

A Community Strategy for West Sussex



By Leader of County Council

There are many people working in many different types of organisations within West Sussex who are seeking to address the needs of our communities. The needs and demands of our communities continue to grow and change, and so we – those who provide services – need to adapt to these changing circumstances. However, realistically, the amount of funding which is available will not continue to grow sufficiently to enable us all to provide services in the same way and meet the growing demands.

Consequently, we accept that we all need to work together in partnership and focus on the key areas which matter to those who live, work and play in West Sussex. By doing this we hope to maximise the potential and benefit from the resources available, and so make a greater difference to the lives of those in the County.

The West Sussex Strategic Partnership (WSSP) is a sign of the commitment from many organisations, from the public, private and community and voluntary sectors, to work together to make that difference.

“ we all need to **work together in partnership** and **focus** on the key areas which matter to those who **live, work and play in West Sussex** ”

HENRY SMITH
LEADER, WEST SUSSEX COUNTY COUNCIL



THE PARTNERS...

Action in Rural Sussex ■ Adur District Council
 Adur, Arun & Worthing Primary Care Trust ■ Adur in Partnership (LSP)
 Age Concern ■ Arun District Council ■ Arun (LSP)
 Brighton & Sussex University Hospitals NHS Trust
 CADIA - The business association for Sussex and Surrey
 Carers National Association ■ Chichester College of Arts, Science & Technology
 Chichester in Partnership (LSP) ■ Chichester District Council
 Churches Together in Sussex ■ Community Legal Services Partnership
 Country Land & Business Association ■ Countryside Agency
 Crawley Borough Council ■ Crawley Chamber of Commerce
 Crawley College ■ Crawley Council for Voluntary Sector
 Crawley Ethnic Minority Partnership (CEMP) ■ Crawley Together (LSP)
 Crawley Primary Care Trust ■ Crawley TAG
 Council for Voluntary Sector Arun Wide
 Early Years Development and Child Care Partnership
 English Nature, Sussex & Surrey Team ■ Environment Agency
 Federation of Sussex Amenity Societies ■ Government Office for the South East
 Highways Agency ■ Horsham and Chancetonbury Primary Care Trust
 Horsham District Council ■ Horsham (LSP) ■ House Builders Federation
 Independent Combined Information Service ■ Leonard Cheshire Services in West Sussex
 Lodge Hill Trust ■ Metrobus ■ Mid Sussex District Council ■ Mid Sussex (LSP)
 Mid Sussex Primary Care Trust ■ National Farmers Union
 National Federation of Bus Users ■ National Housing Federation South East National
 Probation Service ■ National Children's Home Action for Children South East
 National Farmers Union South East Region ■ Northbrook College
 National Society for the Prevention of Cruelty to Children West Sussex
 PACT Community Projects ■ Queen Victoria Hospital NHS Trust
 SCOPE West Sussex ■ South East Arts ■ South East England Tourist Board
 Southern Water plc ■ Stagecoach Coastline Buses
 Surrey & Sussex Health Care NHS Trust
 Surrey & West Sussex Federation of Small Business
 Sussex Downs Conservation Board ■ Sussex Enterprise
 Sussex Learning & Skills Council ■ Sussex Magistrates Courts Committee
 Sussex Police ■ Sussex Police Authority ■ Sussex Weald & Downs NHS Trust
 Sussex Wildlife Trust ■ Western PCT ■ The Royal West Sussex NHS Trust
 University College Chichester ■ VOLG ■ VT Careers Management West Sussex
 West Sussex Association for the Disabled
 West Sussex Association of Local Councils
 West Sussex Council for Voluntary Youth Services ■ West Sussex County Council
 West Sussex Deaf & Hard of Hearing Association
 West Sussex Disabilities Network ■ West Sussex Economic Partnership
 West Sussex Governors' Association
 West Sussex Health & Social Care NHS Trust
 West Sussex Primary Headteachers' Executive
 West Sussex Secondary Heads Association
 West Sussex Sustainability Forum ■ Western Sussex Primary Care Trust
 Worthing and Southlands Hospital NHS Trust ■ Worthing Borough Council
 Worthing College ■ Worthing Hospital ■ Worthing Together (LSP)

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A Community Strategy for West Sussex

As a partner of the West Sussex Strategic Partnership you have contributed to the development of this Community Strategy for West Sussex. This document is intended for WSSP partners; it may be appropriate to produce an alternative document in the future for a wider audience. It sets out the strategic directions and objectives that will lead to joint actions aiming to improve the quality of life for all the people of West Sussex, both present and future.

