

Our Council Plan

2021–2028

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Introduction

At a time of continuing uncertainty, the County Council’s role in supporting residents and communities has never been more important.

Our services continue to make a real difference to the lives of people across West Sussex, particularly those who are most vulnerable. Despite the impact of global economic pressures on our local economy, we have remained focused on what matters most to residents: protecting vital services, investing in the county’s infrastructure, and maintaining a balanced budget.

We are operating in an increasingly challenging environment. Demand for our services continues to grow, while unpredictability around funding, inspections, and reforms adds further pressure. Rising inflation, higher interest rates, and wider market pressures are increasing the cost of delivering services and placing additional strain on already stretched budgets. In this context, having clear priorities and delivering them effectively is more critical than ever.

Our Council Plan sets out these priorities and ambitions, outlining what we aim to achieve and how progress

will be measured. The current Plan (2021-26) focuses on four priority outcomes, all underpinned by a strong commitment to protecting the environment:

- › Keeping people safe from vulnerable situations
- › A sustainable and prosperous economy
- › Helping people and communities fulfil their potential
- › Making the best use of resources

These priorities have enabled the County Council to make informed decisions about service provision, allowing us to target our limited resources toward the areas that make the greatest difference for our residents.

With the Government’s proposed Local Government Reorganisation (LGR) across Sussex set to create new unitary councils by 2028, it is logical for the County Council to extend the current Council Plan to the same date, when responsibility for serving West Sussex residents will pass to our successors (subject to Full Council approval in February 2026). Extending the plan will provide stability and continuity throughout this period of structural change. While the four existing priorities remain, the outcomes and key performance indicators have been refreshed to reflect our evolving context.

A fifth priority will also be added:

- › Maximising the benefits of devolution and local government reorganisation for our residents and communities

This priority aims to ensure that residents, businesses, and communities can fully benefit from the powers and funding devolved to the Sussex Mayoral Combined Authority. It also supports a smooth transition of local government functions to a new unitary council structure that is financially sustainable, resilient, and well-positioned to continue delivering local priorities, while acknowledging the significant time and resources required from existing councils to implement the new arrangements.

Our continued improvement over recent years, recognised by external inspectors, has strengthened the Council and placed us in a strong position to face the challenges ahead. We know there is still more to do, and we remain firmly committed to:

- › Putting residents and communities at the heart of everything we do
- › Providing strong and visible leadership, and standing up for West Sussex
- › Working closely with our communities and partners
- › Investing in and valuing our staff

- › Making the way we work as straightforward and accessible as possible

We also recognise the importance of strong partnerships – with district and borough councils, the NHS and voluntary sector via the Sussex Integrated Care System, with schools, care providers, and with businesses through the West Sussex Growth Board. We acknowledge that local government reorganisation is a complex and challenging task, but it has been undertaken in a constructive way that has strengthened, rather than weakened, our relationships with district and borough councils.

To support the delivery of our Council Plan and our priorities, we have launched a number of new, system-wide, transformation programmes, collectively known as our Connected Council transformation portfolio. Connected Council seeks to further improve how the council operates, making services more efficient, better connected, and more responsive to the needs of residents.

By working collaboratively across the County, we aim to deliver improved outcomes for residents and achieve long-term financial sustainability.

Connected Council brings together ten major initiatives across the organisation, covering areas such as children’s services, adult social care, digital transformation, income optimisation, and support services. While this approach is new, it builds on past successes and existing strengths which are evidenced by recent inspections of our adults, children’s and Fire & Rescue services.

Connected Council will focus on:

- › Prioritising and supporting the delivery of our five priorities
- › Managing demand on services and complexity of need
- › Ensuring resources are allocated where they are needed the most
- › Achieving the best value for money in both the short and long term
- › Pressing government to understand the pressures we face and the difficult choices needed if sustainable funding is not provided

Our programme will drive transformation across all five priority areas through strategic change initiatives in Children’s and Adult Social Care, as well as SEND, Home-to-School Transport, and the critical transition of young people into adulthood.

Alongside this, we are implementing our new Oracle ERP system, delivering our Digital Strategy Programme, and reviewing how we provide Support Services. Together, these changes will enable us to harness the power of digital innovation, streamline processes, and enhance the way we deliver services for our communities.

How to read this plan

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




Priorities

These are the key areas of focus for all WSCC services. All directorates in the Council will deliver on or enable one or more of these priorities to be delivered. Under each priority is a list of activities that reflect the type of work we will do or continue to do.

Outcomes

These are the things we will achieve for people who live in, work in and visit West Sussex. All directorates in the Council will deliver on or enable one or more of these outcomes to be achieved.

Key performance indicators and targets

These are the things we will use to measure the progress and impact we are having or have had to achieve the outcomes set out in the plan. They cover the period of the plan and will be reported on quarterly and reviewed regularly with updates made as appropriate. KPIs marked with a  reflect those that are focused on the underpinning theme of protecting the environment.

