

# Public Document Pack

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19 November 2021

Dear Member,

## **Communities, Highways and Environment Scrutiny Committee - Wednesday, 24 November 2021**

Please find enclosed the following document(s) for consideration at the meeting of the Communities, Highways and Environment Scrutiny Committee on Wednesday, 24 November 2021 which was unavailable when the agenda was published.

<b>Agenda No</b>	<b>Item</b>
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<b>7.</b>	<b>(Quarter 2) Quarterly Performance and Resources Update - Sections 4,5,7, Appendix 5, Annexe A.</b> (Pages 3 - 34)
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The reason for delay was to allow Cabinet consideration of the update.

<b>8.</b>	<b>Review of Community Traffic Regulation Orders (TROs) - Appendix 1.</b> (Pages 35 - 44)
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The reason for lateness was due to papers not being finalised at the time of dispatch.

<b>10.</b>	<b>Work Programme Planning and Possible items for Future Scrutiny</b> (Pages 45 - 48)
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The reason for lateness was due to papers not being finalised at the time of dispatch.

Yours sincerely

Tony Kershaw  
Director of Law and Assurance

**To all members of the Communities, Highways and Environment Scrutiny Committee**

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## **Report to Communities, Highways and Environment Scrutiny Committee**

**24 November 2021**

### **End of September 2021 (Quarter 2) Quarterly Performance and Resources Report – Focus for Scrutiny**

#### **Report by Director of Law and Assurance**

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### **Summary**

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery and business performance. It reflects the new priorities, outcomes and measures included in Our Council Plan. It is available to each scrutiny committee on a quarterly basis. Each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business

The report (Annex A) reflects the portfolio position at the end of September 2021.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee within sections 4, 5 and 7, including a summary of the performance, finance, capital and risk position within the CHESC portfolio.

The current Risk Register (Appendix 5) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

### **Focus for scrutiny**

The Committee is asked to consider the portfolio PRR (the Annex report attached). Areas for scrutiny include:

- 1) The effectiveness of measures taken to manage the financial position and expectations;
- 2) The particular performance indicators and measures identified as most critical to the focus of the Committee and whether the narrative provides assurance about the position presented and likely outcomes;
- 3) The on-going impact of the Covid-19 emergency situation on financial resilience and performance within the portfolio;
- 4) Any areas of concern in relation to the management of corporate risk;
- 5) Whether the report indicates any issues needing further scrutiny relevant to the Committee's portfolio area and, if so, the timing of this and what further data or information may be required; and
- 6) Identification of any specific areas for action or response by the relevant Cabinet Member.

The Chairman will summarise the output of the debate for consideration by the Committee.

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## **1. Background and context**

- 1.1 The Performance and Resources Report (PRR) replaces the Quarterly Performance Report (QPM). The PRR is designed to be used by all Scrutiny Committees as the main source of the County Council's performance information.
- 1.2 Annex B – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The background and context to this item for scrutiny are set out in the attached annexes and appendices. As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

### **Tony Kershaw**

Director of Law and Assurance

### **Contact Officer**

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### **Appendices**

Section 4: Community Support, Fire and Rescue Portfolio

Section 5: Environment and Climate Change Portfolio

Section 7: Highways and Transport Portfolio

Appendix 5: Corporate Risk Register

Annex A – How to read the PRR report

### **Background Papers**

None

## **Community Support, Fire and Rescue Portfolio - Summary**

### **Performance Summary**

1. The Portfolio has a number of performance highlights to report this quarter:
  - The Fire and Rescue Service is currently undergoing a second full inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspection will focus on the three pillars of efficiency, effectiveness and people with a particular look at how well we have responded to the recommendations from the last full inspection.
  - The Community Risk Management Plan (CRMP) is in the final stages of preparation before the full consultation document is published on the 15<sup>th</sup> November. There will be a consultation platform utilising the WSCC Your Voice Engagement Hub which will be the primary engagement tool for both the consultation process and final CRMP content.
  - The Horsham Fire Station and Training Centre project is back on track after resolving some final contractual issues which means that work on the site can start as early as November 2021. The project is likely to take up to 18 months to complete.
  - This last quarter has seen a continued low number of accidental dwelling fires (ADF) and injuries. ADFs form a key focus of our prevention activity and these latest low numbers are a reflection of the continued work of our teams to ensure that the most vulnerable are kept safe from fire.
  - Staff sickness remains very low in the Fire and Rescue Service which in the context of the pandemic is a positive reflection on the support and intervention provided by the service. We have recently changed occupational health provider and launched a service wide well-being app all to ensure that we continue to give the best support to staff to keep them well at home and work.
  - The Resettlement Team played a vital role at short notice in the immediate provision of clothing, toiletries, baby care supplies and other essential items to support Afghan nationals and UK citizens arriving in the UK without any personal belongings during the evacuation from Kabul Airport, Afghanistan. Alongside work to procure supplies, packaging parcels and distributing to families during their quarantine period the team worked with partners to ensure that urgent health and wellbeing needs, especially for babies and pregnant women, were addressed. The team have also been working hard and at pace to secure properties in West Sussex for relocation of Afghan families under the Afghan Relocation and Assistance Policy Scheme. It has been successful in securing a number of properties, meeting Home Office expectations, that will be ready for accommodating families later in the year.
  - During this quarter the Library Service delivered a successful Summer Reading Challenge with 8,423 children taking part. It brought families back into our libraries and 2,372 children became new library members.

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Section 4

Customers unable to visit libraries received a total of 376 deliveries of books and other resources via the Essential Delivery Service (EDS).

- To keep West Sussex residents Safe Against Scams the West Sussex Community Safety & Wellbeing Team alongside Trading Standards have been [running free monthly scams awareness webinars](#) for residents to attend.
- Registration services continue to be very busy with 1,435 Ceremonies delivered and 2,182 notices of intent taken. Many of these ceremonies had been postponed multiple times due to the pandemic. Death appointment availability remained good during the quarter with progress made to clear the backlog of births accumulated during the pandemic with approximately 180 babies over six weeks remaining to be registered (down from 437 end of Q1).
- At the beginning of July, the Registration Service moved into new offices located within the refurbished Worthing Library which gives much improved facilities. The Shoreham office reopened in September and plans are underway to return to Midhurst and Bognor in early November.
- Trading Standards have been helping food businesses prepare for 'Natasha's Law' which came into effect on 1<sup>st</sup> October. The rules require businesses to provide full ingredient lists and allergen labelling on foods that are prepared and packed for sale on same premises.

### Our Council Performance Measures

Community Support, Fire and Rescue	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
3 Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.  Reporting Frequency: Quarterly, Reported a quarter in arrears.	1,750		Jun-21	Sep-21		The pandemic has continued to impact the type of work that is either required or possible, and inspecting officers have carried out remote and tabletop audits where premises remained inaccessible. We have sent out communications and letters to premises outlining what actions they should be considering as they remain open to the public. Officers have continued to support other Protection core functions, which account for over 50% of the department activity. This includes building regulation consultations, licensing applications and other forms of inspections.	The target of 1750 visits per year is based on a full department staffing model which we are currently operating below. Our key priority is to increase audit activity and we will achieve this through continued recruitment to bridge the staffing gap, ensuring a full competence and capability structure. Several appointments have been made, however a full compliment of staff has not yet been achieved. Interest in recent recruitment campaigns was lower than anticipated so we will further explore broadening our opportunities to increase the applicant numbers received for vacancies within our succession planning cycle.	R
		New Measure No Data	208	468	↗			
10 Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.  Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	4,000		Jun-21	Sep-21		At the end of Q2 we were 23% below our half yearly target of 2000 visits. As we move into Q3 the shortfall has decreased slightly to 20%. We attribute this to the remedial actions taken, including the creation of new referral pathways and building on existing ones. Staff based at fire stations have been undertaking reactive post-incident activity as well as proactive referral generation activity and this is having a positive effect. A recent workshop where station based referral ideas and tactics were shared across the response team, will support this upward trajectory in referral generation. Referrals for a Safe and Well Visit have increased by 200% since Q1. The pandemic continues to have an impact with a vast reduction in referrals and requests for Safe and Well Visits with vulnerable people nervous about allowing services into their homes. Low numbers of visits is not a problem unique to West Sussex, our neighbouring Services have indicated that they too are seeing significantly lower numbers than usual. With the interventions and increased activity we remain confident that we will meet our target.	Work continues with our partners, particularly health and social care, to increase referrals for Safe and Well Visits through an introduction from a trusted partner. We are also about to offer existing customers a revisit and we are looking at using incident data to further generate visits. Now that Covid restrictions have been relaxed operational crews are able to undertake work in their local communities and have been using data to target their activity to areas where most vulnerable residents live. We have already seen some excellent examples of focussed activity following small fires that have generated a number of referrals and generally helped the fire service engage back into local communities.	R
		Mar-21	2,998	780	1,561			
42 Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard  Reporting Frequency: Quarterly, Reported a quarter in arrears.	89.0%		Jun-21	Sep-21		Following six quarters of strong performance in meeting first fire engine attendance standards we had a significant drop this quarter. Q2 saw a significant reduction in Retained Duty System (RDS) availability which would have impacted this measure. At the start of Q2 a trial for the full implementation of a new operational Dynamic Cover Tool commenced. This tool is used to continually maximise average response times across the entire county. Reading across the three attendance time measures, and carrying out detailed analysis of all incidents where we failed to meet our response time, indicates that the standby moves undertaken to maximise countywide availability had a positive impact but could not fully mitigate the consequences of the drop in RDS availability on our attendance to critical fires.	As part of the trial of the Dynamic cover tool a full report on Q2 performance response is being produced. In this report attendance time failures are being examined to identify reasons and action plans created to address any patterns. This will be available for scrutiny and inform discussions with Joint Fire Control to propose actions to fine tune the tool and it's use by our fire control operators if required. Further actions are being undertaken to increase RDS availability which will have a positive impact on this measure.	G
		Mar-21	89.1%	93.1%	82.5%			

