

Public Document Pack

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31 December 2020

Environment and Communities Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Monday, 11 January 2021**.

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

The meeting will be available to watch live via the Internet at this address:

<http://www.westsussex.public-i.tv/core/portal/home>

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Agenda

1. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2. **Minutes of the last meeting of the Committee** (Pages 5 - 14)

The Committee is asked to agree the minutes of the meeting held on 18 November 2020 (attached, cream paper).

3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

4. **Part II Matters**

Members are asked to indicate at this stage if they wish the meeting to consider bringing into Part I any items on the Part II agenda.

5. **Responses to Recommendations** (Pages 15 - 26)

The Committee is asked to note the responses to recommendations made at the 14 September meeting from the Cabinet Member for Children and Young People (Appendix A) and at the 18 November meeting from the Cabinet Member for Environment and the Cabinet Member for Highways and Infrastructure (Appendix B).

10.45 am 6. **Climate Change Strategy Delivery Plan** (Pages 27 - 64)

The Committee scrutinised the draft Climate Change Strategy at its meeting in June 2020, and decided to review the associated Delivery Plan (including the Carbon Management Plan) at an appropriate time.

An overview of the Strategy will be provided, together with presentations on governance arrangements and delivery to date.

The following documents are attached:

- Climate Change Delivery Plan (Appendix A)
- Carbon Management Plan (Appendix B)
- Latest available updates on performance (Appendix C)

The Committee is asked to consider and make recommendations in respect of:

1. The deliverability and adequacy of the Plan,
2. Progress to date.
3. The Climate Change Assessment Tool, to inform its development

Adjournment for lunch

The Committee will adjourn for 45 minutes for lunch

1.15 pm 7. **Strategic Budget Savings - Pre decision scrutiny** (Pages 65 - 70)

Report by Director of Law and Assurance.

The Committee is invited to consider any strategic savings proposals relevant to its portfolio area and to examine how and when scrutiny of those proposals can best be achieved in light

of plans and timelines indicated.

1.45 pm 8. **West Sussex Reset Plan and Key Performance Indicators**
(Pages 71 - 72)

Report by the Chief Executive.

The latest version of the West Sussex Reset Plan was presented to County Council in December 2020 for approval. During January each of the service scrutiny committees will focus attention on the priorities and outcomes specific to their area of council business and consider how scrutiny of performance may best be achieved in order to inform the proposals for Key Performance Indicators (KPIs). These measures will then be included in the final plan which will be presented alongside the budget for approval at County Council in February 2021.

The Committee is asked to consider the draft Plan and the portfolio-relevant proposed Key Performance Indicators as set out in the appendices (to follow), and make recommendations.

3.00 pm 9. **Requests for Call-in**

There have been no requests for call-in to the Scrutiny Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

10. **Forward Plan of Key Decisions** (Pages 73 - 84)

Extract from the Forward Plan dated 23 December 2020 – attached.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

11. **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

12. **Date of Next Meeting**

The next meeting of the Committee will be held on 3 March 2021 at 10.30am. Probable agenda items include:

- Update on WSCC Renewable Energy Schemes and Work to Refresh the Overall Strategy.
- Review of the New Approach to using Community Groups to Deliver Highways Services.
- Future of Community Highways Schemes and Community Traffic Regulation Orders.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 22 February 2021.

Part II

13. Exclusion of Press and Public

The Environment and Communities Scrutiny Committee is asked to consider in respect of the following item(s) whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Part I of Schedule 12A of the Local Government Act 1972, as indicated below, and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

Exempt: Paragraph 3, financial or business affairs of any person (including the authority).

3.30 pm **14. Previous Requests for Scrutiny (Pages 85 - 90)**

Report by the Director of Law and Assurance **(for members of the Committee only)**.

The Committee is asked to note the contents of the report.

To all members of the Environment and Communities Scrutiny Committee

Environment and Communities Scrutiny Committee

18 November 2020 – At a virtual meeting of the Environment and Communities Scrutiny Committee held at 10.30 am.

Present: Cllr Barrett-Miles (Chairman)

Cllr S Oakley
Cllr Baldwin
Cllr Barnard
Cllr Brunsdon

Cllr McDonald
Cllr Montyn
Cllr R Oakley
Cllr Oppler, left at
2.15pm

Cllr Quinn
Cllr Waight
Cllr Walsh

Apologies were received from

Absent:

Also in attendance: Cllr Elkins, Cllr Urquhart, Cllr Boram and Cllr O'Kelly

Part I

25. Declarations of Interest

25.1 In accordance with the Code of Conduct the following interests were declared:

Cllr Baldwin declared a prejudicial interest in items 6 and 7 as a member of the Cycling and Walking Task and Finish Group.

Cllr McDonald declared a prejudicial interest in items 6 and 7 as a member of the Cycling and Walking Task and Finish Group.

Cllr S Oakley declared a prejudicial interest in items 6 and 7 as a member of the Cycling and Walking Task and Finish Group.

Cllr Quinn declared a prejudicial interest in items 6 and 7 as a member of the Cycling and Walking Task and Finish Group.

Cllr Waight declared a personal interest in items 6 and 7 as a member of Worthing Borough Council.

Cllr Boram declared a personal interest in item 6 as Cabinet Member for Health and Wellbeing at Adur District Council.

26. Minutes of the last meeting of the Committee

26.1 Resolved – that the minutes of the Committee held on 14 September 2020 be approved as a correct record, and that they be signed by the Chairman.

27. Responses to Recommendations

- 27.1 The Committee noted the response to the recommendations made at the 14 September 2020 meeting regarding Serious Violence from the Cabinet Member for Communities and Fire and Rescue Service.
- 27.2 The Committee noted the response to the recommendations made at the 14 September 2020 meeting regarding the Highways and Transport Contract Delivery Update from the Cabinet Member for Highways and Infrastructure.
- 27.3 The Committee noted that a response to point 1 regarding what lobbying had been undertaken is still awaited to the Chairman's letter from the Cabinet Member for Children and Young People.

28. West Sussex Tree Plan

- 28.1 The Committee considered a report by the Director of Highways, Transport and Planning (copy appended to the signed minutes).
- 28.2 The report was introduced by the Cabinet Member who gave the detailed background to the report and how it links to the Climate Change Strategy.
- 28.3 Don Baker, Environment and Heritage Team Manager, Place Services gave a presentation (copy appended to the signed minutes), which gave more specific details.
- 28.4 The Committee made a number of comments including those that follow:
 - Raised concerns about the impact of Ash Dieback, both on the County Council owned land and for West Sussex more generally and whether sufficient resources are available to tackle it.
 - Reassured to hear that we are working in partnership with the district and borough councils and the National Park Authority as well as other landowners to provide a consistent approach across the County with regards to trees and the planning system.
 - Glad to hear that the Cabinet Member has ensured that there will be funding in the budget to deal with Ash Dieback.
 - Asked that the importance of hedgerows in protecting biodiversity is acknowledged and added to the Plan.
 - Agreed that mapping for the current tree situation is critical to help protect trees from development and that where trees are planted, they are of the right type, in the right place.
 - Asked whether the plan could state that new tree stock should be UK grown to reduce the risk of diseases being imported, and support the domestic economy.

Resolved – That the Committee:-

1. Welcomed the Plan and acknowledged that it was needed.
2. Requested that hedgerows are included.
3. Requested that UK tree stock is used to reduce the risk of bringing in pathogens and to support the UK economy.
4. Noted the programme for dealing with Ash Dieback and welcomed that funding is in next year's budget.
5. Requested that members have a briefing note on Ash Dieback, when the information becomes available.
6. Asked whether we had adequate resources to implement the Plan and encouraged the Cabinet Member to pursue available external funding.
7. Supports setting up of the Forum and requested that some members of the Committee are members of the Forum. Would also like the Forum members to report back to this Committee.
8. Need to work with the local planning authorities, including the National Park as planning decisions could be in conflict with the Tree Plan.
9. Stated that it is important to get the survey and mapping work done to allow for serious dialogue on protection and future developments.
10. Through the work of the Forum, requested that drainage issues, impact of tree roots on structures, and the role of Tree Preservation Orders are considered on Council trees.
11. Requested that the Donate a Tree scheme is better publicised, and that the Cabinet Member satisfies herself that charges were appropriate.
12. Supported the idea of a leaflet/information sheet for members of the public who wish to plant trees.

29. Call-ins

- (a) **Call-in Emergency Active Travel Fund Cycle Lane Scheme in Chichester (HI10 20/21)**
- (b) **Call -in Emergency Active Travel Fund Cycle Lane Scheme A270 Upper Shoreham Road (HI11 20/21)**
 - 29.1 The Chairman decided that both call-ins should be heard together as the issues are similar for both schemes and that a separate vote on each scheme would take place at the end of the debate.
 - 29.2 Cllr O'Kelly introduced the request to call-in the decision by the Cabinet Member for Highways and

Infrastructure concerning the Emergency Active Travel Fund Cycle Lane Scheme in Chichester HI10 (20/21) (call in request appended to the signed minutes) and highlighted the following points:

- 29.3 The funding was awarded to provide an opportunity to improve mental and physical health and air quality but also to meet national climate change objectives by providing real alternatives to car driving.
- 29.4 That with the country now in a second lockdown this is not the time to be taking the scheme out and stated that the option of improving the scheme was not considered. Some sections of the scheme work really well and there is no commitment to keeping those but just the complete removal. The main issue with this scheme is around the lack of consultation rather than the scheme itself.
- 29.5 Cllr Boram introduced the request to call-in the decision by the Cabinet Member for Highways and Infrastructure concerning the Emergency Active Travel Fund Cycle Lane Scheme A270 Upper Shoreham Road HI11(20/21) (call in request appended to the signed minutes) and highlighted the following points:
 - 29.6 This route had already been identified by Adur District Council in its Active Travel Plan as it provides a link the to the Downs Link, Shoreham Airport and Ricardo's. The route also features in the Government's promotional video.
 - 29.7 The route has proved to be very well used particularly by children attending the local schools and many of the schools are supportive of the retention of the scheme as it provides a safe cycling route not previously available.
 - 29.8 Cllr Elkins, Cabinet Member for Highways and Infrastructure addressed the Committee, highlighting the following points:
 - 29.9 The purpose of the schemes was to offer an alternative to public transport use particularly buses at a time when the Government were asking people to reduce public transport use. This is no longer the case. Traffic demands have changed and the reductions in car use are no longer being shown.
 - 29.10 The schemes were designed to be temporary and were without engagement with stakeholders due to the tight timescales.

29.11 The Committee made a number of comments including those that follow. It:

- Questioned why it was felt that these successful schemes needed to be removed. In particular, the Shoreham scheme which has exceeded expectations.
- Agreed that it was justified to remove the less successful schemes.
- Was disappointed that some data was not available due to the vehicle loop detectors not working in Chichester and that most of the survey responses were from motorists rather than from cyclists who used the scheme.
- Asked how long the Temporary Traffic Regulation Orders (TTRO) would be in place as the public assume that temporary means for the duration of the public health emergency and why it would not be possible to extend them.
- Asked whether the temporary schemes could be retained while a permanent scheme is prepared.

29.12 The Cabinet Member for Highways and Infrastructure summed up by highlighting the difference in the schemes and the issues regarding extending the TTRO's.

29.13 Cllr O'Kelly summed up stating that the Cabinet Member and officers have not really evidenced how "Gear Change" is being processed and that removal at this time would cause a loss of confidence in the whole process.

29.14 Cllr Boram summed up and agreed that six weeks is not long enough to judge a schemes success and traffic levels are now almost back to pre Covid levels. The County Council needs to be encouraging people out of their cars and onto sustainable transport. Maintenance costs are small compared to the safety of children.

29.15 A vote was held on retaining the Chichester scheme and the proposal was lost.

Resolved - That the Committee:-

Rejects the call-in of the Emergency Active Travel Fund Cycle Scheme in Chichester but requested that the Cabinet Member considers the closeness of the vote before confirming his decision.

29.16 A vote was held on retaining the Shoreham scheme and the proposal was carried.

Resolved - That the Committee:-

Supports the call-in of the Emergency Active Travel Fund Cycle Scheme A270 Upper Shoreham Road and asks the Cabinet Member to reconsider his decision.

30. Update on Cycling and Walking in West Sussex

30.1 The Committee considered a report by the Director of Highways, Transport and Planning (copy appended to the signed minutes).

30.2 The report was introduced by the Cabinet Member.

30.3 Andy Ekinsmyth, Head of Transport and Network Management explained the lessons learned from Tranche 1 of the Emergency Active Travel Fund and how these will be used in the process for prioritising Tranche 2.

30.4 West Sussex County Council has been awarded £2.35 million for Tranche 2 although the full details are not yet known. Gear Change and LTN1 has created a significant change in the Government's approach to active travel.

30.5 The Chairman asked the Chairman of the Cycling and Walking Executive Task and Finish Group for comments and he confirmed the Group's desire that cyclists will be separated from traffic in Tranche 2 schemes.

30.6 The Committee made a number of comments including those that follow:

- Asked if it will be possible to link up some of the piecemeal cycling infrastructure as some gaps are relatively short and whether cyclists could be encouraged through education to use paths that are already available.
- Raised concerns regarding the lack of local member involvement up to this point.
- Highlighted that parked vehicles are a serious concern for many cyclists, and raised concerns that in urban areas, where it is more difficult to ensure segregation, that our parking strategy is amended.

Resolved - that the Committee:-

1. Was supportive of the approach being taken and that lessons have been learned, particularly regarding better communication and consultation.

2. Would hope that the Strategy will include linking up some of the piecemeal cycling infrastructure that is already in place.
3. Would like the Strategy to include public education to persuade cyclists to use the cycle paths already in place.
4. Would like to see local councillors involved in the Local Cycling and Walking Infrastructure Plans (LCWIP).
5. Would like the opportunity to review the criteria for prioritising potential schemes and the resources required, and whether prioritising some projects would cause other projects to drop off the list.

