

FUTURE WEST SUSSEX



Communities and Public Protection

Executive Summary



FUTURE WEST SUSSEX

Introduction

The Communities and Public Protection directorate works to support West Sussex to become safer, stronger and more resilient. The services we deliver are fully aligned to the core priorities of the Future West Sussex Plan to:

- Give children the best start in life
- Champion the West Sussex economy
- Promote independence in later life



To achieve this our vision is to support individuals, communities and businesses to be safer, stronger and more resilient; help maintain and improve wellbeing; deliver our statutory duties and transform services.

The directorate brings together a range of skills, backgrounds and experience that we believe can support these aims in the most efficient way possible.

West Sussex Fire & Rescue Service is at the heart of the directorate. It is a service well-known for its emergency response and will always be there for people in times of need. However, now, more than ever, our service is focused on prevention and protection, rather than simply providing a blue-light rescue operation when things go wrong.

That approach is indicative of the whole of the Communities and Public Protection directorate. Fire and rescue teams work alongside Community and Public Health professionals, Resilience and Emergency colleagues and Trading Standards experts.

We believe this blend of professional teams can jointly deliver the best service possible to the communities we serve. We are also expanding the type of work we do, and the range of organisations we work with.

Lee Neale

Acting Executive Director for Communities and Public Protection and Chief Fire Officer



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Individuals will be safer, stronger and more resilient

This matters because:

Ensuring individuals are safe, well and resilient is a core activity of every area of the directorate.

Our key activities will include:

- Delivering education from primary school age upwards. Teaching children about fire prevention and road safety, but also using firefighters as positive role models.
- Continuing and promoting our FireBreak programme, aimed at 12 to 14-year-olds, to promote a culture of safety and community awareness.
- Completing home safety visits, helping to spot and reduce common risks in the home and, where needed, installing specialists alarms.
- Pro-actively intervening to stop vulnerable residents from becoming victims of doorstep crime, mass marketing fraud and predatory trading, and working with colleagues from across the county council to provide support and promote preventative work in this area.
- Delivering the Duke of Cornwall scheme, which promotes individual and community resilience amongst children and young people.
- Supporting development of the Men in Sheds movement which provides opportunities for, mainly older, men to socialise and share skills and interests while working on a variety of projects - making, mending and reusing a variety of materials.
- Campaigning to make people aware of Child Sexual Exploitation and working with partners to prevent 'Hate incidents'.
- Working with partners on a wide range of initiatives that will help deliver better outcomes for individuals.



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Communities will be safer, stronger and more resilient

This matters because:

When communities feel safe and secure, there is a positive effect on wellbeing and the sense of belonging. Supporting communities to ensure they are best placed to help themselves, and to safeguard the most vulnerable, will have a positive impact on overall community wellbeing.

Our key activities will include:

- Working with partners to increase and develop people's knowledge and skills to equip them to participate in community volunteer schemes and keep themselves safe.
- Ensuring that unsafe consumer products are not supplied within West Sussex and that explosives and petroleum are safely stored.
- Minimising the risk of an animal disease outbreak within West Sussex.
- Working with communities to ensure there is capacity and capability to respond when hazards, incidents or disruption occur. This work includes our What If? programme, helping communities and small businesses to think about how they would cope with a range of adverse events.
- Working with partners to improve health and wellbeing, hand-in-hand with local communities



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Businesses will be safer, stronger and more resilient

This matters because:

All of our communities rely upon sustained and secure economic growth.

Our key activities will include:

- Provision of business support and compliance advice to help organisations meet their regulatory responsibilities.
- Delivering the Trading Standards Buy with Confidence trader assurance scheme to support and promote local approved traders.
- Supporting businesses to recover as swiftly as possible after major disruptive events.
- Promoting discussion of business continuity and resilience in the business community through engagement with the Federation of Small Businesses, Chamber of Commerce and other business forums.
- Encouraging business owners to think about how they could cope in the event of adverse events like flooding, fire, widespread employee illness or the long-term loss of IT.
- Protecting consumers and safeguarding businesses by minimising the opportunities for traders to benefit from unfair trading and deceptive practices.



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Wellbeing is maintained and improved

This matters because:

Feeling good and functioning well are integral to the wellbeing of individuals and communities.

Our key activities will include:

- Working with partners to promote, encourage and facilitate opportunities to be physically active.
- Supporting individuals to be connected with those around them and to take notice of themselves and their communities.
- Encouraging continuous learning and providing opportunities for people to give time and share skills.
- Intervening to disrupt the supply of cheap, illicit alcohol and tobacco into the community, and ensuring age restricted products are not available to children.



