

WSSC Reset Plan – Summary of Priorities, Outcomes and Activities

Introduction

West Sussex needs to operate in a different context to that prior to the Covid-19 pandemic. Like the rest of the country the effects have already been significant and are far from over. Almost 700 people have died from Covid-19 across the county since January 2020. At the peak of the first wave, more than 133,000 people were furloughed from their jobs. Big employers like Gatwick Airport have seen a 61.3% drop in revenues and have already made 600 staff redundant. The rate of claims for Universal Credit tripled in some parts of the county between March and August 2020.

The longer term physical health, mental health, social and economic impacts are yet to be fully seen. With this new context comes revised action and West Sussex County Council (WSSC) has risen to the challenge.

We have worked alongside partners to put in place the support needed to our communities, including:

- Healthcare,
- Social care,
- Housing and emergency accommodation,
- 'Community hubs' across the county to ensure people had access to food, prescriptions and other essentials when they needed it most.

We have also seen unexpected benefits including cleaner air, less noise, neighbourliness, and an appreciation of the environment our residents live in.

This new context means WSSC needs to build a new model of priorities for the next four years and beyond – one that focuses everything we are able to do on achieving good health and wellbeing for our residents.

In order to be fit for the future we must do two things.

First, we need to build on the improvement journey we had already started before the pandemic, in key services like Children's Services and Fire and Rescue. We must:

- Put residents at the heart of everything we do;
- Create strong and visible leadership;
- Work closely with partners;
- Invest in and value the staff that work for WSCC;
- Make the way we work as a Council as straightforward as possible for the communities we serve.

Second, we must strengthen our support to those who need it most but do so with less money. **WSCC will need to save more than £100m over the next four years**, of which almost half of this will need to be saved from April 2021. This means we will need to:

- Prioritise the most important things to do,
- Manage the demand on our services better,
- Make some tough choices so that our resources go to where they are needed most.

The new uncertain world that we are still getting used to living in requires a plan that takes all of the learning and progress we have made and focuses on the **most important things that our communities need**.

This reset plan acts a **framework for WSCC to operate** in a way that means we are clear on what we want to achieve and what we will do to achieve the priorities, but we are flexible to respond to whatever comes our way.

This plan and the way we have put it together **reflects the changing nature of our role** – a deliverer, convenor or enabler of whatever is needed to serve our communities.

We have spoken to community groups, undertaken research with residents to understand the effects of Covid-19 and what they need going forward, and involved WSCC staff and almost 50 of our local partners in the process to shape **four key priorities and outcomes**, underpinned by responding to the challenges of climate change.

Priorities, outcomes and what we will do to achieve these

Priority	Outcome	What WSCC will do to achieve the outcome	KPIs
1. Keeping people safe from vulnerable situations	Early help to prevent needs escalating	<ul style="list-style-type: none"> Children's early help service – we will continue to take a 'whole family' approach to ensuring children are safe, with families supported by multi-agency 'early help hubs' to provide coordinated early support Fire and Rescue Service – through the Integrated Risk Management Plan, we will prevent fire wherever possible, through fire safety checks targeted at those who need it most and wider public awareness campaigns 	To be added once budget has been finalised
	Support to people when they need it	<ul style="list-style-type: none"> Children first improvement plan – we will keep children with their families wherever possible, to ensure quality of family life and reduce reliance on costly short term placements. Where this isn't possible, we will ensure we find a safe and supportive environment for children to live and thrive, for example through adoption, foster care and special guardianships West Sussex Local Offer – we will continue to deliver information, advice and guidance for children, families and young people with SEND up to 25 years old Adults and older people – we will provide early support in the community and close to home, including support to carers. Fire and Rescue – we will continue to conduct 'safe and well' visits for people who need it most, including fitting smoke alarms and fire detection equipment free of charge Information sharing – we will build on and retain the improved data and information sharing arrangements seen during the Covid-19 pandemic, to identify and provide support to people as early as possible 	
	Independence in later life	<ul style="list-style-type: none"> Residential and nursing care – we will use these settings for short term care (e.g. reablement) and less for longer term care, in order to reduce cost and provide better quality of life Supported accommodation – we will use schemes like extra care sheltered accommodation for longer term care 	