31. Pavement Parking Consultation response

- 31.1 Miles Davy, Parking Manager gave some feedback on the response to the Department of Transport's Pavement Parking Consultation and confirmed that the Council's preferred option is to deal with "un-necessary obstruction".
- 31.2 The Committee made a number of comments including those that follow. It:
 - Stated that although "un-necessary obstruction" was probably the best option it could be difficult to define and is a complex offence to prove.
 - Asked whether verge parking was included within this. This is currently outside of the scope as it is difficult to prove obstruction.
 - Asked that the issue of parking comes back to the Committee next year.

32. Requests for Call-in

- 32.1 Call-in requests were received for the proposed decisions by the Cabinet Member for Highways and Infrastructure concerning the Emergency Active Travel Fund Cycle Lane – A286 Chichester ring-road HI10 (20/21), published on the Executive Decision Database on 23 October 2020 and in the Member's Bulletin on 28 October 2020 and concerning the Emergency Active Travel Fund Cycle Lanes HI11 (20/21) – specifically, as it pertains to the A270 Upper Shoreham Road scheme, published on the Executive Decision Database on 3 November 2020 and in the Member's Bulletin on 4 November 2020.
- 32.2 These requests were accepted by The Director of Law and Assurance and were heard in Item 6.

33. Forward Plan of Key Decisions

Agenda Item 2

- 33.1 The Committee considered the Forward Plan dated 13 November 2020 (a copy appended to the signed minutes).
- 33.2 The Committee requested that the Integrated Parking Strategy returns once the review has been completed.
- 33.3 Resolved – That the Forward Plan be noted.

34. Possible Items for Future Scrutiny

- 34.1 A suggestion was made, and supported, to scrutinise a matter arising from Chichester District Council's developing Local Plan. To mitigate against the anticipated additional local traffic arising from a planned housing uplift, it was stated that CDC is preparing proposals for the five junctions of the A27 around Chichester. However, the Committee was told that this work has been undertaken somewhat in secrecy, further that County Council officers have been involved, and have no objection in principle to what is being proposed. As well as being the local highway authority, the County Council would also be involved as a landowner, yet County Council officers have not provided members any clarity on the availability of this land, despite having been asked for this information some time ago.

It was proposed to the Business Planning Group that these developing plans for the A27 at Chichester, together with the availability of the Council's land, are considered by the Committee at its meeting in January, in the interests of openness and transparency.

- 34.2 The Committee also asked for an update on the Horsham Regeneration project which is no longer part of this Committee's remit. The Chairman agreed to seek the views of the Chairman of Performance and Finance Scrutiny Committee regarding the scrutiny of this issue.

35. Date of Next Meeting

The next meeting of the Committee will be held on 11 January 2021 at 10.30am. Probable agenda items include:

- Climate Change Strategy Delivery Plan
- Savings Proposals

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 29 December 2020.

The meeting ended at 3.24 pm

Chairman

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Cllr Andrew Barrett-Miles

Chairman of the Environment and Communities Scrutiny Committee

3 December 2020

Dear Andrew,

Thank-you for your letter dated 4th November 2020, regarding issues raised in the Environment and Communities Scrutiny Committee on the 14th September 2020, in relation to youth services and serious violence. These topics inevitably raise detailed points in a multi-agency environment, and for convenience I have numbered the paragraphs in my reply.

Youth Services

1. Regarding the provision of youth clubs and youth services, West Sussex like many other local authorities is, as you know, under significant financial pressure. As a Council we are addressing the challenges through our Reset and Reboot plans, to ensure we make the very best use of the resources available, understanding the value for money we deliver and focused on our priority outcomes. In relation to youth support the current priority is to have a more targeted focus on pre and post statutory intervention. Alongside, and in common with our partners, we are learning to be more creative in harnessing community and voluntary resources, and I am keen to support conversations within partnerships that both protect and create community assets. Youth support interventions with children and families will be targeted at children at levels 2 and 3 on the Continuum of Need where we can have most impact and will be delivered in a more agile way in communities. In addition to this, youth clubs and services will continue to be provided by partner organisations, accessible for all children, for example, Sussex Clubs for Young People provide a range of youth clubs and youth activities across West Sussex.

Serious Violence & Vulnerable Young People

2. We fully recognise that children looked after and those with special needs are particularly vulnerable groups and sadly there is an over representation of children in care, or with experience of care, in the criminal justice system, both nationally, as reported by the Prison Reform Trust, ("In Care, Out of Trouble") and within West Sussex. Youth justice studies show that the risk in relation to violence is linked to a wide variety of interconnected social issues including child poverty, parental engagement, housing, health and educational attainment, amongst others. It is therefore important that the issue of serious violence is seen in the context of tackling a broad agenda of need. Our approach is directed towards carefully assessing

vulnerability and intervening at an early stage where these factors are present, or children are at risk.

I provide below an outline of the range of more specific interventions in place across the county to address vulnerability to serious violence and associated factors.

Early Help

I have drawn attention above to the importance of preventative services in supporting those at risk of offending. The County Council together with its partners provide a range of Early Help services for young people, accessible by anyone in the community, including the following:

3. **Targeted Family Work:** Family Support Worker led Early Help Plans deliver a targeted intervention through the coordination of a multi-agency team and plan. Work is with the whole family, focused on improving outcomes for children and young people with multiple, complex needs. This includes direct work with children and young people, many of whom are on the cusp of requiring social care intervention or repeatedly coming to the attention of Children's Social Care or the Police. The issues may be entrenched, requiring a longer duration of intervention.
4. **Domestic Abuse:** The Domestic Abuse and Sexual Violence Service continues to provide support to victims at high risk who are experiencing abuse. This includes work with young people over 13 years who are referred directly. The Independent Sexual Violence Advisors work with young people 13 years and above to provide long term support to victims of sexual assault outside of intimate relationships. The current delivery method is a mix of face to face and virtual contact.
www.westsussex.gov.uk/domesticabuse
5. **Youth Emotional Support (YES):** YES supports young people experiencing mental and emotional health issues that include anxiety, low mood, suicidal ideation and plans, significant harming behaviour, Obsessive-Compulsive Disorder (OCD) behaviours and issues around eating. Interventions are based upon the goals the young person has identified and focus on resourcing, equipping and empowering the young person. The service can be accessed by self-referral online, a group offer and resource packs are also available. www.westsussex.gov.uk/YES
6. **Young Carers:** The Young Carers (Family) Service continues to provide a whole family approach to supporting Young Carers (0-17) who have a caring role due to a long-term health issue or disability in their family. Online group activities are currently being developed and will be promoted to Young Carers registered with our service later in the autumn term. Transition groups, "My Futures" support young carers who are approaching adulthood and due to COVID-19 are currently running online. For further information - see the [Young Carers Website](#)
7. **Your Space:** Online advice and information for young people relating to health, education, jobs and things to do. [Your Space](#)

8. **Young Parent Pathway and Family Assist:** A pathway of support for young parents and access to online advice and information on pregnancy and the early stages of a child's life. www.westsussex.gov.uk/familyassist
9. **Youth Homeless Prevention Team:** Advice and support for 16/17-year olds at risk of becoming homeless. This includes prevention and assessment.

Safer West Sussex Partnership

10. In respect of serious violence, the Safer West Sussex Partnership brings together community safety partnerships and key agencies to provide a coordinated approach to reducing crime and anti-social behaviour. The partnership has agreed 3 key priorities based on profiled risk and vulnerability factors. The three key priorities are:
 - i. Working together to support children and young people to remain safe in school and to reduce exclusions in all schools, including special schools and the Alternative Provision College.
 - ii. Developing engagement opportunities and platforms with young people, with communities disproportionately affected by violence and exploitation, and with the wider community so feedback is listened to, to help shape responses.
 - iii. Working together to reduce the risk of serious violence among young Black, Asian and Minority Ethnic (BAME) victims and perpetrators, by understanding the causes, indicators and influences. The Violence Reduction Unit and the West Sussex Youth Management Board will work in collaboration with key stakeholders to develop a focused operational plan to reduce the disproportional representation of young black and minority ethnic young people exposed to serious violence and exploitation.
11. An action plan has been developed setting out a range of services and interventions being delivered to children and young people where violent crime or concerns have been identified. Community engagement and co-production with children and young people are at the heart of this approach. This is delivered through the Youth Justice Service, National Probation Service and Districts and Boroughs. For example, one programme provides mentoring services within the school environment to young people at risk of violence who are transitioning from Year 6 to Year 7.
12. A further mentoring programme is provided to children and young people at Littlehampton Alternative Provision College where children are being identified to return to mainstream education.

Youth Justice Service

13. The Youth Justice Service (a multi-agency team working together to prevent youth crime) has had a particular focus on children in care who have committed violent crime, reviewing case histories to identify learning and improve practice. Where an offending young person is care experienced, the Initial Assessment Team in the Youth Justice Service will consider the child's

history and status when they make a recommendation to the court. The Youth Justice Service also uses trauma informed practice and restorative interventions to support better outcomes for children and young people.

14. The Youth Justice Plan sets out the priorities for the Youth Justice Service for the next 3 years. Six priority areas are identified in the plan that focus on intervention, including an action to understand and address disproportionality in relation to children in our care or those who are care experienced, as well as children with special needs and from Black and Asian Minority Ethnic groups. The following actions are being taken forward within the service:

- Continue to monitor and analyse the BAME, CLA and SEND cohort to ensure service delivery is appropriate and responsive;
- Continue to develop and align working practices, assessment and interventions with children in our care and all children known to Children's Social Care;
- Improve outcomes for children with special educational needs and disability open to the Youth Justice Service, ensuring individual interventions reflect individual need.

15. To provide examples of relevant projects in this area, the Youth Justice Service accessed funding to provide an AudioActive music programme to 9 children. This programme is focused on high risk young people who have or are likely to commit a violent offence or knife crime. Angling for Education is a further bespoke programme that provides 3 placements to young people who are at risk of violence within the community. Lodge Hill provides 12 sessions of enhanced outdoor activities for young people who are involved in violent crime, as well as 4 placements to children on the foundation programme. The Youth Justice Service also creates individual intervention plans for young people focused on the reduction of violent behaviour and knife crime.

Children's Residential Homes

16. Our children's residential homes also play an important role in supporting children and young people at risk of offending and residential workers have developed close working relationships with local police and youth offending services focused on prevention. Staff have adopted strengths-based approaches, building strong and trusting relationships with young people, promoting their social and emotional development to effect changes in behaviour. Where a vulnerability is identified in respect of violence and knife crime the Missing Exploitation Operational Group will review the child's safety plan and where appropriate nominate young people for further specialist support, for example, provided by the Council's Complex High Risk Adolescents Team or Barnardo's.

Conclusion

I hope this response is helpful and assures you of the priority given and work being undertaken in relation to tackling serious violence, and the services available for children and young people. Should you wish to discuss this further,

Collette Visagie, Service Lead can be contacted via email:
collette.visagie@westsussex.gov.uk or telephone: 0330222 7312.

Yours sincerely

A handwritten signature in black ink that reads "JRussell". The signature is written in a cursive, slightly slanted style.

Cllr Jacquie Russell
Cabinet Member for Children and Young People
West Sussex County Council

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Cabinet Member Responses

Response from Cabinet Member for Environment – Mrs Deborah Urquhart		
Agenda item	Environment & Communities Scrutiny Committee recommendations (18 November 2020)	Response
West Sussex Tree Plan	1. Welcomed the Plan and acknowledged that it was needed.	
	2. Requested that hedgerows are included.	A reference is made in paragraph 2.10 to the importance of hedgerows in providing links between areas of woodland, urban parks, and gardens, thereby creating additional habitat space and allowing wildlife to move freely in and out of urban areas. However, by definition, hedgerows are lines of closely spaced shrubs and, in some but not all cases, trees. Therefore, it is not appropriate to address hedgerow protection through the Plan.
	3. Requested that UK tree stock is used to reduce the risk of bringing in pathogens and to support the UK economy.	A reference to using native tree stock has been added to paragraph 4.21. This important matter, which links to Objectives 2, 3 and 4, will also be addressed by the Operational Tree Policy.
	4. Noted the programme for dealing with Ash Dieback and welcomed that funding is in next years' budget	Noted.
	5. Requested that members have a briefing note on Ash Dieback, when the information becomes available	Noted - Director of Highways, Transport and Planning to action.
	6. Asked whether we had adequate resources to implement the plan and encouraged the Cabinet	The issue of funding is addressed in Section 7 of the Plan, which includes seeking external sources of funding and generating additional income to deliver the Plan.

Cabinet Member Responses

	Member to pursue available funding.	
	7. Supports setting up of the Forum and requested that some members of the Committee are members of the Forum. Would also like the Forum members to report back to this Committee.	Noted and agreed.
	8. Need to work with the local planning authorities including the National Park as planning decisions could be in conflict with the Tree Plan.	The impact of new development on trees will be a key matter for discussion with the other planning authorities through the Forum.
	9. Stated that it is important to get the survey and mapping done to allow for serious dialogue on protection and future developments.	Noted.
	10. Through the work of the Forum, requested that drainage issues, impact of tree roots on structures, and the role of TPO's are considered on council trees.	Drainage and the other technical matters will be addressed through the Operational Tree Policy. Governance relating to TPOs will be a matter for discussion with the other planning authorities through the Forum.
	11. Requested that the Donate a Tree scheme is better publicised, and that the Cabinet Member satisfies herself that charges were appropriate.	Noted as an action for Local Highway Operations.