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Statutory duties will be delivered

This matters because:

The key functions within our directorate play an integral role in ensuring communities are kept safe, strong and resilient. As part of this we have specific accountabilities to discharge on behalf of the communities we serve.

Our key activities will include:

- Ensuring that the county council takes into account its statutory function to reduce crime, disorder and reoffending in the delivery of its broader responsibilities.
- Establishing effective partnerships and mechanisms to enable the county council and its statutory partners to reduce crime and disorder in West Sussex.
- Providing leadership and establishing effective relationships and mechanisms that enable the county council and its statutory partners to take responsibility for preventing people being drawn into terrorism.
- Ensuring West Sussex Fire & Rescue Service meets its statutory duties under the Fire & Rescue Services Act 2004.
- Ensuring the county council has business continuity systems in place and can fulfil all statutory duties.
- Ensuring all businesses in the county are compliant with Fire Safety Legislative requirements through provision of specialist advice and enforcement.
- Ensuring the county council meets its statutory duties under a wide range of consumer and business protection legislation, identifying emerging issues and instigating a proportionate response to them.

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Corporate Resources and Services

Executive Summary



FUTURE WEST SUSSEX

Introduction

In creating this Plan, the Directorate's extended senior management team has had many interesting and challenging discussions. In some respects, these discussions are more important than the Plan itself. We have taken stock of our Plan for 2015/16, how we used it and how successful we were in achieving our objectives. This has led, we believe, to a more focused document for 2016/17, which recognises even more clearly, the role of Corporate Resources and Services in West Sussex County Council.



We are very proud of what our Directorate achieves, through the hard work and dedication of its staff. We believe that this Plan provides a firm foundation for our work for the next 12 months; our strapline, created at a team-day back in September 2014 remains as relevant now as it did then.

What we do enables you

The main purpose of the Corporate Resources and Services Directorate is to enable the Council to work effectively, efficiently and securely. The Directorate enables, facilitates and provokes the organisation to drive effective planning, high performance, deliver good customer experience and efficient services.

Being an effective and efficient Council implies using all of our resources to maximum impact – delivering our services correctly, accurately and compliantly first time and learning lessons when we fall short.

The Directorate is a collection of skills and expertise that will help colleagues throughout the Council to plan and deliver key services in line with these principles; yet allowing innovation to gain traction. We enable innovation and transformation by showing the Council and functional areas relevant information in new ways, challenging existing thinking as well as enabling dynamic and insightful decision making.

Through a combination of keeping the Council safe, maintaining its reputation and integrity, fostering innovation and commercial approaches, the Corporate Resources and Services Directorate really can enable the achievement of the Future West Sussex Plan objectives. In this way, the Directorate is more than support; it is crucial to the delivery of Future West Sussex.

Peter Lewis
Executive Director of Corporate Resources and Services



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Safe and secure operation

This matters because:

The County Council is responsible for spending over £1bn of public money and influences the spending of money of other partner organisations throughout the County. The Future West Sussex Plan makes clear the ambition to promote the best outcome for all residents by managing our resources efficiently and effectively by continuing to improve the efficiency of the Council. The authority needs to be doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Corporate Resources and Services plays a vital role in supporting our local services to achieve these aims, delivering good value for money and sound, transparent governance. It is important that this is demonstrated through the systems and processes, cultures and values, by which the Council is directed and controlled and through which we account to, engage with, and lead our communities.

Our key activities will include:

- Improve, develop and embed risk management practices
- Continue to promote and develop best practice to ensure good governance and compliance. This will include developing ways to make compliance with governance and decision making more straightforward
- Implement the SAP optimisation project to ensure that there is better use of SAP throughout the organisation, strengthening financial control, streamlining financial and HR processes and making systems more responsive to the needs of front line services
- Promote compliance with finance processes and procedures, which promote value for money and best practice with public finances. This will include spreading awareness across the authority of the importance of complying with agreed processes
- Reviewing the staffing structure for Finance to ensure it supports the needs of the Council in the most effective and efficient manner
- Continue to improve and develop core financial work such as producing the authority's accounts to a shorter timescale and exploring new ways to ensure the budget is aligned to the Council's agreed objectives
- Promote/embed core management competencies and values via leading and participating in the Value Centred Leadership Programme
- Taking a more transparent and proactive approach to implementing actions from the annual governance statement
- Responding to the Government's agenda to pool pension fund assets and thereby ensure the West Sussex Pension Fund helps shape the new pool to which it belongs, is governed and is operated, in an effective and efficient manner, whilst ensuring maximum local discretion to maintain the good returns from which the Fund has benefitted
- Ensure we are getting maximum value from our investment in IT and that it is supporting the aims of the authority by building on our IT strategy and also enabling data to be shared only in an appropriately controlled way.