The West Sussex Community Strategy is not intended to replicate all the work and policies of individual partners that are under way; rather, it is intended to focus and shape existing and future strategies and activity of these organisations so that by working together we can more effectively meet community needs and aspirations. In particular we would aim to address deprivation and inequalities, extending access and opportunities.

With regard to access to opportunities the West Sussex Community Strategy is about how we can make a difference to local issues by taking joint action at a more strategic level. This is why the strategy targets specific issues as opposed to a broad range of all the issues. It builds on the process developed to agree and deliver the Public Service Agreement and its 12 targets. This document and the work of this partnership will also assist the development of the Second Public Service Agreement in 2005.

With this in mind we agreed some criteria and guidelines to apply to the elements within the West Sussex Community Strategy to ensure that it remains focused where it is most needed.

Criteria – Everything included in the Community Strategy must:

- Be sustainable in itself (social/environmental/economic outcomes)
- Require attention on a Countywide level (or at least greater than one district)
- Make things recognisably better for communities, people and business in West Sussex
- Be target related
- Be socially inclusive
- Make hard choices and concentrate resources on areas (not necessarily geographical) of need
- Require collaborative, rather than single-agency, working

Guidelines – The Community Strategy Process needs to:

- Be focused on what matters to people
- Consider environmental impact as part of all strategic directions
- Simplify and not complicate (e.g. rationalise existing partnerships and forums, and build upon existing processes within partnerships)
- Be innovative and transparent
- Use plain English

There is a recognition that short to medium-term actions are required, to meet longer-term objectives. The actions will change as the community strategy is reviewed, the longer-term objectives called 'Strategic Directions' are likely to remain fundamentally the same.

West Sussex Strategic Partnership

The West Sussex Strategic Partnership (WSSP) is part of a ‘family’ of Local Strategic Partnerships (LSPs) in West Sussex.

Local strategic partnerships have partners from all parts of the community (including the public, private, voluntary and community sectors) to prepare (and implement) Community Strategies.

The seven LSPs each based on the boundaries of District and Borough Councils within the County have the responsibility of producing a Community Strategy for their particular part of the County. Copies of the Community Strategies are included on the attached CD.

The intention is that issues will be dealt with at the appropriate level within this ‘family’. An issue which affects a single district, or part of a single district, would be dealt with by a district level LSP and its Community Strategy. Where the effect is felt more widely, then it may be appropriate for it to be considered by the WSSP also.

Many organisations, like the County and District/Borough Councils, are represented at both levels as they have a part to play in helping to improve service delivery at both a strategic and local level. Working together in this way will ensure that effort is not duplicated.

The West Sussex Strategic Partnership aims to work together to improve the quality of life of all the people of West Sussex, both present and future.



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all the people of West Sussex.

West Sussex

There are about 750,000 people in West Sussex; most of whom live in the larger towns in the East of the County and along the coast. Surveys show that the vast majority of the population like living here. West Sussex has natural beauty, character and a strong heritage. Over half of the land in West Sussex is within designated areas of outstanding natural beauty. This is complemented by the preserved heritage and history in the 7,500 listed buildings and other sites of interest.

The diversity of the County's culture is evidenced by the fact, that whilst they have much in common, no two districts within West Sussex share a common landscape, built environment, culture infrastructure, heritage, demographic profile, economy and range of cultural providers. The cultural diversity of West Sussex is a strength, and further development of cultural activities will contribute in many ways to continue to build healthy, sustainable communities.