Cabinet Member Responses

	12.Supported the idea of a leaflet/information sheet for members of the public who wish to plant trees	One of the key actions under Objective 5 is to support local communities and individuals by using our website to direct them to guidance and best practice, including in relation to the planting of new trees.
Response from Cabinet Member for Highways and Infrastructure – Mr Roger Elkins		
Agenda item	Environment & Communities Scrutiny Committee recommendations (18 November 2020)	Response
Call-in Emergency Active Travel Fund Cycle Lane Scheme in Chichester (HI10 20/21)	Rejects the call-in of the Emergency Active Travel Fund Cycle Scheme in Chichester but requested that the Cabinet Member considers the closeness of the vote before confirming his decision.	The Cabinet Member has carefully considered all of the available information, including the call-in reasons and the comments made at the committee meeting. The decision came into effect on 18 November 2020.
Call -in Emergency Active Travel Fund Cycle Lane Scheme A270 Upper Shoreham Road (HI11 20/21)	Supports the call-in of the Emergency Active Travel Fund Cycle Scheme A270 Upper Shoreham Road and asks the Cabinet Member to reconsider his decision.	<p>The Cabinet Member has carefully considered all of the available information, including the call-in reasons and the comments made at the committee meeting. The Cabinet Member is also aware that the majority of comments received by the County Council (via the on-line survey and correspondence) were opposed to the scheme due to loss of parking, safety and lack of consultation though he recognises that the positive comments have been the highest for any of the county's emergency schemes.</p> <p>The scheme constituted significant changes to the highway but there was no time to undertake meaningful engagement with local stakeholders. The Department for Transport set out the funding criteria and the allocated funding on 27 May, and bids had to be submitted by 5 June - eight working days later. This</p>

Cabinet Member Responses

		<p>resulted in an absence of public engagement/feedback and compromises in terms of the design, assessment and impact criteria.</p> <p>As an emergency response to a unique set of circumstances the scheme has been a success but the conditions on the network have now changed and public transport options restored. The Cabinet Member has, therefore, confirmed his decision to remove the Shoreham emergency active travel cycle scheme. The date of removal will be confirmed in due course.</p> <p>The County Council is looking to progress a permanent cycle way scheme in Shoreham given the support and enthusiasm shown for a scheme through the 'pop-up' cycle way process. Any scheme in the town would be redesigned to make sure it is suitable as a permanent scheme. If taken forward as a priority for the County Council this would be subject to the Department for Transport agreeing additional investment as well as full and thorough consultation with the public and engagement with all relevant stakeholders. If agreed by the Department of Transport, this scheme would be added to the Tranche 2 cycle way work which will see permanent cycling improvements across the county.</p>
Response from Cabinet Member for Highways and Infrastructure – Mr Roger Elkins		
Agenda item	Environment & Communities Scrutiny Committee recommendations (18 November 2020)	Response
Cycling & Walking Strategy	1. Was supportive of the approach being taken and that lessons have been learned particularly regarding	<i>The Cabinet Member for Highways and Infrastructure welcomes the committee's comments in particular those in respect of better communication and consultation. The Committee will be interested to know that a revised strategic communication plan</i>

Cabinet Member Responses

	<p>better communication and consultation.</p> <ol style="list-style-type: none"> 2. Would hope that the Strategy will include linking up some of the piecemeal cycling infrastructure that is already in place. 3. Would like the Strategy to include public education to persuade cyclists to use the cycle paths already provided. 4. Would like to see local councillors involved in the Local Cycling and Walking Infrastructure Plans (LCWIP). 5. Would like the opportunity to review the criteria for prioritising potential schemes and the resources required and whether the resourcing would cause other projects to drop off the list. 	<p><i>that will be applied to all larger cycling schemes has been published on the WSCC website and can be found at:</i></p> <p>https://www.westsussex.gov.uk/media/15053/active_travel_fund_consultation_plan.pdf</p> <p><i>The development of the revised walking and cycling strategy will achieve a number of outcomes:</i></p> <ul style="list-style-type: none"> • <i>Bring together and prioritising those larger schemes identified as part of the Local Cycling and Walking Infrastructure Plans (LCWIPs) currently being developed by WSCC, the District and Borough Councils and the National Park Authority. The Government has said that any future bids for schemes under the active travel fund will need to have been subject to the LCWIP process and an appropriate business case.</i> • <i>Use the suggested scheme ideas within the existing strategy as the basis for schemes that gap fill / link parts of the existing cycling network.</i> • <i>Inform our response to development management.</i> • <i>Determine a revised method of prioritisation between schemes.</i> • <i>Determine the degree to which public engagement, education and training forms part of our approach to scheme development. For the larger schemes where government funding is sought this is a pre-requisite.</i> <p><i>The Walking and Cycling Task and Finish Group will assist in the development of the revised strategy which will be subject to full consultation with members, key stakeholders and the general public as part of our approach to communication and engagement. It is intended that the revised strategy will be brought before the Committee as part of this consultation.</i></p>
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Achieving Net Zero Carbon by 2030
West Sussex County Council's Carbon
Management Plan



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1. Introduction

The 2018 report from the United Nations Intergovernmental Panel on Climate Change concluded that without substantial efforts to curb greenhouse gas emissions over the next decade we are likely to face severe, widespread, and irreversible impacts on societies. Human activity has already led to 1°C of global warming from pre-industrial levels, which is resulting in damaging impacts on lives, infrastructure and ecosystems that are apparent today. As a result, we need to both mitigate and adapt to climate change

The predicted impacts of climate change in West Sussex include more frequent and intense flooding, drought, episodes of extreme heat and stormier conditions. These impacts are expected to lead to an increase in heat-related deaths, particularly amongst the elderly, damage to essential infrastructure, reduced availability of drinking water, increased cost of food, disruption to supply chains and service provision, sea level rises, greater coastal erosion and impact on coastal habitats and wetlands. Today, we are already seeing some of these changes.

This plan focuses on our plans to mitigate climate change. The Climate Change Strategy and Delivery Plan sets out how we plan to adapt to a changing climate.

In April 2019, Council acknowledged the threat of climate change and passed a motion pledging to try to reach net zero carbon emissions by 2030. As part of this commitment we have developed this plan to set out the baseline of our own carbon emissions and identify the key actions and intervention measures required to meet this commitment.

The plan is based on a long record of work to reduce our emissions. We were one of the first local authorities to set a carbon reduction target, and in 2011 pledged to reduce our emissions by 50%.

We introduced a corporate wide energy and water management programme that assessed the energy performance of our estate, identifying areas where we could improve efficiency and operating costs. We rolled out comprehensive programmes to improve our building management systems, improve insulation and upgrade lighting both in our own buildings but also in street lights across the County.

We have also invested in renewable energy, both in on-site locations such as administration hubs and libraries, but also making significant investment on off-site renewables including two operational solar farms.

As result of this work, and a general reduction in the size of our corporate estate we have successfully reduced our corporate carbon emissions by 51% (as of 19/20). Despite these successes we understand that we need to lead by example and do more, faster. This plan acknowledges this.

We have widened the range of assets included “in scope”. Emissions, from additional areas of responsibility such as our school estate are now included. We have also greatly accelerated the pace of delivery to ensure we can meet our new net zero target.

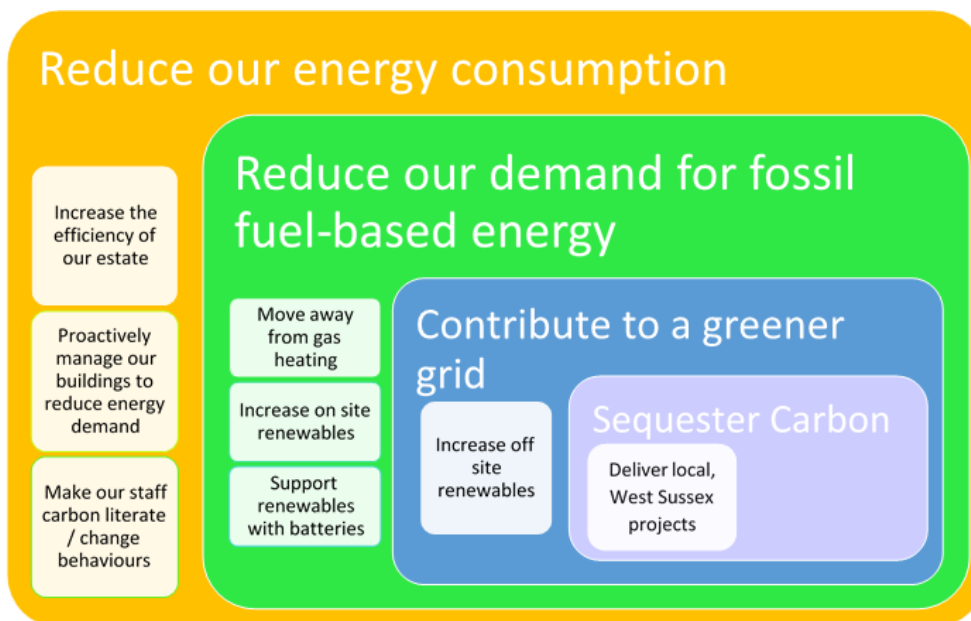
This plan is therefore not a starting point but nor is it definitive and comprehensive in defining all future action. It concentrates on those emissions we can measure and have direct control over. In time, as our ability to measure and quantify emissions in wider areas of activity increase, so will the scope of our strategic approach.

2. Carbon Management Strategy

2.1. Principles for action

There are four core principles which underpin the actions within this plan and are critical to our successful delivery of the goal of us mitigating climate change. These principles, which echo the established energy hierarchy, should be considered as an overarching hierarchy for action, and will set the direction for future work, and determine which actions are bought forward first.

The principles are set out in the following diagram, and then more fully explained in the text below:



1. Reduce our overall energy consumption

The most effective and simplest action to reduce our carbon emissions is to be to reduce our energy consumption.

Not only will this save us carbon, but also generate revenue savings from a reduction in our energy bills.

There are 3 ways we can achieve this:

- a. Increase the efficiency of our estate

When applying this principle, we will seek to tackle the least efficient first.

- b. Proactively manage our buildings to reduce energy demand
- c. Train staff to be carbon literate so they change their behaviours



2. Reduce our demand for fossil fuel based energy

a. Move away from gas heating

Decarbonising heating will be one of the key challenges we have to overcome to meet our net carbon zero target. Conversion of the existing gas network to hydrogen, or green gas is not considered likely to occur within our 2030 timeframe, (although a wider UK Government strategy for heat is expected this year). Reducing our gas demand will be key to achieving our target.

b. Increase on site renewables

Moving away from gas for our heating, and also a shift towards electric for our transport will mean an increase in our reliance on electricity. Although decarbonisation of the national electricity grid has increased rapidly in recent years, with 2019 being the first year that renewable energy sources provided more electricity to UK homes and businesses than fossil fuels, the electricity grid is not predicted to be 100% renewable, and net carbon zero by 2030.

Generating renewable energy on site will not only help us reach our target, but will also help us reduce our operating costs over the longer term.

c. Support renewables with batteries

Much of our power demand will inevitably take place when renewable sources cannot be guaranteed (during the evening, or on cloudy days). Batteries can help us maximise the use of energy that we generate ourselves, and save money by reducing the amount of energy we have to buy from the grid.

With the added option of selling excess energy back to the National Grid, combining solar panel installations with battery storage also has the potential to generate revenue, and contribute to our third principle

3. Contribute to a greener grid

a. Increase off-site renewables

As buildings and vehicles switch away from the use of fossil fuels and towards electricity, it becomes increasingly important to ensure that electricity is supplied from renewable sources. This is important for several reasons, including reducing pressure on grid infrastructure, ensuring security of supply, and protecting West Sussex consumers from rising electricity prices.

Contributing to a greener grid through our continued investment in solar farms will also help us to reduce the carbon associated with any electricity we buy from the grid.

Using off site renewables to offset our emissions

It's widely recognised that emissions should be reduced as much as possible before any residual emissions are compensated using off-setting, and the Tyndall Centre in their Carbon Budget Tool for local authorities advise against using offsetting in setting carbon budgets.

We anticipate that the actions we take to implement the first three principles will leave a limited amount of carbon to offset, but we do have the option of purchasing any energy we generate on off-



site renewables through a power purchase agreement, enabling us to use energy we have generated to offset our emissions.

At this time, we will continue to seek to maximise the value we can accrue from the energy we generate, which is likely to mean selling the energy back to the Grid. However, we acknowledge that we need to take a pragmatic approach, and as Power Purchasing Agreements are a rapidly evolving area we may take a different approach in future.

- 4. Take positive action to sequester carbon in the natural environment
 - a. Investing in local projects that also deliver wider social and environmental benefits

As stated above, our preference is not to rely on offsetting to achieve our target but to reduce our emissions so that offsetting is only required for a small proportion of our emissions.

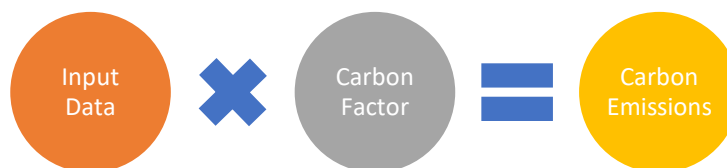
When considering offsetting projects, we want to secure the widest benefit for West Sussex.

We are a member of the Sussex Local Nature Partnership Board and are currently working with them to explore land use sequestration and the opportunity to invest in local natural capital projects to realise multiple benefits.

Our Environment and Climate Change strategy sets out how we will interact with this Partnership, and we will continue to explore how we can accurately capture the carbon impact of any projects we are involved in.

2.2. Methodology

The carbon footprint has been built from numerous data sources, with a specified calculation methodology applied to each.



We have and will continue to use the UK Government GHG Conversion Factors for Company Reporting, which are issued jointly by the Department for Business, Energy and Industrial Strategy and the Department for Rural Affairs.

To establish the baseline, conversion factors for 2010/11 were used except for the conversion factor for sewerage, where data was not available, and the 2011/12 conversion factor was used.

Conversion factors will be updated annually in August, following the release of new data sets from UK Government.



If at any future point in time, additional data becomes available to us, we will include this within our reporting, but we must ensure that only robust data which is derived from an accurate and credible source is used to support our emissions calculations. If the quality of data deteriorates over time; or if it becomes unavailable, it will be reviewed, and a decision made on whether to exclude it from the baseline and future emissions targets.