43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard  Reporting Frequency: Quarterly, Reported a quarter in arrears.	80.0%	Mar-21	Jun-21	Sep-21	Despite the significant reduction in retained availability there was only a small reduction in the overall countywide attendance to critical special service incidents. At the start of Q2 the Dynamic Cover Tool trial was implemented. This is designed to assist control room operators in ensuring that the resources that are currently available are always in the best place to maximise overall response times. It would appear that the use of the dynamic cover tool has been effective in mitigating the overall reduction in retained availability with respect to critical special service calls.	As part of the trial of the Dynamic cover tool a full report on Q2 performance response is being produced. In this report attendance time failures are being examined to identify reasons and action plans created to address any patterns. This will be available for scrutiny and inform discussions with Joint Fire Control to propose actions to fine tune the tool and it's use by our fire control operators if required. Further actions are being undertaken to increase RDS availability which will have a positive impact on this measure.	A
			81.5%	76.9%	75.7%			
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service  Reporting Frequency: Quarterly	100.0%	Mar-21	Jun-21	Sep-21	This area of work had been affected by Covid-19 with regards to the restrictions that have been in place around carrying out face to face visits.	We are now initiating face to face interventions again and at the end of September were also therefore able to recruit a second Protecting The Vulnerable Officer, on fixed term contract to help with the back log of visits moving forward.	R
			82.0%	82.0%	82.0%			
33	Use of virtual/digital library services by residents  Reporting Frequency: Quarterly, Accumulative	5.45m	Mar-21	Jun-21	Sep-21	We are continuing to see higher than normal levels of demand for eBooks and virtual library services, evidence of some customers making greater use of online services which they found through lockdowns.	Not applicable.	G
			5.45m	1.48m	2.93m			
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic  Reporting Frequency: Quarterly, Accumulative	35,000	Jun-20	Jun-21	Sep-21	A further 867 people reached and supported via the Wes Sussex Community Hub in July to September 2021. This count excludes the Local Tracing Partnership (LTP) contacts. The increase is relatively small compared to earlier quarters as there have been no mass communications by letter or email to the Clinically Extremely Vulnerable cohort.	Not applicable.	G
			34,000	58,230	59,097			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties	£6.206m	Assumed funding from Covid-19 grant	(£6.206m)	
Fire – Additional costs within the Electronic Services Group and other related pressures including the Dynamic Cover Tool	£0.300m	Communities – Increased demand for registrar's services	(£0.100m)	
Fire - Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.125m	Communities - Staffing vacancies within Trading Services and Communities teams	(£0.165m)	
Fire - Increase in overtime within the Fire Response Service	£0.075m			
Communities – Additional cost following work undertaken on long inquests	£0.152m			
Communities – Increase in mortuary contract	£0.075m			
<b>Community Support, Fire &amp; Rescue Portfolio - Total</b>	<b>£6.933m</b>		<b>(£6.471m)</b>	<b>£0.462m</b>

### Significant Financial Issues and Risks Arising

2. There are no significant issues to raise within this section.

## Financial Narrative on the Portfolio's Position

3. The Community Support, Fire and Rescue Portfolio is currently projecting a £0.462m overspend. During the second quarter of the year, a number of pressures, totalling £0.300m, have emerged within the Fire and Rescue Service, including additional costs relating to the Electronic Services Group and related costs associated with the Dynamic Cover Tool.
4. Communities have also experienced some additional pressures during the quarter. £0.125m of additional costs relating to Assistant Coroners working on inquests are included within the projection, alongside a £0.075m increase in the contract cost of the Mortuary Service. These pressures have been mitigated by £0.165m of staffing vacancies and £0.100m of expected additional income generated by the Registrar's Services following an increase in demand for ceremonies as a direct result of the easing of Covid-19 restrictions during July.

## Savings Delivery Update

5. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	G	Saving is now on track to be made following the easing of Covid-19 restrictions in July.	G

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Discussions with Parish Councils are continuing to deliver this saving on a long-term basis; however, in year mitigations have been found.	A
Increased income from copy certificates for Registrars' Services	150	150	G		G
Removal of Community Initiative Fund (CIF)	140	140	B		B
Review of Partnerships & Communities Team	70	70	B		B
Review of agency staff	8	8	B	Saving is now on track to be made following the easing of Covid-19 restrictions in July.	B

### Savings Key:

<b>R</b> Significant Risk	<b>A</b> At Risk	<b>G</b> On Track	<b>B</b> Delivered
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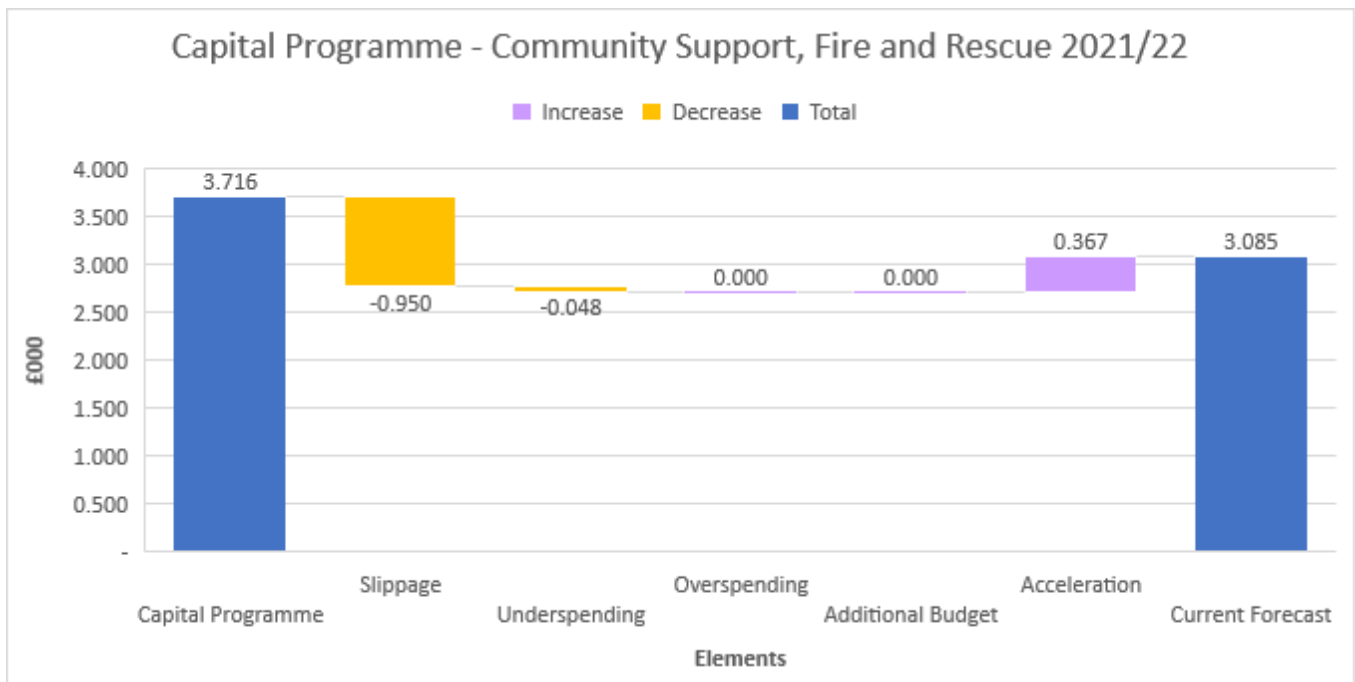
## Capital Programme

### Performance Summary - Capital

6. There are five schemes within the portfolio and all five schemes in delivery are rated green, indicating that the schemes are reporting to plan.

### Finance Summary - Capital

7. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £3.645m for 2021/22. £0.071m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £3.716m.
8. Since this time, profiled spend has decreased overall by £0.631m, to give a current year end projection for 2021/22 of £3.085m. Of this decrease -£0.950m relates to slippage, -£0.048m relates to underspending within current projects and £0.367m relates to projects where funding has been accelerated from future years.



9. Details of movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£0.950m)**
  - **Fire Fleet – (-£0.950m).** To ensure the long-term fleet replacement programme meets future service needs, a period of time is being taken to enable the correct decision making; therefore £0.950m has been slipped into future years.

- **Underspending: (-£0.048m)**
  - **Library Self Service Terminals – (-£0.048m).** The project has completed with a small underspend. The funding will be returned to fund future capital schemes.
- **Acceleration: £0.367m**
  - **Worthing Community Hub - £0.367m.** The project is expected to complete in 2021/22, therefore funding from future years has been accelerated in line with the project completion date.

## Risk

10. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

<b>Risk No.</b>	<b>Risk Description</b>	<b>Previous Quarter Score</b>	<b>Current Score</b>
CR60	There is a risk of failing to deliver the <b>HMICFRS improvement plan</b> , leading to an adverse effect on service delivery; which may result in failing any subsequent inspection.	15	15

11. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

## Environment and Climate Change Portfolio - Summary

### Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- The County Council has awarded a contract, in partnership with District and Boroughs, to EV infrastructure specialists Connected Kerb to fund, install, market and operate EV charge points across the county. Contract mobilisation is underway with installations expected to start in Spring 2022.
- In the second quarter of 2021/22, the County Council reduced its carbon emissions by 26% compared to 2019/20 levels. For the 2021/22 year to date, total emissions compared to 2019/20 have reduced by 16%.
- £0.357m of grant funding has been secured from Salix to produce Heat Decarbonisation Plans for 50 corporate properties. These will be completed by March 2021, supporting future decarbonisation planning and grant applications.
- The 2021 round of the Solar Together Scheme has been launched with over 7,200 expressions of interest received so far. More than 400 installations have been completed to date from the 2020 round. The 2021 installations will be delivered by local renewable energy businesses.
- A decision was taken to proceed to public consultation on the permanent adoption of the Recycling Centre Booking Scheme; this will commence in November.
- The operation of the Recycling and Waste handling Contract which covers Recycling Centres, the Ford MRF and Transfer Stations has smoothly transitioned from Viridor to Biffa after Biffa complete the acquisition of that part of Viridor's business on the 1<sup>st</sup> September.
- Phase two of the 1-2-3 kerbside collection trial in partnership with Arun District Council has been launched in parts of Littlehampton town centre; aimed at testing the system with a higher proportion of flatted and multi-occupied residences.
- A new three-year contract (with up to two years extension) contract to collect recycling and waste from 232 schools across the county has been awarded. Schools have the option to opt in or out of the contract; currently, around 80% are opted in.

