport improvements, with priorities identified for each LATS area by 31/03/05.</p> <p><b>6.2b</b> Capital programme delivered within +1/-5% of budget .</p> <p><b>6.2c</b> Submit a Local Transport Plan Annual Progress Report (APR) by 31/07/04 with indicative levels of funding achieved or exceeded.</p>
<p><b>Key Service Target</b>  <b>6.3 Safeguard transport and road safety issues in the planning and control of new development.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Provide timely transport advice to planning authorities in response to consultations on planning applications and prospective Local Plan Land allocations.</li> <li>❖ Negotiate Local Sustainable Accessibility Improvement contributions.</li> <li>❖ Develop ESCC's Estate Road Design Guide, consult on a draft and publish as Supplementary Planning Guidance.</li> </ul>	<p>Performance Measure</p> <p><b>6.3a</b> Maintain response rate of 70% of planning application consultations for transport advice provided within 14 days and 90 % provided within 28 days.</p> <p><b>6.3b</b> Third party contributions achieved in excess of £1m.</p>
<p><b>Key Service Target</b>  <b>6.4 Attract major funding to support development of the Bexhill to Hastings link road.</b></p> <p>What we will do</p> <ul style="list-style-type: none"> <li>❖ Review the outcome of public consultation on the route options and identify preferred route.</li> <li>❖ Develop and submit a major scheme bid to Government supported by Environmental Assessment.</li> </ul>	<p>Performance Measures</p> <p><b>6.4a</b> Major scheme bid submitted to Government together with Local Transport Plan Annual Progress Report by 31/07/04.</p>

## What we have achieved in 2003/04

- ❖ Completed Waste Local Plan Inquiry. Inspector's recommendations on draft plan expected by July 2004.
- ❖ Review of the Minerals Local Plan commenced.
- ❖ Successful supplementary Local Transport Plan bids for measures in Newhaven, Bexhill and Hastings, achieving £1.27m extra settlement.
- ❖ Inclusive public consultation working with the Statutory Environmental Bodies to inform the route selection for Bexhill-Hastings Link Road.
- ❖ New Local Area Transport Strategy (LATS) has been approved for Heathfield and been started in the South Coast Towns, in partnership with the local community. Further preparatory work is in hand to develop LATS in Hailsham and Battle.
- ❖ Decriminalised parking scheme with controlled parking zone implemented in Lewes with plans well advanced for Eastbourne.
- ❖ Contributed to development of new regional planning strategy to 2026.
- ❖ New planning guidance issued to achieve development contributions to County Council infrastructure, services and facilities.
- ❖ Secured support of the East Sussex Strategic Partnership for development of a comprehensive, web-based intelligence system for and about the county.

## Where we need to improve

- ❖ Establish a programme for regular monitoring of operational minerals and waste sites to further improve the enforcement service.
- ❖ Introduce new ICT system for planning development control to improve public access and improve performance further.
- ❖ Improve involvement and consultation of key stakeholders in the development of the second generation Local Transport Plan.
- ❖ Strengthen reporting of performance and definition of targets, clarifying causal linkages between strategic objectives and programmes of works to improve national ranking of transport service.
- ❖ Improve coordination between the Integrated Transport New Development and Routine Maintenance schemes to minimise the impact of works on the highway.
- ❖ Ensure that the Council's views are influential in the preparation of the new Regional Spatial Strategy and its more focused sub-regional elements.
- ❖ Improve the range, quality and accessibility of intelligence data available for the county.

