

The Council Plan 2007/08

Strategies and Business Management

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Sustainable Communities – Key strategies and plans

Strategy	Action Plan	Related policies and procedures	Lead Officer	Lead Councillor	Date of next revision
Community Strategy	Themed Action Plans Area Partnership Action Plans	Local Strategic Partnership Terms of Reference Health Improvement Plan	Community Services Manager	Community	December 2007
East Sussex Voluntary Sector Compact	Working Group Rolling Action Plan	National guidance Codes of Practice	Community Development Management	Community	April 2009
Sustainability Strategy	Environmental Health Service Plan	Environmental policy, EMAS, sustainability checklist, Energy policy, Ecobudget, LA21, Climate Change Policy	Head of Environment and Health	Environment	November 2008
Local Plan	Planning Service Plan	Supplementary Planning Guidance	Assistant Director (Policy & Projects)	Planning	Not Applicable
Local Development Framework	Planning Service Plan	Local Development Scheme Statements of Community Involvement Development Plan Document Sustainability Appraisal Annual Monitoring Reports	Assistant Director (Policy & Projects)	Planning	Ongoing
Crime Reduction Strategy	Action group plans and local area team plans	ASBO procedures, drug prevention policies,	Community Safety Officer	Community	March 2008
Race Equality Scheme	Corporate Equality Plan	Equality Assessment Guidance Race Incident Reporting Scheme Guidance on procurement	Equalities Co-ordinator	Staff & Corporate Services	May 2008
Comprehensive Equality Policy					
East Sussex Gypsies and Travellers Strategy	Not applicable	Eviction policy, unauthorised encampments, planning policies, housing needs/register	District Solicitor/Head of Environment and Health	Community	To be determined

Business Management – Key Strategies and Plans

Strategy	Action Plan	Related policies and procedures	Lead Officer	Lead Councillor	Date of next revision
Council Plan	Audit & Performance Service Plan	Performance Management Framework, PI Guidance, Data Quality, Audit Health Checks	Corporate Performance Officer	Leader of the Council	May 2008
Procurement Strategy	Audit & Performance Service Plan	Website and Infolink guidance; Contract procedure rules	Head of Audit and Performance	Staff & Corporate Services	September 2007
Medium Term Financial Strategy	Annual capital/revenue budget plans	Fees and Charges, Treasury Management, External Funding, Prudential Code	Director of Finance and Community Services	Leader of the Council	February 2008
Capital Strategy	3-yearly Capital Programme	GOSE guidance	Director of Finance and Community Services	Leader of the Council	November 2007
Non-Housing Asset Management Plan	Annual Maintenance Programme	ODPM Asset Maintenance Guidance Non-housing Asset Portfolio	Head of Audit and Performance	Leader of the Council	July 2007
Risk Management Strategy	Audit & Performance Service Plan	Audit Commission Best Practice, Risk Register and Infolink Guidance	Director of Finance and Community Services	Staff & Corporate Services	November 2007
Information Management Strategy	IT Service Plan	E-Gov, IEG Statements, Data Protection, FOI	Head of Business Services	Staff & Corporate Services	July 2007
Human Resources Strategy	Personnel Service Plan, Workforce Development /Equal Pay Action Plan	Numerous recruitment and employment policies and procedures	Head of Business Services	Staff & Corporate Services	December 2007
Anti-Fraud and Corruption Strategy	Audit & Performance Service Plan	Whistle blowing policy	Head of Audit and Performance	Chair Audit Committee	April 2008
Enforcement Concordat	Environmental Health Service Plan	Enforcement Activity	Head of Environment and Health	Environment	June 2007
Consultation Strategy	Consultation Timetable District Link	Consultation and Communication Guidance	Public Consultation and Press Officer	Staff & Corporate Services	June 2008
Emergency Plan	Planning Service Plan	Regular Test Programme Media Handling Strategy	Director of Planning and Environmental Services	Community	June 2007
Business Continuity Plan	Planning Service Plan	ODPM Guidance	Director of Planning and Environmental Services	Community	December 2007
Strategic Audit Plan	Annual Audit Plan	CIPFA best practice	Head of Audit and Performance	Chair Audit Committee	March 2008