## Our Council Performance Measures

Environment and Climate Change		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
22	Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC)  Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually	30,521 CO2te	2020/21	Jun-21	Sep-21		Small reductions have been recorded across the heat and power demands of the Estates compared to the previous year, heightened by decreased carbon content of energy imported from the national grid. Changes in our ways of working following Covid-19 remain the primary driver of reductions compared to the baseline year of 2019/20. Due to the reduced demand for heat over the summer months, power demand was the primary emission source during this quarter. Next quarter's colder months will see a return of heat demand as the primary emission source.	Corrections to some emissions data from corporate administration sites are anticipated to take place shortly, which will likely result in a minor increase to recorded Q2 2021/22 emissions. Any changes will be reflected during the next quarterly report.	G
			30,206 CO2te	6,002 CO2te	9,957 CO2te	↗			
23	Household waste recycled, reused or composted (CC)  Reporting Frequency: Quarterly, Reported a quarter in arrears.	54.0%	Sep-20	Mar-21	Jun-21		Performance is only marginally under target and strong given the pandemic has generally resulted in elevated household waste volumes. The data used to calculate this rolling annual figure still includes periods during which significant covid-related restrictions on personal mobility were applied. Recycling from the kerbside for quarter 1 2021/22 has decreased slightly from the same period in 2020/21, whereas recycling through our Recycling Centres (RCs) has increased significantly, partly due to the comparison period including spring 2020 when centres were closed for several weeks and the recycling market demand for soil and waste wood has been buoyant, so stockpiles have been run down.	Not applicable.	G
			51.0%	53.1%	53.8%	↗			

[Website link to Our Council Performance Measures here.](#)

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties	£0.503m	Assumed funding from Covid-19 grant	(£0.503m)	
Projected unit price increase on energy tariffs, affecting corporate buildings.	£0.400m	Reduction in waste tonnages	(£0.200m)	
		Increase in recycle income	(£1.300m)	
		Projected underspend on corporate utility usage – (reduced usage within Corporate buildings)	(£0.300m)	
		Estimated additional Solar and Battery Farm income due to an increase in unit prices	(£0.400m)	
<b>Environment &amp; Climate Change Portfolio - Total</b>	<b>£0.900m</b>		<b>(£2.703m)</b>	<b>(£1.800m)</b>

## Significant Financial Issues and Risks Arising

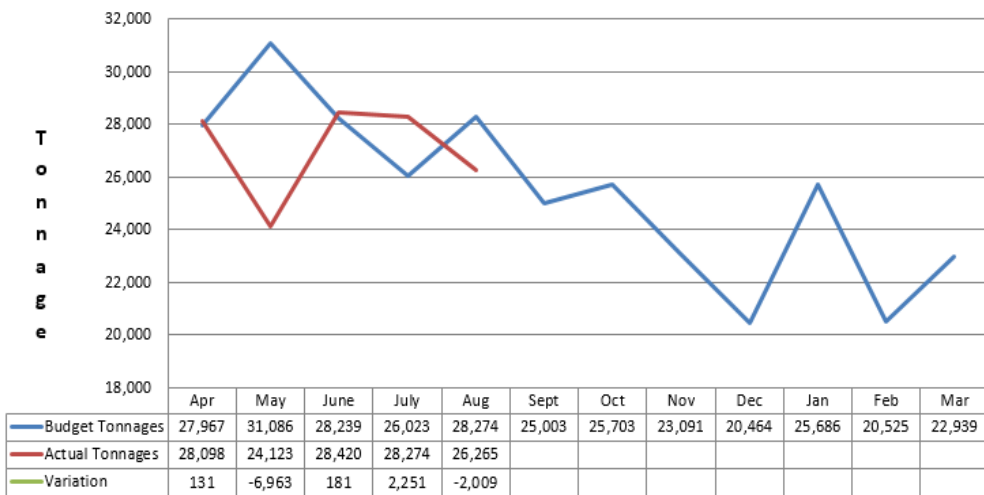
2. There are no significant issues to raise within this section.

## Financial Narrative on the Portfolio's Position

3. The Environment and Climate Change Portfolio is currently projecting a £1.8m underspend.
4. Waste volumes at Household Waste Recycling Sites are around 4% below the budgeted tonnage levels so far this year. Adverse weather conditions along with the easing of Government restrictions may have reduced waste producing activities. As at August, the Material Recycling Facility (MRF) has received 3,500 tonnes more waste than planned due to the increase in household waste recycling collected at the kerbside, in part, due to continued home working arrangements. Overall, the waste disposal tonnage volumes are around 4% above budget. Currently, a £0.2m underspending on waste services is projected.
5. Recycling income rates have continued to increase during the second quarter, although it should be noted that this market is volatile in nature and is impacted by global events and uncertainties. Due to the continued increase in the value of recyclable material, a £1.3m increase in income is projected.
6. As most County Council buildings continue to operate with a reduced occupancy, an estimated £0.3m underspend on utilities has been reported.
7. Increases of around 5% on energy prices were estimated for the corporate estate from October 2021, however the actual rises are confirmed as 20% on electricity and 40% on gas. The County Council purchases its energy through the LASER Energy Buying Group, and it is important to note that the hedging strategy adopted by LASER has resulted in an estimated 40% cost avoided on prevailing power prices and estimated 52% on prevailing gas prices. It is expected that the additional increase in energy process will result in a £0.4m pressure.
8. The value of energy sales from our Solar and Battery Storage Farms has been increasing steadily since the latter part of 2020/21 and has seen sharp upward movement during September. At this stage of the year, we are forecasting £0.4m of additional income in this area. Should values continue to increase, income in excess of this figure is likely to be achieved. It is important to note that, corporately, any gain in income from the solar projects could be offset by the increased cost in corporate utilities arising from the higher unit rate.

### Cost Driver Information

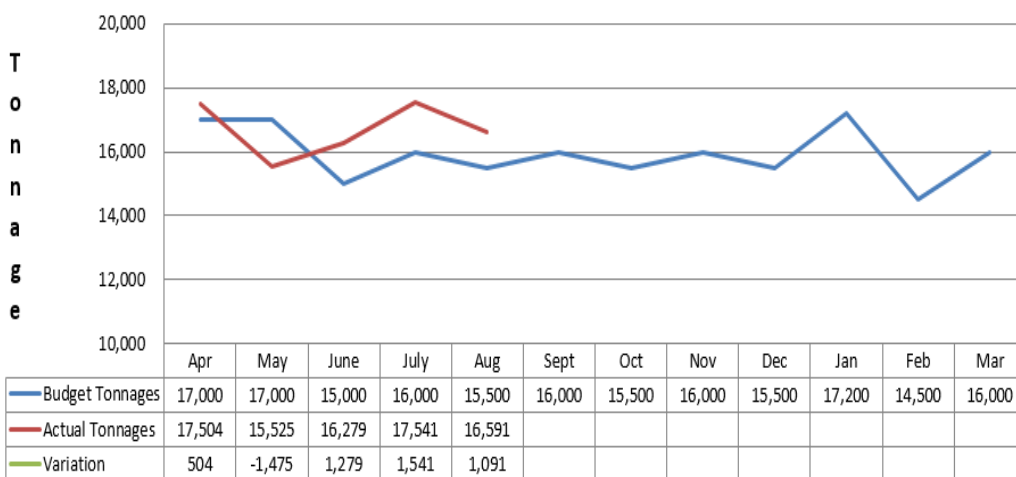
**Contract Handling Fee Tonnage (HWRS & Transfer Stations) 2021/22**



This graph shows tonnages received at the Household Waste Recycling Sites (HWRS) and Transfer Stations.

The tonnages received to date shows a total reduction of around 4% versus expected for the year to date.

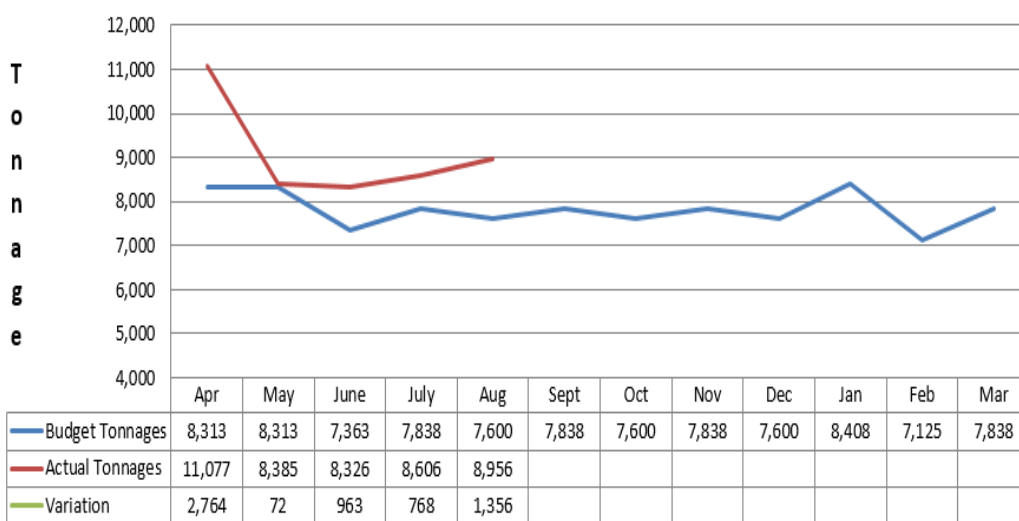
**Monthly Tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2021/22**



Waste is transferred to the Mechanical Biological Treatment Centre (MBT) with a small proportion directly sent to landfill, as the waste is not suitable for treatment through the MBT.

This graph demonstrates tonnes sent to the Warnham Mechanical Biological Treatment site for each month compared to the forecast profile.

**Monthly Profile and Actual Waste Tonnage Converted into RDF 2021/22**



This graph shows the Refuse Derived Fuel (RDF) production compared to the estimated levels.

RDF levels remain around 15% above expectation during the early part of the year but significantly lower than the late 2020/21 levels of around 35%.

## Savings Delivery Update

9. The portfolio has a number of 2021/22 savings included within the budget. Details of these savings are included in the table below:

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review Countryside Fees and Charges	20	20	G		G
Community support for the mobile Household Waste Recycling Sites (HWRS)	50	50	G		B
Restructure of Waste Prevention budgets	128	128	B		B
Restructure of Electricity Budget	190	190	B		B
Development of battery storage site	100	100	A	The development of Halewick Lane is unlikely to yield the expected income this financial year, however other smaller projects are expected to mitigate this delay in income.	G
Charge for monitoring travel plans	50	50	G	New charge unlikely to deliver additional income until 22/23 due to timescales associated with developer agreements. Shortfall is currently mitigated through over-achievement of other planning income within the budget.	G
Review of agency staff	2	2	B	Saving is now on track to be made following the easing of Covid-19 restrictions in July.	B

