

Cabinet Report: Delivering the West Sussex Plan 2017-22



BEST START IN LIFE



All children and young people are ready for school and work

1 Ofsted Inspection Outcomes (Cabinet Member for Education and Skills)

Recent judgements following Ofsted inspections of schools in West Sussex show that more pupils in the county now attend a school rated at least 'Good' compared with 2016. By the end of October 2018, 85% of all pupils attended a school rated at least 'Good' an increase from 81.5% in October 2016. Implementation of the new School Effectiveness Strategy will ensure that school leaders and governors strive to ensure more pupils are receiving an improved level of education in the county over the next few years. The strategy sets out that maintained schools which are not yet 'Good' will receive support and challenge from the County Council to raise standards with an expectation that pupils will receive a 'Good' education within a year. A variety of improvement measures will be used such as school-to-school support whereby leaders at highly rated schools assist schools with areas which require development. For those Academies or Free Schools which are not yet 'Good' the Service will work closely with the Regional Schools Commissioner's Office to ensure the Academy Trust is being challenged to improve.



Families and children have a healthy family, home and work life

2 Healthy Pupils Capital Fund (Cabinet Member for Education and Skills)

There has been a positive response from West Sussex schools to the opportunity to bid for monies from the Healthy Pupils Capital Fund. The fund has been created from monies obtained through the [Soft Drinks Industry Levy](#), a levy that applies to the production and importation of soft drinks containing added sugar. It is intended that the fund will be used to pay for facilities or initiatives that

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encourage all school children and young people aged 4 to 18 to become more active, or which promote a healthy diet and support those with mental health issues. The County Council was allocated £766,000 from the fund. This has been distributed to those schools whose bids ranked most highly against criteria which included data held by the County Council on the condition of existing school facilities and how the school ranks against specific national measures of pupil health, including excess weight of primary age children. The successful bids range from funding for all-weather sports surfaces to the installation of a teaching kitchen. These projects will offer opportunities for children to learn the benefits of engaging in physical activity and the values of healthy eating, thereby helping to provide them with the best start in life.



Children and young people feel safe and secure

3 Call Management for the Multi-Agency Safeguarding Hub (Cabinet Member for Children and Young People)

During the Ofsted focused inspection of the Multi-Agency Safeguarding Hub (MASH) in March 2018 inspectors identified that “systems and processes required simplifying to improve the timely progression of work”. To make improvements in this area it was recognised that more efficient management of the high volume of telephone calls received by the MASH was needed to improve the customer experience and deal better with the frequent number of calls that were not MASH-related. From August a team at the Customer Service Centre have begun answering calls to the MASH. The team has been trained so it can respond to specific enquiries and re-direct calls which are not MASH-related whilst ensuring those calls that are more specialist or complex are transferred to the appropriate colleague at the MASH. The resulting reduction in call volumes has freed up staff at the MASH to deal with the numerous requests for information they receive in a more timely and robust manner. The improvements delivered by this change have already been noted by partners including the National Probation Service, Children and Family Court Advisory and Support Service and neighbouring local authorities.

4 Pause Programme (Cabinet Member for Children and Young People)

Following the first year of a three-year pilot the ‘Pause’ programme has made significant progress in achieving the aim of reducing the number of children being taken into care. The programme involves health and social care professionals working intensively with vulnerable women who have had a number of children removed from their care, enabling these women to pause and tackle the difficult issues in their lives. The 22 women on the programme are offered practical and emotional support, such as help with housing and overcoming debt or assistance in obtaining services like counselling, whilst also accessing long-acting, reversible contraception to break the damaging cycle of repeatedly becoming pregnant. The women have made progress in working towards their individual goals and some have even had the courage to share their stories anonymously through a range of television interviews highlighting the positive impact of the project on their lives. It is estimated that the work done by the programme so far has prevented 14 children being taken into care from birth.



