

Council Plan 2019/20

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Introduction

This Council Plan sets out our ambitions and what we plan to achieve by 2022 for each of our four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources.

The Council provides services used by all residents in East Sussex, including providing care and support to children, families and the elderly; maintaining the roads and providing library services; and working to boost the local economy. We have a long term track record for delivery, producing excellent results for the public.

The Council's resources have reduced in real terms since 2010; a period when demand for services, particularly social care and health services, has grown significantly; and we expect this to continue. Grants from Central Government have reduced, meaning we are largely dependent on local council tax and business rates, but these bear little relationship to services we provide for the young and elderly. Many people live in East Sussex and commute to work in businesses elsewhere or retire here having made their main tax contributions where they worked through income tax and national insurance. As resourcing of local government does not reflect these realities, we must adjust our services to match the funds we do have. We have been democratic, open and honest in determining the best quality services we can provide, within the resources available, and set this out in our Core Offer. We consider this to be the realistic level of service we must provide, to both fulfil our statutory duties, but also meet local need. In doing this we have based our decisions on local evidence of need and what works and makes a difference locally.

We do not work in isolation, so we will work with all our partners to make sure there is a shared view of priorities and that we make the most of opportunities and resources available in East Sussex. We lobby hard to protect and promote the interests of East Sussex.

We have set a number of delivery outcomes under each overarching priority outcome. These shape the Council Plan performance measures and targets that are the main tool we use to assess our progress. We also keep track of a wide range of related key data evidencing local need in East Sussex. These help us assess our impact more fully and respond appropriately when we need to do so. We review this data when making our plans and publish them with our State of the County report each year. A selection of this information is provided throughout the plan and listed in more detail at the end.



Keith Glazier
Leader



Becky Shaw
Chief Executive



Children's Takeover Day at County Hall



Young people visiting a local employer to gain work experience

November 2019

Our priorities and delivery outcomes

The Priority Outcomes

The Council has four overarching priority outcomes: driving sustainable economic growth; keeping vulnerable people safe; helping people help themselves; and making best use of resources. Making best use of resources is the gateway priority through which any activity and accompanying resources must pass. The remaining three priority outcomes guide our activities, direct our resources and are reflected in our Council Plan activities and targets. As resources tighten, we will need to have an ever sharper focus on these priority areas, define clearly the outcomes we wish to achieve, and monitor our success in delivering these outcomes for the county's residents, communities and businesses.



Driving sustainable economic growth - delivery outcomes

- Employment and productivity rates are high throughout the county
- Individuals, communities and business thrive in East Sussex with the environment and infrastructure to meet their needs
- The workforce has and maintains the skills needed for good quality employment
- All children progress well from early years to school leaver and into education, training and employment

Keeping vulnerable people safe - delivery outcomes

- All vulnerable people in East Sussex are known to relevant local agencies and services are delivered together to meet their needs
- People feel safe at home
- People feel safe with support services

Helping people help themselves - delivery outcomes

- Commissioners and providers from all sectors put people first when providing services and information to help them meet their needs
- The most vulnerable adults get the support they need to maintain their independence and this is provided at or close to home
- Individuals and communities are supported and encouraged to be responsible, help others and make the most of community capacity and assets

Making best use of resources - delivery outcomes

- Applying strategic commissioning to ensure that resources are directed to meet local need
- Working as One Council, both through the processes we use and how we work across services
- Working in partnership to ensure that all publicly available resources are used to deliver maximum benefits to local people
- Ensuring we achieve value for money in the services we commission and provide
- Maximising the funding available through bidding for funding and lobbying for the best deal for East Sussex

Priority overview

A thriving economy in East Sussex is key to the wellbeing of the county. Ensuring that local people have access to well-paid employment will have positive impacts on the health and education outcomes of our young people, and will mean that they are less dependent on shrinking public sector resources. Growing a sustainable economy will increase the resources we can raise locally to provide the services needed by the most vulnerable people in our society, which is becoming increasingly important as central Government funding reduces and is replaced with local funding.

Employment and productivity rates are high throughout the county

The county is an economy of small businesses with great potential for growth. We provide programmes that support small businesses with grants and loans to help them thrive.

As a body with significant spending power in the county we constantly review our procurement processes to ensure they are accessible to local suppliers, maximise the use of local providers in the supply chains, and secure added economic, social and environmental benefits.

In common with all public sector organisations the Council is now paying the Apprenticeship Levy (approximately £1m per year). We have determined a workforce based approach to the levy and have implemented a strategy and action plan to maximise the funds available to the Council through the levy. The Local Government Association (LGA) has recognised the work that the Council's Apprenticeship team have carried out within our maintained schools on uptake of apprenticeships, and used the Council for case studies to promote good practice for other authorities.

We will support the growth of well paid employment across the county so that local people can afford a mortgage should they wish to own their home.

Businesses are able to thrive in East Sussex and can access the skills and infrastructure they need

Businesses can only thrive if they have the local infrastructure they need and access to the right skills in the local workforce. Our Highways contract with Costain and Jacobs is helping to maintain and improve our roads, while ensuring value for money for the Council. We also coordinate street works and manage parking controls, to help the local transport infrastructure cope with increasing demand. A number of infrastructure projects will begin construction or be delivered in 2019/20, including the Queensway Gateway Road, the Newhaven Port Access Road, and improvements to Terminus Road in Eastbourne.

Our Public Transport Strategic Commissioning Strategy sets out how we prioritise support for bus services to meet local needs, such as transport to schools and key employment locations.