1

Keeping people safe from vulnerable situations

We know there will be times when individuals need extra help, and we aim to provide timely support to reduce escalation of need. We will:

- › Take a whole-family approach in Children's Services, implementing national reforms to keeping children with their families where possible; ensuring safe and supportive care when placements are needed.
- › Deliver targeted fire-safety checks and public awareness campaigns through The West Sussex Fire & Rescue Service's through Community Risk Management Plan
- › Provide support to refugees and displaced families through the Governmentmandated support.
- › Respond to reports of predatory trading to protect residents.
- › Work with partners to ensure those at risk of abuse or neglect are safeguarded and use strength-based approaches to support independence.
- › Ensure children, families and young people with SEND up to age 25 receive access to services, information, advice and guidance through the Local Offer.
- › Support carers including young carers by providing early community help and supporting unpaid carers of working-age and older people.
- › Deliver 'safe and well' visits through the Fire & Rescue Service, including the provision of free smoke alarms and fire-detection equipment.
- › Deliver targeted fire education – enabling children and young people to make safe decisions and reach their potential.
- › Signpost residents to available cost-of-living support via our website, libraries and Community Hubs.

OUTCOME 1

A timely and proportionate approach to prevention

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
1. Percentage of re-referrals to Children’s Social Care within 12 months of the previous referral	23.7% <small>(November 2020)</small>	23%	22%	21%	22%	22%	22%
3. Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme.	841 <small>(2021-2022)</small>	1,000	1,000	1,000	1,000	1,000	1,000
63. Percentage of identified targets receiving intervention by Trading Standards in relation to regulating the supply of tobacco and alcohol.	83%	New measure for 2024-2025	New measure for 2024-2025	New measure for 2024-2025	100%	70%	65%
6a. Percentage of children in Year 6 measuring within the healthy weight range.	Top quartile in South East	Top quartile in South East	Top quartile in South East	Top quartile in South East	Top quartile in South East	68.5%	68.5%
6b. Overweight (including obesity) prevalence in adults, (using adjusted self reported height and weight) (18+ years)	63.4%	New measure for 2025-2026	New measure for 2025-2026	New measure for 2025-2026	New measure for 2025-2026	63.4%	63.4%
53. Mental health – self-reported wellbeing, people with a high anxiety score	22.4% <small>(2021–2022)</small>	New measure from 2023–2024	New measure from 2023–2024	21%	20.5%	20.5%	20.5%
55. Chlamydia – proportion of females aged 15 to 24 screened.	9.5% <small>(2021)</small>	New measure from 2023–2024	New measure from 2023–2024	16.8% <small>(2023)</small>	18% <small>(2024)</small>	1,900/ 100,00	16.6%

OUTCOME 2

Support to people when they need it

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
7. Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index	10.7% (November 2020)	10%	10%	10%	12%	9%	9%
8. Young people aged 19-21 who were looked after aged 16 who were in higher education	3.9% (March 2023)	New measure from 2023–2024	New measure from 2023–2024	New measure from 2023–2024	6%	6%	6%
9. Percentage of children becoming subject to a Child Protection Plan for a second or subsequent time	26% (2021–2022)	New measure from 2023–2024	New measure from 2023–2024	23%	23%	23%	23%
10. Number of 'safe and well' visits undertaken for those at highest risk	4,669 (FY 2019–2020)	4,000	4,000	5,000	5,000	5,500	5,500
11. Percentage of contacts to adult social care that progress to a social care assessment	30% (September 2020)	20–30%	20–30%	25%	25%	25%	25%
12. Percentage of adult social care assessments that result in a support plan	61% (September 2020)	65–75%	65–75%	80%	80%	80%	80%
13. Outcomes of Safeguarding risk – percentage where risk remains.	88.5% (2025–2026)	Revised measure from 2022–2023	Better than national average	Better than national average	Better than national average	89%	89%

2

A sustainable and prosperous economy

The future wellbeing of West Sussex depends on a well-supported economy. We will:

- › Continue to deliver and embed functions transferred to the Council on 1 April 2024 from the Local Enterprise Partnership and ensure a smooth transfer of relevant economic development functions to the Sussex and Brighton Combined County Authority.
- › Deliver the West Sussex Economic Strategy (2025-35) focusing on business support, employment and skills, digital technology, and embedding environmental protection in our economic approach.
- › Work with districts/boroughs and partners on strategic opportunities for jobs, housing, investment and exploiting future devolution opportunities.
- › Continue delivering ‘Growth Deals’ with district and borough councils to support town centre growth, unlock housing/employment sites and attract investment – seeking to refresh those due to expire.
- › Embed a social-value framework through procurement to maximise use of local suppliers, create jobs and opportunities, and support education/training.
- › Work with care-providers on our market-sustainability plan ensuring affordable, sustainable care provision to meet residents’ needs.
- › Deliver the objectives of the West Sussex Transport Plan (April 2022) through to 2036: improving the transport network, enabling active travel, decarbonising transport, and protecting the environment.
- › Invest in and maintain roads to enable safe, effective transport options that support choice, convenience and growth.
- › Advance digital infrastructure: working with the Department for Digital,
- › Culture, Media & Sport and the telecoms market to accelerate gigabitcapable infrastructure for growth and innovation.