Where possible emissions will be reported on a quarterly basis over the course of each financial year (April – March). A commentary to explain the data and provide an indication of progress on specific project elements will also be provided.

Where emissions data is not available on this frequency, then data will be reported annually, but a commentary with qualitative data will be provided on a quarterly basis.

3. Our carbon emissions

3.1. Our target

The Council will achieve net zero carbon emissions across our own estate by 2030.

3.2. Scope

The scope of the County Council's carbon reporting includes areas where carbon emissions are significant, where there is the ability to control and direct influence to deliver change, and where there is robust data to demonstrate progress.

This includes the:

- School estate
- Corporate estate
- Energy for Street Lights, Traffic Lights and Signs
- Business Transport

Across these areas of our operations emissions relating to the following sources have been included:

- Power (Electricity)
- Heat (Gas, Oil and Propane)
- Water (Water and Sewerage)
- Mileage

School Estate

All maintained schools and academies in the County have the option of making use of the County Council's Energy Purchasing and Management Service. This includes nursery, primary, special, secondary and colleges.



Currently 74% of maintained schools and academies have entered into a Service Level Agreement (SLA) with the County Council to receive this service.

The County Council has visibility of all the utility bills for the schools that use the service, but not for any schools outside of the SLA. Therefore, the scope includes all schools within the SLA.

Managing future changes

If the schools using the SLA change, the baseline will be adjusted to reflect these changes.

If new schools join the SLA and there is no historic data, the schools usage will be added to the carbon footprint at the time they join, and this will be explained in the appropriate year's commentary.

Corporate Estate

All buildings which we operate council services from, or which we lease, but retain responsibility for the bill management and payment are included within the scope.

This includes:

- Administration Buildings
- Adults Services Buildings
- Caravan Parks including Gypsy and Traveller sites
- Children's Services Buildings
- Highway Depots
- Fire Stations
- Children and Family Centres
- Youth Centres
- Landfill Sites
- Libraries and Records
- Leased buildings where we retain responsibility for bill management and payment

Managing future changes

If the corporate estate changes during the reporting period new emissions will be added or removed at that point. The baseline will not be adjusted. Any changes will be explained in the appropriate year's commentary.

Street Lights, Traffic Lights and Signs

Although primarily consisting of the energy to power street lights across the County, this category also includes power to light bridges and subways, operate signs and signals, and to power other fixed highway electrical equipment such as subway pumps.

Managing future changes

If the powered assets across our highway changes during the reporting period new emissions will be added or removed at that point. The baseline will not be adjusted. Any changes will be explained in the appropriate year's commentary.



Business Mileage

Business mileage is made up of data related to:

- Grey Fleet – miles travelled by staff in their own car for council purposes
- Corporate Fleet – miles travelled by staff in allocated and pool cars, buses and minibuses owned by the Council, providing services to residents, and other vehicles such as mobile libraries.

Currently excluded from this baseline is miles undertaken by contractors or suppliers, public transport, air and ferry, and all mileage from the fire fleet, including operational fire vehicles, and all other wider fire fleet vehicles required and used to perform their operational duties.

Managing future changes

Due to the introduction of new systems we will have access to new data in relation to business travel during the reporting period. A new public transport booking system now provides access to information to mileage for journeys made by train, bus or plane.

From April 2020 we will also be implementing a new system to record the fire fleet mileage.

It will not be possible to add this data to the baseline year, but qualitative data will be reported from 2020/21 onwards.

Renewables

Renewable generation will be reported alongside our carbon emissions.

Where the County Council has solar panels on a County Council owned and used building, energy is directly taken and used from this renewable source. This reduces the overall grid energy consumed, and therefore the Council sees a reduction in carbon emissions

For renewables generated on non-operational sites (solar farms), or on sites not owned and operated by the us, energy goes into the grid, and does not make a direct impact on our carbon emissions as currently reported.

We will report the amount of renewable energy generated across all our assets alongside our carbon emissions.

Out of scope

Emissions from the following sources are excluded from reporting due to lack of data, and based on benchmarking with comparable organisations they are also unlikely to be significant:

- Commuting
- Disposal of waste from county buildings

Emissions from procured goods and services however are likely to be significant, but we lack the data to include emissions within the report. Therefore, we will report on a qualitative basis, any actions that have been taken by WSCC to achieve carbon reductions against these areas.



Data Ownership and Management

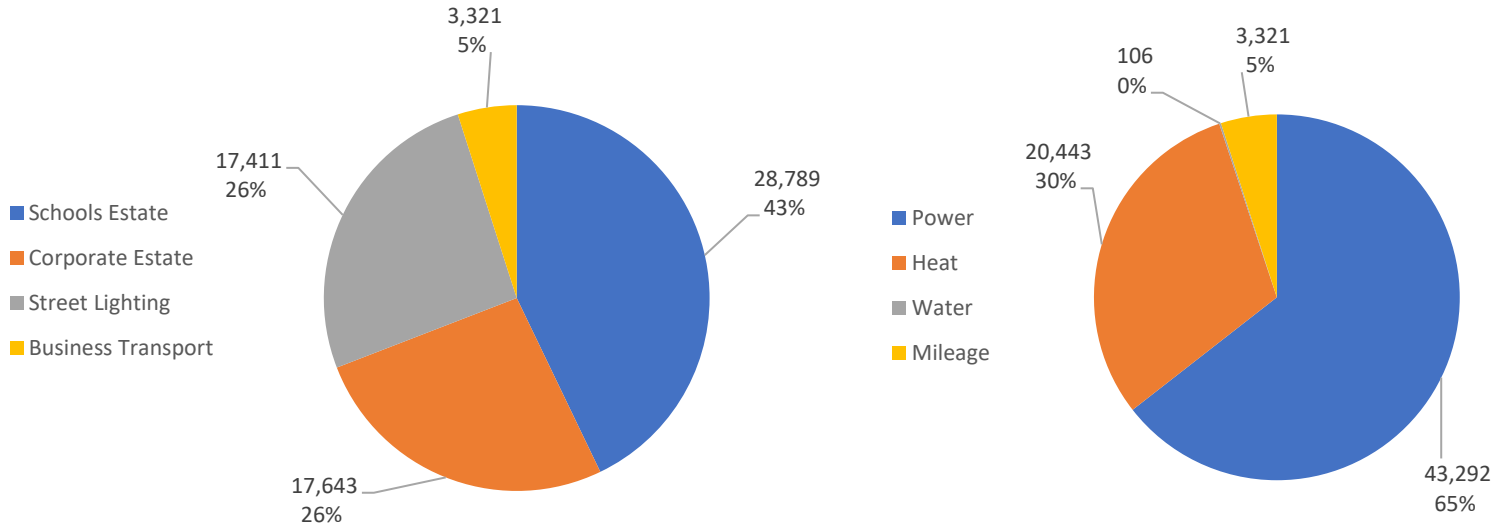
Element	Data Type	WSCC Source	Frequency of collection	Responsible Team
Built Estate	Billing Data (Gas and Electricity: kWh Water: m3)	Utility consumption data and costs	Monthly with one month's lag	Energy
Street Lighting	Largely unmetered supply so usage is estimated by inventory and usage pattern (kWh)	Street Lighting Supplier	Quarterly	Traffic Signals and Street Lighting
Fleet	Distance and mode of transport (miles)	Mileage collected from MOT records	Annual data (data is recorded on a calendar year but will be reported as if it were a financial year).	Fleet Management
Business Travel	Distance and mode of transport (miles)	Grey Fleet Mileage collected via SAP system	Monthly	SAP
		In future: bus, rail and air and ferry mileage made bookings via our corporate travel hub	Monthly	Procurement and Contract Management
Renewables	Generation Data (kWh)	Generation reports	Monthly	Energy
Procured Goods and Services	Qualitative reporting	Procurement and contract management information from contracts	Quarterly	Procurement and Contract Management



3.3. Baseline

For 2010/11 our baseline is 67,163 tonnes CO₂e

The emissions are attributed across these categories as follows:



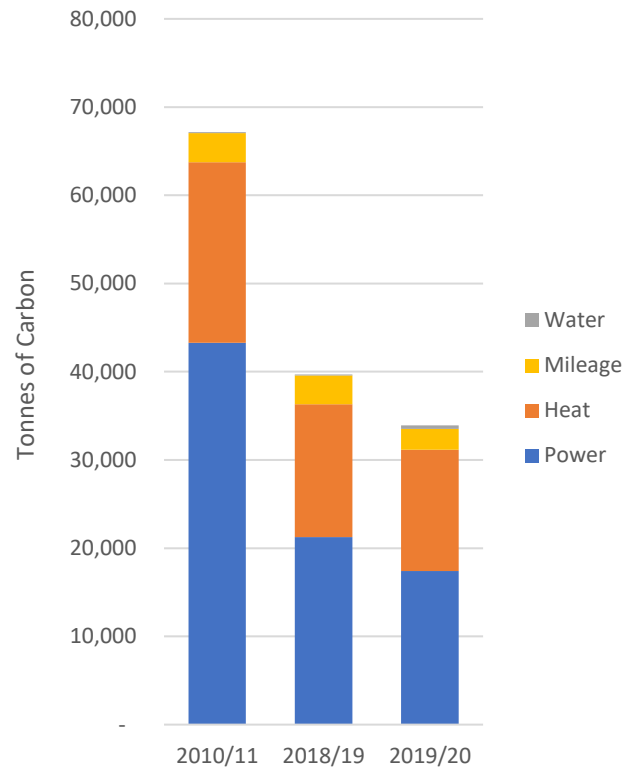
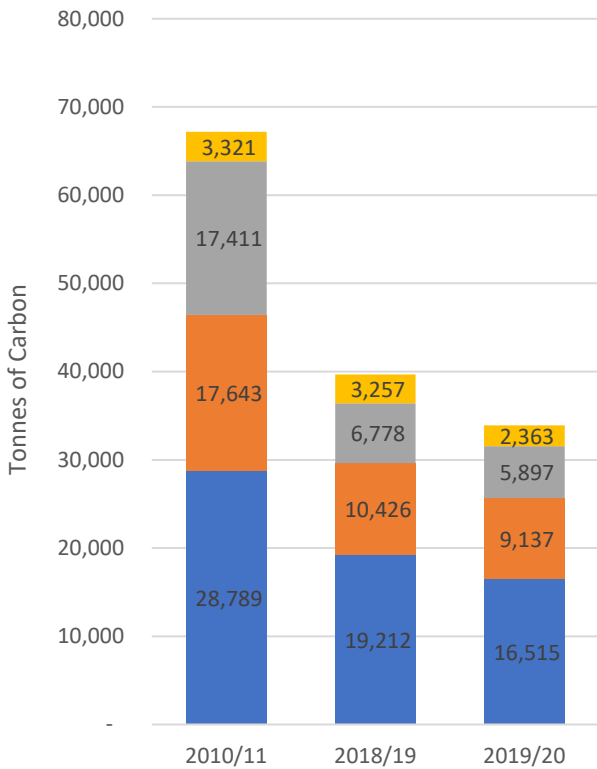
Renewable Energy Generated: 0Kwh
0 tonnes of CO₂e

See Appendix 1 to see the carbon footprint represented as Scopes 1, 2 and 3.



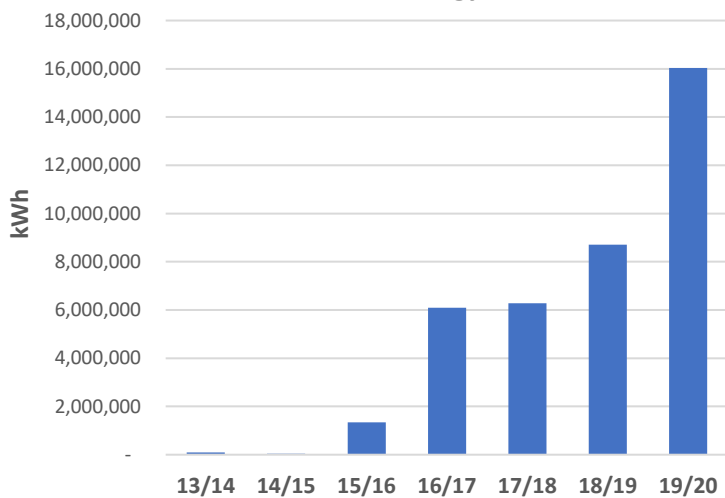
3.4. Progress to date

By the end of 2019/20 our carbon footprint is 33,912 tonnes CO₂e.
This is a **50% reduction on the 2010/11 baseline.**

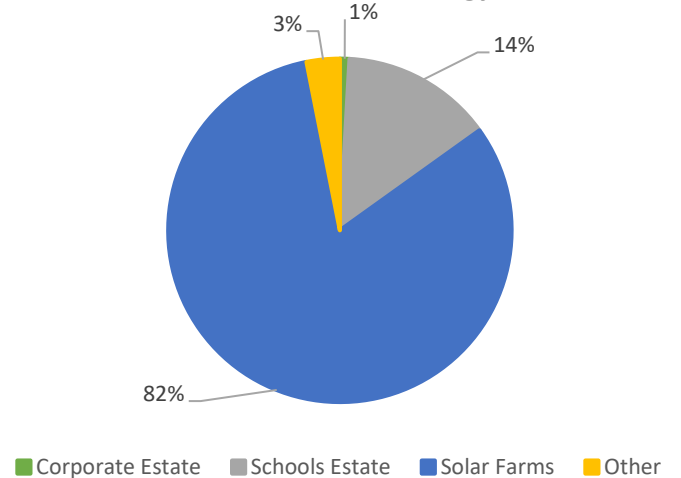


Renewables: 16,035,443 kwh of renewable energy has been generated by WSCC installed solar PV
This is 84% annual increase on the previous year, and is equivalent to 5,355 tonnes of carbon

Total Renewable Energy Generation



Breakdown of Renewable Energy Source





As these figures testify, we have already taken significant action to reduce our emissions. Some particular areas to highlight are:

Incremental estate energy improvement works

The corporate Facilities Management team use their existing maintenance (planned and reactive) programme to replace all defective lighting with LED as standard. The team also specifies above average efficiency boilers when replacing end-of-life equipment. These incremental improvements are undertaken in a 'Business As Usual' setting rather than as a separate project but constrained by the upfront capital costs and potential risks associated with introducing novel technologies in the corporate estate.

