WSCC Reset Plan (2021/22 – 2024/25)

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. In 2020, almost 800 people died from Covid-19 across the county. At the peak of the first wave, more than 133,000 people in West Sussex were furloughed from their jobs, with Crawley having one of the highest take-up rates in the country. Big employers like Gatwick Airport have seen a 61.3% drop in revenues in the first six months of 2020 and around 40% of employees had lost their jobs at the airport at the end of October 2020. The number of claims for Universal Credit have grown by 2.5 times in some parts of the county between March and November 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 (WSCC) 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 help people 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 WSCC 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 or our residents.

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

First, we need to build on the improvement journey in Children's Services, Fire and Rescue and Good Governance that we had already started before the pandemic, We must ensure across all areas of our work that we:

- Put residents and communities at the heart of everything we do;
- Create strong and visible leadership;
- Work closely with communities and 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 it most, but manage this within the financial challenges we face. This means we will need to:

- Prioritise our key services
- Ensure we effectively manage the demand on our services
- Make sure our resources go to where they are needed most
- Ensure we always get the best value for money from our resources, in the short and the long term

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 as 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.

How to read this plan

This plan sets out where WSCC will focus it's efforts over the next four years. It is set out and organised around four priorities with an underpinning theme of climate change. When reading this plan the key things to note are as follows:

- **Priorities** – these are the key areas of focus for all WSCC services. All directorates in the Council will deliver on or enable one or more of these priorities to be delivered.   Under each priority is a list of activities that reflect the type of work we will do or continue to do.
- **Outcomes** – outcomes are the things we will achieve for people who live and work in West Sussex. All directorates in the Council will deliver on or enable one or more of these outcomes to be achieved.
- **Key performance indicators and targets** – these are the things we will use to measure the progress and impact we are having or have had to achieve the outcomes set out in the plan. They cover the four-year period of the plan and will be reported on quarterly and updated annually. KPIs marked with a 'CC' reflect those that are focused on the underpinning theme of climate change.

Priorities, outcomes, activities, KPIs and targets

Keeping people safe from vulnerable situations

We know that there will be times in people's lives when they require extra support and help. We will be there in those moments to ensure that appropriate and timely support is provided to manage risk and prevent any further escalation of need. We will focus our activity in the following areas:

- Children's services – 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.
- 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.
- 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.
- Trading standards – we will respond to reports of predatory trading against members of the community and prevent them from becoming repeat victims.
- The West Sussex Safeguarding Adults Board and its partners will work together to ensure that those adults with care and support needs who may be experiencing, or are at risk of, abuse or neglect are appropriately safeguarded. We will use our learning from the Covid-19 pandemic to increase our efficiency and reach to more WSCC residents who need Deprivation of Liberty Safeguards and work with stakeholders to achieve a smooth transition to the new Liberty Protection Safeguards in spring 2022.
- 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.

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
A timely and proportionate approach to prevention	1. Percentage of re-referrals to Children's Social Care within 12 months of the previous referral	23.7% (Nov 20)	23%	22%	21%	20%
A timely and proportionate approach to prevention	2. Percentage of Early Help Plans closed with outcomes met and without 'step-up' to social care	71% (Dec 19 – Nov 20 rolling year)	72%	74%	77%	80%
A timely and proportionate approach to prevention	3. Percentage of fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year	100% (936 inspections in 20/21)	100% (Target no. to be agreed)	100% (Target no. to be agreed)	100% (Target no. to be agreed)	100% (Target no. to be agreed)
A timely and proportionate approach to prevention	4. Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a pro-active intervention from the Trading Standards Service	100%	100%	100%	100%	100%
A timely and proportionate	5a. Uptake of flu vaccine in over 65s or at risk	74.2% (2019/20)	75%	75%	75%	75%