Jobs and employment are critical to people's perceptions of their quality of life and surveys in West Sussex have identified these as being the most important factors to our communities in creating a good place to live. Unemployment is amongst the lowest in the UK and GDP (Gross Domestic Product) per head in West Sussex is approximately 7% above the national average.

However, there are significant issues within the County relating to labour and skills shortages and this is hampering economic growth, even in the area boosted by Gatwick Airport. The proportion of West Sussex's population which is of working age and the skills level of the working population are well below the regional average. In addition, the coastal economy has many low wage, low skill jobs and the rural economy has been adversely affected by the changing agricultural economy. A healthy economy in West Sussex is important both for businesses and for individuals.

Despite its apparent affluence, West Sussex has concentrations of social and economic deprivation around the County, in coastal and rural areas, as well as urban areas such as Crawley. West Sussex has eight wards in the 10% most deprived in the South East region.

The results of the 2001 census showed that 97% of people in West Sussex stated their ethnic origin as "white", this is higher than the England average of 91%; of the "non-white" population approximately half stated their background as "Asian".

The population of West Sussex is older than other parts of England, with a large number of people aged 65+ along the coastal strip, notably in Worthing, Arun and Chichester; Worthing having the highest proportion of over 85 year olds in the country. Only Crawley has a population structure younger than the England average.

Overall, West Sussex is a healthy place to live, with a relatively high life expectancy and low rates of limiting long-term illness.

The number of episodes where people with severe mental health problems require hospitalisation is low compared to national norms. Low birth weight and stillbirth are below the national averages. However, there are extreme variations to be found locally, with coastal districts faring worse in all of these issues. In addition, the coastal areas and parts of Crawley have the highest rates for maternal smoking. Incidences of substance misuse, especially drugs is also highest in the coastal areas.

Public safety and a low crime rate are seen as very important factors (second only to jobs/employment) in creating a good place to live. Recorded crime in West Sussex is well below the national and regional average, but surveys have shown that fear of crime is disproportionately high, particularly among the elderly, who are forming an increasing proportion of the population in the County. A contributory factor to the fear of crime is that highly visible, but low-level, crime, such as criminal damage and public disorder, forms a relatively high proportion of total crime.

It can be seen that being in West Sussex, whether as a resident, worker or visitor, can have many advantages. The natural benefits of its location are enhanced by the delivery of good quality services to the communities within the County, as evidenced by the national recognition given to many of the service providers that have contributed to this strategy.

The Vision

The vision of the West Sussex Strategic Partnership is to work together to improve the quality of life of all the people of West Sussex, both present and future.

We aim to do this by focusing on the strategic directions below:

More effective Land-use	To create and maintain a 'Sense of Place' in West Sussex urban and rural areas ensuring economic, social and environmental enhancement
Better Skills for a Better Future	To develop vibrant Learning Communities which, through multi-agency partnership, contribute to the prosperity, health and economic wellbeing of West Sussex people.
Keeping West Sussex Moving	To improve access to the services that communities need, in ways which help them to reduce the social, economic and environmental impacts of transport
Better Health for All in West Sussex	To develop a multi-agency approach to supporting health for all in West Sussex.
Feeling Safer	To make our towns and villages safe and attractive places to live, work and visit.

Each of these areas has its own challenges and conflicting demands, but each is more effectively pursued in unison with the others, for example, increased economic prosperity requires links to be made with employment and skills, and also requires our land-use policies to be integrated with the economic and environmental strategies. In addition, of course, many people wish to preserve our green and pleasant land or, in urban areas, do not want the extra congestion that more business activity may bring.

Theme: More effective use of land

Lead Board member/members:

Kieran Stigant, Director for Environment and Development, West Sussex County Council
and Ian Lowrie, Chief Executive, Adur District Council

Land is a valuable resource and it needs careful management to ensure it is used to its maximum potential. This requires a review of existing uses of land and property and carefully planned changes of use

Innovative ways of reducing the land required for certain activities will also contribute to the overall amount of land available for other uses. For example, if we reduce the amount of rubbish sent to landfill because we improve the levels of recycling the need for future landfill sites will reduce. Another example would be to increase the number of homes built within new developments, by using original and high quality designs, reducing the amount of land needed for each home.