Community Strategy and Partnerships

Outcome: Sustainable improvements in local quality of life

Actions and achievements 2006/07		Actions and improvements 2007/08
<ul style="list-style-type: none"> Information and training was made available for staff and councillors on the new East Sussex in Figures website. 	Green	<ul style="list-style-type: none"> Provide further training for councillors on the Council's role in key strategic partnerships.
<ul style="list-style-type: none"> The Council signed up to a new East Sussex Voluntary Sector Compact and provided information and guidance to staff and councillors on Infolink and in LDC News. 	Green	<ul style="list-style-type: none"> Review delivery of outcomes under the Service Level Agreement with Action in Rural Sussex (AiRS)
<ul style="list-style-type: none"> The Council continued to play its part in helping to meet the targets set out in the East Sussex Local Area Agreement. 	Green	<ul style="list-style-type: none"> Work with AiRS to help deliver more affordable rural housing.
<ul style="list-style-type: none"> A 3 year Service Level Agreement with Action in Rural Sussex was developed defining their activities and the Council's financial contribution. 	Green	<ul style="list-style-type: none"> Play our part in producing an Integrated Community Strategy for East Sussex by March 2008.
<ul style="list-style-type: none"> Work commenced on an updated Community Strategy for the District. This included a Visioning Day for LSP and wider partners. Progress has been slow as new government guidance on the role of LSPs is still awaited. This work will continue in 2007/08. 	Amber	<ul style="list-style-type: none"> Develop a Performance Management Framework for the Local Strategic Partnership as part of the Community Strategy review.
<ul style="list-style-type: none"> Work to develop a Performance Management Framework for the LSP has been deferred until 2007/08 to await new government guidance and requirements. 	Red	<ul style="list-style-type: none"> Complete an assessment of our service and policies aimed at children and young people in line with the work of the East Sussex Children's Trust.

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV226 a	Legal and advice expenditure on external agencies.	£151,258	No target set	To follow	These were new national indicators from 2005/06 providing a more detailed analysis of the Council's spending on legal and advice services. Whilst we give general advice on such things as housing and planning our expenditure is not specifically recorded in this way.	No target set	No target set	No target set
BV226 b	Percentage of external spend on legal and advice agencies to organisations which have been awarded the quality mark.	61.34%	No target set	To follow		No target set	No target set	No target set
BV226 c	Legal and advice expenditure on directly provided services.	Not required in 2005/06	No target set	To follow		No target set	No target set	No target set

Local Plan/Local Development Framework (LDF)

Outcome: Sustainable local communities that engage in local decision-making

Actions and achievements 2006/07				Actions and improvements 2007/08					
<ul style="list-style-type: none"> A formal Council response to the Secretary of State's Regional Spatial Strategy was submitted in June 2006 and evidence presented to the Public Examination in January and March 2007. 				Green					
<ul style="list-style-type: none"> Consultation on the preferred LDF Core Strategy was carried out in Autumn 2006 although there has been some slippage in the overall programme due to staffing issues. 				Green					
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10	
BV200 a	Did the authority submit the Local Development Scheme by 28 March 2005 and thereafter maintain a 3-year rolling programme?	Yes	Yes	Yes	The Council's Local Development Scheme was submitted to Government in January 2005. An annual report on the progress of the Local Development Scheme was published in December 2006. Preferred Options for the Core Strategy were also published in 2006, as a result of which further work is required.	Yes	Yes	Yes	
BV200 b	Has the authority met the milestones that the Local Development Scheme sets out?	No	Yes	No		Yes	Yes	Yes	
BV200 c	Did the authority publish an annual monitoring report by December of the last year?	Yes	Yes	Yes		Yes	Yes	Yes	

Crime and Disorder (working with the Crime Reduction Partnership (CRP))

Outcome: Low levels of crime, fear of crime and anti-social behaviour

Actions and achievements 2006/07		Actions and improvements 2007/08
<ul style="list-style-type: none"> Anti-social behaviour policies in housing services were reviewed and updated. Further review may be necessary in order to reflect changes in Government policy. 	Green	<ul style="list-style-type: none"> The CRP will continue to fund five Local Action Teams, set up to develop crime reduction initiatives in towns and villages in the District.
<ul style="list-style-type: none"> The Council hosted an Anti-Social Behaviour Conference involving a wide range of agencies and community representatives. 	Green	<ul style="list-style-type: none"> The CRP will carry out street consultation exercises in order to address perception of crime issues and develop a new Communication Strategy.
<ul style="list-style-type: none"> A Community Safety Handbook was produced in partnership with other agencies and organisations and distributed to every household in the District. 	Green	<ul style="list-style-type: none"> The CRP will prioritise the use of a CCTV system at crime and anti-social behaviour hotspots in the District.
<ul style="list-style-type: none"> The Council continued to co-ordinate local crime reduction initiatives such as the Inter Estate Motorbike Project, 5 a side football and similar initiatives aimed at young people. 	Green	<ul style="list-style-type: none"> The "Clean Streets" projects will be extended to new areas of the District. Also, the CRP will increase the targeting of prolific enviro-crime offenders to reduce fly-tipping and vandalism.
<ul style="list-style-type: none"> The Council continued to ensure that all new staff working or having contact with children undergo appropriate police checks and receive specialist training on child protection issues. In 2006/07 78 staff under went such checks/training. 	Green	<ul style="list-style-type: none"> The CRP is increasing its funding of a domestic violence service, which will improve the level of service in 07/08.