Business in the 21st century also needs modern digital support. Our e-Sussex project to rollout faster broadband in previously isolated areas has improved access to services, jobs and education. Over 75,000 premises have been connected to improved broadband speeds during our first and second contracts of work with BT. A third and final phase of works has started with the aim to connect as close to 100% of premises in the county as possible.

We want all local people to have the skills they need to succeed and for businesses to have access to a skilled workforce. Skills East Sussex (SES, the local employment and skills board) will continue to operate, bringing together education suppliers and businesses to make sure people have the skills businesses need to grow. SES has launched a number of projects to match schools and colleges with employers to improve the quality of careers advice; help young people become work ready; and give young people the chance to visit employers in the county.

We will pursue new freedoms that allow us, and our partners, to deliver economic growth whenever there

is an opportunity to do so. Together with a number of partner organisations we have launched a shadow Sub-National Transport Body (STB) called Transport for the South East (TFSE) and will develop a Transport Strategy for the South East, which prioritises the strategic road and rail investment required to deliver economic growth in East Sussex and the wider region.

State of the County 2017/18

- Working age residents with a level 4 qualification or above (degrees, HNC, HND etc.), 37.0% (England 39.0%)
- Working age residents with no qualifications or qualified only to NVQ1, 20.9% (England 18.2%)
- Annual gross full time earnings, median average (residence based), £28,746 (England £29,869)
- Working age population in employment, 74.6% (England 75.2%)
- Working age residents claiming unemployment related benefits (alternative claimant count), 2.6% (England 3.0%)
- New business registrations per 10,000 people over 16, 52.7 (England 75.4)
- New houses built, 1,316, including 226 affordable houses
- Children achieving a good level of development in the Early Years Foundation Stage, 76.5% (England 71.5%)



Take a look at the targets we have set to measure our progress against delivering the aims under this priority on page 14

Examples of planned work 2019/20

- We will continue to make improvements to Terminus Road in Eastbourne as part of a wider scheme to revitalise the town centre
- We will continue our third phase of works with BT to ensure as close to 100% of premises in the county as possible have access to superfast broadband
- We will continue to ensure at least 54% of the Council's procurement spend is with local companies
- Our Social Value Measurement Charter (SVMC) will continue to boost the level of social value secured from Council procured contracts



Some of the completed works in Terminus Road

which they can help bring about improvements in attendance and a reduction in exclusions.

We will work with our partners, within our resources, to promote post 16 participation, in education or employment with training until they are 18, including provision and support for young people with learning difficulties/disabilities. We will work with internal and external partners to prepare young people for work, and to improve their employability and skills.

Our Excellence for All strategy 2017 – 2019, sets out our vision for every early years setting, school and college to be judged good or better and every pupil supported to prosper and achieve.

Thriving East Sussex economic growth sectors

Our East Sussex Growth Strategy sets out our plans to support and improve the local economy. Team East Sussex (TES), our locally federated board to the South East Local Enterprise Partnership, will continue work to create new jobs, homes, and commercial spaces in the county.

We will build on the county's economic strengths and unique characteristics to drive economic growth in sectors with the most potential to grow and provide employment. We will build on the areas where the county already performs strongly, such as culture and tourism, and look to the future to attract and retain new businesses that will provide the jobs of tomorrow.

Locate East Sussex will continue to support business looking to move into East Sussex, expand or access funding. We will also provide further grants and loans to businesses through East Sussex Invest 5.

All children progress well from early years to school leaver and into education, training or employment

We want every child to do well from their earliest years until they enter employment. Working with schools, colleges and early years providers, we will target our limited resources to assist them in

improving educational outcomes for all pupils in the county. In line with the Core Offer we will operate a light-touch monitoring of performance of maintained schools and use our best endeavours to intervene when a school is at high risk of failure. We want to ensure the gap between the most disadvantaged pupils and the rest is kept as small as possible and where possible closes and we aim to improve the outcomes of vulnerable pupils. Notable progress has been made in educational attainment, particularly with our younger children but this is not consistent across all ages and groups of pupils. We will target our work with schools to increase the number of pupils making good levels of progress each year.

The Hastings Opportunity Area is working with local businesses, schools, colleges and nurseries to improve the education and employment prospects of young people in the town.

Educational attainment is negatively affected by poor rates of attendance. Across East Sussex, our pupils have lower rates of attendance and higher exclusion than their peers nationally. However there has been a significant reduction in exclusions in Hastings primary schools. We will continue to focus on working with schools to improve the engagement of some families so that they ensure their children are in school. We will continue to work closely with schools, Behaviour and Attendance Partnerships, and Education Improvement Partnerships (EIPs) to identify ways in

State of the County 2017/18

- Percentage of pupils reaching the expected standard at key stage 2 in reading, writing and mathematics 64% (England 65%)
- Average Attainment 8 score per pupil state funded secondary schools 45.2 (England 46.6)
- Average Progress 8 score for state funded secondary schools -0.03 (England -0.02)
- Percentage of pupils who achieved a 9-5 pass in English and maths GCSEs 41.4% (England 43.5%)
- Average Attainment 8 score for Looked After Children, 18.4 (England 18.9)
- Average point score (APS) per entry for level 3 exams including A levels, 30.85 (England 31.84)
- Attainment of A level students average point score (APS) per entry, best 3, 28.35% (England 32.49%)
- Attainment of A level students achieving grades AAB or better at A level, of which at least two are in facilitating subjects, 8.9% (England 13.7%)