'Invest to Save' Energy Capital programme –We have over 10 years' experience of delivering energy efficiency improvements. We have used a government supported scheme delivered by Salix Finance, with technical support from Atkins, to deliver energy efficiency and renewable energy improvements in the public sector. To date we have commissioned £1.3m of works through this scheme.

Renewables

We have two operational solar farms and have installed solar panels on 80 corporate buildings and schools. In addition, 49 schools across the county have funded their own solar installations.

Electric Vehicles

In the spring of 2018 we replaced four of our petrol pool vehicles with four electric cars. In mid-2019 two of the vans used by our couriers were replaced with electric equivalents.

We have installed two fast chargers and one rapid charger at County Hall, Chichester, to support these vehicles

Service Level Agreements to schools & academies

Both Property Services and Energy Services provide 'paid for' Service Level Agreements (SLA) to schools and academies across the county. While the Energy Services SLA provides access to low cost energy tariffs and management information regarding utilities

Procured Goods and Services

We have integrated sustainability criteria, including carbon emissions considerations into our tendering process for many years. Some of our existing contracts include requirements for carbon monitoring and reporting, others will focus on specific elements that generate carbon, for example transport associated with the delivering the contract.

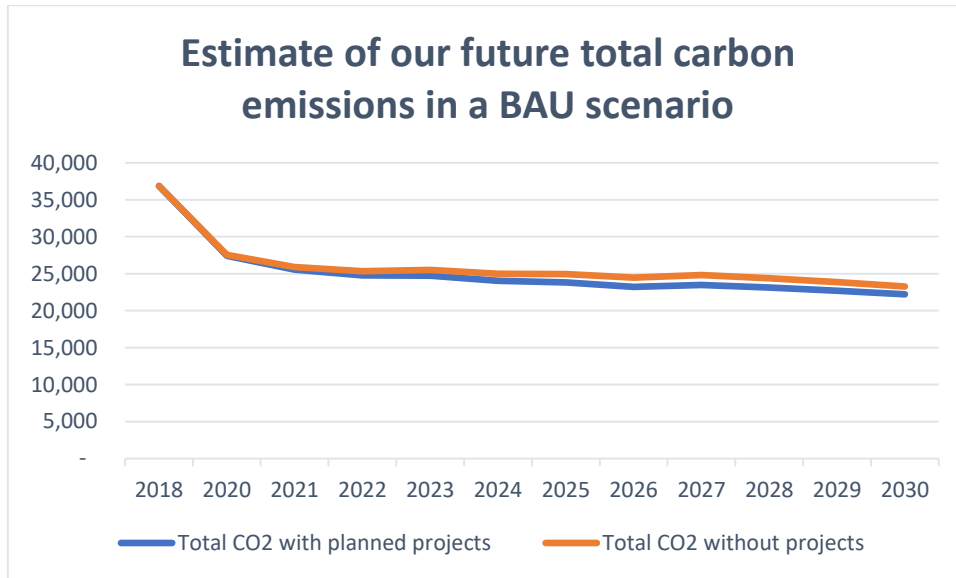
3.5. Projections to 2030

The graph below shows the potential change in carbon emissions that would occur in a business as usual scenario, in which we only deliver projects that already have funding allocated, primarily these consist of SALIX funded energy efficiency schemes, and LED replacement of street lights.

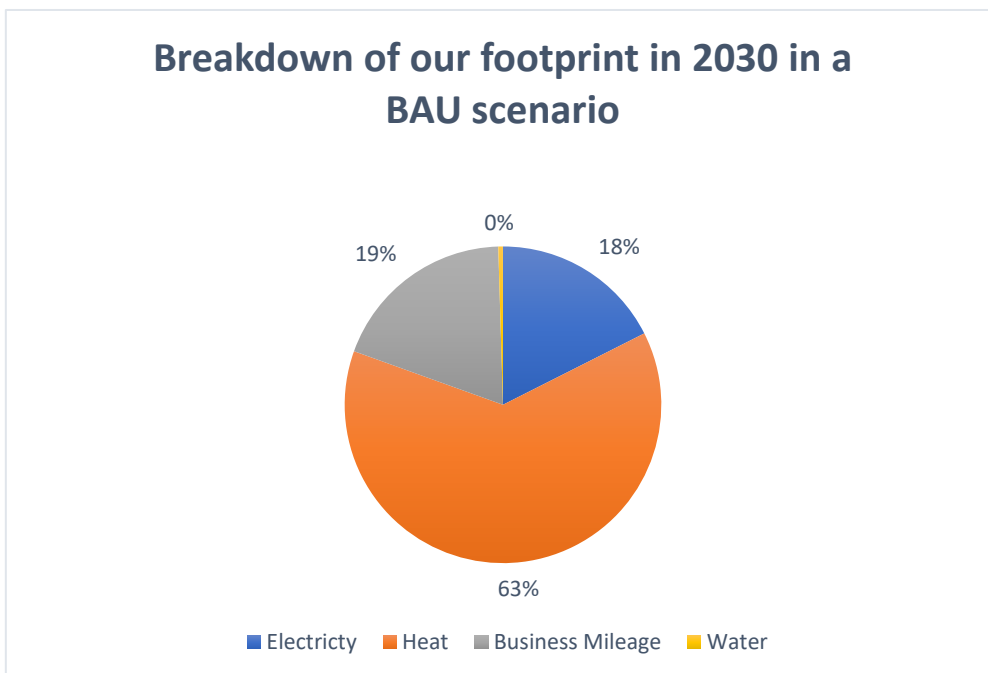
The reduction that this graph shows is primarily driven by Governments commitments and policies to further decarbonise the national electricity grid. If the decarbonisation occurs in line with this



then we can reduce our emissions by 35% without any action from us. However, this level of decrease, particularly in 2020 is a dramatic acceleration on previous decarbonisation factors and we need to be prepared that this rate of predicted change is not achieved. Despite this, all numbers quoted within this report are using these factors when calculating the impact of change.



The predicted changes also are particularly significant when considering what are our primary carbon sources are. The following graph shows the forecast for 2030:





The council therefore needs to achieve a further 22,220 tonnes reduction in the carbon we emit. Under this scenario our projected energy costs are expected to increase by 11% in 2030 (£10,566,000).

Please note: These figures do not include any school expansion programmes or any reduction in our overall asset portfolio, which will change the size of our estate, and impact our carbon emissions accordingly.

4. Carbon Reduction approaches / work packages

4.1. Existing Built Estate

Emissions from our built estate makes up 75% of our emissions. Tackling this is critical to us achieving our target.

Approach Summary

Faithful and Gould completed a desktop analysis of the current WSCC estate to understand the scale of the improvements required to meet WSCC's net zero carbon commitment by 2030. The WSCC asset list was reviewed and segmented into building "archetypes". Utility cost data was reviewed and analysed to derive energy benchmarks for the selected building archetypes.

The principles for action (Page 5) were applied to derive a set of implementation measures. Measures were restricted to established technologies that would improve building fabric and services performance. These are summarised below:

Energy Efficiency	LED lighting
	Loft insulation
	Cavity wall insulation
	Roof insulation
	External wall insulation and replacement windows
	Replace windows
Reduce need for fossil fuels	Hybrid heat pumps
	Heating system controls
	Variable speed pumping
	Building Energy Management Systems
	Renewable Installations (this is explored in greater detail in a separate section)

Hybrid heat pumps involves installing heat pumps and a controller alongside existing gas boilers. The controller operates both the heat pump(s) and boiler(s), with the heat pump(s) serving most of the load.

Heating projects are programmed to follow energy efficiency measures to ensure that any new heating requirement is specified against efficient working environments, and to minimise the upgrade spend required.



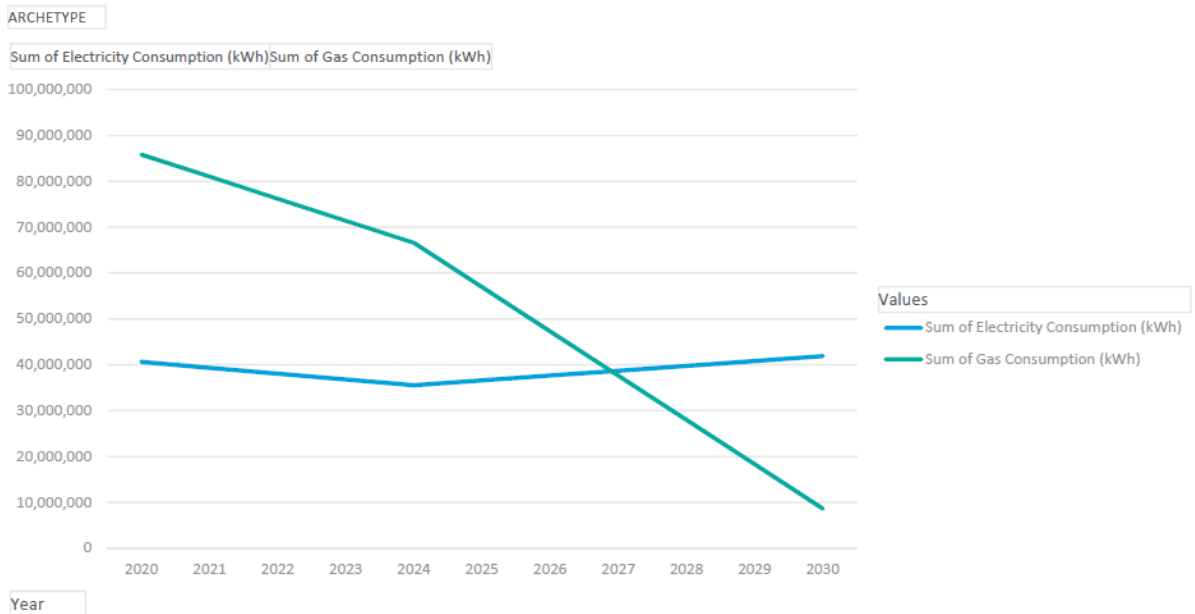
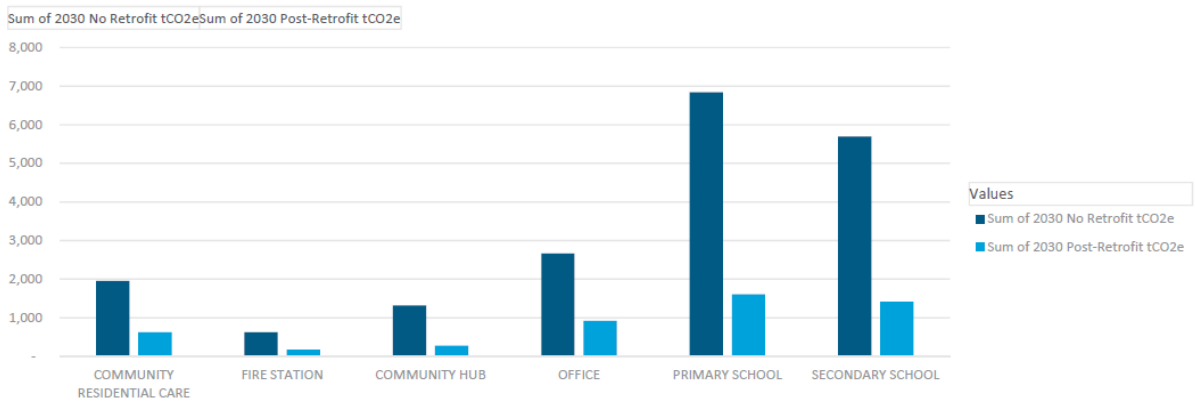
Before investing in any improvements consideration needs to be given on the value of the asset for improvement and the whether a preferable route would be to move our services out of building completely.

Predicted savings

Carbon

Delivering these projects is predicted to achieve a 74% reduction in carbon emissions.

Row Labels	Sum of 2030 No Retrofit tCO2e	Sum of 2030 Post-Retrofit	% Carbon Savings
COMMUNITY RESIDENTIAL CARE	1,957	617	68%
FIRE STATION	617	168	73%
COMMUNITY HUB	1,311	277	79%
OFFICE	2,658	915	66%
PRIMARY SCHOOL	6,834	1,606	76%
SECONDARY SCHOOL	5,697	1,409	75%
Grand Total	19,074	4,992	74%





Actions

1. An Energy Efficiency Programme is developed and rolled out across our estate, with priority and urgency in the first five years of this plan.
2. Hybrid heat pumps or where possible and appropriate heat pumps will be installed in WSCC properties as standard from now, unless more carbon efficient technologies become available, with a wider roll out of “reducing need for fossil fuel” measures in the last five years.
3. A low carbon response to reactive problems is developed as a priority, which fully takes into account of the whole life costs and available financial support initiatives when selecting materials and technology used.
4. Budget is allocated across two budgets:
 - a. Capital building maintenance to upgrade the carbon saving from planned and identified maintenance work.
 - b. A new work stream dedicated to delivery of the carbon implementation measures outline above to ensure a pace of delivery that aligns with our target

This budget is in addition to any current understanding of current and future maintenance requirements.
5. Additional FTE’s are recruited to project manage and deliver this programme.
6. Additional maintenance budget is allocated to ensure that new measures can be maintained at the recommended schedules, ensuring they deliver the savings predicted over their /lifetime.
7. Action will be taken to facilitate improved cross departmental engagement in respect of delivering the Energy Efficiency Programme.
8. We will address the risk that there is likely to be a national shortage of skills and resources available to deliver a programme of this scale, particularly when seen alongside similar ambition and demand from other local authorities and business.
9. Enact provisions within the current water provision contract to deliver better oversight of water use, and delivery of efficiency measures.