### Savings Key:

**R** Significant Risk    **A** At Risk    **G** On Track    **B** Delivered

## Capital Programme

### Performance Summary - Capital

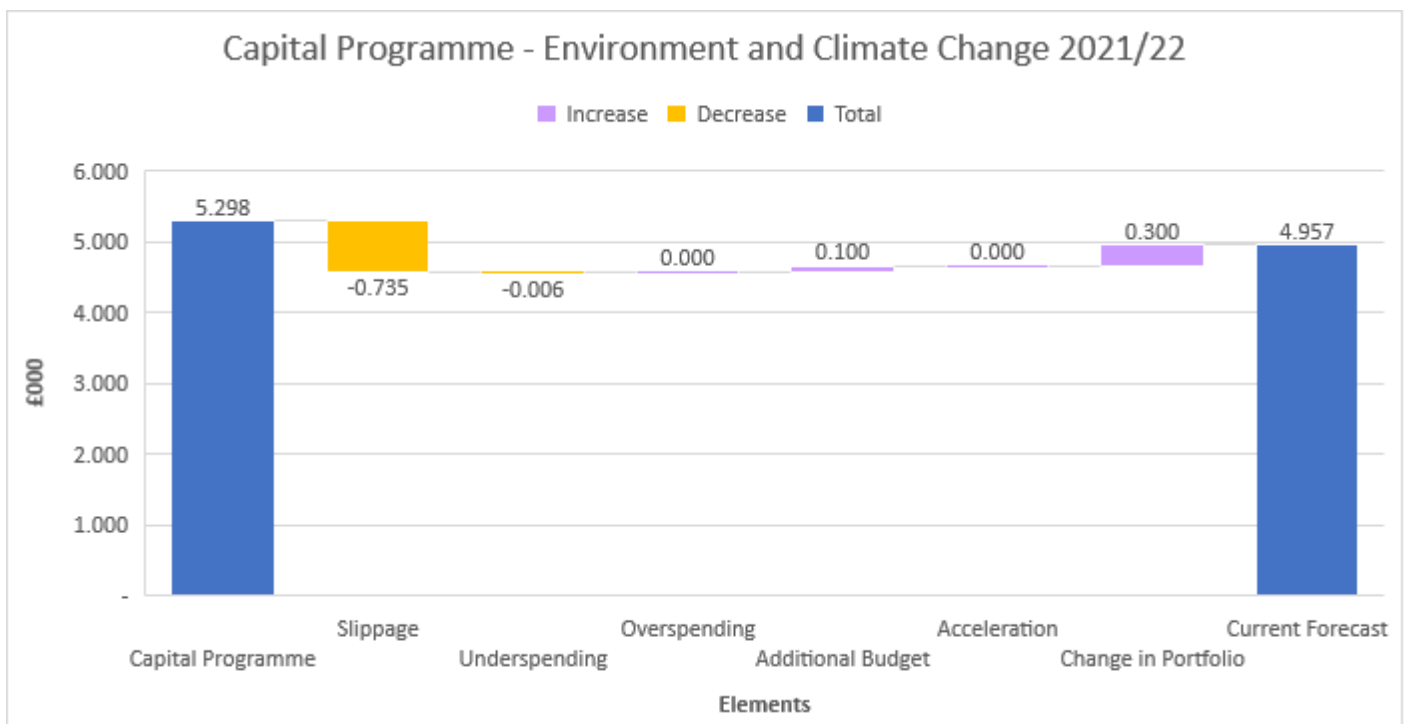
10. There are eight schemes within this portfolio; five of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three are rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

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Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
Battery and Solar Storage Programme Design	AMBER	No tender submission for the consultancy support required for the Baystone Farm project were received.	AMBER	Currently considering options for an open procurement method (this may delay the appointment of contractors).
Schools Solar PV Installation	AMBER	Rectification of quality issues caused by one installer has caused some disruption to the programme.	AMBER	Remedial works in hand and compensation being sought. An alternative delivery route is being developed.
Waste – Fairbridge Site Japanese Knotweed	AMBER	Remediation delayed due to technical issues procuring provider.	GREEN	Contract awarded and initial eradication work now completed.

**Finance Summary - Capital**

- The capital programme; as approved by County Council in February 2021, agreed a programme totalling £4.613m for 2021/22. £0.685m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.298m.
- Since this time, the profiled spend has decreased overall by £0.341m, to give a current year end projection for 2021/22 of £4.957m. Of this decrease, -£0.735m relates to slippage, -£0.006m relates to underspending within current projects, £0.300m relates to a change in portfolio responsibility and £0.100m relates to additional funding; specifically, additional government grant.





13. Details of the movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£0.735m)**

- **Your Energy Sussex Schools Solar Programme– £0.571m.** The projects within this programme which are attached to PFI schools require a longer lead-in time than initially expected due to third party governance processes. These projects are unlikely to be completed this financial year which has moved the plan into 2022/23. The projects remain on course to deliver the benefits identified.
- **Your Energy Sussex Battery Storage – £0.128m.** The Baystone Farm and Watery Lane projects have been reprofiled into 2022/23 following a project review. Both projects remain on course to complete and deliver the benefits identified.

- **Underspending: (-£0.006m)**

- **Your Energy Sussex – Bird Protection– £0.006m.** This project is close to completion with a small underspending identified. The underspend will go back into the Your Energy Sussex programme to fund future schemes.

- **Additional Budget: £0.100m**

- **Flood Management - £0.100m.** A project has been approved to delivery an upstream flood attenuation scheme in Angmering as part of the Flood Management programme of works. The whole project is fully funded by external sources with £0.2m from an Environment Agency grant and £0.1m from Section 106 developer contributions. £0.1m of the grant received is expected to be utilised in 2021/22.

- **Change in Portfolio: £0.300m**

- **Operation Watershed – £0.300m.** Portfolio responsibilities for operation Watershed have moved from Highways and Infrastructure to Environment and Climate Change.

## **Risk**

14. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

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## Highways and Transport Portfolio - Summary

### Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- Minor work schemes are currently all on track; over 50% are complete with the remaining all having set dates to commence within the year.
- Carriageway delivery programme is 80% complete, while additional works to resurface the A24, A264, and A2220 are 25% complete. All carriageway surface dressings are complete, with footway resurfacing being at 80%.
- Cyclical grass cutting schedules are entering the final overall cut phase and will be completed by December. Countywide weed spray programme has been completed. Our four-year optimised gully emptying programme is on schedule, and officers continue to deal with ad-hoc drainage issues as they arise.
- Ash Die Back works continue to be programmed and delivered on the highway and land owned by West Sussex County Council, with the specialist contract procurement on plan to deliver a new supplier for the new financial year.

### Our Council Performance Measures

Highways and Transport	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
17 Length of new cycle paths across the County (CC) Reporting Frequency: Quarterly, Accumulative	7.5km per year	Mar-21	Jun-21	Sep-21		All schemes on this annual measure are due to be completed during Q3 and Q4.	Not applicable.	A
		5.1km	0.0km	0.0km	→			
18 Percentage length of A and B roads that require maintenance Reporting Frequency: Annually	14.5%	2019/20	2020/21	2021/22		There has been a slight increase (deterioration) in the KPI for this year for A+B roads but as the survey was carried out in early Spring of this year, this will not include any planned scheme deliveries for this year.  This year sees a £17m investment in our carriageways which includes an additional £5m from corporate borrowing and a significant surface dressing programme, all of which will help towards achieving our targets.	Not applicable.	G
		13.6%	14.7%	15.6%	↘			
19 Highway defects repaired within required time scale Reporting Frequency: Quarterly	96.0%	Dec-20	Mar-21	Jun-21		Next update due in quarter 3 report.  The performance of our Contractor in relation to speed of completing defects is still below that expected. This is primarily due to the Contractor having had problems delivering the service over the last 6 months due to resource issues and this leading to a backlog of defects that required fixing. In addition, we are seeing significantly higher levels of defect reporting than in previous years exacerbating the problem.	We have an improvement plan in place with Balfour Beatty.	G
		69.0%	66.6%	81.9%	↘			
41 Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually	107	2018/19	2019/20	2020/21		An Annual Indicator, with no updates as final data comes from a source outside West Sussex County Council  The change to a new accident recording system has meant it is not possible to directly compare KSI data with years prior to 2019. However, adjusted KSI figures, provided by the Department for Transport (DfT), suggests West Sussex is seeing a small year on year increase. The provisional KSI casualty data for the first 3 months of 2021 appears positive compared to the first quarters of the previous 5-years. KSI casualty groups, by travel mode, appear positive for the first 3 months. However, despite an increase in traffic volumes since the pandemic began, there is likely to have been an increase in the 'KSI rate per billion miles travelled'.	Our on-going road safety engineering schemes, education, training and publicity include: - partnership with The Sussex Safer Roads Partnership, which promotes a wide range of behavioural change programmes. - Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generate discussion and dialogue between road users. - 13 locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have historically higher number of road traffic accidents and includes signing improvements, resurfacing with high skid resistant materials, to altering junction layouts.	A
		110	121	127	↘			

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties	£1.286m	Assumed funding from Covid-19 grant	(£1.286m)	
Pressure within Highways Maintenance	£0.560m	Reduction in reimbursement payments to bus operators in line with service mileage reductions implemented during the pandemic	(£0.450m)	
		Street Lighting PFI - low winter electricity prices	(£0.300m)	
<b>Highways &amp; Transport Portfolio - Total</b>	<b>£1.846m</b>		<b>(£2.036m)</b>	<b>(£0.190m)</b>

### Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

### Financial Narrative on the Portfolio's Position

- The Highways and Transport Portfolio is currently projecting a £0.190m underspend.
- The Highways Maintenance budget is projected to overspend by £0.560m due to a number of pressures this year. These include increased reactive maintenance works to address defects (potholes), structural maintenance required to ensure statutory obligations are met, additional safety related tree works, and surveying of vehicle safety barriers and grass verges to inform future safety and remedial works.
- The English National Concessionary Travel Scheme is currently projected to underspend by £0.450m, where payments to bus operators have continued to be adjusted for reduced service mileages during the first half of the year. The outlook for the second half of the year is set against a backdrop of bus operators moving from Department for Transport (DfT) Covid support funding to new 'Bus Recovery Grant' funding, increasing fuel prices and, in some cases, emerging driver shortages. The DfT has asked Local Transport Authorities to continue to work with operators to support them during the transition back to reimbursement based upon actual journey numbers. It is expected that a tapered approach will be introduced from April 2022; the impact of the interim arrangements during the second half of this year is currently being assessed.
- An underspending of £0.300m is projected on the Street Lighting PFI budget, following the low electricity prices achieved through the corporate LASER contract last year. Prices have started to recover towards previously expected levels, with summer 2021 prices representing a 12% increase compared to last year. A similar level of increase to winter prices is factored into cost

projections, however, the actual rates secured through this part of the LASER contract will not be confirmed until later in the third quarter.