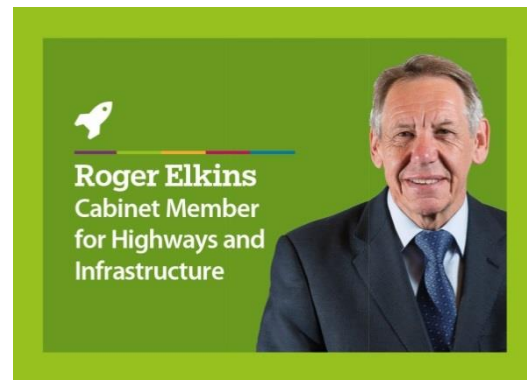
Access to education that meets the needs of our community

5 Pupil Attainment at Key Stage 4 (Cabinet Member for Education and Skills)

Provisional results indicate that secondary schools in West Sussex have maintained their strong standards and performance at GCSE level after pupils sat new, reformed examinations introduced this year. The vast majority of subjects which pupils study now have less emphasis on coursework and more on final exams. When compared with national figures, for [Attainment 8](#), the measure which assesses a student's average grade across eight subjects, performance in West Sussex matches the national average at 46.5. For Progress 8, which measures how well a student has progressed between Key Stage 2 and Key Stage 4 across these same eight subjects, the figure is +0.04 (nationally -0.03). This places West Sussex schools 61st (out of 151 across the country) for Attainment 8 and 50th for Progress 8. Whilst broadly in line with the ranking achieved last year, in both cases this still demonstrates strong performance that is above the national average. The County Council is working with secondary school leaders to build on this solid outcome to further improve the performance of pupils in West Sussex.



A PROSPEROUS PLACE



Infrastructure that supports a successful economy

6 Network Rail Main Line Upgrade (Cabinet Member for Highways and Infrastructure)

On 5 November, Network Rail opened a consultation on plans to improve two key bottlenecks on the Brighton Main Line. The proposals include plans to improve the capacity of junctions between East Croydon and Selhurst, including major rebuilding of East Croydon Railway Station. Although the scheme is entirely outside West Sussex, the bottleneck constrains the number of services that can use the Brighton Main Line which also affects services on the West Coastway and Arun Valley Lines. The County Council is engaging with Network Rail and will provide a response to the consultation setting out the potential benefits to West Sussex. Network Rail will also be requested to use its experience with previous

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rail upgrade projects to minimise disruption during construction. As part of the response the County Council will also call on the Government to provide funding for implementation of the project to support economic growth in West Sussex and the wider South East.

7 A27 update (Cabinet Member for Highways and Infrastructure)

Highways England (HE) has made announcements in relation to two schemes proposed for the A27. There is an intention to re-consult in spring 2019 for the A27 Arundel Bypass. Since the 2017 consultation, designs including the preferred route (modified Option 5A) have been significantly revised. More detailed evidence has also been gathered which will be published for public comment potentially alongside additional options and the County Council will consider this information before submitting a consultation response. The Worthing and Lancing scheme is currently under review. A summary of the 2017 consultation has been published setting out that, despite a good response with over 1,700 responses received, only 22% of stakeholders and 15% of public respondents supported the scheme. The County Council will now engage with HE to review the options for the scheme.