4.2. New Build

It is vital we do not invest in technologies now that leave us with a carbon legacy. Ambitious new build targets need to be central to our approach for meeting our target.

Our approach to new build varies whether the building is a school or a corporately owned asset.

Schools

When building and extending schools, WSCC cannot act unilaterally. New schools are largely funded from central government, who also set the standards that they are prepared to pay for. These standards reflect current building regulations and fall short of net carbon zero. Any costs to upgrade to building standards specified by government must be found by either the school or us.

In 2019/20 schools represented 48% of our overall emissions and are a key area for us to tackle.



To date we haven't explored either the likely cost increases, or the revenue impact for the schools of making any additional investment.

Actions

1. Lobby Government to set the standard for schools' design at net carbon zero and provide adequate funding to meet this requirement.
2. For every new project conduct a gap analysis to understand the capital and revenue implications of achieving net carbon zero design and assess how any additional measures could be delivered.
3. Additional maintenance budget is allocated to ensure that the new buildings are maintained to a high build standard, to ensure they deliver the operational energy savings predicted over their lifetime.

Corporate Estate

Although we build relatively few new corporate buildings, history dictates that we operate services from buildings for a long time. The climate motion passed in April acknowledge the role of local authorities to lead the way and committed us to stepping up our efforts. New build corporate estate presents a unique opportunity to do this.

Actions

1. We design and build net carbon zero buildings.
2. We require and analysis whole life costing during the building design process.
3. Set a clear and consistent policy so that the prioritisation of carbon reduction is maintained throughout the building design and build process.
4. Revise our corporate building standards to ensure they reflect and deliver the processes within this plan.
5. Buildings that are currently designed but pre-construction are reviewed to ensure the principles in this plan are applied.
6. Additional maintenance budget is allocated to ensure that the building can be maintained to a high build standard, ensuring they deliver the operational energy savings predicted over their lifetime.

4.3. Street Lighting

In July 2019 the County Council committed to converting 64,000 street lights across the County to LED lamps over the next 6 years. We estimate that this will save over 3,000 tonnes of carbon, reducing the emissions from Highways, Streets and Signs by 61%.

During the delivery phase of the LED lamp project we will seek further ways to deliver savings.

Actions

1. Deliver the programmed LED lamp replacement programme
2. Seek additional ways to reduce demand and emissions.



4.4. Renewables

The primary focus of our work to date to deliver renewable energy has, and we predict will continue to focus on solar PV.

Alternative renewable technologies to solar PV are, on the whole, discounted on the following basis:

- Biomass boilers: air quality considerations in urban areas, additional space required for delivery and storage of fuel, the CCC recommend better uses for biomass e.g. use of timber for manufacture of construction products.
- Solar thermal: maximum hot water generation occurs in the summer period outside of school term dates. Therefore, technology not well matched to use in schools, which represents the largest proportion of WSCC buildings.
- Wind turbines: there are significant planning issues that would need to be overcome which don't make this practical scalable solution on-shore.

We currently run a solar programme to retrofit solar panels across our school and corporate estate, and to deliver solar farm projects on council owned brownfield sites. When this programme of works was agreed, it was seen primarily as a revenue generator and a stipulation was introduced that any scheme, or group of schemes had to be cash positive in year one and will have an internal rate of return of at least 6 %.

To meet the net zero carbon target however increasing the amount of renewable energy that we generate is paramount

To deliver at this scale required there not only needs to sufficient funding, but also a presumption in favour of renewables that significantly reduces or eliminates the current rate of return, recognising that the carbon reduction we can accrue from solar is of significant additional value, and is required to meet the carbon neutral target.

Alongside this project we also need to be ensuring that we maximise the use of any renewable energy we generate through the use of complimentary battery technology systems. We need to be integrating renewables with batteries and other SMART control systems, having a whole systems approach to delivering low carbon implementation measures.

Actions

1. We adopt a presumption in favour of renewables and batteries across our whole estate, integrating these technologies as standard in all relatable capital projects.
2. The current required rate of return threshold for solar projects is revised.
3. An additional budget is allocated and ring fenced to deliver solar projects.
4. Our building design process takes a whole system approach to low carbon technologies.
5. Additional FTE's are recruited to plan and deliver this programme.

4.5. Utilities Management

Delivering the principles and actions outlined above will mean an ever increasing reliance on electricity as our sole power source. Electricity is already more expensive than gas to buy, and we predict that electric will rise by 5.3% next year, then 2.6% for each year thereafter.



To protect us from any future exposure to cost it is essential that we remain proactive in our approach to utility purchasing to secure the very best rates that we can.

We also need not to be constrained by the work packages set out in this plan today. The energy sector, particularly at the moment, is experiencing rapid and significant innovation, and we need to continue to be aware of, testing and benefiting from any new advances made.

Actions

1. Proactively manage utility purchasing to reduce the Council's exposure to risk
2. Look for innovative solutions to help us reach our target.
3. Utility cost guidance for prospective projects, where able, will account for anticipated future changes in non-commodity rates to support whole life cost analysis.

4.6. Our Fleet

Although emissions from our fleet currently represent only a small proportion of our entire emissions, as we gain better data and include the fire fleet and public transport into the calculations, transport will make up a larger proportion of our footprint. Therefore, it is important that we take action to address these emissions if we are to meet our net carbon zero target.

Our Electric Vehicle Strategy already commits us to develop a phased fleet transition plan to move our fleet to electric in line with the ambition of at least 70% of all new registered cars in the County are electric by 2030.

It is likely that due to the nature of our fleet, with several specialist, heavy duty vehicles particularly in our fire fleet, that electric is unlikely to provide a viable option within the timeframe. For these vehicles, we will explore alternative fuels.

Actions

1. Develop and deliver a fleet transition plan to move the Council's fleet to electric.
2. Explore alternative fuels for any vehicles not suitable to transition to electric.

4.7. Staff Transport

Although staff transport, particularly grey mileage has been identified as an area for potential efficiency savings in the past, no project to address this has come forward, and resources that were originally allocated to this were redirected to manage parking programmes.

Actions

1. Review the corporate business travel policy and ensure that low carbon methods of travel are given priority.
2. Ensure there are appropriate mechanisms in place to oversee and if necessary, enforce this policy.



4.8. Training & Staff Awareness

Every member of staff across the Council can contribute to achieving the net carbon zero target. By changing day to day decisions and behaviours we can reduce the amount of energy we consume and the carbon we emit from travel. The impact of simple actions of switching off lights and equipment, choosing to have an online meeting rather than travelling, or walking or taking the train rather than driving can, when done by everyone have a big difference.

We need to ensure that all our staff recognise the opportunity, understand the importance of change, and act to make a difference.

Actions

1. Develop a staff engagement programme that focuses on developing the knowledge and skills of our staff so that they can develop their own actions to reducing carbon emissions.
2. Ensure that this training is part of the essential skills training for all staff.

4.9. Procured Goods and Services

We spend approximately £600 million in the private and voluntary sector. This value of spend presents a significant opportunity and responsibility to influence and catalyse change within our supply chain.

For existing contracts, we need to understand where the carbon currently sits within our supply chain and how this is currently being managed. We need to identify the contracts that have high carbon emissions, and seek continual improvements in areas of high risk.

When conducting new procurements, we will raise the standards that we expect from our suppliers in relation to carbon performance, building in robust criteria to our tender assessment and contract management processes, assigning more importance to this key area when evaluation.

We take a collaborative and pragmatic approach using tools such as performance standards and incentives, supplier development and collaborative problem-solving to work with our current and future suppliers.

Action

1. Conduct a carbon risk assessment on our existing contracts, and seek improvements in areas of high risk
2. Review contract management processes to ensure that we continue to scrutinise the suppliers carbon performance.
3. Review the current criteria for carbon in the procurement process, including reviewing of the weighting assigned to carbon during the evaluation process.

5. Financing Carbon Reduction

We need to develop a realistic and viable funding route to deliver this programme, whilst still funding key services facing the most demand and which serve to protect those most in need.



Historically we have made use of invest to save funds, such as SALIX to support energy efficiency programmes. Although we will continue to do this, the fund available is limited, and would not be sufficient to fund the works set out in this programme.

There are new funding streams becoming available, in particular Climate Finance¹, which may offer a funding route, but we also must accept that we will need to invest our own capital funds.

In practice this will mean that we deliver fewer, but better projects.

Action

1. Develop a funding solution to support the workstreams outlined in the programme.
2. Ensure funding solutions available are fully understood and considered for projects under the capital programme.

6. Reporting

We will publish a full public report outlining the progress made against our net carbon zero target on an annual basis. The key performance indicator will be total tonnes of carbon.

We will publish quarterly update reports highlighting particular achievements against work packages.

7. Governance

Establishing a strong and robust governance framework to this work is another critical success factor.

The scale and magnitude of the change required to deliver this target means that overall responsibility needs to sit at the Executive Leadership Team level or above. However, a variety of key services need to own and drive forward this agenda.

Existing Governance Arrangements

Within the Council there are robust governance arrangements, both at an officer and member level, to oversee both key decisions, but also significant actions for example, procurement and capital expenditure.

These existing mechanisms present an opportunity to ensure that alignment with the ambition and actions within this plan are being realised.

Action

1. A Climate Change Board will be established to oversee the delivery of this management plan, and actions.
2. Ensure that existing governance arrangements ask for and provide an opportunity to scrutinise net carbon zero ambitions

¹ Climate Finance refers to local, national or transnational financing, drawn from public, private and alternative sources of financing, that seeks to support mitigation and adaptation actions that will address climate change.

8. SUMMARY OF ACTIONS

	Action	Additional Resource Requirement	Predicted Impact on our Carbon Emissions
Existing Estate			
1	An Energy Efficiency Programme is rolled out across our estate with priority and urgency in the first five years of this plan.	HIGH	HIGH
2	Hybrid heat pumps or where possible and appropriate heat pumps will be installed in WSCC properties as standard from now, unless more carbon efficient technologies become available, with a wider roll out of “reducing need for fossil fuel” measures in the last five years.	HIGH	HIGH
3	A low carbon response to reactive problems is developed as a priority, which fully takes into account of the whole life costs and available financial support initiatives when selecting materials and technology used.	LOW	MEDIUM
4	Additional FTE’s are recruited to project manage and deliver this programme.	MEDIUM	HIGH
5	Additional maintenance budget is allocated to ensure that new measures can be maintained at the recommended schedules to ensure they deliver the savings predicted over their lifetime.	MEDIUM	MEDIUM
6	Action will be taken to facilitate improved cross departmental engagement in respect of delivering the Energy Efficiency Programme.	LOW	MEDIUM
7	We will address the risk that there is likely to be a national shortage of skills and resources available to deliver a programme of this scale, particularly when seen alongside similar ambition and demand from other local authorities and business.	unknown	MEDIUM
8	Enact provisions within the current water provision contract to deliver better oversight of water use, and delivery of efficiency measures	LOW	LOW
New Build Schools			
9	Lobby Government to set the standard for schools’ design at net carbon zero and provide adequate funding to meet this requirement.	LOW	HIGH

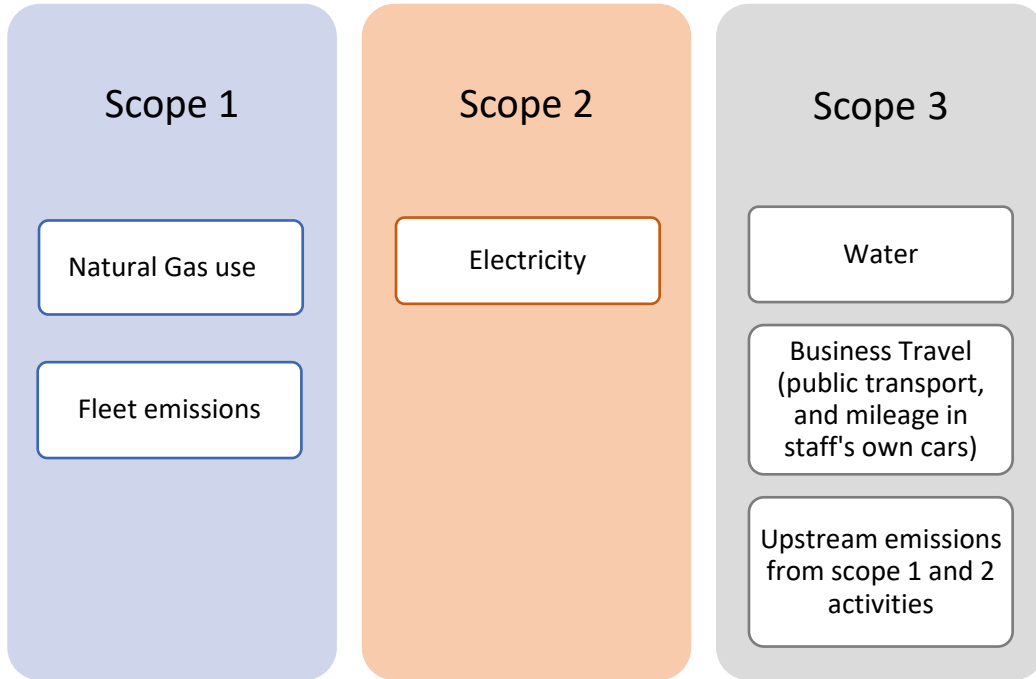
10	For every new project conduct a gap analysis to understand the capital and revenue implications of achieving net carbon zero design and assess how any additional measures could be delivered.	LOW	MEDIUM
11	Additional maintenance budget is allocated to ensure that the new buildings are maintained to a high build standard, to ensure they deliver the operational energy savings predicted over their lifetime.	MEDIUM	MEDIUM
New Build Corporate			
12	We design and build net carbon zero buildings.	MEDIUM	MEDIUM
13	We require and analysis whole life costing during the building design process.	LOW	MEDIUM
14	Set a clear and consistent policy so that the prioritisation of carbon reduction is maintained throughout the building design and build process.	LOW	MEDIUM
15	Revise our corporate building standards to ensure they reflect and deliver the processes within this plan.	LOW	MEDIUM
16	Buildings that are currently designed but pre-construction are reviewed to ensure the principles in this plan are applied.	MEDIUM	MEDIUM
17	Additional maintenance budget is allocated to ensure that the building can be maintained to a high build standard, to ensure they deliver the operational energy savings predicted over their lifetime.	MEDIUM	MEDIUM
Street Lighting			
18	Deliver the programmed LED lamp replacement programme	LOW	MEDIUM
19	Seek additional ways to reduce demand and emissions.	LOW	unknown
Renewables			
20	We adopt a presumption in favour of renewables and batteries across our whole estate, integrating these technologies as standard in all relatable capital projects.	HIGH	HIGH
21	Our building design process takes a whole system approach to low carbon technologies.	LOW	MEDIUM
22	Additional FTE's are recruited to plan and deliver this programme	MEDIUM	HIGH
Utility Management			
23	Proactively manage utility purchasing to reduce the Council's exposure to risk	LOW	LOW