There is a need to accommodate a significant amount of new development in the County, housing regional planning guidance requires 46,500 new homes to be built between 2001 and 2016. It is crucial that any new developments support mixed balanced communities, are high quality in design, and are sustainable.

Strategic Direction:

To promote economic, social and environmental enhancements to create and maintain a 'Sense of Place' in the urban and rural areas of West Sussex

Issues under this Strategic Direction as highlighted in district-level Community Strategies and other partnership strategies

- High percentage of low-paid jobs in many parts of the County
- Insufficient affordable housing available in both urban and rural areas
- Low usage of Broadband technology
- Need to reduce the rate of growth of waste
- Need to enhance biodiversity resource and reduce our contribution to climate change
- Need to address the poor stock of commercial property to meet modern needs (offices and business parks)

Objectives

- ◆ Plan proactively to change attitudes and assist in developing sustainable communities.
- ◆ Use new development as a positive force to promote social, economic and environmental objectives.
- ◆ Implement innovative ways to reduce the shortage of affordable housing.
- ◆ Introduce different ways of creating a 'sense of West Sussex'.
- ◆ Reduce the rate of growth in household waste.

Targets could be set around commitments to:

- ◆ Plan proactively to change attitudes and assist in developing sustainable communities by:
 - working with all tiers of government, the public and businesses to ensure that development is high quality, leads to community cohesion and that the potential social, economic and environmental benefits are realised, e.g. planting the ancient woodland for 2200 and building energy efficient homes
 - working together to identify multiple/joint use of buildings, e.g. dual use of school buildings
 - creating special solutions for existing business investors within West Sussex to positively encourage employers that offer skilled work with training and development programmes
 - regenerating rural communities by supporting new and existing businesses, rural tourism, farm diversification and buying local produce
 - promoting the economy of the Gatwick Diamond (area around Gatwick, part of Surrey and Sussex) to reduce its dependency on the airport and airport related activity, and ensure that it achieves its potential as an internationally recognised business district
 - providing support to families aiming to prevent family breakdown and teenage pregnancy.
- ◆ Use new development as a positive force to promote social, economic and environmental objectives by:
 - focusing attention on the need to renew the infrastructure in our coastal towns
- ◆ Implement innovative ways to reduce the shortage of affordable housing:
 - investigating ways of increasing the amount and types of affordable housing provided to help towards meeting the projected needs
- ◆ Introduce different ways of creating a 'sense of West Sussex' by:
 - utilising the local environment as an educational resource
 - encouraging local food initiatives and a local food production strategy, e.g. holding food festivals
 - implementing the actions of the West Sussex cultural strategy
 - increasing community and business involvement in environmental enhancements
 - encouraging increased volunteering within West Sussex
 - assisting rural communities with sustainable economies to develop centred around market towns
 - encourage design standard that promotes and delivers a high quality environment
- ◆ Reduce the rate of growth in household waste by:
 - following the waste hierarchy - reduce, reuse, recycle

Theme: Better Skills for a Better Future

Lead Board member/members:

David Smith, Director of Operations, Sussex Learning and Skills Council
and Robert Back, Director of Education and the Arts, West Sussex County Council

High quality education is a critical factor for successful communities.

Confidence in the school system, a recognition of the value of lifelong learning and an increased focus on learning in the workplace are all key factors in developing West Sussex as a proactive learning community. West Sussex already has a County Council with an Education Service rated “excellent” by OFSTED, a Learning and Skills Council recognised as a national leader in innovation and has a beacon Learning Partnership working with all learning providers to ensure that the people of West Sussex get offered a coherent, high quality learning services.

Strategic Direction:

To develop vibrant **Learning Communities** which, through multi-agency partnership, contribute to the prosperity, health and wellbeing of our people and our economy.