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Commercial drive for the organisation

This matters because:

We need to support the organisation in its understanding of the local (WSCC Standing Orders on Procurement and Contracts), National and European regulatory and legal framework for public contracts and our role in ensuring the Council meets its statutory duty to 'Best Value'. Linked to business plans; proper use of strategic commercially astute practices and procurement can add value, improve outcomes, mitigate risk, ensure value for money and meet the demand and need of our residents and communities.

We will also support the development of healthy and competitive markets for our goods, services and works which meet budgetary pressures and look for new streams of revenue or income. We will use insight into demand, need and commercial models to tap into creativity and innovation in the private and third sector as well as harness local social benefits.

Our key activities will include:

Transform the buying culture

- shift buying focus to strategic sourcing and supply management
- actively embed social value outcomes into sourcing

Facilitate technology and process adoption

- invest in most affordable, best-in-class sourcing technologies

Focus on people and skills

- facilitate a professional Commercial and Procurement resource to support the organisation; right people, right skills

Collaborate and share best practices

- create and engender peer to peer collaboration (internally and externally)

Elevate supplier engagement and selection

- devise strategies for obtaining the best bids from the best suppliers

Engender firm supplier commitments

- more realistic commitment profiles before going to market

Develop Market Intelligence

- better knowledge and understanding of market capability and capacity

Spend Analysis

- cross-organisational visibility of spend, suppliers, off-contract activities.



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Driving innovation for better outcomes

This matters because:

The world in which we work, in the public sector, is becoming increasingly volatile, uncertain, complex and ambiguous. The level of uncertainty therefore means that we have to be ready for the future whilst ensuring a safe and secure operation; however it also presents opportunities to explore providing services in new and innovative ways to deliver the Council's outcomes for its residents. For example recent innovations in technology mean that more and more people are using smart phones for everyday activities such as shopping and social interaction; across the public sector we are seeing more and more opportunities to work in partnership to deliver better, more cost effective joined up services to customers. These are just two example of how we can drive innovation to deliver better outcomes for our residents.

Our key activities will include:

- Embedding our approach to risk management so we can take calculated risks when appropriate to do so
- IT Strategy – setting our direction of travel for the long term to seize opportunities arising from technological innovation
- Developing greater commercial awareness to seize opportunities for more effective or efficient service delivery and/or delivery models
- Improving our internal systems and processes so our staff can use their time productively
- Using our insight and intelligence to forward plan and identify opportunities on the horizon
- Using organisation development interventions to influence an innovation culture.



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Being ready for the future

This matters because:

In a rapidly changing environment the Council, its members and its officers need

- focused intelligence to prepare and adapt to change
- planning tools that enable services to be resilient and sustainable
- systems and processes that are flexible to the needs of service delivery
- support resources that adapt to newly emerging outcome planning
- proactive advice that connects the complex needs of the organisation.

Our key activities will include:

- Developing and deploying a commercial pipeline for planned commissioning
- Corporate Resources & Services service restructures driven by customer/business needs
- A Pay and Reward Strategy with flexible, responsive HR practices
- A review of decision-making and core governance systems
- Developing a tool kit for alternative service delivery models
- Commerciality awareness raising
- IT Strategy – resilient and forward looking
- Promotion of the Policy Team to focus corporate policy plans through focused research and shared work plans.



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Culture is influenced

This matters because:

We define culture as 'how we do things around here' and therefore we have a role in influencing how we conduct our business to ensure we live our values and our customer promise in everything that we do and say. It is also more than just how we treat each other in our day to day actions; it's about making sure we aspire to be the best we can, that we design our services around our customers, that we always seek the best and most effective and efficient way of working and that we are constantly mindful of delivering value for money to our tax payers.

Our key activities will include:

- Continuing to embed our values and align them to our customer promise
- Invest in our managers and leaders to enable them to be effective in leading their teams and managing their resources, whilst visibly role modelling our values
- Roll out a new approach to performance management, focused on development and continuous improvement
- Use our intelligence and insight to keep abreast of best practice and 'what good looks like' and to challenge ourselves on our own performance
- Use our systems and processes to drive desired behaviours that are aligned to our values and deliver our priority outcomes.

FUTURE WEST SUSSEX



Care, Well Being and Education

Executive Summary



FUTURE WEST SUSSEX

Introduction

We will use the resources we have to meet our challenges through a significant shift to prevention, independence and system-wide working to achieve both better outcomes for residents and significant savings.