- › Work with employers, education and training providers on skills and employment opportunities.
- › Introduce new fire and rescue vehicles and equipment to address climate change.
- › Fire and Rescue: Strengthen partnerships with seldom-heard business communities and improve business continuity support to enhance our protection services, prevent future incidents, and help businesses adapt to climate change.
- › Improve our frontline fire and rescue services to meet the demands of new and emerging risks to protect communities from climate change and changes to the built environment.
- › Under our Climate Change Strategy, position the county as a place for green-technology innovation, renewable energy and nature recovery; seek Government grants and green finance; support businesses and communities to reduce carbon impact and promote biodiversity.

OUTCOME 1

Developing and growing the local economy

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
15. Enterprises supported to start, sustain, innovate and grow	950 (March 2021)	1,500	1,760	5,028	2,337	2,177	1,240 *(initial)




OUTCOME 2

Achieving social value in West Sussex

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
16. New competitive tenders and their resulting contracts over the value of £1,000,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework	20% (March 2021)	40%	60%	80%	80%	80%	80%

OUTCOME 3

Sustainable growth by developing modern infrastructure

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
17. To maintain or improve proportion of adults who walk or cycle for any purpose at least once per week against the regional and national benchmark	74.1% (2022) 	New measure for 2024-2025	New measure for 2024-2025	New measure for 2024-2025	74.1%	74.1%	To be confirmed
18a. A-roads in good condition	64.74% (2023)	New measure from 2023–2024	New measure from 2023–2024	70.5%	68.9%	67.7%	65.24%
18b. B-roads and C-roads in good condition	67.57% (2023)	New measure from 2023–2024	New measure from 2023–2024	68.5%	68.8%	68.9%	68.07%
18c. Percentage of Unclassified (U) roads in good condition (Green Rating)	6% (Red Rating)	New measure from 2025–2026	New measure from 2025–2026	New measure from 2025–2026	New measure from 2025–2026	5% (Red Rating)	To be confirmed
19. Highway defects repaired within required timescale	86.1% (2020-2023)	96%	96%	96%	96%	96%	96%
20. Percentage of premises able to access gigabit-capable connectivity, working towards government target of 85% by the end of 2025	63% (2023-2024)	40%	55%	63%	72%	85%	88%





OUTCOME 4

Supporting people to develop the skills they need for the future

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
21. The percentage of young people attaining Grade 4 and above for Maths and English GCSE by the age of 16 years old	66.2% <small>(July 2019)</small>	67%	67.5%	68%	69%	69%	69%
56. The percentage of Education, Health and Care Plans (EHCPs) completed within 20 weeks	6% <small>(2022)</small>	New measure from 2023–2024	New measure from 2023–2024	35%	49%	49%	46%

OUTCOME 5

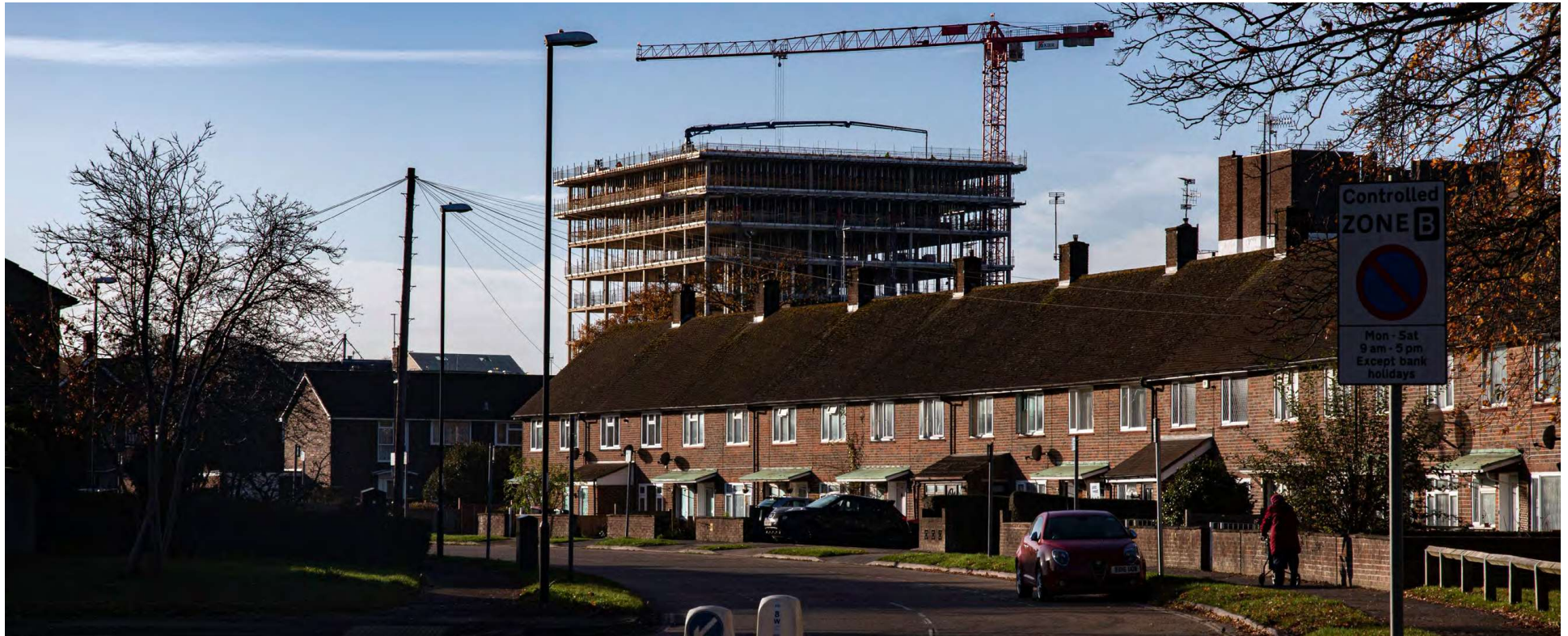
A sustainable economy that adapts to climate change