Issues under this Strategic Direction as highlighted in district-level Community Strategies and other partnership strategies

- Insufficient childcare places in some communities
- Some areas with significantly lower achievement, aspirations and participation in learning than others
- Many adults with low basic skills particularly in deprived communities
- High proportion of self-employed and small companies needing flexible training and support
- Lack of value given to vocational learning and practical skills
- High and growing percentage of older residents whose learning needs are not funded and skills are under-used
- Poor access to learning opportunities in some rural communities
- Need to improve coherence between health education and social services to support vulnerable individuals
- Large number of highly qualified people work elsewhere – need to grow our own workforce

Objectives

- ◆ Increase early years education and childcare provision to support both children’s development and parents’ access to study and employment.
- ◆ Raise the aspirations and achievement of young people and enable them to gain the vocational skills and the personal qualities they need for adult and working life.
- ◆ Work with employers to improve the skills of their workforce for the benefit of the company, the individual and the local economy.
- ◆ Engage vulnerable people and groups in learning and development to improve their skills and life chances using a multi-agency approach.

Targets could be set around commitments to:

- ◆ Increase early years provision (0-5 yrs old) and childcare provision by:
 - increasing childcare places in targeted communities
 - the number of adults enabled to return to work and learn because of childcare
 - increasing the number of childcare workers with NVQ qualifications
- ◆ Improve skills and aspirations by:
 - 5-13 yrs old
 - reducing regional inequality
 - improving school attendance
 - increasing engagement with the business community
 - 14-19 yrs old
 - increasing numbers studying vocational programmes
 - increasing numbers on apprenticeships
 - establishing new Vocational Centres
- ◆ Improve skills of workforce by:
 - increasing the number of employers engaged in promoting learning
 - increasing the number of employees engaged in learning
 - developing new demand-led provision to meet employer needs
- ◆ Access to learning for vulnerable adults by:
 - increasing the number of adults engaged in learning
 - increasing the number progressing to work or further learning
 - improving coherence between agencies
- ◆ Developing learning communities by:
 - establishing Children's Centres providing multi-agency support for children and families
 - extending the use of school buildings for community purposes
 - increasing learning opportunities available in community settings
 - establishing new vocational centres in targeted areas to develop skills for current and future workforce

Theme: Keeping West Sussex Moving

Lead Board member/members:

Alistair Smith, Chief Executive, West Sussex Economic Partnership
and Jeremy Leggett, Chief Executive, Action in Rural Sussex

Good transport is essential for a successful economy and society.

It provides access to jobs, services and schools, gets goods to shops and helps us enjoy our leisure time. Everyone agrees that there is huge room for improvement both nationally and locally. For West Sussex there is a 5-year transport plan running to 2006 and the County Council is preparing a replacement plan for the period 2006 to 2016. It needs to be a plan for every public service and business in the County that relies on transport, which means Community Strategies can help to identify the right balance between economic, environmental and social objectives and to achieve the widespread support that is required.

Strategic Direction:

To improve access to the services that communities need, in ways which help them reduce the social, economic and environmental impacts of transport

Issues under this Strategic Direction as highlighted in district-level Community Strategies and other partnership strategies

- How to reduce avoidable traffic movements to reduce congestion
- How to maintain the competitiveness and vitality of our towns
- High car ownership and usage, affecting the viability of public transport
- Difficulties for some communities, particularly in rural areas, in accessing services
- Impact upon local economy of inadequate or unco-ordinated transport infrastructure, with rising traffic levels

Objectives

- ◆ Support the delivery and development of services in communities which reduce the need to travel.
- ◆ Improve publicly accessible transport, encouraging increased use by making it more affordable and desirable.
- ◆ Ensure West Sussex receives its fair share of national investment in all forms of transport.