We want to work with communities to create and sustain accessible services that are based in local communities – drawing on what is already available within the neighbourhood. People can then learn, recover, be supported and live healthy and well lives.



We are linking with partners – such as with the Education and Skills Forum, Clinical Commissioning Groups, the Start of Life Partnership Board and District and Borough Councils - to promote opportunities that let local people thrive, get the care they need and keep vulnerable children and adults at risk safe. The most important partners that we have are local people and they will be at the heart of what we do.

Five ways to wellbeing will connect our work across the organisation and with external partners. These are:

- Connect with people
- Be active in mind and body
- Take notice and reflect on experience and surroundings
- Keep learning and enjoy succeeding at new challenges
- Give to be linked to the community.

Avril Wilson
Executive Director for Care, Wellbeing & Education



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We will enable people to live as safely and independently as possible and play a meaningful role in their community, through the information, support and choice we provide.

This matters because:

Individuals and their families sometimes need extra help to cope and help them to live safely and independently in their own homes and within their own communities. We support a system of care that is built upon an individual's recovery, which enables them to return to 'normal life' as much as possible and builds on their resilience, experience, and skills, as well as those of their families and friends.

Our key activities will include:

- Community-based social care focused on prevention, shared problem-solving and local resources for resilience.
- Occupational Therapy to support reablement and a return to normal living.
- Further investment along the Carer pathway, to support the Caregiver and their role.
- Proactive hospital discharge planning and support for older people with long-term conditions.
- Supported living for adults with learning disabilities and a life pathway approach to support and maintain independence.
- Memory Assessment Service – for people with dementia and their Carers, helping them to better manage and live well with dementia.



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Shaping with partners the education system to create an environment for success, with performance in the upper quartile compared to local authorities nationally.

This matters because:

We want to raise achievement for all children and young people, especially those in vulnerable groups, or those whose needs make it harder for them to learn than others. Our economy and wellbeing relies on skills and enabling children and young people to reach their potential and to close the attainment gap, enables them and the wider community of West Sussex to thrive economically.

Our key activities will include:

- Focussing our challenge to and support for schools and working with them to share best practice so that they can all be good or outstanding.
- Introducing a two-year improvement project for Early Years, Key Stage 1, Phonics and Key Stage 2.
- Implementation of the Children & Families Act (2014) (Part 3) to identify and assess special educational needs and ensure support to achieve the best outcomes.
- Development of the SEND strategy to provide high quality education for children and young people with special educational needs and disabilities and for inclusion in mainstream schools wherever possible.
- Providing support to close the achievement gap for vulnerable children and young people, including careers advice, information and guidance.
- Supporting apprenticeships and enterprise education.
- Promoting good attendance in schools and receipt of suitable education, including access to alternative provision where pupils are not in mainstream education.
- Delivering against the recommendations of the Ofsted improvement plan to enable us to meet our ambitions in respect to the care and education of children.



FUTURE WEST SUSSEX

Improving population health and tackling inequalities by empowering people to make healthier choices.

This matters because:

Where we are born, where we live, what work we do, the choices we make and the lifestyles we lead profoundly affect our wellbeing.

Our population health approach contributes to wellbeing across the course of life and by working closely with partners across health and social care we will empower and embed prevention as the means to meeting our objectives.

Our key activities will include:

- Working with Clinical Commissioning Groups to reduce health inequalities and unwarranted variations in outcomes.
- Redesigning an integrated Healthy Child Programme promoting the health, wellbeing and resilience of children, young people and their families.
- Delivering a redesigned service for drug and alcohol prevention, recovery and resilience.
- Creating more accessible outreach sites for our integrated sexual health services.
- Delivering NHS Health Checks and smoking cessation services in GP surgeries and pharmacies.
- Building further on the Wellbeing Hubs as a single point of contact for all lifestyle wellbeing issues, including weight management.
- Delivering support services under the Prevention and Independence Strategy (tackling social isolation and loneliness, practical assistance at home to maintain independence, settling people at home after hospital discharge and holistic assessment of households to identify support to retain independence).
- Embedding proactive screening and immunisation.



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We will support children to be happy, healthy and safe, with the opportunity to achieve their full potential. We do this by providing early and integrated support in partnership with children, young people, families and community organisations.

This matters because:

Working collectively, it is our aim to make an active contribution to ensure that children and young people are happy, healthy, and safe. This will be delivered through providing them with the opportunity to achieve their full potential, by providing effective support, and working with children and young people who are vulnerable.