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
22. Equivalent tonnes (te) of CO ₂ emissions from WSCC activities 	33,912 <small>(2019–2020)</small>	30,521	29,910	27,962	25,912	23,931	22,186
23. Household waste recycled, reused or composted 	53% <small>(2019–2020)</small>	54%	55%	56%	50%	50%	50%

OUTCOME 6

Working in partnership

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
24. Number of Growth Deals in place with district and boroughs	7 (March 2021)	7	7	7	7	7	7



3

Helping people and communities to fulfil their potential

We want to create the conditions for independence, safe and healthy lives, and fulfilling opportunity. We will:

- › Continue to support schools on their improvement journeys through a new vision for Education.
- › Ensure sufficient school places and work with schools and parents where capacity needs review.
- › Facilitate smooth transitions from children's to adults' services, supporting people to build independence and thrive in adult life.
- › Maintaining a clear focus on SEND through the SEND Strategy and ensuring SEND/transitions and promoting independence/preparing for later life through transitions programme.
- › Provide careers advice, support young people not in education/employment/training (NEET), provide apprenticeships with the Council and encourage other employers.
- › Evaluate our School Streets Active Travel initiative and consider further rollout across the county.
- › Support lifelong learning opportunities with education providers.
- › Develop community-network models through our health and care partnerships to tackle health inequalities, improve digital inclusion and promote wellbeing across generations.
- › **Libraries:** deliver literacy and learning activities for children, families and older people; work with communities to innovate service delivery.
- › **Public Health Wellbeing Programme:** work with all seven districts/boroughs to support person-centred health & wellbeing services and reduce health inequality.
- › **Adult Social Care:** continue embedding the strength-based approach connecting people to community, enabling independence, preventing/reducing care-need.

- › Support people to remain independent at home as long as possible; for those needing residential or nursing care, collaborate with the care market to ensure availability and quality.
- › **Supported accommodation:** work with housing providers to develop extracare housing and other accommodation models with care enabling independence.
- › Expand the Shared Lives scheme (family-based accommodation model).
- › Increase reablement capacity to deliver more efficient service supporting independence at home.
- › **Dementia support:** in partnership with NHS Sussex, district/borough councils and the voluntary sector, ensure right accommodation and support for people with dementia and their carers.
- › Use assistive digital technology to support independence and safety in the home.
- › Work with East Sussex and Brighton & Hove City Council to bid in new NHS arrangements and ensure the voice and needs of Sussex residents are heard.
- › Continue working with district/borough councils on disabled-facilities grants to improve home accessibility and enable independence.
- › Deliver targeted fire education – enabling children and young people to make safe decisions and reach their potential.
- › **Voluntary & Community Sector (VCS):** continue working collaboratively to deliver community-based support targeted at those most in need.
- › **Tackling crime:** work with partners such as Sussex Police to reduce criminality, raise public awareness and keep communities safe.

OUTCOME 1

Access to excellent education and learning

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
25. Percentage of Maintained Schools with OFSTED rating 'good' or 'outstanding'	91%	88.5%	90%	90.5%	91%	These measures are waiting for the new school reporting format from OFSTED due late 2025.	These measures are waiting for the new school reporting format from OFSTED due late 2025.
26. Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' in all schools	86.6% (March 2020)	88%	89%	90%	91%		
27. Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2	62.7% (July 2019)	64%	68%	71%	59%	59%	59%
28. Average attainment 8 score of students at Key Stage 4 including English and Maths	46.9 (July 2020)	47.5	48.3	49	49.5	49.5	49.5
29. Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2	26% (March 2020)	24%	20%	16%	23%	23%	23%
30a. Percentage of 16 to 17-year-olds that are Not in Education, Employment or Training	2%	New measure from 2024-25	New measure from 2024-25	New measure from 2024-25	2.7%	2.7%	2.7%
30b. Percentage of 16 to 17-year-olds whose activity is not known	7.5%	New measure from 2024-25	New measure from 2024-25	New measure from 2024-25	2.8%	2.8%	2.8%
57. Children and young people with Education, Health and Care Plans (EHCPs) accessing mainstream education	34.3% (October 2022)	New measure from 2023–2024	New measure from 2023–2024	37%	50%	50%	50%
58. Children and young people with Education, Health and Care Plans (EHCPs) accessing Independent and Non-Maintained Special Schools (INMSS)	10.8% (May 2020)	New measure from 2023–2024	New measure from 2023–2024	9%	7.5%	7.5%	7.5%
59a. New SEND pupil places created from the Schools Capital Programme	New measure. Baseline to be confirmed.	New measure. Baseline to be confirmed.	New measure. Baseline to be confirmed.	New measure. Baseline to be confirmed.	24	24	90