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV126 (LAA)	Domestic burglaries per 1,000 dwellings.	9.08	7.1	4.87	The Crime Reduction Partnership is working towards achieving national targets for crime reduction and reducing the fear of crime. By 2008, the Partnership aims to reduce burglaries by 20%.	20% reduction	Subject to East Sussex LAA	Subject to East Sussex LAA
BV127 (a) (LAA)	Violent crimes per 1,000 population.	17.7	To reduce violent crime by 15% by 2008.	15.87	Targets for reducing violent crime are in line with the Local Area Agreement drawn up between East Sussex County Council, Sussex Police and all districts and borough councils in the County.	15% reduction	Subject to East Sussex LAA	Subject to East Sussex LAA

Crime and Disorder (working with the Crime Reduction Partnership (CRP))

Outcome: Low levels of crime, fear of crime and anti-social behaviour

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV127 (b) (LAA)	Robberies per 1,000 population.	0.17	No target set	0.34		No target set	Subject to East Sussex LAA	Subject to East Sussex LAA
BV128 (LAA)	Vehicle crimes per 1,000 population.	6.2	5.6	6.34		20% reduction		

EMAS and Sustainability

Outcome: The Council's environmental management arrangements meet national quality standards

Outcome: Services and communities are sustainable both now and in the future

Actions and achievements 2006/07					Actions and improvements 2007/08			
<ul style="list-style-type: none"> A guide and checklist was developed to promote sustainable development considerations in major planning proposals. 				Green	<ul style="list-style-type: none"> Continue to improve environmental performance and maintain EMAS accreditation. 			
<ul style="list-style-type: none"> A baseline review and assessment of the Council's current position under the Managing Urban Europe 25 sustainability project was completed. Further work to develop a sustainability management system will continue in 2007/08. 				Green	<ul style="list-style-type: none"> Develop actions and improvements under the MUE25 (Managing Urban Europe) sustainability project. Develop sustainability checklist for decision makers. 			
<ul style="list-style-type: none"> A Climate Change Strategy was adopted by the Council in January 2007. 				Green	<ul style="list-style-type: none"> Consider introduction of more ethical and sustainable food purchasing policies. 			
<ul style="list-style-type: none"> The Council switched to a new 'green' energy tariff. 				Green	<ul style="list-style-type: none"> Commence work to develop a biodiversity action plan for the Lewes District. 			
<ul style="list-style-type: none"> Energy and water consumption in temporary accommodation was evaluated. No further action is required at the present time. 				Green	<ul style="list-style-type: none"> Integrate Climate Change Strategy across all Council departments and continue to promote awareness of climate change issues in the District. 			
<ul style="list-style-type: none"> The Council received positive reports from Lloyds Register Quality Assurance ensuring our EMAS accreditation was confirmed. 				Green				
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
L94	Proportion of new staff undergoing (a) training on EMAS and (b) sustainability training within 6 months of joining the Council.	(a) 62% (b) 73%	100%	(a) 100% (b) 100%	The Eco management and Audit Scheme relies heavily on the awareness and commitment of staff. New staff undergo EMAS and sustainability training as part of their induction process.	100%	100%	100%

EMAS and Sustainability

Outcome: The Council's environmental management arrangements meet national quality standards
 Outcome: Services and communities are sustainable both now and in the future

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
L95	Water consumption in Council office buildings per year (m ³).	19,866 m ³ (estimate)	Less than 19,866 m ³	Data not available until September	We monitor water consumption regularly in our offices and depots. Leisure centres and swimming pools are monitored separately.	Less than 19,866 m ³	Less than 19,866 m ³	Less than 19,866 m ³
L09	The annual percentage energy efficiency improvement in domestic dwellings.	3.0%	3.0%	3.0%*	This includes Council dwellings. The Government is expecting councils to achieve a 30% improvement in energy efficiency in all homes in the District by 2011. We are on target to exceed this. *This is an estimate. Final data will not be available until August 2007.	3.0%	3.0%	3.0%
L103	Total energy consumption by the Council ('000 kWh). a) Leisure centres b) Offices	(a) 6,189 (b) 904	a) Centre specific targets b) 900	(a) 5,459 (b) 868	We monitor energy usage closely. We have reduced energy consumption in our leisure centres and office buildings and are exploring sustainable energy sources as part of a new energy policy for the Council.	a) Centre specific targets b) Maintain at 900 or reduce		
BV63	The average energy efficiency (SAP) rating of Council houses.	65	66	To follow	The Standard Assessment Procedure (SAP) is used to test how well houses retain heat. The maximum rating is 120.	67	68	69