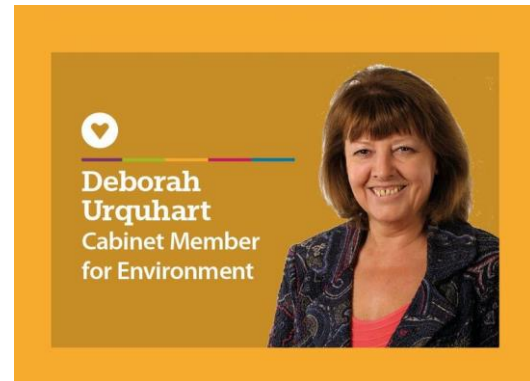
A great place to live, visit and work

8 Taste of West Sussex Event – Westminster (Leader/Economy)

On 29 November a 'Taste of West Sussex' event took place in the Houses of Parliament in Westminster. The event was sponsored by Sir Peter Bottomley, MP for Worthing West, and had 16 producers showcasing the variety and quality of food and drink produced in West Sussex. The event was attended by the Leader and Kenny Tutt, the 2017 MasterChef winner and Worthing resident, who highlighted the vast diversity of local food and drink on offer in West Sussex and the importance of supporting these businesses to grow and flourish. Over 300 people visited the showcase, including MPs from across the country, Liz Truss MP and Chief Secretary to the Treasury and six West Sussex MPs who had a chance to meet their local businesses. All attendees received a 'Passport to West Sussex' which included detail of all the producers in attendance along with promotion of '[Experience West Sussex](#)' and a copy of the [Taste Magazine](#). The event provided a great opportunity to raise the profile of West Sussex food and drink industry and its importance to the local economy.



A STRONG, SAFE AND SUSTAINABLE PLACE



A healthy place

9 Air Quality (Cabinet Member for Environment)

The newly-published county-wide air quality plan, 'Breathing Better: a partnership approach to improving air quality in West Sussex' states that governance will be undertaken by a newly created West Sussex Inter Authority Air Quality Group (IAAQ) made up of portfolio holders and senior officers of each of the West Sussex authorities. The inaugural meeting of the IAAQ Group was held on 22 October. Members of the borough and district councils attended, with support from their senior officers. The meeting agreed the terms of reference and action plan for the Group. The Group will meet three times a year. It will receive highlight reports from all partners and will look in detail at specific Air Quality Management Areas and other issues at each meeting. An annual report will be made to the West Sussex Leaders' Board.

10 How libraries in West Sussex are playing a key role in improving the public's health (Cabinet Member for Safer, Stronger Communities)

The County Council's library service and public health staff have worked in partnership to tap into the county's extensive library network, a valuable, non-clinical channel that extends into deprived and harder to reach areas. Libraries have been supporting both core and wider public health programmes, linked to increased health literacy, self-help, and reduction in loneliness and isolation. In January 2017, to support the national launch of the Public Health England (PHE) [Change 4Life Be Food Smart campaign](#), leads from public health and the library service engaged local families by hosting a low cost Be Food Smart quiz and treasure hunt for children and families. This activity inspired PHE to create Change4Life resources specifically for libraries nationwide that will launch in early 2019 with the upcoming nutrition campaign; this will feature the West Sussex case study, which will also be promoted as a best practice example on the PHE Campaign Resource Centre.



A safe place

11 Be a safe online shopper this Christmas (Cabinet Member for Safer, Stronger Communities)

Free online safety advice for Christmas shoppers was on offer at the County Mall Shopping Centre, Crawley on 1 December. The event was run by the County Council, in partnership with Get Safe Online and other partners, including NatWest Bank, Sussex Police and Sussex Police Cadets. Residents were informed how to be more secure when shopping online and how to stay safe when using a smartphone or tablet. Following on from the event and in support of Safer Internet Day (5 February 2019), a Safe Digital Life conference will be run by the County Council on 7 February 2019 at County Hall North, Horsham. This event will be for professionals working with young people including social workers and school staff and will cover a range of key subject areas in relation to keeping young people safe online. Key speakers and workshops will be provided by organisations including NSPCC, Sussex Police and the West Sussex Youth Cabinet, with more to be confirmed and the Cabinet Member would encourage members to attend.

12 Safeguarding Month (Cabinet Member for Safer, Stronger Communities)

The West Sussex Safeguarding Adults and Children's Boards and the Safer West Sussex (Community Safety) Partnership came together in November to celebrate Safeguarding Month. The primary aim was to raise awareness of safeguarding; what it is and how everyone can play a part in helping to keep vulnerable people safe from harm. Events and campaigns across the month highlighted the role that every resident in West Sussex has in keeping communities safe as safeguarding is everyone's responsibility. This included encouraging residents to have confidence to report any concerns about a child, young person or an adult who is vulnerable. The month also provided opportunities for staff, volunteers and the general public to engage in a range of learning events aimed at improving knowledge of safeguarding, developing safeguarding skills and understanding, and promoting joint working across services and organisations. Professionals from across, West Sussex, East Sussex and Brighton & Hove were brought together for a Pan Sussex Safeguarding Adolescents conference.