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
approach to prevention						
A timely and proportionate approach to prevention	5b. Update of flu vaccine in 'at risk' groups	45.8% (2019/20)	47%	50%	53%	55%
A timely and proportionate approach to prevention	6. Healthy weight of 10-11 year olds	69.8% (2019/20)	To be confirmed	To be confirmed	To be confirmed	To be confirmed
Support to people when they need it	7. Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index	10.7% (Nov 20)	10%	10%	10%	10%
Support to people when they need it	8. Support for care leavers to achieve their aspirations – percentage of care-leavers aged 19-21 who are in Employment, Education or Training	62% (Nov 20)	64%	66%	70%	70%
Support to people when they need it	9. Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months	New measure (no baseline)	80%	83%	86%	90%

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Support to people when they need it	10. Number of 'safe and well' visits undertaken for those at highest risk	4669 (FY 2019-20)	4000	4000	4000	4000
Support to people when they need it	11. Percentage of contacts to adult social care that progress to a social care assessment	67%	63%	60%	57%	55%
Support to people when they need it	12. Percentage of adult social care assessments that result in a support plan	5.7%	6%	6.3%	6.6%	7%
Support to people when they need it	13. Percentage of safeguarding concerns that become a Section 42 enquiry	53.45% (2nd quarter 20-21)	56.12%	58.92%	60.87%	63.91%
Support to people when they need it	14. Time to complete outstanding 'deprivation of liberty' cases	4.4 Months (FY 19-20)	4.4 Months	4.4 Months	4.4 Months	4.4 Months

A sustainable and prosperous economy

A sustainable and prosperous economy in West Sussex is key to the future wellbeing of the county and it has never been more important for us to focus on this given the ongoing economic impact of Covid-19. Ensuring that businesses are supported to recover and grow, that local people have access to well-paid employment, and that the conditions are right for enterprise and innovation will have a positive impact on the long term health of residents and on the potential of young people. We will focus our activity in the following areas:

- We will deliver the Council's Economy Reset Plan, focussing on the economic challenges faced by different places in the county; on supporting new and existing businesses, and those sectors hit hard by COVID-19; on employment and skills activities to support and create jobs; and on digital technology to boost the economy. Climate change and the environment will underpin the economy reset approach.
- Social value framework – we will ensure our procurement processes are accessible to local providers in order to maximise the use of local suppliers in our supply chains and secure added economic, social and environmental benefits for our residents. For example, jobs and opportunities for local people and access to education, training and support.
- West Sussex Transport Plan – we will review the plan and set out a new strategy for the transport network up to 2036 to enable active travel and access to education, employment and services, and decarbonise the transport system while protecting the local environment.
- Digital infrastructure – we will work with the Department for Culture, Media and Sport and the telecoms market to accelerate and extend investment in the county to build digital infrastructure and access networks in line with the government's target.
- We will work with employers, education and training providers to progress skills and employment opportunities to support residents and the local economy in the medium and longer term.
- We will deliver commitments in our Climate Change Strategy, in particular positioning the county as a place for innovation in green energy. We will take advantage of natural capital investment funding when available and encourage and enable the community and businesses to innovate and make decisions which optimise use of resources and reduce carbon impact.
- 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.

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Resetting and rebooting the local economy	15. Enterprises supported to start, revive, innovate and grow	950	1,500	To be decided in 21/22	To be decided in 22/23	To be decided in 23/24
Achieving social value in West Sussex	16. New tenders over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework	20%	40%	60%	80%	80%
Sustainable growth by developing modern infrastructure	17. Length of new cycle paths across the County (CC)	7km per year	7.5km per year	7.5km per year	7.5km per year	7.5km per year
Sustainable growth by developing modern infrastructure	18. Percentage length of A and B roads that require maintenance	15% (20/21)	14.5%	14%	13.5%	13%
Sustainable growth by developing modern infrastructure	19. Highway defects repaired within required time scale	96% (20/21)	96%	96%	96%	96%