Access and Equality

Outcome: Fair and accessible services for everyone

Actions and achievements 2006/07					Actions and improvements 2007/08			
<ul style="list-style-type: none"> Customer access to services in Seaford has been improved through a joint project with the Town Council, Police and Citizens' Advice Bureau to provide a 'one stop' information shop in the town. 				Green	<ul style="list-style-type: none"> Commission a study to identify suitable sites for gypsies and travellers in the District. 			
<ul style="list-style-type: none"> Access improvements included new hearing loops at Newhaven Fort, Southover Grange and Lewes House. 				Green	<ul style="list-style-type: none"> Adopt a Gender Equality Scheme in line with statutory requirements (adopted in May 2007). 			
<ul style="list-style-type: none"> The Council continued to work in partnership with Sompriti and other agencies to improve services, information and employment opportunities for Black and Ethnic Minority people (Connecting Communities Plus Project). 				Green	<ul style="list-style-type: none"> Complete Equality Impact Assessments in Environmental Health, Waste and Recycling. 			
<ul style="list-style-type: none"> New speech enabling software (Browsealoud) was introduced onto the Council's website improving accessibility for blind or visually impaired users. 				Green	<ul style="list-style-type: none"> Complete work to achieve Level 2 and evaluate the requirements of meeting Level 3 of the Equality Standard. 			
<ul style="list-style-type: none"> The Council produced and published its Disability Equality Scheme in advance of the Government's deadline. 				Green	<ul style="list-style-type: none"> Engage in developing information and monitoring systems to assess our progress in meeting equality objectives. 			
<ul style="list-style-type: none"> Good progress has been made to carry out equality assessments of Council services. 				Amber	<ul style="list-style-type: none"> Install new accessible play equipment in parts of the District. 			
<ul style="list-style-type: none"> Prepare a statement outlining our policies aimed at meeting the needs of older people in the District. 								
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV156	Percentage of Council buildings open to the public in which all public areas are suitable for and accessible to disabled people.	75% (12 out of 16)	81%		The Council manages 16 buildings, having devolved responsibility for some to Seaford Town Council in 2005/06. We have an annual programme to make them all as accessible as possible. We believe only one more building can be brought up to the standard required. The indicator has been corrected to exclude sports pavilions and chapels.	81%	81%	81%

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV2a	The level of the Equality Standard for Local Government to which the Council conforms.	Level 1	Level 2	Level 1	The Council has adopted the Equality Standard for Local Government and almost meets Level 2. This requires us to carry out equality impact assessments across all key services. We expect to fully meet Level 2 in 2007/08 and will draw up plans to meet Level 3.	Level 2	Level 3	Level 3
BV2b	Checklist on the duty to promote race equality.	74%	74%	74%	This national checklist shows whether councils are meeting their duties under the Race Relations Act. The Council has adopted a Race Equality Scheme and currently meets 14 out of the 19 checks. Our performance exceeds the top 25% best performing councils nationally (72%). We are aiming to reach 100% compliance by 2007.	100%	100%	100%
BV174	The number of racial incidents recorded by the Council per 100,000 population.	0	2.14	0	The Council operates a confidential racist incident reporting scheme to ensure racial incidents are reported and monitored, and to aid the development of policy and good practice. In 2006/07 Sompriti reported 85 racist incidents in Lewes District. None of these involved the Council as an employer or service provider.	2.14	2.14	2.14
BV175	Percentage of racial incidents that resulted in further action.	N/A	100%	N/A		100%	100%	100%
BV11a	Percentage of top 5% of earners that are women.	12%	17%	13.64%	Changes in this indicator depend on vacancies arising.	21.7%	26.1%	26.1%

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV11b	Percentage of top 5% of earners from black and ethnic minority communities.	0%	4.3%	0%	Changes in this indicator depend on vacancies arising. There are currently no black or ethnic minority staff in the top 5% of earners. Our target relates to one Full Time Equivalent.	4.3%	4.3%	4.3%
BV11c	Percentage of top 5% of earners with a disability.	7.1%	8.7%	9.09%		8.7%	8.7%	8.7%
BV16a	Percentage of staff declaring they meet the Disability Discrimination Act disability definition compared with the percentage of economically active disabled people in the District.	3.1%	3.5%	4.19%	We have calculated that 13% of our economically active population is disabled, based on the 2001 Census for the District. Performance depends on vacancies arising and applications received. We will adapt jobs wherever appropriate to help successful disabled applicants and monitor all stages of recruitment to ensure our policies and procedures are fair and accessible. Our performance is at the national top quartile.	3.7%	4.0%	4.0%
BV17a	Percentage of staff from ethnic minority communities compared with the percentage of economically active ethnic minority population in the District.	2.1%	2.4%	2.64%	We have calculated that 2.1% of our economically active population is from a black or ethnic minority group, based on the 2001 Census for the District. It is difficult to set targets as this depends on vacancies arising and applications received. However, we aim to maintain a workforce that is representative of the local community.	2.4%	2.4%	2.4%

Workforce Profile as at end March 2007

We monitor recruitment and employment and aim to have a workforce which is representative of the District as a whole.