## Savings Delivery Update

7. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
On street parking	300	300	A Covid19	Covid related pay and display income loss continued at a reduced level during the first half of the 2021/22 financial year.	G

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review highway and transport fees and charges	200	200	G		B
Use of one-off funding to support highways and transport priorities	500	500	G	One year saving in 2021/22 only.	N/A
Reduced level of demand for concessionary bus travel scheme	400	400	G		B
Review the management of graffiti removal	50	50	G		B
On street parking	76	76	A	Uptake of parking permits in newly extended controlled parking zones is currently below the expected level, due to a combination of behavioural change and the impact of home working. To be monitored through the autumn as the return to the workplace increases.	A
Redesign processes for the delivery of highways schemes	50	50	G		B
Review of agency staff	21	21	B		B

### Savings Key:

**R** Significant Risk    **A** At Risk    **G** On Track    **B** Delivered

## Capital Programme

### Performance Summary - Capital

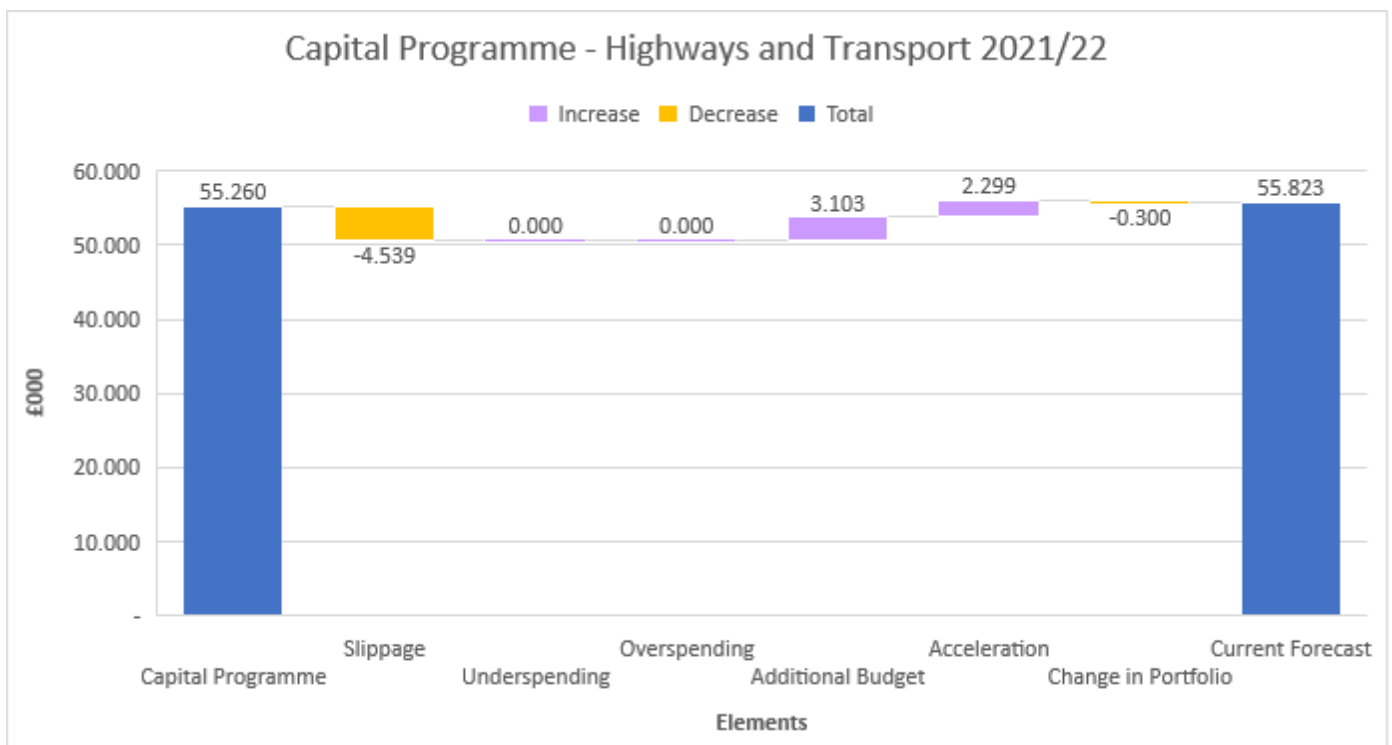
8. There are 24 schemes within the portfolio. 22 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated as amber, indicating that there is an issue but that it can be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Agenda Item 7  
Section 7

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
A29	AMBER	Potential increase in costs due to land dedication and access issues alongside a high Target Price return.	AMBER	Options are being considered.
LED Streetlight Conversion	AMBER	Contract renegotiation and Deed of Variation subject to formal approval.	AMBER	The Deed of Variation is expected to be finalised in October 2021.

### Finance Summary - Capital

- The capital programme; as approved by County Council in February 2021, agreed a programme totalling £54.659m for 2021/22. £0.601m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £55.260m.
- Since this time, profiled spend has increased overall by £0.563m, to give a current year end projection for 2021/22 of £55.823m. Of this increase, -£4.539m relates to slippage, £2.299m relates to projects where funding has been accelerated from future years, -£0.300m relates to a change in portfolio responsibility and £3.103m relates to additional funding; specifically, additional government grant and other external funding.



- Details of movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£4.539m)**
  - **A29 - £4.539m.** Scheme is delayed due to submission of regulation 25 planning application and ongoing discussions about land dedication and access. Construction start date is now expected in September 2022.
- **Additional Budget: £3.103m**
  - **Annual Works Programme - £3.004m.** Final grant notification from government has been received with West Sussex receiving a higher settlement than estimated in the capital programme. The capital programme has been updated accordingly.
  - **A2300 - £0.096m.** A contribution from Homes England toward utilities diversion works prior to the construction of a new roundabout on the A2300 has been added to the capital programme profile.
- **Acceleration: £2.299m**
  - **A2300 - £2.299m.** Scheme is now in delivery and progressing quicker than first anticipated, therefore profiling has been revised to align with the latest cost forecast from the contractor.
- **Change in Portfolio: (-£0.300m)**
  - **Operation Watershed - (-£0.300m).** Portfolio responsibilities for Operation Watershed have moved from Highways and Infrastructure to Environment and Climate Change.

## Risk

12. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR68	The government have placed restrictions and imposed requirements on Local Authorities to support in the management of the COVID-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk <b>services will fail to deliver existing work plans</b> due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	2	10	Review and update business continuity and service critical plans.	CLT	ongoing	Business continuity plans periodically reviewed. To date there is sufficient resource to deal with challenges.	5	3	15	Oct-21			
			2. Negative reputational impact.									Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).								Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG), Strategic Management Group (SMG), and Local Health Resilience Partnership (LARP) for action/info.
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.								Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.								Chief Executive	Ongoing	Sufficient funding received to date to deal with the cost.
			5. Increase risk to life.									IA to conduct review of lessons learned and communicate.								Director of Finance & Support Services	Sep-21	Work is in progress
			6. Information not shared appropriately.									Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.								CLT	ongoing	To be captured in business continuity plans.
CR70	There is an <b>increasing demand placed on the senior officers</b> due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued <b>lack of capacity to deal with strategic/organisational issues</b> , leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	3	12	Dec-21			
			2. Residents don't receive support needed.									Provision of support to services when required.								SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.
			3. Failing to deliver statutory duties																			
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the <b>mental and physical wellbeing (and emotional resilience) of staff</b> which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Dev	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Tolerate	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management corporate guidance, mental health for managers e-learning series, adoption of mental health first aiders across the council and the employee assistance programme (EAP). Organisational drive to ensure managers undertake training.	4	2	8	Nov-21			
			2. Increase in poor mental health of staff.									DSE assessments carried out and regularly reviewed.								Health and Safety Manager	ongoing	Directorates responsible for completion of staff assessments. Comms to communicated the requirement to complete the DSE self-assessment and home working assessment.
			3. Increase in staff absence.									Appropriate comms to ensure officers are equipped to support staff.								Health and Safety Manager	ongoing	HSW messages being published regularly via One Voice and newsroom articles.
			4. Poor service delivery to residents.																			
			5. Increase in number of claims and premiums.																			

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR7	There are governance systems which inhibit effective performance and a culture of <b>non-compliance</b> and also a lack of standardisation in some <b>systems and processes</b> . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions approved November 2020 - updated and sent to RAAC March 21. 21/22 AGS actions approved and underway.	4	2	8	Oct			
			2. Service improvement effort impeded.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.								Director of Law & Assurance	Ongoing	Audit plan settled and activity in progress
			3. Resources misapplied - poor VFM.									Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.								Director of Law & Assurance	Ongoing	Actions underway as per agreed audit plan
			4. Complaints and claims.																			
			5. Censure by external inspection.																			
CR11	There is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems <b>recruiting and retaining staff</b> in key skills areas.	Director of Human Resources & Org Dev	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	2	8	Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Dev	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.	4	3	12	Nov-21			
			2. Lack of corporate memory.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.								Head of HR Bus Ptr & Org Dev	Dec-21	Reward & Retention package for Children's Social Workers produced. Development of Workforce Plan being carried out as part of Children First Improvement Plan.
			3. Inadequate pace/speed of delivery.									Development of comprehensive employee value proposition.								Head of Res Org Dev & Talent	Feb-22	Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered.
			4. Low staff morale and performance.									Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.								Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising, e.g. National Apprenticeships Week.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR22	The <b>financial sustainability of council services</b> is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis, and the recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Tolerate	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing	Savings developed as part of the budget process for 2021/22. A balanced budget was approved by Full Council in Feb 21 although ongoing pressures for future years remain. Preparations are being made to begin the process to develop a balanced budget for 2022/23. Good progress has been made with further discussions planned for September, ahead of Members Discussion in the autumn. Work has begun to link budget preparation with business plan updates.	4	3	12	Sep-21			
			2. Adverse effect on reserves/balanced budget.									Monitor the use of additional funds made available to improve service delivery.								Director of Finance & Support Services	Ongoing	Improvement is monitored through the relevant service boards
			3. Reputational impact through reduction of service quality									Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.								Director of Finance & Support Services	ongoing	The PRR report now reflects the impact of Covid-19 and sets out how this impacts specific services and WSCC as a whole. This is underpinned by a bespoke recording approach within SAP, which clearly accounts for the costs incurred and funding received from Government, alongside the Delta return made to MHCLG on a monthly basis. The MTFS planning framework also reflects the potential impact of Covid-19, both from the potential funding and budget pressures perspectives.
			4. Increased liability of service delivery, transferred by external partners due to funding restrictions i.e. supporting homelessness.																			
			5. Additional unexpected service and cost pressures from savings decisions.																			
			6. Financial implications for both 2022/23 and the medium term arising from the national emergency circumstances associated with Covid-19.																			
CR39a	As a result of failing to maintain and ensure the correct use of our security systems and protocols, there is a risk of a successful <b>cyber attack</b> directly from external threats; or indirectly as a consequence of staff accessing unsafe links from external sources and unauthorised/insecure website browsing. This will lead to significant service disruption and possible data loss.	Director of Finance & Support Services	1. The Council suffers significant financial loss or cost.	Mar-17	4	5	20	Treat	4	4	16	Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Head of IT	Ongoing	Regular comms distributed to all staff. Continuing to drive employees to undertake mandatory annual Information Security and Data Protection education and certification. Adhoc actions taken (as appropriate) in response to level of cyber threat.	5	5	25	Dec-21			
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			Head of IT					Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.	
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)			Head of IT					Ongoing	2021 testing schedule defined and in delivery.	
			4. Partners will not share data or information with the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.			Head of IT					Ongoing	Proactive stance implemented to ensure a watching brief for threats/updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).	
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.			Head of IT					Ongoing	Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidance's.	
												Transition to a controlled framework for process and practice.			Head of IT					Ongoing	IT service redesign to be carried out due to early return of ITO.	