24	Look for innovative solutions to help us reach our target.	LOW	LOW
25	Utility cost guidance for prospective projects, where able, will account for anticipated future changes in non-commodity rates to support whole life cost analysis.	LOW	LOW
26	Explore; define and implement a power management policy for all staff issued laptops.	LOW	LOW
Fleet			
27	Develop and deliver a fleet transition plan to move the Councils fleet to electric	LOW	MEDIUM
28	Explore alternative fuels for any vehicles not suitable to transition to electric	LOW	MEDIUM
Staff Travel			
29	Review the corporate business travel policy and ensure that low carbon methods of travel are given priority.	MEDIUM	MEDIUM
30	Ensure there are appropriate mechanisms in place to oversee and if necessary, enforce this policy.	MEDIUM /HIGH	MEDIUM
Staff Development			
31	Develop a staff engagement programme that focuses on developing the knowledge and skills of our staff so that they can develop their own actions to reducing carbon emissions.	MEDIUM	LOW
32	Ensure that this training is part of the essential skills training for all staff.	LOW	LOW
Procured Goods and Services			
33	Conduct a carbon risk assessment on our existing contracts, and seek improvements in areas of high risk	MEDIUM	n/a (out of scope)
34	Review contract management processes to ensure that we continue to scrutinise the suppliers carbon performance.	LOW	n/a (out of scope)
35	Review the current criteria for carbon in the procurement process, including reviewing of the weighting assigned to carbon during the evaluation process.	LOW	n/a (out of scope)
Finance			
36	Develop a funding solution to support the workstreams outlined in the programme.	HIGH	HIGH
37	Ensure funding solutions available are fully understood and considered for projects under the capital programme.	MEDIUM	MEDIUM



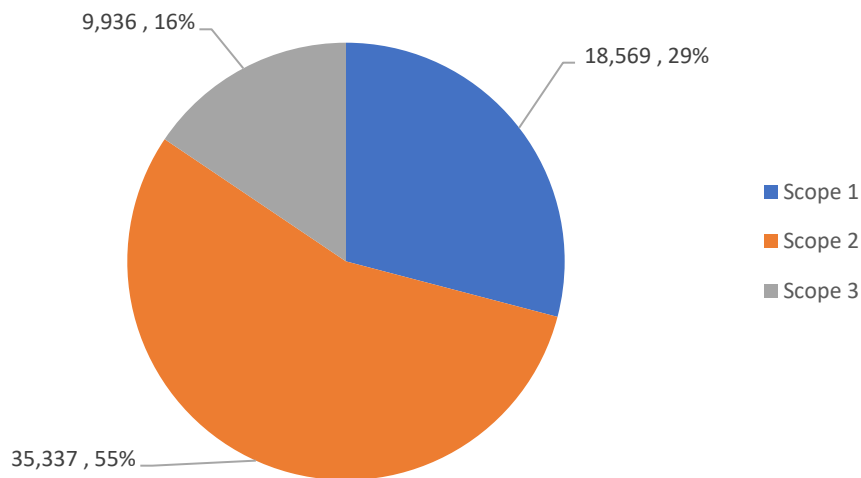
Appendix 1: Representation of WSCC’s baseline carbon emissions within Scopes 1,2 and 3

In accordance with the Greenhouse Gas (GHG) Protocol for the purpose of greenhouse gas reporting, emissions are divided into three categories, referred to as Scope 1, 2 and 3.



The County Council’s carbon emissions are attributed across these categories as follows:

Carbon by Scopes for Baseline Year 2010/11



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CLIMATE CHANGE STRATEGY 2020-2030

DELIVERY PLAN SUMMARY



Setting out a summary of our commitments, and our priority actions for the next 2 years



We will mitigate the effects of climate change by reducing carbon emissions

Leadership

- Adopt and begin work to deliver a Carbon Management Plan for the County Council to achieve Net Carbon Zero by 2030.
- Revise and promote our Business Travel Policy to reduce our overall business mileage, and the associated emissions.
- Increase the number and use of pool bikes and electric, or other ultra-low emission vehicles on the fleet.
- Seek and secure external funding, match contributions, and private sector investment to deliver renewable energy projects.
- Deliver a programme of corporate communications for all staff on climate change activity and how they can get involved.
- Become a Carbon Literate certified organisation.

Enable and inspire others

- Enable publicly accessible EV chargepoints for residents of West Sussex.
- Define how we will enable the decarbonisation of commercial transport.
- Increase renewable heating solutions to tenants of social housing.
- Provide a domestic solar and battery solution for West Sussex residents.
- Promote and encourage renewable energy solutions on Business Parks in the county.
- Develop a Solar PV group purchasing scheme for local homeowners to purchase low cost solar.
- Support and enable E.Y.E (Eco Young and Engaged) Project in delivery of environmental education for schools



We will adapt and be resilient to a changing climate

Leadership

- Increase the resilience of our highway network.
- Understand the profile of risk posed to West Sussex by climate change and take appropriate action to protect our operation and services.
- Publish a new county-wide Flood Risk Management Strategy 2021 – 2026.
- Develop and deliver a Tree Strategy for the County.

Enable and inspire others

- Use our organisations' climate change profile to shape our work with communities and businesses to reduce their risks.
- Support the Sussex Association of Inshore Fisheries and Conservation Authorities in their ambition to realise the carbon storage opportunity of restored kelp forest.
- Support community groups and residents to lead on projects to enhance their local green spaces.
- Support the Sussex Local Nature Partnership in their ambition to take forward a Natural Capital Investment Approach.



We will source and use resources sustainably

Leadership

- Seek to make the reduction in print seen during Covid 19 working arrangements business as usual.
- Explore opportunities for reuse of displaced / surplus IT equipment.
- Maximise the recycling opportunities from our own buildings.
- Use better oversight of our water use to target and deliver efficiency measures.
- Reduce further our use of single use plastics.
- Launch and ensure a Social Value Framework and Indicator set is widely used across in all procurements the organisation.

Enable and inspire others

- Continue to promote and support Refill across West Sussex.
- Promote local and seasonal food



We will support and grow our local green economy

Leadership

- Explore and seek to utilise collaborative funding mechanisms (for example, community municipal schemes) that can support the scope and pace of work we deliver.

Enable and inspire others

- Research and identify ways to provide information and guidance to local businesses on increasing their resilience to climate change.
- Work with partners to agree a plan for green tourism.
- Work in partnership to seek to benefit from any Nature Capital funding available through Coast to Capital LEP.
- Seek to secure potential funding to benefit the green economy. This includes through the hot house programme, the Research and Innovation Sussex Excellence (RISE) project and the Lo Case project.



We will transform how we work

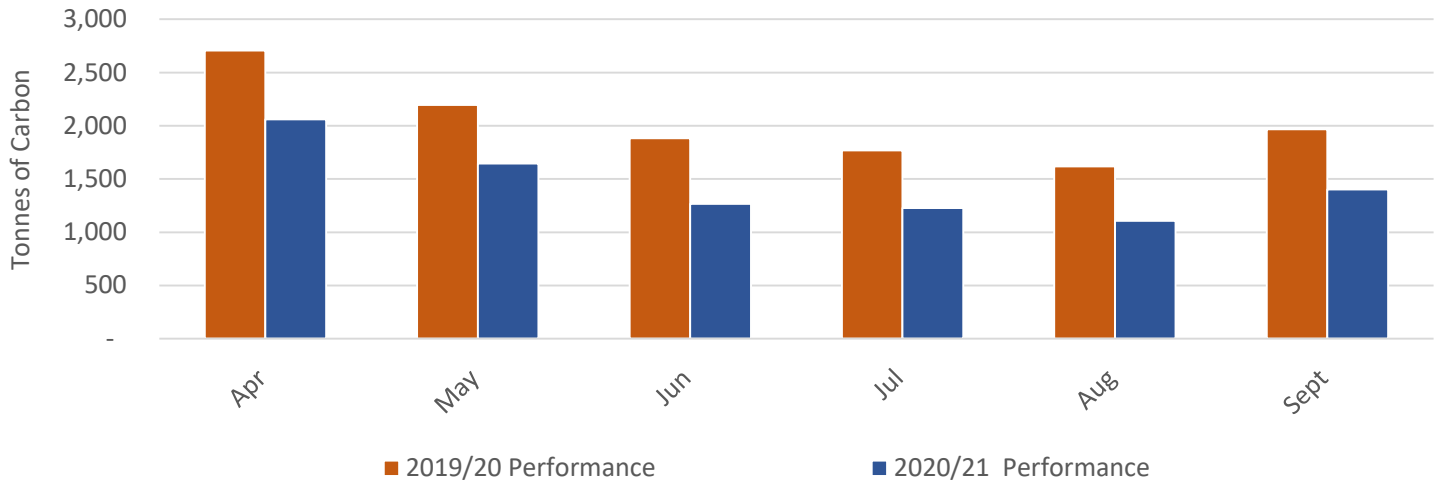
Leadership

- Ensure all decision reports clearly capture and show any climate change impacts.
- All relevant new plans and strategies will include climate mitigation, resilience and adaptation indicators.
- Understand the need and develop a suitable suite of climate, carbon and sustainability training programmes, accessible to all staff and members.

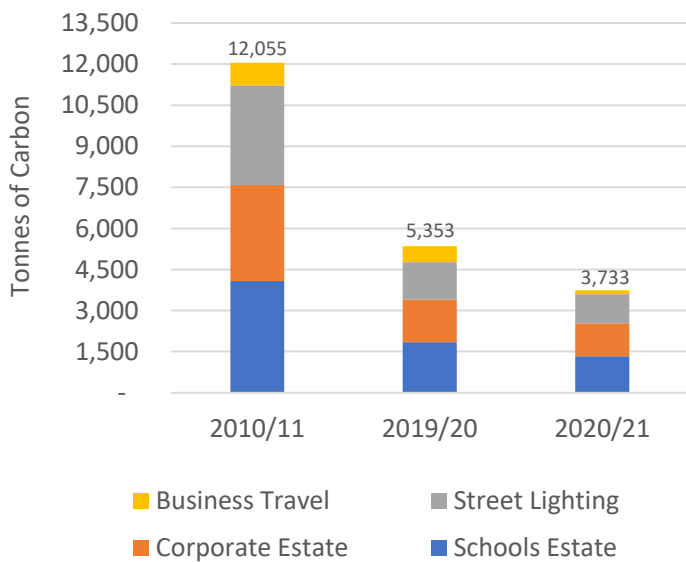
Enable and Inspire

- Work with partners and communities to build and deliver an engagement plan that encourages individuals and communities to act to mitigate and adapt to climate change.
- We will liaise with other public sector bodies for collective lobbying to enable a clear voice to be heard
- Share best practice and evidence to strengthen local climate change planning policies, including championing a Health in All policies approach.

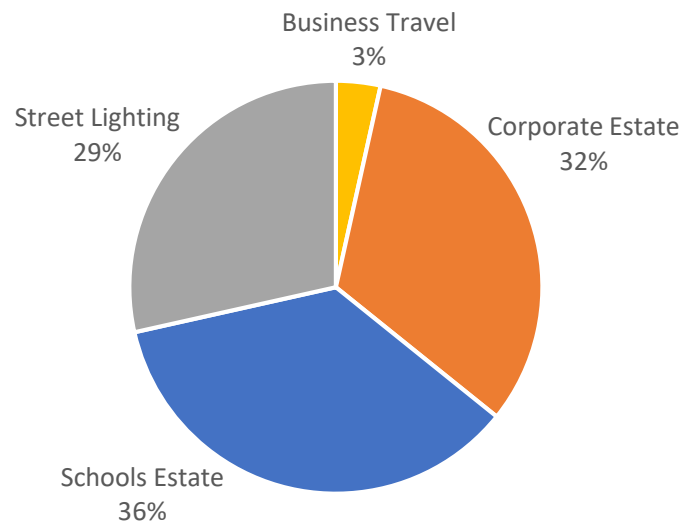
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Q2, 20/21 - Year on Year Comparison



Q2, 20/21 - Carbon Source Overview



Commentary

- Consumption across the July to September period continues to show significant reductions from the effect of Covid-19 on working practises; down 30% overall vs 2019/20.
- Consumption is also down 25% compared to the previous quarter, primarily a result of reduced heating and power requirements during the summer period, with a slight increase back into September.
- Travel related carbon has displayed particularly favourable reductions, with a 70% decrease retained into September.

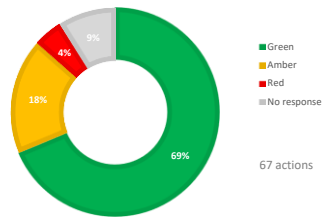
Please contact Lee Hill (lee.hill@westsussex.gov.uk) if you have any questions.

* 2020/21 figures reflect Q1 data updates received since the previous report, amounting to an increase of 8% in recorded carbon consumed. An updated version of the Q1 report will be made available on the Sustainability Team SharePoint site.