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
65. Number of new enrolments for adult learning courses (Adult Skills Fund and 16-19 programmes)	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	5,100

OUTCOME 2

Tackling inequality

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
31. Healthy life expectancy for men	64.6 years (2016–2018)	66 years	At or above State Pension Age (67 years)	At or above State Pension Age (67 years)	At or above State Pension Age (67 years)	67 years	67 years
32. Healthy life expectancy for women	64.3 years (2016–2018)	64.8 years	At or above State Pension Age (67 years)	At or above State Pension Age (67 years)	At or above State Pension Age (67 years)	67 years	67 years
60a. Supporting people to quit smoking: four-week quits.	480 per month 2020	New measure from 2023–2024	New measure from 2023–2024	600	720	1,630	1,630
60b. Supporting people to quit smoking: smoking quit attempts.	N/A	New measure from 2025–2026	New measure from 2025–2026	New measure from 2025–2026	New measure from 2025–2026	2,953	2,953
61. Smoking prevalence in adults (18+) – current smokers (APS) Targets setting trajectory to achieve Smokefree 2030 prevalence of 5% or below	12.5% (2022)	New measure from 2023–2024	New measure from 2023–2024	10.9%	10.2%	11.7%	11.7%

OUTCOME 3

Promoting and enabling independence

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
33. Use of virtual/digital library services by residents	5.45m (March 2021)	5.45m (To regain pre-Covid baseline)	5.45m	5.45m	8.88m	9.72m	9.72m
34. The Community Hub provides positive outcomes for residents at first point of contact	New measure – no baseline	New measure from 2023–2024	New measure from 2023–2024	>95%	>95%	>95%	>95%
35. Number of people completing evidence-based falls prevention programmes	New measure – no baseline	400	400	500	600	500	500
36. Percentage of adults that did not need long term support after a period of reablement support	85.5% (2019–2020)	85.5%	85.5%	85.5%	85.5%	88-92%	88-92%
37. Percentage of adults that purchase their service using a direct payment	27.4% (March 2021)	27.4%	27.4%	27.4%	27.4%	21.8-22.8%	21.8-22.8%
38. Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months	70.1% (March 2020)	73.2%	77%	60%	60%	60%	60%
39. The percentage of all working age users of adults' services in employment (paid/unpaid)	To be confirmed	3.6%	3.8%	4%	3.8%	7.7-8.1%	7.7-8.1%

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
40. The proportion of people who receive long-term support who live in their home or with family	To be confirmed	New measure from 2023-2024	New measure from 2023-2024	60%	60%	63-67%	63-67%

OUTCOME 4

Safe, connected and cohesive communities

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
41. Number of killed and seriously injured casualties due to road collisions	523 (2024)	Revised measure	Revised measure	Revised measure	Reduce by 11 KSIs	Reduce by 11 KSIs	Reduce by 13 KSIs
42. Percentage of all incidents where the first fire engine response time is 16 minutes or less	86.9% (FY 2019-020)	89%	89%	89%	89%	90%	90%
43. Average first fire engine response time to all critical incidents	New measure from 2025-26	New measure from 2025-26	New measure from 2025-26	New measure from 2025-26	New measure from 2025-26	09m 50s	09m 50s
44. Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service	91% (2022)	80%	85%	90%	95%	95%	95%

4

Making the best use of resources

Our planning and delivery will centre on maximising resources, value for money, and using data to deliver the right things efficiently. We will:

- › Ensure robust governance, transparency and sound decision-making across the County Council.
- › **Invest in our people:** all staff will be treated with dignity and respect, receive high-quality performance and development conversations; we will attract, recruit and retain the staff we need; we will embed equality, diversity and inclusion.
- › **Maximise the value of our assets:** consider how they can support economic and housing growth, social value, reduce our office footprint and energy consumption, and move towards meeting our aim of being a net-zero organisation by 2030.
- › Modernise service access through digital channels and technology so residents can access services easily while maintaining accessibility for all.
- › Improve cost-effectiveness by comparing spending to outcomes, finding opportunities to deliver the same or better for less, and exploring combined or shared service approaches for greater efficiency.
- › Work with district and borough councils to implement 'Simpler Recycling' (including food waste collection and correct disposal).



OUTCOME 1

Working together as one Council

Key performance indicators

Measure 45 has been removed. Following initial induction programmes, regular learning and development for County Councillors continues to be delivered.

Measure 46 is now complete and has been removed. A new Code of Governance was endorsed by the Council's Governance Committee and has been published.