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Sustainable growth by developing modern infrastructure	20. Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025)	12%	To be confirmed	To be confirmed	To be confirmed	72%
Supporting people to develop the skills they need for the future	21. The percentage of young people attaining Grade 4 and above for Maths and English GCSE by the age of 16 years old	66.2%	67%	67.5%	68%	69%
A sustainable economy that adapts to climate change	22. Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC)	33,912 (2019/20)	30,521	29,910	28,116	25,867
A sustainable economy that adapts to climate change	23. Household waste recycled, reused or composted (CC)	53%	54%	55%	56%	57%
Working in partnership	24. Number of growth deals in place with district and boroughs	6	6	6	6	6

Helping people and communities to fulfil their potential

Enabling people and communities to fulfil their potential is at the heart of the Council's ambition for everyone who lives and works in West Sussex. To achieve this, we need to generate, improve and sustain the conditions and environment that will enable people to be independeptn, and communities to feel safe and be safe, to benefit from a prosperous, sustainable economy and to lead healthy, fulfilling lives.   We will focus our activity in the following areas:

- 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 to support them in running accessible learning and development opportunities.
- We will support the formation of 'local neighbourhood 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.
- 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.
- Public Health Wellbeing Programme – through our partnership with all seven district and borough councils, we will support people to maintain and improve their health and wellbeing through advice and support within their local area that is person-centred and addresses health inequalities that exist across the county.
- We will work with Communities and partners to further embed and develop a Community led support approach to the delivery of adult social care. Harnessing people's strengths and connecting them with their community. By promoting people's independence and wellbeing, we will prevent, reduce or delay their need for ongoing funded care services.
- Residential and nursing care – we will aim to support people to remain as independent as possible, for as long as possible in their own homes. However where residential care is needed, we will work collaboratively with the care market to ensure that what is needed is available and is of good quality.

- Supported accommodation – we will work in collaboration with housing providers to develop alternative accommodation options with care, including extra care housing, enabling more people to remain in their own home.
- Day services – we will develop and deliver a new model that uses fewer building based day services but ensures that people have support to access the right activities and opportunities in their local community.
- Shared Lives scheme – we will increase the number of people living in this family-based accommodation model.
- Reablement – we will increase capacity and deliver a more efficient service to ensure more people are able to remain as independent as possible in their own home.
- Dementia – in partnership with West Sussex CCG, districts and boroughs and the VCS, we will combine efforts to ensure the right accommodation and support is available, to live independently, including support to carers.
- Digital technology – using the latest assistive technology we will enhance people's independence and wellbeing and keep people safe in their own home for longer.
- Disabled facilities grant – we will continue working with district and borough councils to improve disabled people's access to grant funding to adapt their homes, so they are more accessible and help to maintain their independence.
- Fire and Rescue Service Integrated Risk Management Plan – at the heart of the plan is the prevention of fire and ensuring community safety, ensuring a workforce who are well prepared, impoving the safety of firefighters and providing a workplace that considers safety and dignity. We will continue to deliver on this core commitment and protect people through a timely response to incidents.
- We will work with the local community & community networks to improve individual's digital inclusion, health & wellbeing through enhanced digital skills.
- 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 collaboratively with partners such as the Police to reduce criminality and raise awareness amongst the public to prevent crime and keep our communities safe.

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Access to excellent education and learning	25. Percentage of schools with OFSTED rating 'good' or 'outstanding'	87.6%	88.5%	90%	90.5%	91%
Access to excellent education and learning	26. Percentage of pupils and students accessing OFSTED 'good' or 'outstanding' schools	86.6%	88%	89%	90%	91%
Access to excellent education and learning	27. Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2	62.7%	64%	68%	71%	72%
Access to excellent education and learning	28. Average attainment 8 score of students at Key Stage 4 including English and Maths	46.9	47.5	48.3	49	49.5
Access to excellent education and learning	29. Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2	26%	24%	20%	16%	14%
Access to excellent education and learning	30. Combined percentage of 16-17-year olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually)	11.7%	7%	6.5%	6%	5.5%
Tackling inequality	31. Healthy life expectancy for men	64.6 years	Targets to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
		(2016-18)				
Tackling inequality	32. Healthy life expectancy for women	64.3 years (2016-18)	Targets to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed
Promoting and enabling independence	33. Use of virtual/digital library services by residents	4.45m	4.5m (to regain pre-Covid baseline)	TBC	TBC	TBC
Promoting and enabling independence	34. Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic	34,000 people reached by middle of 2020	35,000 (one-year target)	To be confimed	To be confimed	To be confimed
Promoting and enabling independence	35. Number of people completing evidence-based falls prevention programmes	Baseline to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed	Targets to be agreed
Promoting and enabling independence	36. Percentage of adults that did not need long term support after a period of reablement support	85.5% (19-20)	89.8%	94.29%	99%	100%
Promoting and enabling independence	37. Percentage of adults that purchase their service using a direct payment	36.5%	38.3%	40.4%	42.6%	44.7%
Promoting and enabling independence	38. Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months	72.7%	75.8%	79.6%	83.6%	87.8%
Promoting and enabling independence	39. The percentage of adults with a learning disability in paid employment	2.1% (19-20)	3.6%	3.8%	4%	4.2%