Our key activities will include:

- Continuing to implement the Signs of Safety approach to our work in Early Help Services, Children's Safeguarding & Protection, Children's Disability Services and in Fostering & Adoption
- Developing a local offer for expecting parents, new parents, babies and infants.
- Delivering the Ofsted Action Plan recommendations resulting from the recent *'Inspection of services for children in need of help and protection, children looked after and care leavers'*.
- Developing a new approach to ensure that our most vulnerable children, young people and parents receive specialist support quickly.
- Supporting families and young people to prevent them becoming homeless.
- Ensuring that support services, health, schools and parents are working together to so that our children can learn and be successful.
- Reviewing and remodeling how we support our children in care and care leavers to succeed in education.
- Encouraging and developing resilience in young people so that they will be able to make better decisions and take healthy risks.

FUTURE WEST SUSSEX



Residents' Services

Highways and Transport
Economy Planning and Place
Customer Services

Executive Summary



FUTURE WEST SUSSEX

Introduction

Developing West Sussex as a place to live, work and do business.



Residents Services is one of four Directorates in West Sussex County Council, which is here to provide residents with the support they need to live happy and healthy lives. We provide a wide range of services across three Directorates:

- Highways and Transport
- Economy Planning and Place
- Customer Services

In Residents Services we aim to be customer-centred, which means being honest, realistic and trustworthy in all of our interactions. We listen to and value what our customers are telling us in order to continually improve our services. We aim to resolve issues quickly, at first point of contact where possible.

In order to achieve the outcomes of the Future West Sussex Plan, our priorities are:

- Delivering growth and prosperity - working with partners to set the strategic direction, identify the projects and funding to deliver it
- Maximising our resources - changing the way we manage our assets, challenging how and where we work in order to deliver the best service for residents
- Connecting residents and businesses - working with partners to put in place the key infrastructure to support growth and development for residents and businesses
- Putting customers at the heart of everything we do - listening to customers, understanding their needs and designing our services to enable them to help themselves

We cannot achieve all that without the input and help of partners internally and externally. Whether it's leading on developing shared priorities, implementing individual schemes or delivering savings, we are committed to engaging partners to make the best use of public resources in the best interest of the residents and businesses of West Sussex.

Bernadette Marjoram
Executive Director, Residents' Services



FUTURE WEST SUSSEX

Delivering growth and prosperity

This matters because:

One of the Future West Sussex Plan's key priorities is to Champion the Economy. The Council's vision is to develop a diverse and resilient economy, creating the conditions that enable businesses of all sizes to flourish across a range of sectors. In Residents Services we are aiming to deliver this vision, seeking to work with partners to set a strategic direction to deliver growth and identify the priorities, projects and funding to achieve it.

Our key activities will include:

- Working with partners to deliver the West Sussex Growth Plans, identifying common priorities to help focus collaborative work to support and deliver support growth in West Sussex
- Delivering the capital programme of investment in the foundations of a thriving and competitive economy for this and the next generation of West Sussex residents
- Working with East Sussex and Surrey on a combined devolution offer to deliver strong and sustainable economic growth, enhanced productivity, transformed public services and build on our track record for fiscal efficiency



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Making the most of what we have

This matters because:

Any organisation is only as good as the people that work for it. How and where they work is subject to review to ensure that we are meeting the needs of staff, whilst operating in the most efficient and effective ways possible. The review of assets will also enable us to plan our estate more strategically, identifying opportunities for us to use our resources to achieve Future West Sussex Plan priorities.

Our key activities will include:

- Changing the way that we manage our estate and assets and the way we think about working for the County Council,
- Putting change into action, reviewing services to ensure they're delivering effectively,
- Focusing on sustainability to take a long-term approach to the way the Council plans its business,
- A review of the Property and Asset Management function of the County Council.
- Preparation of the first corporate energy strategy, setting the strategic direction of travel for all energy-related work



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Connecting residents and businesses

This matters because:

A vibrant economy relies on people being connected. Residents Services aims to provide the infrastructure to keep people moving across the county. This means working with partners to develop the strategies and deliver the schemes that will enable us to grow and sustain that growth.

Our key activities will include:

- Delivering with a new term Highways Maintenance contract
- Coordinating partners and representing residents in the delivery of strategic transport solutions

Putting customers at the heart of everything we do

This matters because:

Helping people to help themselves is one of the guiding principles of the Future West Sussex Plan. For Residents Services, this means that the customer experience should be consistent, connected and easy-to-use. Customers should always have choice and the ability to access our services online, anytime and have their enquiry resolved quickly and efficiently by staff who are properly skilled and take ownership of customer contact.

Our key activities will include:

- Making our services easier to access, helping customers to help themselves and staying out of the way until we are needed
- Developing a better understanding of our core customers, what they need from us and their preferred way of accessing services, asking them what they prefer and building our services around them