OUTCOME 2

Getting the best from our people

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
47. I would recommend WSCC as a good place to work	81% <small>(September 2023)</small>	75%	78%	80%	82%	82%	82%
48. Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86% <small>(November 2020)</small>	86%	87%	88%	90%	90%	90%
66. Web Accessibility overall score (industry standard of 85%)	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	New measure from 2026–2027	85%

OUTCOME 3

Maximising our income and the productivity of our assets

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
49. Square metres of property utilised by County Council operations	179,000m ² <small>(March 2021)</small>	170,000m ²	162,000m ²	113,500m ²	106,000m ²	100,700m ²	100,700m ²

OUTCOME 4

Value for money

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
51a. Percentage of Customers satisfied with the service they receive from the Customer Service Centre	To be confirmed	New measure from 2024-25	New measure from 2024-25	New measure from 2024-25	>80%	>80%	>80%
64. Achievement of Gatsby Benchmarks, the national framework for careers excellence, in West Sussex schools and colleges in the Careers Hub	5.3 out of 8 (September 2023)	New measure for 2024-25	New measure for 2024-25	New measure for 2024-25	5.5 out of 8	5.7 out of 8	To set target in April 26

OUTCOME 5

Securing value through partnership

Key performance indicators	Baseline	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET
52. New competitive tenders and their resulting contracts over the value of £1,000,000 benefit from market research and networking to inform solution design and commercial strategy	0% (March 2021)	20%	40%	80%	80%	80%	80%

5

Maximising the benefits of devolution and local government reorganisation for our residents and communities

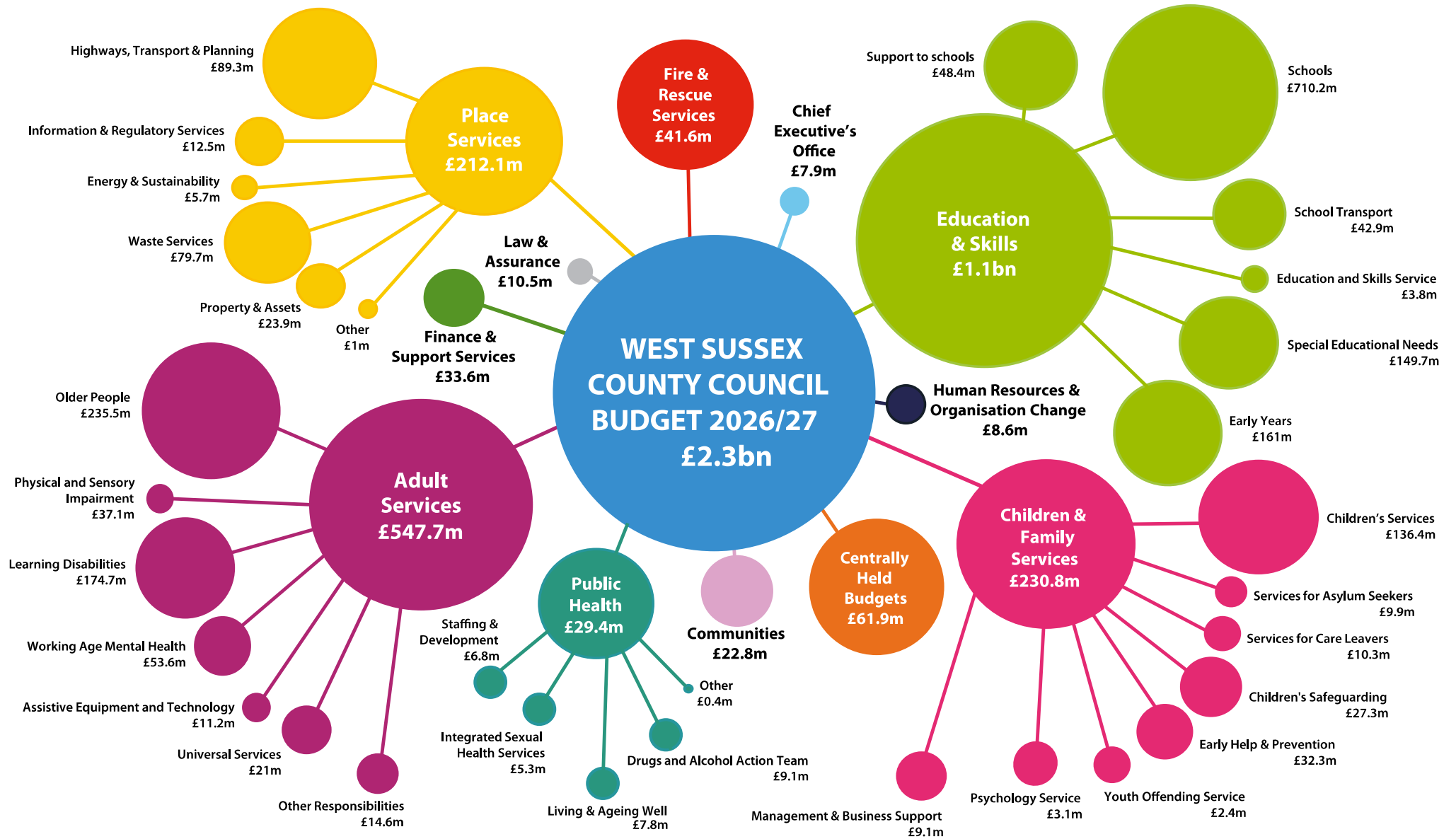
To ensure devolution and local government reorganisation deliver real benefits for our communities, we will:

- › Ensure residents, businesses, and communities fully benefit from the opportunities created by local government reorganisation (LGR) and the powers and funding devolved to the Sussex Mayoral Combined County Authority (MCCA).
- › Collaborate with partners across the county to support a smooth transition of functions to functions to financially sustainable and resilient unitary council arrangements, while continuing to deliver local priorities.
- › Work with the MCCA to realise the potential of £1.2bn in additional investment for Devolution Priority Programme areas over the next 30 years (£38m per year), driving lasting benefits for our communities.