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Promoting and enabling independence	40. The percentage of adults in contact with secondary mental health services living independently with or without support	70%	73.5%	77%	81%	85%
Safe, connected and cohesive communities	41. Killed and seriously injured casualties per billion vehicle miles	120 (average from 2014-18 vs traffic data from 2019 (pre C-19))	115	111	106	102
Safe, connected and cohesive communities	42. Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard	86.9% (FY 2019-20)	89%	89%	89%	89%
Safe, connected and cohesive communities	43. Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard	73.6% (FY 2019-20)	80%	80%	80%	TBC (IRMP to be updated at this date)
Safe, connected and cohesive communities	44. Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service	Baseline to be measured in 2021/22	TBC	TBC	TBC	TBC

Making the best use of resources

Running throughout this plan is a theme of making the best use of the resources at our disposal. When deciding how to deploy our resources, or working with partners to deliver our collective ambitions, we will use the priorities expressed in this plan to inform our decisions, using data and information that is available on our residents' needs to deliver the right things efficiently. WSCC, like our partners, is committed to achieving best value for residents. This means we have to work better, we more efficient and get the best from what we have to manage increasing demand in a different way. We will focus our activity in the following areas:

- 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.
- People framework – our staff will have the confidence and support to deliver change and continuous improvement; all staff will be treated with dignity and respect; all staff will have consistent and high quality performance and development conversations; and we will attract, recruit and retain the staff we need to deliver public services for the residents of West Sussex. We will underpin staff development with themes of equality, diversity and inclusion.
- 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.
- We will continue to benchmark the unit costs of our services and maximise every pound spent and achieve value for money.
- We will look to combine or share approaches and services to achieve greater efficiency.

Outcomes, key performance indicators and targets

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Working together as one Council	45. All member training and development needs identified and training completed within 12 months of 2021 election (future year targets and measures to be set by the Member Development Group)	N/A	100%	TBC	TBC	TBC
Working together as one Council	46. New Code of Governance published, assisting the public, staff and elected members to navigate the Council's decision making process	N/A	By 2021 elections	N/A	N/A	N/A
Getting the best from our people	47. Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	73%	75%	78%	80%	85%
Getting the best from our people	48. Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86%	86%	87%	88%	90%
Maximising our income and the productivity of our assets	49. Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use	285,000 m^2	270,750 m^2	257,000 m^2	245,000 m^2	233,000 m^2
Value for money	50. The aggregated unit cost of our services compared to our statistical neighbours	Baseline to be measured in 2021/22	TBC	TBC	TBC	TBC

Outcome	KPI(s)	Baseline	2021/22 target	2022/23 target	2023/24 target	2024/25 target
Value for money	51. Perentage of digital services available from WSCC to support self-service	62% (Pre-Covid)	60%	70%	75%	80%
Working in partnership	52. For key decisions on contracts over £500,000 include an appraised option for partnership working to assess opportunities for efficiency	To be confirmed	20%	40%	80%	100%

Note – KPIs marked (CC) are measures relating to tackling climate change