Group	Employment							
	Numbers at each stage of recruitment process			Percentage at each stage of recruitment process			Percentage success at each stage	
	Applied	Shortlisted	Appointed	Applied	Shortlisted	Appointed	Shortlisted	Appointed
Males	748	161	32	52.8	50.5	48.5	21.5	4.3
Females	669	158	34	47.2	49.5	51.5	23.6	5.1
Total	1417	319	66	100	100	100	22.5	4.7
White	1280	294	62	90.3	92.2	93.9	23.0	4.8
Ethnic Minority	93	15	4	6.6	4.7	6.1	16.1	4.3
Unknown	44	10	0	3.1	3.1	0	22.7	0
Total	1417	319	66	100	100	100	22.5	4.7
Disabled	63	16	2	4.4	5.0	3.0	25.4	3.2
Not disabled	1354	303	64	95.6	95.0	97.0	22.4	4.7
Total	1417	319	66	100	100	100	22.5	4.7

Grade	Gender			
	Number		Percentage by column	
	Male	Female	Male	Female
Sc1	16	7	6.4	3.3
Sc2	17	11	6.8	5.2
Sc3	48	67	19.3	31.6
Sc4	44	41	17.7	19.3
Sc5	25	20	10.0	9.4
Sc6	20	21	8.0	9.9
SO	30	29	12.0	13.7
PO	43	15	17.3	7.1
CMT	6	1	2.4	0.5
Total	249	212	100%	100%

Grade	Disability			
	Numbers		Percentage by column	
	Disabled	Not disabled	Disabled	Not disabled
Sc1	1	22	5.3	5.0
Sc2	1	27	5.3	6.1
Sc3	5	110	26.3	24.9
Sc4	6	79	31.6	17.9
Sc5	0	45	0	10.2
Sc6	0	41	0	9.3
SO	2	57	10.5	12.9
PO	3	55	15.8	12.4
CMT	1	6	5.3	1.4
Total	19	442	100%	100%

Grade	Ethnicity				
	Number			Percentage by column	
	White	Ethnic Minority	Unknown	White	Ethnic Minority
Sc1	21	1	1	4.7	8.3
Sc2	27	1	0	6.1	8.3
Sc3	113	1	1	25.3	8.3
Sc4	83	2	0	18.6	16.7
Sc5	39	5	1	8.7	41.7
Sc6	41	0	0	9.2	0
SO	57	2	0	12.8	16.7
PO	58	0	0	13.0	0
CMT	7	0	0	1.6	0
Total	446	12	3	100%	100%

Training:

All staff have regular appraisals where their training needs are agreed with them. All have access to training at a level suitable to their role, experience and previous training. Staff do not have to apply for training.

299 staff received formal off-the-job training during the year. Of these 49% were women and 51% were men. 2% were from an ethnic minority group and 4% were disabled.

Staff receiving training as a percentage of each group:

61% of men
70% of women
58% of ethnic minority staff
65% of non-ethnic staff
68% of disabled staff
65% of non-disabled staff

Employment: 16.1% of ethnic minority applicants were successful in being shortlisted and 4.3% were appointed to a post.

Disciplinary: 13 formal disciplinary procedures were started during the year. Of these 1 involved a female member of staff, 1 was disabled and 1 was from an ethnic minority.

Leavers: 61 permanent staff left the Council's employment last year. Of these 31 (51%) were men and 29 (49%) were women. 2 were disabled and 1 was from an ethnic minority group.

Employment Tribunals:

There were 0 employment tribunal claims against the Council during the year.

Grievances: There were 5 formal grievances raised by staff during the year.

Customers, Consultation and Communication

Outcome: Good levels of customer engagement and satisfaction

Outcome: Staff feel that internal communication is effective

Actions and achievements 2006/07				Actions and improvements 2007/08					
<ul style="list-style-type: none"> The statutory Residents and Users Satisfaction Surveys were completed. Savings were made by procuring some of the survey work jointly with other East Sussex districts and boroughs. 				Green	<ul style="list-style-type: none"> Commission and undergo a 'mystery shopper' exercise for environmental health services. 				
<ul style="list-style-type: none"> A range of new customer service standards leaflets were published. 				Green	<ul style="list-style-type: none"> Develop skills in Plain English through staff awareness and training. 				
<ul style="list-style-type: none"> The Council participated in two countywide youth seminars involving a range of agencies, organisations and young people. The seminars were designed to increase young people's involvement in decision making. 				Green	<ul style="list-style-type: none"> Review consultation arrangements in relation to hard to reach groups and investigate options for increasing consultation with young people. 				
<ul style="list-style-type: none"> The Council signed up to a national Reputation Campaign aimed at improving the council's reputation in relation to Clean & Green and Corporate Communication. 				Amber	<ul style="list-style-type: none"> Aim to meet remaining criteria under the national Reputation Campaign. Continue to produce the quarterly newsletter District Link and distribute to all homes in the District. Carry out District Link reader survey. 				
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10	
BV3	Percentage of citizens satisfied with the overall service provided by the Council.	(2003/04) 56% +/- 3%	60% (Top Quartile)	51% +/- 3%	The statutory Residents' Satisfaction Survey was carried out in Autumn 2006. Our performance is not statistically changed from the 2003/04 survey. Our quarterly newsletter District Link is sent to all households in the District. We will survey readers in 2007/08.	No survey required	No survey required	No target set	
BV4	Percentage of complainants satisfied with the handling of their complaints.	(2003/04) 35% +/- 6%	45% (Top Quartile)	28% +/- 6%		No survey required	No survey required	No target set	
L112	Percentage of residents who feel well informed about the Council's services and activities.	(2003/04) 61% +/-3%	No target set	53%		No survey required	No survey required	No target set	