Strong communities

13 Armistice 100 (Cabinet Member for Safer, Stronger Communities)

West Sussex has been represented at two national events to commemorate the 100th anniversary of the Armistice. Following a successful project which aimed to show the impact of World War One on the people of West Sussex, two County Council employees who worked on the project attended the national service of thanksgiving at Westminster Abbey. The project saw more than 200 people, mainly volunteers, come together to create a book, a website and an exhibition based on photographs, documents and case studies from the period. Sources used came from the Library Service and County Record Office. The County Record Office also displayed over 600 handmade poppies contributed by staff, volunteers, researchers, friends and relatives. West Sussex Fire and Rescue

Service were also represented at the annual Remembrance Day parade at the Cenotaph in London by one of the Service's Watch Managers, with members of the County Council laying over 30 wreaths at various services of remembrance across the county.

14 West Sussex Crowd (Cabinet Member for Safer, Stronger Communities)

Since launching in May, [West Sussex Crowd](#), the online crowdfunding platform supported by the County Council, has seen more than 20 projects successful in their fundraising campaigns. In excess of £125,000 has been pledged across all projects from just under 700 supporters, one of these being the County Council's Community Initiative Fund (CIF) which has contributed over £34,000 to the total so far. West Sussex Crowd welcomes ideas from individuals, charities, groups and volunteer organisations, with the aim of improving the wellbeing of local communities, attracting small pledges of support from them such as funds, their time, or equipment towards their fundraising target. From supporting a comedy tour that visits care homes for people living with dementia, to backing a children's playground transformation, the Crowd is contributing to the improvement of wellbeing in West Sussex. The Cabinet Member would like to encourage all members to highlight to their communities that the last round of CIF is now open for an existing community project or new idea to get up and running, for consideration at the next round of County Local Committee meetings.

15 Armed Forces and Veteran Breakfast Club (Leader)

In November, the Leader and Cabinet Member for Safer, Stronger Communities revisited the Littlehampton Armed Forces and Veterans Breakfast Club (AFVBC). The AFVBC provides an informal setting for veterans, members of the Armed Forces and their families to meet up and provide a network of support. The Littlehampton branch opened in early 2018 and has gained significant membership since it began. Also in attendance were Tom Tugendhat, MP for Tonbridge and Malling and former Serviceman, and local MP Nick Gibb. The County Council currently holds the Defence Employer Recognition Scheme silver award status and, in July 2018, committed to work towards gold award status, which includes looking at the development of further Breakfast Clubs and drop in centres for veterans in West Sussex.



INDEPENDENCE FOR LATER LIFE





People are healthy and well

16 Delayed Transfers of Care (Cabinet Member for Adults and Health)

The County Council and NHS partners collect information on West Sussex Delayed Transfers of Care between hospital and home (DTC) for submission to NHS England. The [figures](#) concern both acute and non-acute patients and include those in mental health and community patient settings. Reduction of DTC is also a performance measure for the County Council and is set out in the West Sussex Plan. The County Council's September Total Performance Monitor published the latest update on DTC figures that are attributed to social care explaining that performance continues to improve and is exceeding the nationally set target (to achieve 2.47 delayed days per 100,000 population per day or less). For August there were 466 delayed days attributable to social care or 2.20 delayed days per 100,000 population, per day. This figure compares with 5.34 delayed days per 100,000 population, per day in August 2017 and illustrates a continued downward trend since this time last year. The County Council continues to work to support efforts to further reduce DTCs and is commissioning increased care and support at home and bed capacity during the winter months as part of winter resilience plans developed with NHS partners.

17 West Sussex Health and Wellbeing Board – Strategy Consultation (Cabinet Member for Adults and Health)

A public consultation is currently underway to ask for feedback on the West Sussex Health and Wellbeing Board's revised strategy, setting out the key priorities for health and wellbeing in the county. The draft strategy has been created in partnership by key leaders from the County Council, Clinical Commissioning Groups, NHS Providers, borough and district councils and the voluntary sector around the priorities of Starting well; Living and working well and Ageing well. The consultation will run until 21 January 2019 and a completed West Sussex Health and Wellbeing Board Strategy will be published in April 2019, which will be used to inform the provision of services across the county. The draft strategy and public consultation survey are available on the [Have your say website](#).

