

West Sussex Plan targets not met (March 2019)

Target	Why have we missed our target	What are we doing to put it right
Best Start in Life		
(9) West Sussex children subject to Child Protection Plan for 2 years or more	As evidenced in the recent Ofsted inspection of our children's services we are not delivering our ambitions for many children who need our support. This is particularly the case for children who are looked after. Ofsted identified a number of systemic and practice issues which need to be addressed and which will help us meet our target.	We are putting in place an improvement team to deliver the Ofsted recommendations and to make sure that our social work practice improves and delivers better outcomes for looked after children. As part of our response to Ofsted and as required by the DfE we are developing an improvement plan which is overseen, monitored and challenged by our Children's Services Improvement Board which has an independent chair. The Board will have a focus on seeing improvement in the quality of plans for looked after children. Timescales for action and demonstration of improved outcomes.
(20) Attainment of disadvantaged pupils is in line with their peers	Performance links directly to a small number of poorer performing schools/academies	<p>We have increased the challenge on data relating to disadvantaged and additional visits from our school effectiveness team and carefully focused interventions have been implemented in targeted schools where disadvantaged are just below thresholds to boost progress</p> <p>School to school support projects including support from our secondary teaching schools have been focused on improving effectiveness of schools through our AIIB school improvement and SIF grant funding initiatives, targeting specific low performing schools. These projects are being monitored closely for improved impact on performance</p>
A Prosperous Place		
(21) Business start-ups as a percentage of total active businesses	The number of business births in West Sussex has fallen over the year 2016-2017, as it did across all county and unitary authority areas in the South East region,	The ambition is to move to the top quartile, through progressing the West Sussex Economic Growth Plan 2018 - 2023 with activities including the provision of start-up space e.g. Bognor and Horsham business

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	<p>but in comparative terms we rose in ranking to 6th from 8th against our statistical neighbours. Whilst the decline has occurred against the slowing of the broader economy nationally as well as potential uncertainty related to the UK's future relationships with the EU, it is noted that the trend in West Sussex has occurred at a time of falling unemployment and increased employment rates - with a significant increase in the percentage of residents who are employees.</p>	<p>park.</p>
(30) Apprentices in West Sussex	<p>The introduction of new apprenticeship standards has been delayed by the government, thus reducing the number of opportunities for apprentices and employers.</p>	<p>We will press Government to improve its Apprenticeship scheme and implement the recommendations made in the National Audit Office report of March 2019.</p>
A Strong, Safe and Sustainable Place		
(7) Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	<p>As self-harm is due to multiple and inter-related risk factors, there is no single or simple approach that impacts on this area. As the indicator only measures activity at the upper end of the pathway, i.e. Hospital admissions, it is difficult to assess the effect of preventative interventions which may have an effect downstream.</p>	<p>Continuing to commission (with our NHS partners) a comprehensive set of interventions across the pathway, from prevention, through to early intervention and then on to more specialist clinical services Producing a rapid health needs assessment to identify key local drivers and priority areas for action. Commissioning a whole school emotional wellbeing service and a recruiting a dedicated self-harm post. Ensuring that West Sussex and Sussex and East Surrey STP suicide prevention activity is aligned with this area.</p>
(34) Air Quality is improving in Air Quality Management Areas	<p>This could be due to a number of factors such as weather variations and volume of traffic.</p>	<p>Each District or Borough with an Air Quality Management Area is required to produce and deliver an action plan. All Districts and Boroughs are, with WSCC, members of Sussex-air and all West Sussex</p>