Targets could be set around commitments to:

- ◆ Support the delivery and development of services in communities which reduce the need to travel by:
 - assessing the travel impacts of all decisions on service locations, relocations and closures
 - all partners implementing company travel plans and encourage and support others to do so
 - investigating new ways to provide services to local communities through joint working and use of appropriate new technologies
 - reducing the congestion impacts of school travel
- ◆ Improve publicly accessible transport, encouraging increased use by making it more affordable and desirable by:
 - improving access to, integrating and promoting public and community transport
 - creating a viable and affordable quality bus network
 - reducing delays and congestion on our transport networks (minimise disruption due to road works; provide better journey information)
 - educating future generations to use transport differently and promote low-pollution and renewable alternatives to car use
- ◆ Ensure that West Sussex receives its fair share of national investment in all forms of transport by:
 - lobbying central government to secure improvements to the strategic road and rail networks

Theme: Better Health for All in West Sussex

Lead Board member/members:

Farhang Tahzib, Director of Public Health, Adur, Arun and Worthing Primary Care Trust
and John Dixon, Director for Social and Caring Services, West Sussex County Council

Good health and well-being are fundamental to us all, enabling us to live active, meaningful and fulfilled lives. But good health is not only about treating illness and disease.

Just as important is the need to take action to safeguard health, prevent illness and disease, and actively promote healthier and longer lives. Improving housing, educational, and employment opportunities, social cohesion and creating safe, nurturing and healthy environments are key determinants of health which need to be considered in strategies to improve health as well as effective, accessible and high quality treatment and care services for all.

Improving the health of ourselves, our families and everybody in our communities is an important issue for all of us.

Strategic Direction:

To develop a multi-agency approach to supporting health for all in West Sussex

Issues under this Strategic Direction as highlighted in district-level Community Strategies and other partnership strategies

- Addressing inequalities in health by targeting resources on people and places in greatest need
- Addressing the determinants of health
- Enhancing health and well-being through prevention, promotion and social cohesion
- Engaging all partners and the public
- Resourcing communities to participate in health improvement
- Reducing the burden of preventable disease and supporting those with limiting long term illness

Objectives

- ◆ Enhance health & well-being through prevention, promotion and social cohesion.
- ◆ Provide support for families, children and older people through multi-agency action.
- ◆ Create environments conducive to better health.

Targets could be set around commitments to:

- ◆ Enhance health & well-being by:
 - undertaking a lifestyle survey to identify health related behaviour in the population of West Sussex to locally inform and enable initiatives
 - promoting the health of young people by setting a measurable target for increasing the provision of physical activity in the school curriculum in line with national strategy
 - improving the health of young people by ensuring that state funded schools in West Sussex are signed up to the Healthy Schools network by April 2006 with pupil referral units and schools with the most deprived intakes having achieved minimum accreditation by April 2006
 - working towards reducing alcohol misuse
 - encouraging people to walk or cycle to work and school and for recreation
- ◆ Provide support to families, children and older people by:
 - reducing smoking in pregnancy by making staff aware of support and services available to pregnant smokers
 - improving life chances for children, through the West Sussex Children's Trust
 - reducing winter mortality in older people and the incidence of diseases related to cold and damp homes by promoting energy efficiency, renewable energy and increasing the uptake of fuel poverty grants by West Sussex residents by 10% by 2006
 - supporting addressing health inequalities in older people by undertaking research into the factors which lead to social isolation and how to address them
- ◆ Create environments conducive to better health by:
 - promoting healthy workplace policies, with NHS and Local Authorities developing a healthy procurement policy template and policy for promoting cycling to work by April 2006
 - developing no smoking and tobacco control policies for workplaces and public buildings by April 2006
 - ensuring that all Board members and senior managers have received training in health impact assessment by April 2006.

Theme: Feeling Safer

Lead Board member/members:

Mark Streater, Chief Superintendent, Sussex Police

In West Sussex there already exists a highly successful Countywide Partnership the 'West Sussex Strategic Community Safety Partnership' comprising the County Council, the seven district/borough Councils, Sussex Police and many others. This partnership was awarded Beacon Status by the Government in 2004 in recognition of its achievements in reducing crime and disorder in West Sussex. Two districts, Horsham and Chichester have been named among the 10 safest places to live in the South East.