Customers, Consultation and Communication

Outcome: Good levels of customer engagement and satisfaction

Outcome: Staff feel that internal communication is effective

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
L113	Percentage of residents who are very or fairly satisfied with their experience of contacting the Council.	-	No target set	74%	This new indicator averages residents' satisfaction with finding the right person, the time taken, the information provided, and the competence and helpfulness of staff.	No survey required	No survey required	No target set
L91	Percentage of telephone calls answered within 20 seconds.	90.5%	95%	89.7%	A computerised call logging system monitors all incoming calls to our main contact numbers and direct dial numbers.	95%	95%	95%
L92	Percentage of letters answered within 7 working days.	84.63%	85%	To follow	This target applies to all letters except those relating to planning matters, which have a 15 day target.	85%	85%	85%

Using our Resources (Finance and Assets)

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Actions and achievements 2006/07					Actions and improvements 2007/08					
<ul style="list-style-type: none"> The annual review of the Council's non housing property portfolio was reported to Cabinet. 					Green	<ul style="list-style-type: none"> Oversee the roll out of E-purchasing arrangements across the Council. 				
<ul style="list-style-type: none"> Enhanced financial reporting on the website has taken place including publishing the full statement of accounts, the budget book and annual efficiency statements. 					Green	<ul style="list-style-type: none"> Support the Council to consider and determine its medium term priorities and update the Medium Term Finance Strategy accordingly. Evaluate the business case for shared revenues and benefits services in East Sussex. 				
<ul style="list-style-type: none"> A benchmarking study of IT costs was carried out by consultants. 					Green	<ul style="list-style-type: none"> Review programme of work for the maintenance of the Council's non-housing property portfolio. 				
<ul style="list-style-type: none"> A benchmark study of the benefits service was completed. 					Green	<ul style="list-style-type: none"> Review and update the Asset Management Plan. 				
<ul style="list-style-type: none"> The Council's Medium Term Finance Strategy was reviewed and updated. 					Green	<ul style="list-style-type: none"> Implement service improvements arising from recent benchmarking exercises in benefits and IT. 				
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10		
BV9	Percentage of Council Tax collected.	98.39%	98.5%	98.6%	In 2006/07 the Council was tasked with collecting £52.9 million in Council Tax and £16.4 million in Business Rates. Our collection performance has improved since last year and is close to that of the top performing councils in the country.	98.5%	98.5%	98.5%		
BV10	Percentage of business rates due for the financial year which were received by the Council.	98.6%	99%	98.5%	We will identify the reasons for not achieving a higher collection rate and implement an action plan to address them.	99%	99%	99%		

Using our Resources (Staff and Training)

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Outcome: the Council is recognised as a good employer

Actions and achievements 2006/07		Actions and improvements 2007/08
<ul style="list-style-type: none"> The Council's HR policies were reviewed and updated following new legislation on age discrimination. 	Green	<ul style="list-style-type: none"> Complete Induction Training programme for new Council following the elections in May 2007.
<ul style="list-style-type: none"> The annual staff survey was completed as planned and results showed an improvement in overall satisfaction. Areas for improvement have been followed up with individual departments. 	Green	<ul style="list-style-type: none"> Develop a corporate action plan to address issues and concerns raised through the 2006 staff survey.
<ul style="list-style-type: none"> Following our Equal Pay Audit, the gap between average pay between men and women continues to decrease. 	Green	
<ul style="list-style-type: none"> The Council underwent an Investor In People re-inspection and retained accreditation for a further 3 year period. 	Green	
<ul style="list-style-type: none"> Training for district and town/parish councillors included gypsies and travellers, climate change and renewable energy. 	Green	

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV12	Average number of working days/shifts lost due to sickness absence per full time member of staff.	11.34 days	10 days	To follow	Performance is monitored closely but is affected by long term sickness absence. One 6-month period of absence adds 0.33 days to our overall figure. Top performing councils lose around 8.4 days to staff sickness. Our targets represent one early retirement and one ill-health retirement from our workforce each year.	9.5 days	9 days	9 days
BV14	Early retirements (excluding ill health retirements) as a percentage of the total workforce.	0.0%	0.3%	To follow		0.3%	0.3%	0.3%
BV15	Ill health retirements as a percentage of the total workforce.	0.3%	0.3%	To follow		0.3%	0.3%	0.3%