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	Oct		
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			Head of IT					Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.			Director of Law & Assurance					Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted as required.
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.			Head of IT					Ongoing	Mandatory training implemented to ensure employees are aware of obligations and support available. Data sharing agreements / contractual terms to cover provision of effectively managed DP obligations between WSCC/Suppliers/third parties.
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.			Head of Data Protection					Ongoing	Head of IT and DP Team leader to liaise with DASS by end March 21 to settle actions
												Adopt ISO27001 (Information Security Management) aligned process & practices.			Head of IT					Ongoing	Adoption of ISO27001 is being considered as part of a wider assurance framework being evaluated for implementation to support operation of the Council's internal IT function post the end of the existing IT outsource
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.			Director of Law & Assurance					Ongoing	Further DPIA review assessment (for pre May 2018 deployed systems) to coincide with review/novation/transformation (to Cloud) of specific IT systems resultant from the return of the Council's IT outsource contract.
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Dev	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	3	2	6	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Site monitoring inspection templates and audit templates to be created in Firmstep.	3	3	9	Nov-21		
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.			Health and Safety Manager					ongoing	Work on the TNA has been paused. H&S e-learning modules bespoke to the council H&S arrangements are being developed with L&D development colleagues (completion date estimated for end-Sep 21). Course content will be owned by the council instead of off the shelf course material.
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.			Health and Safety Manager					ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. Data from inspections and audits once the templates are developed in Firmstep will be linked to PowerBI dashboard.
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.			Health and Safety Manager					Ongoing	
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.			Health and Safety Manager					Ongoing	HSW risk profiling template created and being launched in some Directorates. C-19 has prevented full launch across the council.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19, including the mandatory requirement for care staff to have a vaccination; however this also extends to WSCC staff requiring access to these facilities (i.e. Social Workers, OT), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of <b>failure of social care provision</b> which will result in funded and self-funded residents of West Sussex left without suitable care.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered.	5	5	25	Nov-21		
2. CQC action against service provider which could lead to establishment closure at short notice			Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).									Head of Contracts & Performance								ongoing	Regular communication (with a COVID19 focus) with care homes to identify risk areas early and support collation of financial information for government. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.
3. Financial implication of cost of re-provision following closure of services.			Financial analysis of high risk provision - due diligence checks.									Head of Contracts & Performance								ongoing	Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.
4. Reduced capacity in the market as a result of failure of provision.			In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.									Assistant Director (Operations)								ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.
5. Delay for those residents who are Medically Ready to Discharge (MRD).			Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.									Cx Lead								ongoing	Regular contact with registered residential care providers enquiring about vacancies, and the Shaw bed booking system enables information on capacity for the Combined Placement and Sourcing team to utilise to support placements. Information on numbers of packages and placements being sourced is updated weekly and issues with capacity which are escalated to the weekly Capacity Oversight Group meeting. In times of capacity shortages action plans are developed to support improvements.
6. Non-compliance with Care Act.			Administration of central government funding to provide financial support to the sector.									Cx Lead								ongoing	Total payments of £43.3million in 20/21 made to the care sector through Department of Health and Social Care (DHSC) Grants, payments to Council commissioned provision and uplifts to Council rates. For 21/22 an uplift to commissioned provision of 1.75% has been decided and implemented. Further DHSC Infection Control and testing funds have been made available until end September 2021.
7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.			Regular review of care homes business continuity arrangements to address government vaccination directive.									Head of Contracts & Performance								ongoing	Engagement to include supply chains/contractors requiring access to ensure maintenance schedules are reviewed and adjusted if necessary.
8. Adverse impact on Health and Social Care system.																					

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR60	There is a risk of failing to deliver the <b>HMIC FRS improvement plan</b> , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage  2. Corporate Governance Inspection  3. Legal implications of not delivering statutory services  4. Increased risk harm	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	The FRS has received a further Inspectorate Causes of Concern revisit. This revisit is the first time that the HMICFRS has specifically focussed on reviewing progress against all the causes of concern. The subsequent report from the Inspectorate, which have been shared with the FRS Scrutiny Committee at it's June meeting, highlights that the governance and scrutiny arrangements are now more effective than the last time that the service had a revisit and that significant progress has been made on the causes of concerns. It was made clear that that in the next inspection, which is planned for September 2021, further assessment of progress will be undertaken against these recommendations.	5	3	15	Nov-21
CR61	A 'serious incident' occurs resulting in the <b>death or serious injury of a child</b> where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.  2. Subject to investigation and further legal action taken against the Council.  3. Immediate inspection and Government intervention.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.  Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning  Executive Director of Children, Young People and Learning	Ongoing  ongoing	Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children's social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted.  All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work.	5	3	15	Sep-21
CR65	The review of <b>corporate leadership, governance and culture</b> recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure  2. External intervention  3. Poor value for money	Dec-19	5	4	20	Tolerate	3	2	6	Develop plan to stabilise senior leadership team.  Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.  Implementation of governance changes as approved by Council (17.12.19)	Chief Executive  Director of Law & Assurance  Director of Law & Assurance	ongoing  ongoing  ongoing	Stable team - some tasks ongoing to maintain and to address limited interim roles in place  Plan completed and approved. For implementation with LGA post election as part of induction programme  Completed those for immediate or approved implementation to meet Council's decision. Further review post election.	3	2	6	Nov-21

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that <b>children's services will fail to deliver an acceptable provision to the community.</b>	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	3	15	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. The programme is being implemented and is on target as outlined in the Transformation Programme summary.	5	4	20	Sep-21		
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.			Executive Director of Children, Young People and Learning					ongoing	The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. Regular steering group to track and monitor progress and report into the into Improvement Board.
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model			Children First Transformation Director					ongoing	Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.
			4. Legal implications through non-compliance or negligence.																		
CR72	The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these <b>children and young people will not be cared for in settings that best meet their needs,</b> which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	Executive Director of Children, Young People and Learning	1. Unable to meet primary needs of children we care for.	Aug-21	4	5	20	Treat	4	2	8	Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children.	Assistant Director – Corporate Parenting	Mar-22		4	4	16	Dec-21		
			2. Not fulfilling statutory duties to place children in appropriate care settings.									Conduct an annual review and update of the placement sufficiency and commissioning strategy, in line with the market position statement.			Assistant Director – Corporate Parenting					ongoing	
			3. Adverse media coverage.									Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one.			Heads of Service					ongoing	
			4. Damage to the reputation and credibility of the council.																		
			5. Children experience a lack of security, stability and support.																		
			6. Critical findings by regulators i.e. impact on Children First Improvement Plan.																		
			7. Legal action taken against the Council resulting in punitive penalties.																		

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## How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:




- a. **Summary Report** – This is an overall summary of the County Council’s performance for the latest quarter, including:
  - Performance highlights of the County Council’s priorities,
  - Overview of the revenue and capital financial outlook across the organisation,
  - Key corporate risks with a severity graded above the set tolerance level,
  - The latest workforce overview.
- b. **Sections by Portfolio (Sections 1-10)** – There is a separate section for each Portfolio:
  - Section 1 – Adults Services
  - Section 2 – Children’s and Young People
  - Section 3 – Learning and Skills
  - Section 4 – Community Support, Fire and Rescue
  - Section 5 – Environment and Climate Change
  - Section 6 – Finance and Property
  - Section 7 – Highways and Transport
  - Section 8 – Leader
  - Section 9 – Public Health and Wellbeing
  - Section 10 – Support Services and Economic Development

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a ‘standalone’ report:

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.

The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

The arrows on the KPI measures represent the direction of travel compared to the previous quarter:

- A green upward arrow  shows that performance is improving,
  - A red downward arrow  shows performance is worsening, and,
  - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
  - Overview of the capital financial position and latest capital performance.

- Details of the corporate risks which have a direct impact on the specific Portfolio.

c. **Supporting Appendices** – Other documents within the report include:

- Appendix 1 – Revenue Budget Monitor and Reserves
- Appendix 2 – Covid-19 Summary
- Appendix 3 – Service Transformation
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register
- Appendix 6 – Workforce

## Scrutiny Committee Documents

The relevant appendices will be made available to Scrutiny Committees prior to being considered by Public Cabinet. The complete reporting pack, including the Cabinet cover report, will be considered by the Performance and Finance Scrutiny Committee.

A detailed matrix of the Performance and Resources Report's sections and appendices by Scrutiny Committee responsibility is shown below. The areas in dark green indicate the Scrutiny Committees areas of responsibility and the areas in light green denote areas of the report which should be included in the Committee papers for context and consideration where appropriate.

### PRR Matrix – Documents for Scrutiny Committees

Scrutiny Committee Elements of Performance and Resources Report

		CYPSSC	HASC	CHESC	FRSSC	PFSC
Summary Report						✓
Section 1	Adults Services Portfolio		✓			✓
Section 2	Children and Young People Portfolio	✓				✓
Section 3	Learning and Skills Portfolio	✓				✓
Section 4	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 5	Environment and Climate Change Portfolio			✓		✓
Section 6	Finance and Property Portfolio					✓
Section 7	Highways and Transport Portfolio			✓		✓
Section 8	Leader Portfolio					✓
Section 9	Public Health and Wellbeing Portfolio		✓			✓
Section 10	Support Services and Economic Development Portfolio					✓
Appendix 1	Revenue Budget Monitor and Reserves					✓
Appendix 2	Covid-19 Summary					✓
Appendix 3	Service Transformation					✓
Appendix 4	Capital Monitor					✓
Appendix 5	Corporate Risk Register	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

<b>KEY:</b>	
	Specific Committee Responsibility
	To Be Included In Committee Papers

## **Report to Communities, Highways and Environment Scrutiny Committee**

**24 November 2021**

### **Review of Community Traffic Regulation Orders**

#### **Report by Director of Highways, Transport and Planning/Head of Local Highway Operations**

**Electoral divisions: All**

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#### **Summary**

Traffic Regulation Orders (TROs) are legal orders that support the enforceable restrictions and movements on the public highway. In West Sussex, requests for TROs are received from communities to deal with matters such as speed limits, parking controls and moving offences, for example width restrictions and Heavy Goods Vehicles (HGV) restrictions. These requests are known as Community TROs.

Community TRO requests were previously considered and prioritised by CLCs after they had been technically assessed using an agreed framework. The Cabinet Member was then able to add a further 15 TROs to the programme resulting in a programme of up to 38 Community TROs per year.

A Review has been commissioned to examine the way Community TRO requests are assessed, prioritised and delivered. Work has also been completed to examine the information provided on Community TROs to both applicants, County Councillors, other elected bodies and officers.