It is important to recognise that low level crime, such as graffiti, can influence how attractive a particular place is perceived to be, potentially resulting in negative impacts upon residents, businesses and visitors.

Strategic Direction:

To make our towns and villages safe and attractive places to live, work and visit

Issues under this Strategic Direction as highlighted in district-level Community Strategies and other partnership strategies

- Fear of crime out of proportion to reality
- Lack of sufficient facilities for young people
- High proportion of alcohol-related crime
- Importance of tourism to the local economy
- Need for regeneration along the coastal strip
- Large commuting population
- Substance misuse
- Need to tackle violence in a public place, especially in town centres
- Concerns over anti social behaviour

Objective

- ◆ **To take measures which will reduce crime and boost public reassurance about the low incidence of crime in West Sussex.**

Targets could be set around commitments to:

- ◆ Preventing crime by:
 - increasing activities and facilities for young people
 - working with young people and their families to prevent them turning to crime/anti-social behaviour
- ◆ Reducing crime by:
 - targeting prolific offenders
 - taking action to reduce violent crime especially in public places
 - promoting community-based restorative justice schemes
 - developing business programmes to enhance the security of communities
- ◆ Reducing the fear of crime by:
 - tackling environmental signs of crime and promoting the safety of West Sussex
 - developing and promoting community schemes which encourage the involvement of young people, the elderly population and commuters
 - tackling anti social behaviour

MATRIX OF THEME OBJECTIVES AGAINST TYPE OF 'WELL-BEING' BEING TARGETED

		THEME				
		More Effective Land Use	Better Skills for a Better Future	Keeping West Sussex Moving	Feeling Safer	Better Health for all in West Sussex
TYPE OF 'WELL-BEING'	Economic	<ul style="list-style-type: none"> Plan proactively to change attitudes and assist in developing sustainable communities. Introduce different ways of creating a 'sense of West Sussex'. 	<ul style="list-style-type: none"> Work with employers to improve the skills of their workforce for the benefit of the company, the individual and the local economy. Increase early years education and childcare provision to support both children's development and parents' access to study and employment. Raise the aspirations and achievement of young people and enable them to gain the vocational skills and the personal qualities they need for adult and working life. 	<ul style="list-style-type: none"> Support the delivery and development of services in communities which reduce the need to travel. Ensure West Sussex receives its fair share of national investment in all forms of transport. 	<ul style="list-style-type: none"> Take measures which will reduce crime and boost public reassurance about the low incidence of crime in West Sussex. 	<ul style="list-style-type: none"> Enhance health & well-being through prevention, promotion and social cohesion.
	Social	<ul style="list-style-type: none"> Plan proactively to change attitudes and assist in developing sustainable communities. Implement innovative ways to reduce the shortage of affordable housing. Introduce different ways of creating a 'sense of West Sussex'. 	<ul style="list-style-type: none"> Increase early years education and childcare provision to support both children's development and parents' access to study and employment. Raise the aspirations and achievement of young people and enable them to gain the vocational skills and the personal qualities they need for adult and working life. Engage vulnerable people and groups in learning and development to improve their skills and life chances using a multi-agency approach. 	<ul style="list-style-type: none"> Improve publicly accessible transport, encouraging increased use by making it more affordable and desirable. Support the delivery and development of services in communities which reduce the need to travel. 	<ul style="list-style-type: none"> Take measures which will reduce crime and boost public reassurance about the low incidence of crime in West Sussex. 	<ul style="list-style-type: none"> Provide support for families, mothers and children through multi-agency action.
	Environmental	<ul style="list-style-type: none"> Plan proactively to change attitudes and assist in developing sustainable communities. Reduce the rate of growth in household waste. Introduce different ways of creating a 'sense of West Sussex'. 	<ul style="list-style-type: none"> Raise the aspirations and achievement of young people and enable them to gain the vocational skills and the personal qualities they need for adult and working life. 	<ul style="list-style-type: none"> Support the delivery and development of services in communities which reduce the need to travel. Ensure West Sussex receives its fair share of national investment in all forms of transport. 	<ul style="list-style-type: none"> Take measures which will reduce crime and boost public reassurance about the low incidence of crime in West Sussex. 	<ul style="list-style-type: none"> Create environments conducive to better health.