18 Community-Based Social Support (Cabinet Member for Adults and Health)

The County Council currently contracts with a variety of service providers who give community-based social support to people with a lifelong disability including those with an autism spectrum condition. The services aim to help people to find or retain paid work, to increase their physical or social activity, to remain living in their own homes and to keep well. The services also provide help with issues such as tenancies, budgeting, life-skills, emotional support and connecting people into other community support. The current contracts will come to an end in March 2020 and have been subject to a recent engagement programme to ensure that the current provision remains appropriate and to assess whether anything different is needed. Having listened to feedback the County Council has developed a new model for the services with additional focus on supporting people into paid work and facilitating greater opportunities for taking part in sport and leisure activities. The procurement model chosen will allow maximum flexibility for new initiatives to be incorporated and for new organisations to join.

Once a final proposal has been developed the Cabinet Member will make a formal decision in spring 2019.



A COUNCIL THAT WORKS FOR THE COMMUNITY



Customer focused

19 Customer Service Centre (Cabinet Member for Corporate Relations)

The County Council's Customer Service Centre focuses on resolving customers' queries at their very first contact and in the most effective and efficient way. The emphasis in the service is increasingly 'digital by design' to increase efficiency and provide continuous improvement to the customer experience. The service now manages Twitter and Freedom of Information enquiries and also engages with customers via digital correspondence which assists enquiries to reach the right person for response immediately. Additional functions taken on include taking calls to the West Sussex Multi-Agency Safeguarding Hub. The Service also provides support for highways issues where, over the past year, there has been an increase of 58% of customer queries being resolved at the first point of contact. In addition, the highways telephone line now has Interactive Voice Response which signposts callers and reduces misplaced calls. The Service also supports Blue Badge applications and recently an automated payments telephone line has been set up. A new on-line booking system has been introduced for those who need to attend a mobility assessment session, and renewal badges can now be sent direct rather than customers being required to pick them up in person. Improvements to customer service continue as part of the West Sussex Plan pledge for residents to find it easy to access information, services and the support they need.

(Links marked with an * are to documents in pdf format)

20 Commercial Property Acquisitions (Cabinet Member for Finance and Resources)

The County Council's West Sussex Plan sets out the ambition of the County Council to minimise the burden of local taxation and deliver the best outcomes for residents with the money it spends, whilst maintaining a balanced budget. To do this the County Council needs to find new and innovative ways of creating additional revenue to maintain and improve standards in the delivery of essential public services. One approach is to generate sustainable income streams and provide opportunities for capital growth by investing in commercial property. In February the County Council approved the Capital Programme for 2018/19 which included £50m for investment property opportunities to deliver a revenue return as part of its overall Treasury Management Strategy. In line with this approach the County Council has recently acquired the freehold of two commercial properties in Crawley: Churchill Court in Manor Royal and Gresham House in Station Road. These acquisitions will bring economic benefits to the County Council by increasing investment in the local economy.



Listens and acts upon

21 Local Government Association Corporate Peer Challenge (Leader)

From 29 October to 1 November, the County Council participated in a Local Government Association (LGA) peer challenge. In conducting its review, the Peer Challenge Team considered the following core components of the County Council, which are looked at by all LGA corporate peer challenges: understanding of local place and priority setting; leadership of place; financial planning and viability; organisational leadership and governance; and capacity to deliver. The Team also had a light touch look at the County Council's Adults' and Children's transformation and organisational culture. Initial feedback from the review has been received and shared with all members, and the County Council is working through the initial findings. A formal report of the findings and recommendations will be provided early in the New Year and will be made publically available.