Using our Resources (IT)

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Actions and achievements 2006/07					Actions and improvements 2007/08			
<ul style="list-style-type: none"> A new computerised committee management system was introduced internally. This will be further implemented during 2007/08. 				Green	<ul style="list-style-type: none"> Carry out an IT user survey to measure staff satisfaction with the service and identify areas for improvement. 			
<ul style="list-style-type: none"> New information and online services on the Council's website included the ability to make Council Tax and other payments, take part in a local democracy web game and teacher resource, access local news, traffic and travel information and submit new online forms. 				Green	<ul style="list-style-type: none"> Carry out a survey of website users to identify areas for improvement. Pilot and evaluate a new telephony system in IT and assess cost and implications for corporate roll out. 			
<ul style="list-style-type: none"> A benchmark study of ICT costs was carried out by consultants. 				Green	<ul style="list-style-type: none"> Assess and provide for new Councillors IT needs following May 2007 elections. 			
<ul style="list-style-type: none"> Two Information Kiosks were installed in Newick and Newhaven making online information and service more accessible. 				Green	<ul style="list-style-type: none"> Develop basket of local indicators to measure aspects of the IT service. 			
<ul style="list-style-type: none"> Palm top computers were introduced to improve the accuracy and efficiency of street sweeping inspections. 				Green	<ul style="list-style-type: none"> Investigate feasibility and implications of mobile working in specific departments. 			
<ul style="list-style-type: none"> The first phase of the new Document Image Processing project was completed involving housing, planning and finance departments. 				Green	<ul style="list-style-type: none"> Project to replace Mayrise system with new corporate customer contact system (subject to funding approval). Complete full network upgrade. 			
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10

There are no relevant performance indicators for this area of activity.

Using our Resources (Procurement)

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Actions and achievements 2006/07					Actions and improvements 2007/08			
<ul style="list-style-type: none"> A review of OJEU contracts to identify the potential for shortening timescales was completed. 				Green	<ul style="list-style-type: none"> Lead an internal review of procurement spend and contribute to wider Sussex Procurement Group review programme. 			
<ul style="list-style-type: none"> A standardised Pre-Qualification Questionnaire (PQQ) for contracts below EU thresholds was introduced. 				Green	<ul style="list-style-type: none"> Review and update the Council's Procurement Strategy and report progress of Strategy to Cabinet. 			
<ul style="list-style-type: none"> Contract notices began to be published on the Council's website. 				Green	<ul style="list-style-type: none"> Support a programme of internal roadshows on use of the Council's contract procedure rules. 			
<ul style="list-style-type: none"> The Council has continued to play an active part in the implementation of the SME Concordat in East Sussex in partnership with other local authorities. 				Green	<ul style="list-style-type: none"> Review scope for an electronic tendering system for the Council. 			
<ul style="list-style-type: none"> Progress against the National Procurement Strategy milestones was reported to Cabinet in January 2007. The Council has met most of the milestones. The remainder are well underway. 				Green				
<ul style="list-style-type: none"> A review of contract procedure rules is well underway and will be completed in 2007/08. This includes new procedures for partnering in procurement. 				Amber				
<ul style="list-style-type: none"> An updated tendering and contracts checklist is being drawn up. 				Amber				
<ul style="list-style-type: none"> A formal options appraisal methodology was not developed during the year. This will be reviewed again in 2007/08. 				Red				
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
BV8	Percentage of invoices for commercial goods and services paid within 30 days of receipt.	97.6%	98%	To follow	The Government has set a target to achieve 100% payment within 30 days. Our performance has improved over recent years and is now well above other top performing councils nationally.	98%	98%	98%

Using our Resources (Procurement)

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
L105	Percentage of the National Procurement Strategy milestones achieved.	71%	100%	86%	We estimate that we met 18 out of the 21 key milestones in 2006/07. We expect to achieve all of the milestones by the end of 2007/08.	100%	-	-
L106	Average time per officer spent on structured training in procurement related skills.	5.5 hours	5 hours	4.7 hours	This indicator focusses on procurement training for staff who have a primary role in procurement and contract procedures. We have established a training programme for procurement and it is planned that a range of officers will be involved in training during the coming year. We have introduced new guidance to ensure equality considerations form part of our procurement and contract management arrangements.	5 hours	5 hours	5 hours
L107	The inclusion of equality considerations in strategies and plans and their influence at each stage of procurement and contract management.	83%	No target set	88%		100%	100%	100%

Performance Management and Best Value

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Outcome: the Council makes decisions based on reliable, timely and complete performance information