What happens next?

Thank you for your comments on the draft Community Strategy for West Sussex. A number of amendments to the document/disc have been made including:

- An updated community profile
- Inclusion of the Indices of Deprivation 2004
- A stronger emphasis on the cultural diversity of West Sussex
- A direct reference to community transport

The West Sussex Strategic Partnership Board theme leaders have begun exploring the opportunities and barriers around each theme. Already moving into the implementation phase of the Community Strategy.

At the West Sussex Strategic Partnership Board event on 17th January 2005, you will be asked to consider some of the opportunities and barriers identified and establish a way forward, to include the development of the Second Public Service Agreement.

It is hoped that sufficient focus will be gained at the event to identify actions required to begin to deliver on the objectives within the strategy.

Progress will be reported at the next full West Sussex Strategic Partnership event to be held in the summer of 2005.

GLOSSARY

Affordable housing	those unable to resolve their housing requirements in the local housing sector market because of the relationship between housing costs and incomes.
AIF	Area Investment Framework
Cohesive community	bringing together all sections of the community
Community Planning	the process by which councils and other local organisations decide how to work together to improve an area.
Community Strategy	Councils are now required by government to prepare strategies for improving the economic, environmental and social well-being of their areas. This is to be achieved by co-ordinating the actions of all sectors of the community, public, private, voluntary and community
LSP	Local Strategic Partnerships: the partnership formed from all sectors of the community to prepare the Community Strategy (see above). The 'family' of LSPs in West Sussex means that there is a district-level LSP for each of the seven districts/boroughs in the County, plus a Countywide one (see 'WSSP' below).
PCT	Primary Care Trusts have three core functions: commission health services for their residents, provide primary and community services, and improve health of the population e.g GPs, health visitors, dentists, district nurses.
PSA	Public Service Agreement: an agreement between central and local government for local government to achieve enhanced targets in specific issues, in return for additional funding from central government
Sustainable development	improving the economic, social and environmental well-being for present and future generations
WSSP	West Sussex Strategic Partnership, the Countywide Local Strategic Partnership

Themes	Lead Board Member/Members
More Effective Use of Land	Kieran Stigant , Director for Environment and Development, West Sussex County Council Email: kieran.stigant@westsussex.gov.uk Tel: 01243 777940 and Ian Lowrie , Chief Executive, Adur District Council Email: ian.lowrie@adur.gov.uk Tel: 01273 454847
Better Skills for a Better Future	David Smith , Director of Operations, Sussex Learning and Skills Council Email: david.a.smith@lscgov.uk Tel: 01273 783532 and Robert Back , Director of Education and the Arts, West Sussex County Council Email: robert.back@westsussex.gov.uk Tel: 01243 777750
Keeping West Sussex moving	Alistair Smith , Chief Executive, West Sussex Economic Partnership Email: Alistair.Smith@wsep.org.uk Tel: 01903 839370 and Jeremy Leggett , Chief Executive, Action in Rural Sussex Email: Jeremy.leggett@ruralsussex.org.uk Tel: 01273 473422
Better Health for all in West Sussex	Farhang Tahzib , Director of Public Health, Adur, Arun and Worthing Primary Care Trust Email: farhang.tahzib@aaw.nhs.uk Tel: 01903 708400 and John Dixon , Director for Social and Caring Services, West Sussex County Council Email: john.dixon@westsussex.gov.uk Tel: 01243 777660
Feeling Safer	Mark Streater , Chief Superintendent, Sussex Police Email: Mark.streater@sussex.pnn.police.uk Tel: 01243 843674

If you have a general question or would like a copy of this document in another language or alternative format please do contact the West Sussex County Council, Community Planning Unit:

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