22 County Councils Network Annual Conference (Leader)

In November the Leader attended the County Councils Network's annual conference, along with the Cabinet Member for Adults and Health and the Chief Executive. The conference provided an opportunity to explore the key challenges faced by county councils across the country, including the forthcoming Spending Review, the increase in demand for Adult Social Care and Children and Young People's Services, the development of strategic authorities and the county role in housing. The conference included key note speeches from Rt. Hon James Brokenshire MP, Secretary of State for Housing, Communities and Local Government and Rishi Sunak MP, Minister for Local Government, in relation to these key challenges.



Works in partnership

23 Government and Parliamentary Engagement (Leader)

Last month the Leader met Lord Agnew, Parliamentary Under Secretary of State for the School System, to discuss academisation and the role of local authorities.

The meeting was instigated as a result of a letter the Leader and Cabinet Member for Education and Skills sent to Damian Hinds MP, Secretary of State for Education, following the passing of the motion at July's full council meeting. The County Council has also submitted evidence to the House of Lords Regenerating Seaside Towns Committee Inquiry, highlighting that the development of the coastal economy requires a holistic approach and that the causes of inequality in coastal areas should be addressed in a co-ordinated way, led by the strategic authority. The County Council continues to highlight the need for sustainable local government funding with West Sussex MPs; seeking action from central government as the County Council seeks to address the significant £145m budget gap that is projected over the next four financial years.

24 Budget Announcement (Cabinet Member for Finance and Resources)

The Chancellor made his budget announcement early this year, on 29 October. The key areas for local government included £650m additional grant funding for Adult Social Care in 2019/20. This consists of £410m for both Adults' and Children's Social Care and £240m specifically for Adults, the latter sum being a repeat in 2019/20 of an allocation made for 2018/19 to assist with 'winter pressures' and Delayed Transfers of Care. There was also £84m for children's service programmes, over five years, to be payable to 20 authorities (yet to be named) and targeted at helping more children stay home with their families. The issue of potholes was allocated £420m in 2018/19 for highways authorities, resulting in an additional £6.083m for the county, along with £150m nationally within the National Productivity Investment Fund to help ease road congestion. Schools received a £475m in-year increase in capital funding to each school, averaging £10,000 for primary and £50,000 for secondary schools. An additional £55m was added for Disabled Facility Grant in 2018/19, which is a sum allocated to borough and district councils for home aids and adaptations for children and adults on low income. Further details are awaited on the allocations to the County Council and the conditions set by the Government for the use of the grants.

25 Takeover Challenge Day (Cabinet Member for Children and Young People)

Members of the Youth Cabinet gained insight into the working day of a County Council Cabinet Member at the recent [Takeover Challenge Day](#). The national event, led by the Children's Commissioner for England, offers children and young people the chance to experience the world of work whilst the adult gains a young person's perspective on what they do. The Cabinet Member was accompanied by two young people and spent time working with a Group Manager from Children's Social Care gaining an understanding of how children looked after have their voices heard. Other Youth Cabinet members gained a very different experience on their day, such as seeing democracy in action whilst attending a select committee meeting with the Cabinet Member for Finance and Resources. Takeover Challenge is one of a number of opportunities provided over recent months to enable closer engagement between members, West Sussex MPs and the Youth Cabinet, offering a chance for young people to see local and national politicians at work. Other events have included a formal debate, held in the Council Chamber, on lowering the voting age to 16.

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26 Growth Deals (Leader/Economy)

In November the [Horsham Growth Deal](#) was signed by the Leader of the County Council and Ray Dawe, Leader of Horsham District Council. The Growth Deal is a partnership that will deliver new homes, create jobs and boost economic prosperity in the area. The key projects outlined in the Deal include the progression of a new town centre vision, west and north Horsham developments to deliver housing and economic growth and the redevelopment of the Horsham Enterprise Park (former the Novartis site). Growth Deals are partnership pledges that have been made between the County Council and the borough and district councils and identify shared strategic growth priorities and projects for those areas to bring about local improvements for residents, businesses and visitors. Growth Deals have now been agreed with all seven borough and district councils in West Sussex and various projects are already progressing including public realm improvements in Worthing, delivery of a £60m growth programme in Crawley and significant development in Burgess Hill to contribute to the economic growth of the areas.

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Background Papers

None