#### **Focus for Scrutiny**

The Scrutiny Committee is asked to consider the emerging recommendations for future delivery of Community TROs in West Sussex. Views are sought on the potential new governance arrangements, delivery models, assessment framework and guidance outlined in this paper. Specifically,

- a. Programme options – do Members have a preference? (para 3.1 – 3.4)
  - b. The number of objections a TRO should receive before it is referred to the Cabinet Member for a decision (para 3.2 – 3.4).
  - c. The new timeframes for delivering a Community TRO (para 3.5).
  - d. The investment required to implement a new approach (para 5.1 - 5.2).
  - e. The aspects evaluated in the new Assessment (para 3.9).
  - f. Information that would be helpful to include in any future guidance on Community TROs (para 3.14).
-

## **Proposal**

### **1 Background and context**

- 1.1 Traffic Regulation Orders (TROs) are legal orders that support the enforceable restrictions and movements on the public highway. In West Sussex, requests for TROs are received from communities to deal with matters such as speed limits, parking controls and moving offences, for example width restrictions and Heavy Goods Vehicles (HGV) restrictions. These requests are known as Community TROs.
- 1.2 In 2016, following an Executive Task and Finish Group review of TROs, a process in which Community TROs were assessed and prioritised, before being considered by County Local Committees (CLCs) was implemented.
- 1.3 This process allowed CLCs to select a defined number of Community TROs within their area for progression, if they were deemed a priority when assessed using an agreed framework. The assessment considered Safety, Traffic Conditions, Environment and Economy and People (STEP Assessment). The Cabinet Member was also permitted to select up to 15 additional TROs annually, in addition to the CLC allocations, for progression.
- 1.4 With the creation of County Local Forums, and the subsequent need for changes to governance, a review of Community TROs has been commissioned to ensure the way they are prioritised, approved and delivered is fit for purpose and responds appropriately to community demand.

#### Definition of a Community TRO

- 1.5 Community TROs must be:
  - Non-complex,
  - Non contentious, and
  - Cost less than £3,000 to implement.
- 1.6 Some examples would include, use of double yellow lines for junction protection, reduction in speed limits along short stretches of highway, or the introduction of HGV restrictions.
- 1.7 Any requests outside of these criteria would be considered a Community Highways Scheme, (CHS), and, if prioritised, would be delivered through the Highways Improvement Programme. This is due to the increased resource requirement associated with more complex designs, wider consultation and the potential need for safety audits.
- 1.8 In the past, some schemes that should have been delivered as CHSs have been processed as a Community TRO and this has led to significant delays as the complexity of the schemes meant they could not be progressed in the most effective manner. A review of the wider Highway Improvement Programme is currently being undertaken and as part of this, consideration is being given to CHSs. In recognition of the frustration that can be caused by 2 to 3 year delivery timeframes for smaller scale CHSs, options are being examined to provide a faster delivery mechanism.

- 1.9 Where an application for parking restrictions extends to more than five roads, the scheme would be processed in accordance with the On Street Parking Framework (subject to Cabinet Member approval Dec 2021).

#### How Community TROs are processed in West Sussex

- 1.10 Requests for Community TROs are submitted via an online form that records all the information necessary to complete a STEP Assessment. Once a year, in August, all requests are assessed by local Traffic Engineers before they are moderated to ensure a consistent approach across the county. As part of this, Local Member support is confirmed for each of the requests.
- 1.11 In the autumn, following moderation, the final list of TRO applications that met an agreed threshold score used to be presented to CLCs so the highest priority TROs can be selected for delivery. Once the CLCs have selected their preferred Community TROs (up to 23 countywide) any remaining were presented to the Cabinet Member and a decision to implement up to an additional 15 was made.
- 1.12 Following the creation of County Local Forums, the decision to approve the forward programme of Community TROs now sits with the Cabinet Member for Highways and Transport. The 2022/23 programme will be considered for approval in December 2021.
- 1.13 The current process allows any TROs not prioritised by the CLC or Cabinet Member to be delivered as a '3<sup>rd</sup> Party TRO' if the applicant is willing to fund the cost of the delivery.
- 1.14 Once the final programme is agreed, Community TROs are developed by the Traffic Engineers (usually at the beginning of the following financial year) before they are passed to the TRO Team who manage the legal process associated with the advertisement and making of the legal order. The TRO team manage the Community TROs alongside all other TROs generated from development in the County, larger highway schemes and parking schemes etc.
- 1.15 Presently there are three Traffic Engineers in Local Highway Operations and two Legal Officers in the TRO team. Up to 38 Community TROs are processed each year alongside the wider TRO programme (the numbers of TROs sealed over the past 3 years were as follows 223 in 2018, 205 in 2019 and 257 in 2020).

## **2 Scope of the review**

- 2.1 A review has been completed covering the following areas:

#### Governance

- 2.2 With the move from CLCs to County Local Forums, an interim arrangement has been put in place for this financial year to ensure a programme of Community TROs is agreed for implementation in 2022/23.
- 2.3 The review has considered future options for programme delivery and two options are now presented to CHESC for consideration.

#### Delivery Options (inc. resourcing and funding)

- 2.4 An assessment has been made of the resourcing required to deliver any new governance arrangements.

Assessment

2.5 The current STEP Assessment has not been updated for a number of years and, although provides consistency of approach, a review has been completed to ensure it is fit for purpose and aligns with wider County Council objectives.

Clear guidance for County Councillors/officers/communities/members of public

- 2.6 Guidance on the Community TRO process is limited and not available on the WSCC website. The process can seem confusing, and the associated timeframes unclear.
- 2.7 The review will update the webpages and develop guidance for County Councillors, Parish/Town/Neighbourhood councils and staff.

**3 Initial proposals for consideration/comment**

Governance

- 3.1 Two models have been assessed: a six-month programme and a rolling programme
- 3.2 A six-month programme of TROs could be developed and approved by the Cabinet Member bi-annually. The programme would include any applications that met a threshold score and had been received over the past six months. Following publication of the decision, TROs would be designed and delivered under delegated powers unless a specified number of objections were received, (currently more than 5), when they were advertised. If this happened, the TRO would be presented back to the Cabinet Member for approval.
- 3.3 A rolling programme would require the Cabinet Member to take a decision to delegate authority to the Director to implement any TRO that met a minimum threshold score (see Assessment below). TROs would only be presented to the Cabinet Member if a specified number of objections were received (currently more than 5) at the formal consultation stage. This would allow TRO requests to be assessed and progressed as soon as the application is made.
- 3.4 The two options were evaluated as shown below.

	<b>Six-month programme</b>	<b>Rolling Programme</b>
<b>Staff resourcing (programme governance)</b>	Increased demand due to requirement for Cabinet Member report biannually rather than annually	Reduced demand as only one decision to delegate authority to Director required
<b>Staff resourcing (delivery of TRO)</b>	No change	No change
<b>Timescales for delivery (currently 1 – 2.5 years)</b>	12-16 months	7-11 months
<b>Local Member consultation</b>	No change	No change

<b>Opportunity for wider County Councillor involvement</b>	Cabinet Member decision call-in – programme approval	None, unless a TRO receives objections at formal consultation and requires either a Director (1-5 objections) or Cabinet Member (more than 5 objections) decision to proceed
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### Delivery

- 3.5 The work activities and resources associated with the delivery of a TRO have been mapped and new timescales have been agreed with the appropriate managers and officers. If a rolling programme was adopted, the new Community TRO process will take between 7 and 11 months to implement. This is shown in Appendix 1
- 3.6 The current route a customer might take when applying for a TRO has been mapped and new simpler one developed. Crucially, the ambition is that the applicant will not be required to understand what they are applying for technically i.e., a TRO, CHS or a Parking Scheme. They will simply be required to make one application to make a change on the highway and internally officers will ensure the request is considered as part of the appropriate programme.
- 3.7 The introduction of a new rolling or six-month programme in April 2022 would result in new schemes being delivered in addition to the 2022/23 programme already being agreed as part of the interim arrangement put in place this year. The resource required to do this is detailed below.

### Assessment

- 3.8 The current STEP Assessment has been updated and it is recommended that a new Assessment Framework be adopted.
- 3.9 The new Assessment considers five areas:
- a. Safety – the impact the TRO will have on safety issues in the area.
  - b. People – those who will be affected by the TRO (positively and negatively) and the levels of stakeholder support.
  - c. Access – to services (shops etc), from services (waste collection, ambulances etc), congestion, journey times and displacement of parked vehicles.
  - d. Cost – available external funding and cost of ongoing maintenance.
  - e. Environment – impact on surrounding area and opportunities for increased use of sustainable modes of transport.
- 3.10 Points are allocated according to the contribution the TRO makes to the five areas. For example, credit is given if the TRO improves access to shops or if the applicant can provide funding towards delivery.
- 3.11 The new 'SPACE' Assessment also includes Parish/Town/Neighbourhood Council support as a key requirement, where they exist. If an equivalent

elected body does not exist, the applicant would not be expected to seek support from the Borough Council.

- 3.12 A crucial point to note is that there will no longer be a separate process to deliver TROs that haven't been prioritised but are fully funded by the applicant, previously named '3<sup>rd</sup> party TROs'. The rolling programme will include all TRO requests that meet the SPACE Assessment threshold so all applications will be processed in the same way. Additional credit will be given for 3<sup>rd</sup> party financial contributions and the assessment score increased accordingly, meaning schemes are more likely to meet the threshold. If the proposal does not make sense, with regard to safety or network management, it will not meet the threshold score and the TRO will not be progressed.

### Guidance

- 3.13 Research is being undertaken on information published by other Local Authorities.
- 3.14 Work to simplify the West Sussex County Council web pages will include published timeframes, clear process diagrams and one single way for a community to make an application to make any sort of change on the highway.
- 3.15 Information will be provided to Members, Parish/Town Councils and staff to ensure a good understanding of the new agreed process once implemented in April 2022.

## **4 Consultation, engagement and advice**

- 4.2 The review has been completed in consultation with officers across Highways, Transport and Planning to ensure any recommendations are fit for purpose and built on experience and learning.
- 4.3 County Councillor views on the current Community TRO process have been fed into the review by the Cabinet Member for Highways and Transport and have been considered as part of the development work.
- 4.4 The Communities, Highways and Environment Scrutiny Committee is asked for their feedback on the draft proposals as part of the review.
- 4.5 Specifically, officers would be interested to learn Members' views on:
- a. Programme options – do Members have a preference; the six-month programme or rolling programme?
  - b. The number of objections a TRO should receive before it is referred back to the Cabinet Member for a decision. Currently this is set at five but could be increased.
  - c. The new timeframes for delivering a Community TRO.
  - d. The investment required to cover the new schemes coming forward in the 2022/23 programme and implement a new approach.
  - e. The aspects evaluated in the new Assessment and whether anything else should be included



- f. Information that would be helpful to include in any future guidance on Community TROs

**5 Finance**

- 5.1 The introduction of a new delivery model in April 2022 will result in a pressure as new schemes will be delivered in addition to the current 2022/23 programme which is already being agreed as part of the interim arrangement put in place this year. To cover the staff resource and capital works required to deliver the new schemes, and free up resources to manage new Community TRO requests, £70k additional funding is required.
- 5.2 It is anticipated that, to cover the additional £70k, a budget underspend resulting from this year’s reduced Community TRO programme, could be slipped into 2022/23 and the remainder met from the Integrated Transport Block allocation.