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		<p>authorities are members of the Inter-Authority Air Quality Group. The Sustainability Team and Public Health Team are co-producing a long-term behaviour change.</p>
(36) People killed or seriously injured (KSI) in road traffic accidents	<p>This is an extremely challenging target and one where interventions implemented by WSCC will take time to impact upon outcomes.</p>	<p>Re-focus our investments to ensure safety is our key driver. Supporting national and regional initiatives that strive to implement behaviour change</p>
(38) Households living in temporary accommodation per 1,000 households	<p>Full service roll out of Universal Credit across the county is making the private rented sector reluctant to rent out properties to families reliant on this benefit to pay the rent.</p> <p>Reduced access to private rented accommodation is adversely impacting on the ability of local authorities to source alternative housing solutions for homeless or potentially homeless families and move them out of temporary accommodation.</p>	<p>Created a new 2 year Strategic Housing role to jointly work with District & Borough Housing Authorities, co-ordinating activity and making best use of the resources available.</p> <p>Within the countywide Strategic Housing Partnership led by the District & Borough councils WSCC is supporting the regular assessment of the homelessness situation and with partners collectively examining the feasibility of shared use of temporary accommodation, a unified approach to working with the private rented sector in West Sussex and other initiatives such as the development of modular housing to tackle the pressures on accommodation.</p>
(39) Average time between a child entering care and moving in with their adoptive family	<p>As evidenced in the recent Ofsted inspection of our children's services we are not delivering our ambitions for too many children who need our support. This is particularly the case for children who are looked after. Ofsted identified a number of systemic and practice issues which need to be addressed and which will help us meet our target.</p> <p>Ofsted were particularly focused on poor permanent planning for our children and in the lack of use of a foster to adopt</p>	<p>We are putting in place an improvement team to deliver the Ofsted recommendations and to make sure that our social work practice improves and delivers better outcomes for looked after children. As part of our response to Ofsted and as required by the DfE we are developing an improvement plan which is overseen, monitored and challenged by our Children's Services Improvement Board which has an independent chair. The Board will have a focus on seeing improvement in the quality of plans for looked after children. Timescales for action and demonstration of improved outcomes.</p>

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	<p>approach. This is exacerbated by high caseloads and a high turnover of staff at all levels.</p>	<p>As part of this improvement there will be a focus to enable children to experience permanence. We have already reviewed some of our policies on fostering and adoption and made immediate changes for example, the confirmation of permanence timescale. The Improvement Plan will have a significant focus on fostering and adoption in response to Ofsted's comments.</p>
<p>Independence for Later Life</p>		
<p>(51) People who use services who say that those services have made them feel safe and secure</p>	<p>Performance varies as the question is subjective and the responses change depending on local perceptions around all services, it is important we look at what makes people feel safe both in and outside of their home.</p>	<p>We are working with our Community Safety teams and partners, to improve peoples' knowledge both of the level of safety and how to stay safe in their local area. All teams have activities planned throughout the coming year to ensure that a focus is maintained to ensure services are monitored and we can identify improvements and so improve this indicator. Activities include; the Safer West Sussex Partnership publishing the West Sussex Community Safety Agreement for 2019/20, a Get Safe online monthly campaign with Sussex Police, to include questions about people's feelings of safety and security to Adults services forms.</p>
<p>(55) Social isolation - adult social care users who have as much social contact as they would like</p>	<p>A combination of increased numbers of elderly people and we have not fully recognised how to improve this target we need a whole Council approach.</p>	<p>The new approach now includes developing Community Hubs, working with Public Health colleagues, the Fire and Rescue Service, changing and developing Adult social care to help identify and support both customers and carers, providing spaces and areas where people can chat. Activities include; strategic reviews of West Sussex Social Support contracts, developing a bereavement pathway with the aim to reduce social isolation and ensure people are aware of all the different types of support.</p>

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A Council that Works for the Community		
(56) Level of satisfaction of the services received by our residents	The 'What Matters To You Survey?' in 2018 received almost 2,500 responses. In the survey residents responded to a question about satisfaction levels with council services and the response given demonstrated a perception of low satisfaction against the target set.	The communications team will work closer with services to put additional focus around the promotion of features on service improvements and resident success stories – especially around the areas where residents were least satisfied. Also a project is underway to look at options for launching a new residents' survey.
(57) Residents who agree he council provides good value for money	The 'What Matters To You Survey?' in 2018 received almost 2,500 responses. The target has been missed because those that took part in the survey did not perceive the council is delivering good value for money. There could be a host of reasons for this but one could be that there is a lack of awareness of the work we are doing to deliver value for money for our residents.	The communications team increased the promotion of budget-related information this year, the results of which are currently being analysed. The council is committed to being as efficient and effective as possible and we are doing things to make the best use of the resources we have. We are investing in solar farms to power homes but also generate income. We are working with partners to bring together growth and investment across the county and we are looking at creating community hubs to protect vital services and making the most of the buildings we have. We are engaging with residents proactively about the financial situation and the work we are doing to deliver value for money.
(58) Residents who find it easy to access information, services and support they need	To make it easy for our customers we need to remove some of the barriers they face, and provide them with other channels to contact us at a time that is easy to use and convenient to them	We continually work with services to improve their top volume areas, stripping out none value-added for customers and staff. We are also deploying and testing new digital capability across 10 customer journeys, this solution will then rollout across the organisation.