Actions and achievements 2006/07					Actions and improvements 2007/08			
<ul style="list-style-type: none"> The statutory Residents/User satisfaction surveys were completed in accordance with national guidance and timescales. 				Green	<ul style="list-style-type: none"> Support the development of performance management arrangements to support the Local Strategic Partnership and the Local Area Agreement. 			
<ul style="list-style-type: none"> A review of the Council's letter monitoring arrangements was completed. 				Green	<ul style="list-style-type: none"> Provide further guidance and training to support the Council's Data Quality Strategy. 			
<ul style="list-style-type: none"> Information and guidance on effective performance management was provided to councillors in the form of a Briefing Note and Infolink page. 				Green	<ul style="list-style-type: none"> Evaluate the need, feasibility and cost of introducing a performance management software solution for the Council. Agree and carry out a programme of scrutiny reviews. 			
<ul style="list-style-type: none"> The Council's Data Quality Strategy and arrangements were reviewed by the Audit Commission and found to be satisfactory. 				Green	<ul style="list-style-type: none"> Produce Council Plan and Performance Summary to meet Audit Commission requirements. 			
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10
L114	The number of Best Value Performance Indicators qualified or reserved by the Audit Commission.	0	0	0	This indicator measures how effective the Council's internal arrangements are for collecting, calculating and reporting national performance indicators. Any qualifications or reservations may have a detrimental impact on the Council's Direction of Travel assessment.	0	0	0

Risk Management and Emergency Planning

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Outcome: The Council and its communities are able to respond efficiently and effectively to emergencies

Actions and achievements 2006/07				Actions and improvements 2007/08					
<ul style="list-style-type: none"> Two further Emergency Planning Newsletters were published and distributed in the community. 				Green	<ul style="list-style-type: none"> Publish a plan to enable the Council to respond to an influenza pandemic. 				
<ul style="list-style-type: none"> The Council invested in a back-up power supply to ensure it can respond effectively in the event of a local emergency. 				Green	<ul style="list-style-type: none"> Review and carry out test exercises on the Council's Emergency Plan and Business Continuity Plan. 				
<ul style="list-style-type: none"> A review and update of the Council's Business Continuity Plan was completed. 				Green	<ul style="list-style-type: none"> Annual report to Cabinet on significant risks, control measures and any issues arising. 				
<ul style="list-style-type: none"> The Council's Emergency Plan on handling oil spillages was finalised. 				Green	<ul style="list-style-type: none"> Issue further briefing notes to staff and councillors on risk management within the Council. 				
<ul style="list-style-type: none"> Internal health checks on the Council's risk management framework were completed. 				Green	<ul style="list-style-type: none"> Publish two further emergency planning newsletters. 				
<ul style="list-style-type: none"> Guidance and training on risk management was provided for members of the Scrutiny Committee and Audit Committee. 				Green					
<ul style="list-style-type: none"> Strategic and service risks were reviewed and the Council's risk register updated. 				Green					
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10	
L87	Number of staff volunteers for out of hours work who have been recruited and received initial training.	34	55	32	We ensure all staff volunteers receive regular training on emergency planning arrangements.	55	55	55	

Governance, Audit and Inspection

Outcome: the Council can demonstrate the efficient, effective and economic use of its resources

Actions and achievements 2006/07				Actions and improvements 2007/08					
<ul style="list-style-type: none"> The Council produced and published its Statement of Internal Control in accordance with statutory requirements. 				Green	<ul style="list-style-type: none"> Co-ordinate production of the Council's annual Statement of Internal Control (SIC). 				
<ul style="list-style-type: none"> The Council's Code of Corporate Governance was reviewed and updated. 				Green	<ul style="list-style-type: none"> Review the Code of Corporate Governance and ensure it is 'fit for purpose' and meets current requirements. 				
<ul style="list-style-type: none"> An internal audit of the Council's corporate governance arrangements for partnerships was carried out. The report and findings will be considered by Corporate Management Team in 2007. 				Green	<ul style="list-style-type: none"> Prepare internal guidance on ensuring adequate arrangements for governance of partnerships. 				
<ul style="list-style-type: none"> The Council once again fully met the requirements of the annual Best Value Performance Plan audit carried out by the Audit Commission. 				Green	<ul style="list-style-type: none"> Provide information and training for new councillors on key corporate governance issues (i.e. risk, performance management, data quality etc). 				
<ul style="list-style-type: none"> The Council received a positive Direction of Travel and Use of Resources assessment from the Audit Commission. 				Green	<ul style="list-style-type: none"> Carry out an internal review of the Council's complaints procedure. 				
<ul style="list-style-type: none"> An Assurance Framework for the Council was drawn up in accordance with Audit Commission requirements. 				Green					
Ref	Performance Indicators	Actual 2005/06	Target 2006/07	Actual 2006/07	Comments	Target 2007/08	Target 2008/09	Target 2009/10	
L115	Percentage of Annual Audit Plan completed	86%	85%	85%	The Council's internal audit function has been reviewed by the Audit Commission and has demonstrated high standards and levels of performance. The Council scored 4 out of 4 for internal control for its 2006/07 Use of Resources assessment.	85%	85%	85%	