**6 Risk implications and mitigations**

Risk	Mitigating Action (in place or planned)
Number of Community TRO requests exceeds the expected levels	Whilst this is not anticipated, as numbers have been declining over the past few years, a six-month review will be scheduled for Sept 2022

**7 Policy alignment and compliance**

- 7.1 The new Assessment Framework aligns to the West Sussex Transport Plan objectives where applicable.

Matt Davey

**Director of Highways, Transport and Planning**

**Contact Officer:** Charlotte Weller, Service Improvement Lead (Highways), Tel 0330 22 26001, [charlotte.weller@westsussex.gov.uk](mailto:charlotte.weller@westsussex.gov.uk)

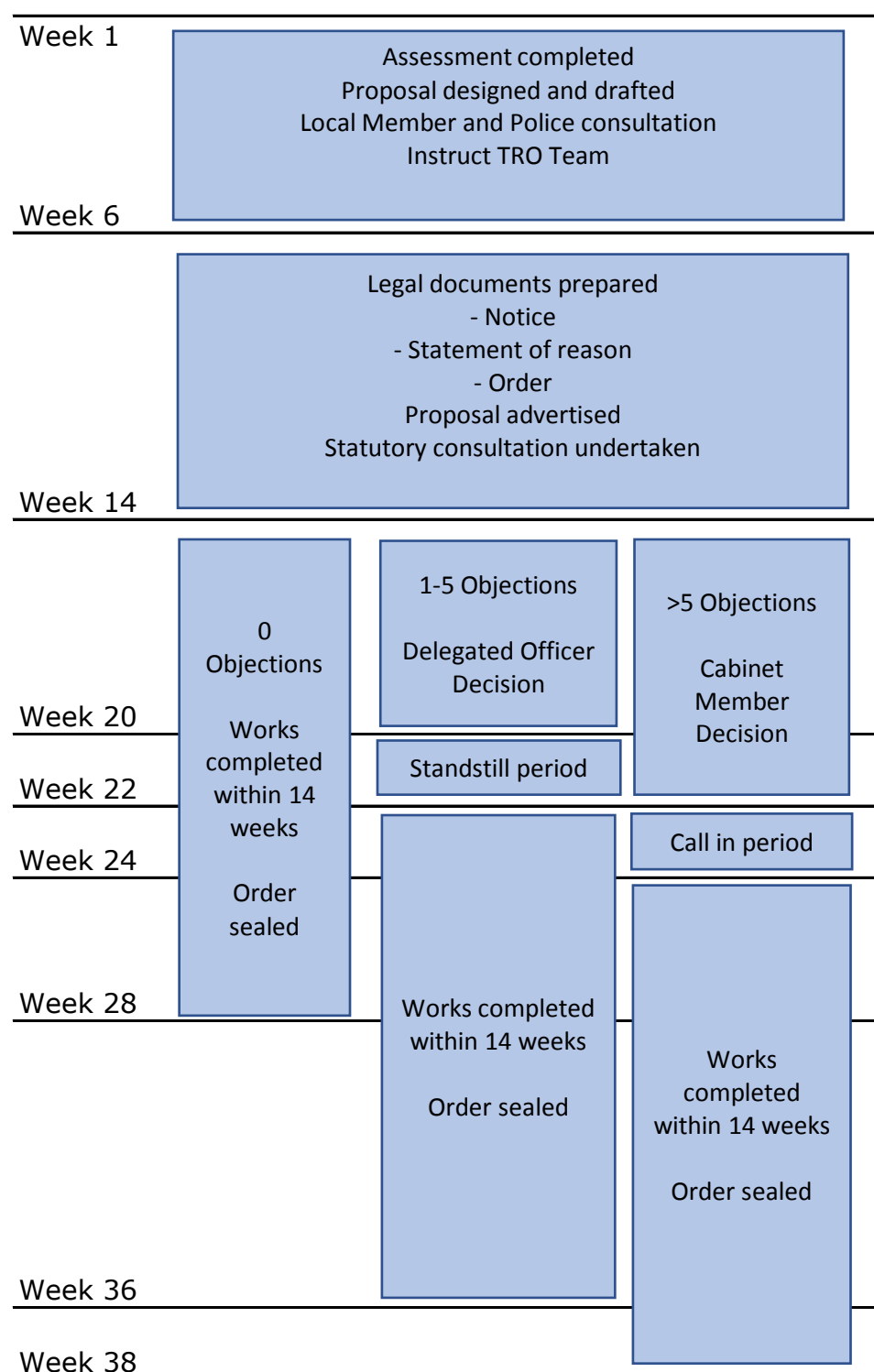
**Background papers**

None

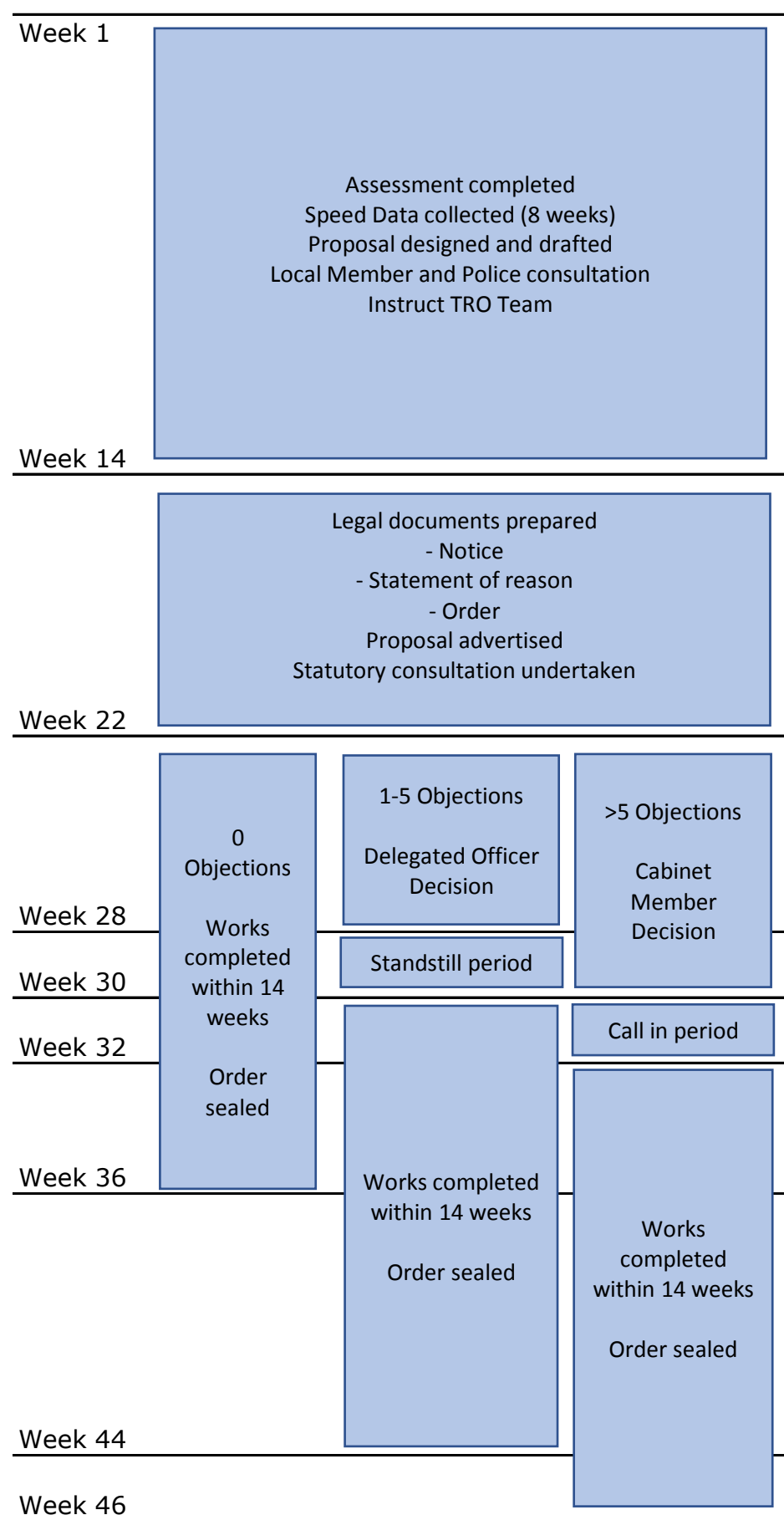
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**Appendix 1 - Community TRO process (rolling programme)**

**Parking TROs**



**Speed TROs**





## CHESC Work Programme 2021/22 – Future Meetings

Select Committee Meeting date	Subject/Theme	Objectives/Comments
19/01/22	Local Transport Plan	Prior to recommendation to adopt, at Feb CC
	Strategic Options for Waste Disposal	
02/03/22	Managing Demand at HWRSSs	To preview a key decision on plans for the wider service, following the pilot.
	Enhanced Partnership Plan	The 2022/23 annual plan and bid for funding for the 1st year of our Bus Services Improvement Plan (BSIP). Decision Preview
	Future of Community Highways Schemes	Looking at the prioritisation process for the Highways Improvement Programme
	Adoption of a Joint Waste Strategy for West Sussex	

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## CHESC Work Programme 2021/22 – Issues yet to be timetabled

Select Committee Meeting date	Subject/Theme	Objectives/Comments - is item linked to corporate priorities?
Spring 2022	Electric Vehicle Strategy Progress	At its November 2019 meeting, the Committee asked for an update once the Strategy had been in place for a year.
TBC	Highways and Transport Improvement Schemes	To review progress in harmonising the way different highways schemes are prioritised and processed
TBC	Active Travel Strategy (formerly Walking and Cycling Strategy)	Key decision preview
Spring 2022	National Highways Consultation - A27 Arundel	Format and timing TBC, dependent on final consultation dates
TBC	Traffic-free School Route	Progress report on their implementation
TBC	Review of Road Safety Strategy	Opportunity for the Committee to influence development of the Strategy, at an early stage in its preparation.
<b>BPG</b>		
TBC	Third Sector, post C19	To assess the likelihood of community/voluntary networks and clubs being able to resume after lockdown, as this could have a potential impact on the services provided by the County Council and local communities, if they are unable to become active again.
Autumn 2021	How the Communities Team responded to C19 emergency	
TBC	Library Service	How the service responded to C19, and the future strategy.
TBC	Trading Standards	TBC

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