- › Empower residents, business, and communities through greater local control and more tailored decision-making across key areas, including transport, skills, economic growth and housing – helping us respond effectively to local needs, support sustainable development, and improve outcomes.
- › Support efforts to transition the Fire and Rescue Service, and other agreed-upon functions, from the County Council to the MCCA when suitable.
- › Work collaboratively with all West Sussex councils to implement LGR in a way that protects local services and ensures communities fully realise the opportunities it presents.

WSCC will monitor progress on this priority and provide narrative updates within our Performance & Resources Report for new measures of Responsible Budget Management and Timely Communication of Local Government Reorganisation and Devolution Updates.

Appendix 1



Appendix 2

Capital Programme 2023/24-2027/28

£110 MILLIONon highway's
maintenance and
local transport
improvements**£109 MILLION**to provide additional
school places including
£53.5m to build a new
ultra-low-carbon
secondary school in
Burgess Hill**£87 MILLION**on improvements
to major roads**£32 MILLION**to deliver more
places for children
with special
educational needs

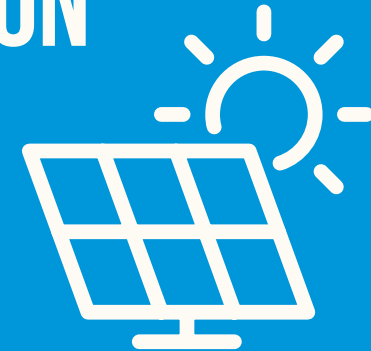
£18.5 MILLION

to make our buildings more environmentally friendly by reducing carbon emissions



£49 MILLION

on solar power and battery storage renewable energy schemes



£25 MILLION

to make it easier for people to visit town centres in Crawley, Burgess Hill, Worthing, Arun, and Adur