		<ul style="list-style-type: none"> • Day services – we will develop and deliver a new model that uses fewer day centres but ensures the right day activities are provided • Shared Lives scheme – we will increase number of people living in this family-based accommodation model • Reablement – we will increase capacity and deliver a more efficient service to ensure people return home safely with the support they need after crisis (e.g. a hospital stay) • Dementia – in partnership with West Sussex CCG, districts and boroughs and the VCS, we will combine efforts to enable the right accommodation and support to live independently, including support to carers • Digital technology – using the latest assistive technology we will keep people safe in their own home for longer 	
2. A sustainable and prosperous economy	Resetting and rebooting the local economy	<ul style="list-style-type: none"> • Economy Reset Plan (2020) – we will lobby, lead, enable, partner, support and/or deliver what we can to get the local economy back on its feet. In particular we will focus on supporting existing and new business start-ups; getting people back into employment from hard-hit sectors such as Aviation, Horticulture, Tourism and Health and Social Care; opportunities for better digital infrastructure and technology; while embedding a zero-carbon approach throughout. 	
	Achieving social value in West Sussex	<ul style="list-style-type: none"> • Social value framework 2019 – we will ensure our procurement processes that enabled £600m of WSCC to be spent each year are accessible to local suppliers, maximise the use of local providers in our supply chains and secure added economic, social and environmental benefits. For example, jobs and opportunities for local people and access education, training and support. 	
	Sustainable growth by developing modern infrastructure	<ul style="list-style-type: none"> • West Sussex Transport Plan (2011-26) – through this strategy for highways and transport infrastructure we will ensure people can move safely quickly to access education, training and employment opportunities, while encouraging people to walk, cycle and use public transport to lower the carbon footprint • Digital infrastructure – we will lobby for investment in the county to build digital infrastructure and access networks; and work with District and Borough Councils to adopt digital technologies, services and skills to benefit the economy, businesses and residents. 	

	Supporting people to develop the skills they need for the future	<ul style="list-style-type: none"> We will work with education providers and local businesses to support them in running appropriate and accessible learning and development opportunities to support the local economy in the medium and longer term, with a particular focus on post-18 education and training 	
	A sustainable economy that adapts to climate change	<ul style="list-style-type: none"> We will deliver on the Green Economy commitment in our Climate change strategy – in particular promoting green tourism, taking advantage of natural capital investment funding when available, encouraging and enabling sustainable business growth and supporting green innovation amongst business We will position the county as a place for innovation in green energy 	
	Working in partnership	<ul style="list-style-type: none"> West Sussex growth deals – we will continue to deliver on existing deals with Districts and Borough Councils, which aim to support town centre growth, unlock housing and employment sites and attract investment. We will seek to refresh deals that are due to expire after their 5-year term. 	
3. Helping people and communities to fulfil their potential	Access to excellent education and learning	<ul style="list-style-type: none"> School effectiveness strategy – we will continue to support our schools on their improvement journeys and build on the success of having 248 of 288 West Sussex schools currently rated by Ofsted as good or outstanding Careers advice – we will continue to support the 500 young people not in education, employment or training and provide apprenticeships with WSCC where possible encourage others to do the same Lifelong learning – we will work with education providers like Chichester College to support them in running accessible learning and development opportunities 	
	Tackling inequality	<ul style="list-style-type: none"> We will support the formation of 'local community networks' in parts of the county where health and socio-economic inequality exists in order to reduce reliance on costly acute health and social care services 	

	Promoting and enabling independence	<ul style="list-style-type: none"> Public Health Wellbeing Programme – through our partnership with all seven district and borough councils, we will ensure people have a safe home, that public transport is accessible (linked to our Bus Strategy), affordable and efficient, and that walking and cycling are viable options for local journeys. We will support more social prescribing in line with our approach to prevention. Disabled facilities grant – we will continue working with district and borough councils to provide funding to people who need additional support to maintain their independence Libraries – we will continue to deliver activities to support literacy and learning for children, families and older people, preventing isolation. We will work with local communities on how we can deliver these services innovatively. 	
	Safe, connected and cohesive communities	<ul style="list-style-type: none"> Fire and Rescue Service Integrated Risk Management Plan – at the heart of the plan is a prevention of fire and ensuring community safety. We will continue to deliver on this core commitment Voluntary and Community Sector – we will review current commissioned arrangements to ensure the limited funding WSCC can provide goes to where it is needed most in the sector to support safe and cohesive communities Tackling crime – we will work with partners such as the Police to reduce criminality and raise awareness amongst the public to prevent crime and keep our communities safe 	
4. Making the best use of resources	Working together as 'one council'	<ul style="list-style-type: none"> Good governance review – we will act on the findings of the review to remove silos and work across team boundaries and deliver the best for our residents, ensuring governance and the way we make decisions is fit for purpose. 	
	Getting the best from our people	<ul style="list-style-type: none"> People framework – we will focus on developing our staff in four areas – leadership and management; performance and development; wellbeing values and ways of working; talent and resources. We will underpin staff development with themes of equality, diversity and inclusion. 	
	Maximising our income and the productivity of our assets	<ul style="list-style-type: none"> We will maximise the use of our assets by disposing of surplus assets and looking creatively and how we might use our assets to support economic growth (e.g. sharing space in our buildings with start-ups). For retained assets, we will reduce our overall energy consumption to meet our ambition of being a net carbon zero organisation by 2030. 	

	Value for money	<ul style="list-style-type: none"> We will continue to benchmark the unit costs of our services and maximise every pound spent through our commissioned contracts, including achieving social value using our 2019 framework 	
	Working in partnership	<ul style="list-style-type: none"> We will look to combine or share approaches and services to achieve greater efficiency, as we are already doing in, for example, our improvement partnership with Hampshire County Council in Children's Services and Surrey County Council in Fire and Rescue Services 	

DRAFT