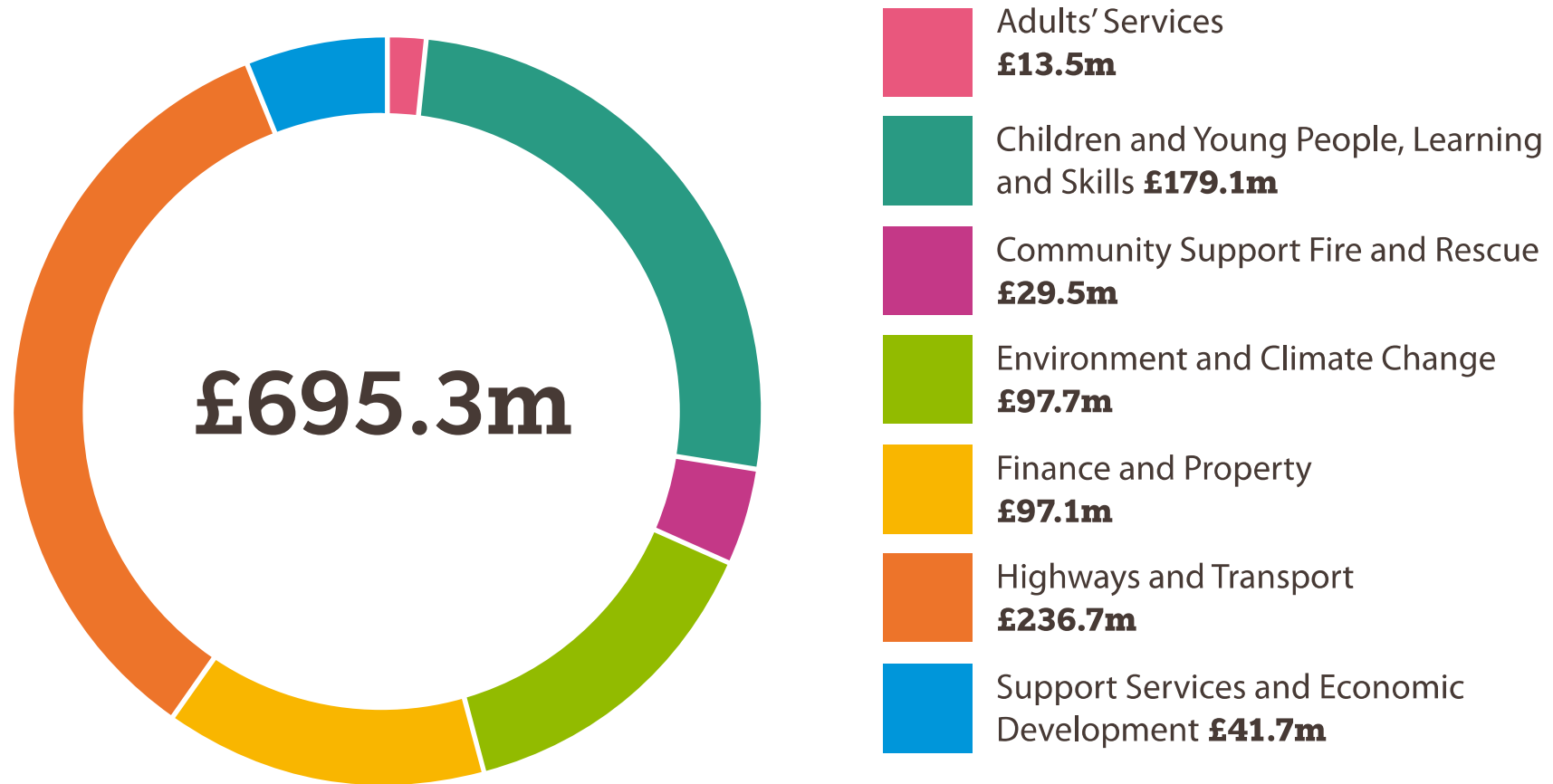


£13 MILLION

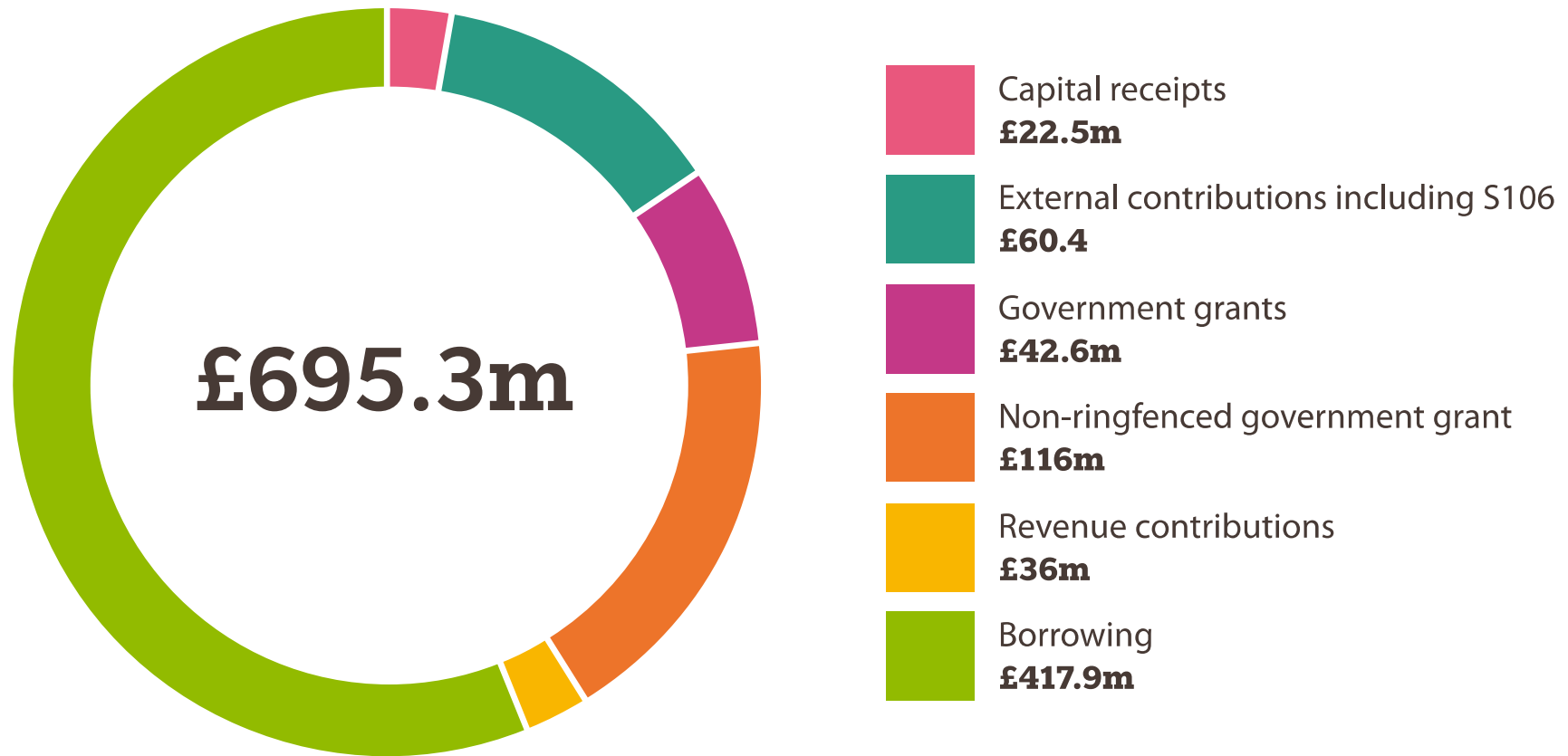
for the roll-out of high-speed 'gigabit' broadband for businesses and residents



Capital Programme 2024/25-2028/29



Capital Resourcing 2024/25-2028/29



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