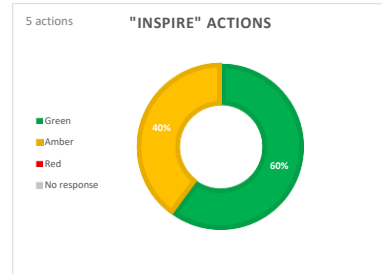
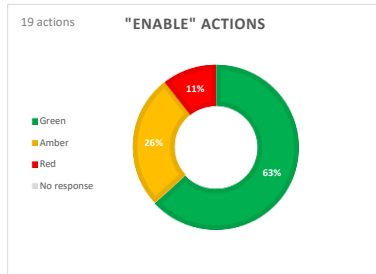
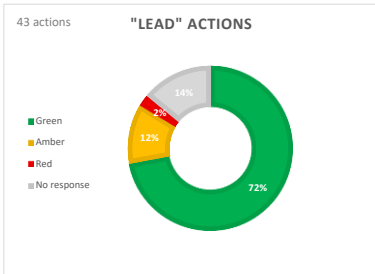
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Climate Change Strategy Delivery Plan 2020/21
Quarter 2 Performance Report

PERFORMANCE SUMMARY



Performance Summary Broken down by the role of WSCC



Climate Change Strategy Delivery Plan 2020/21
Quarter 1 Performance Report

RAG	Number of actions reporting RAG	% of actions reporting RAG
Green	10	100
Amber	0	0
Red	0	0
No evidence	0	0

Key Commitments	Objectives	Actions To Deliver	WKEC Role	Measure	Responsible Officer	Reporting Officer	Baseline	Target / Milestones				
								Quarter 1	Quarter 2	RAG Rating Red, Amber, Green	Commentary	
We will be a net carbon zero organisation by 2050	Reduce the organisations carbon emissions in line with the carbon management plan		Lead		Climate Change Board	Lee Hill				Green	Quarter 2 Carbon Update Report sets this out in full, but the highlights are Consumption across the July to September period continues to show significant reductions from the effect of Covid 19 on worked practices. Below 20% overall in Q1 2020. Consumption is also down 20% compared to the previous quarter, primarily a result of reduced heating and power requirements during the summer period, with a slight increase back in September. 12 point related carbon has displayed particularly favourable reductions, with a 70% decrease returned into November.	
		Become a Carbon Literate certified organisation.	Lead	% of staff trained	Sustainability Team Leader	Rachel Curran		Options routes for training	Deliver 1st phase of training for 20 the officers.	Green	17 staff attended training in Sept 2020. Requires a Executive Director level or above to be trained and on them leads for verification. Alternative working on new IT facilities for staff Auditors and this is preferred route to deliver further on-site training.	
	We will use technological solutions to assist the need to travel	Reduce the amount of staff who work flexibly on regular basis		Lead		Director for HR and OD	Colin O'Connell				Green	Further feedback from the Covid 19 reflective practice tool
			Explore and evaluate how technology can assist us to work in a way that reduce carbon emissions	Lead		Head of IT	Desport Land				Green	We have a number of digital and telepresence capabilities that are already in existing use. Internalisation. Our key objective remains Cloud First - this means that we will be looking to consolidate and simplify our use and delivery infrastructure, moving to a cloud environment where possible, to improve delivery consolidation and partner hosting to support our ambition to share our department, but also to support wider objectives of work in transitioning digital services from on-premise to cloud environments.
		Reduce the amount of miles travelled by our staff on business travel	Lead	Total business mileage	Director for HR and OD	Colin O'Connell			gather feedback from the Covid 19 reflective practice tool and impacts an need to travel			
		Increase the proportion of WKEC business mileage travelled by working, cycling and public transport	Lead	% of non car based business mileage	Director for HR and OD	Colin O'Connell			gather feedback from the Covid 19 reflective practice tool and impacts an need to travel			
		We will increase the use of post bikes on the fleet	Lead	Mileage of post bikes as a % of available fleet	Fleet Manager	Jan Jones			Seek additional funding to purchase additional bikes	Red	The level of requests for this bike plan. There are insufficient funds to report current bikes. Increasing purchasing use of the fleet from more actively perhaps through a spring campaign.	
		Develop a phased fleet transition plan to move our fleet to electric, or other zero low emission vehicle type	Lead	% of DV's on our whole fleet (Emergency and Fire and Rescue)	Fleet Manager	Jan Jones	Nil			Green	we had completed a fleet update prior to lockdown whereby the most recent EV1 and EV2's have been replaced by approx 40% of the fleet. This will continue to complete the fleet as per the plan and all EV's are already on the fleet. There have been a number of County EV's and the roads	
		Enable public access to EV charging points for residents of West Lothian	Enable	Supplier Agreement	Director of Environment and Public Protection	Ruth O'Brien				Green	The tender was released to the market at the end of July, 6 of the 7000+ Bidding Counts are returned in person. Completed tenders were submitted by 20th September, and are currently being audited.	
		Promote the benefits of DV's and the grants available to support a switch	Enable		Sustainability Team Leader	Ruth O'Brien				Amber	It was hoped that we would be able to hold an EV event in partnership with the Energy Saving Trust and the Scottish Council. The event would be primarily targeted at EV, but also to provide an EV to help people get started on EV. With the changing circumstances it has not been possible to set the event in motion to make a decision if a further postponement is required, but a look study. This will prepare the funding for would have used to deliver the event.	
We will increase the amount of renewable energy used and generated in West Lothian	Review and update the WKEC Energy Strategy to reflect the current and future energy needs of the organisation (including...)		Enable		Energy Services Manager	Sandra Nival				Amber	Development of the Strategy has begun, engagement underway with a number of organisations which manage and maintain the Strategy. The next steps are to develop the Strategy and to develop a plan to deliver the Strategy. The Strategy will be reviewed in the next 12 months and will be updated as needed.	
		Review and update the WKEC Energy Strategy to reflect our future and emerging community carbon footprint	Enable		Energy Services Manager	Sandra Nival				Amber	It is noted that the report will be reviewed in the next 12 months and will be updated as needed.	
	Increase renewable heating solutions in excess of local housing	Enable		Energy Services Manager	Sandra Nival			Tender published	Red	Following local housing provider in support of the complexity and Question & Answer process. In discussion with other related local housing providers.		
	Provide a solar / battery / chargepoint solution for business operating fleet vehicles in the county	Enable		Energy Services Manager	Sandra Nival			Tender published	Amber	Tenders invited for procurement of a provider for Work Package 6 of the contract and Procurement authorized by Procurement Board. Awarding 60% of the project from Capital Asset Board and Capital Reserve.		
	Provide a domestic solar and battery solution for residents of West Lothian	Enable		Energy Services Manager	Sandra Nival			Tender published	Amber	16 domestic contracts on the tenderboard through the county council's Smart Occupancy Collaborative (SMC) providers, E.ON & Good.		
	We will promote and encourage renewable energy solutions on Business Parks in the county	Enable		Energy Services Manager	Sandra Nival			CCSA project approved by Working Group. Project will be reviewed in the next 12 months and will be updated as needed.	Green	CCSA project has been initiated, recruitment to the PM role is in development and will soon be advertised.		
	Develop a solar PV grant purchasing scheme for local businesses to purchase low cost solar	Enable		Energy Services Manager	Sandra Nival			Eligible solar authority agreements between participating local authorities.	Green	Final Authority Agreement has been signed and action has been taken for solar providers to bid against.		
	Seek and secure external funding, grants, contributions, and private sector investment to deliver renewable energy projects	Enable		Energy Services Manager	Sandra Nival	£227,489 at the end of 2020			Green	ESDF, CCSA and Inverleith projects are continuing to develop the business case for external funding in renewable energy projects in the county.		

We will be an adapted and resilient organization.	Embed the recommendations from the Code of Practice for Waste Management Agency Operations into our ways of working to ensure that our highest standards are achieved in all areas.	Lead		Head of Highway Engineering	John Glue		Recall to business assurance team	Green	The next majority of the measurement has been completed, but we still need to recruit an additional Business Analyst and three Apprentices.
	We will understand the importance of secure waste resources to our operations and the risks of disruption and what our role is, and identify the staff with most responsibility for contributing to this agenda.	Lead		Sustainability Team Leader	Catherine Carron		Review our role with internal stakeholders, identifying current opportunities and how we could add value	Green	This work has not yet started. Proposed to start in Q3.
	We will understand the profile of risk posed to West Sussex by climate change and how appropriate action to protect our operations and services.	Lead		Sustainability Team Leader	Lee Hill		Prepare a set of CPAs climate change profile for the county	Green	Profile completed additional update to be added late October using new West Sussex climate risk New progress to be followed by forming team of risk measurement for properties, to enable engagement with service areas.
	Review the current commitments in our Climate Change Strategy an embedded into, and delivered through, the business assurance framework of the West Sussex Local Recovery Co-ordination Group Guidance, Development and Progress.	Lead		Chief Executive Officer	Marin Lunnell		Engage with internal teams	Green	Further legacy elements were being embedded into structure and principles of the West Sussex location based review of the West Sussex Climate Change Review for the recovery of the County for Council in the West has been completed. This action to be progressed when SCC re-establishes the SCC.
	We will meet the 'Materiality Adaptation Standard' in the ANSO/ENSO 'Good Practice in Adaptation'.	Lead	Standard Met		Sustainability Team Leader	Lee Hill	Complete assessment of progress to date	Green	Current WCC position against the Materiality Adaptation Standard reviewed and targets for meeting recommendations under the standard set out in 2020/21. Now moving forward to setting work programme that will enable WCC to meet 2020/21 priority recommendations.
	Modify and enhance the IT Strategy to include climate change adaptation considerations.	Lead		Head of IT	Stewart Laird			Green	The next significant update to IT Strategy, is intended to occur early in 2021 - it is anticipated that we will further discuss climate considerations and specific actions in the review.
	We will prioritise solutions to adapt and protect where most needed, focusing the risk for the most vulnerable in our communities.	Co-lead		Sustainability Team Leader	Lee Hill			Green	CC report under the action well-commissioned in line with broader service area engagement using the completed set of CPAs West Sussex profile.
	We will align and build resilience to extreme weather events, such as heatwaves and flood	Lead		Chief Executive Officer	Gary Collins		Set timeline for public consultation and draft content	Green	
	We will align and build resilience to extreme weather events, such as heatwaves and flood	Lead		Head of Risk	Kevin Mackay		Finalise this team leader	Amber	Awaiting final draft from contractors prior to public consultation. Delayed due to COVID-19. Consultation planned for end of this year. Agreement for council and publication planned for March 2021.
	We will align and build resilience to extreme weather events, such as heatwaves and flood	Lead		Support of LAAP (Environment, Land Use) Group	Lee Hill		Continence support of the July 2020 Vision LAAP workshop	Amber	Continuity supporting LAAP group where able. However LAAP have delayed commencement of planned activities. Therefore initial engagement on the July 2020 vision has been paused, though the focused workstream focus has not yet commenced. Commencement anticipated during Q3.
	We will support the Sussex Association of House Owners and Contractors (SAHO) in their ambition to reduce the carbon storage opportunity of residential properties.	Co-lead		Sustainability Team Leader	Catherine Carron		Support the progress of the new 'Future Housing Through Government'	Green	The Cabinet Member for the Environment writes to the Secretary of State urging him to support the Scheme, which would assist the present. The Scheme has yet to be considered by State.
	We will support the Sussex Association of House Owners and Contractors (SAHO) in their ambition to reduce the carbon storage opportunity of residential properties.	Lead		Team Manager, Environment and Heritage	Don Baker			Green	The Scheme is currently not at a detailed consultation.
	We will promote external relationships to protect people and property.	Lead		Team Leader Flood Risk Manager	Ray Stables		Work with developers to promote the use of SuDS	Green	The LIA, now the implementation of the first WCC endorsed SuDS scheme at Bourne Community College this year, aimed to be a template for similar schemes going forward. The LIA Policy for the Management of Surface Water has been updated. The LIA is engaging in a trial partnership with B&B to test a reduced flow management scheme to allow a key component of the Angering Flood Alleviation Scheme to be retained.
	We will increase access to nature.	Co-lead		Communications Team	Lee Forcing			Green	The work is related to the biodiversity targets initiative through highways improving foot paths and spaces that we had planned to develop and of 2019 and early 2020 before March. This was put on hold due to the medical emergency. Highways have now appointed two people to take on the Sustainable & Partnerships work cover Hill and assist teams who will be reworking this work in the next coming months.
	We will increase opportunities to enhance biodiversity on our sites.	Co-lead		Sustainability Team Leader	Catherine Carron		Economic recovery plan to incorporate natural capital opportunities	Green	aligns from Economy and Sustainability unit with the Local Nature Partnership to understand how we could incorporate this ambition into our work. The award Certificate from the regulatory when the opportunities offered by nature.

We will secure and reuse resources sustainably	Direct operations within the current water context to deliver optimal savings of water use, and delivery of efficiency measures.	Lead		Water Use across the county				Green	
	Seek to reduce the reduction in print seen during Covid by working arrangements business as usual	Lead		Head of IT	Stewart Laird			Green	We are currently looking to reduce our print volume, such as the issue of COVID-19 related drop off but also the general impact of our print volume reduction. The current volume of printing and the potential of future volume of printing will be reduced in future procurements to ensure future balanced procurements.
	Explore opportunities for reuse of equipment / replace if required.	Lead		Head of IT	Stewart Laird			Green	This has to go to be driven by actions taken resulting on exploration of how maximising the use of technology can reduce carbon emissions.
	We will ensure that we maximise the recycling opportunities from our own buildings.	Lead		Senior Commissioning and Infrastructure Manager	Paul Madden			Amber	CRM installed with new contractor for increased recycling at the site
	Food waste collection scheme will be added on in line with Government policy by 2024.	Co-lead		Development and Performance Manager, Wastes	Jilly Foster		Identified a district 7 borough pilot for a food waste collection trial	Amber	On track - working with WCA to trial food waste collection trial. Cabinet Meeting on 10th November where it is hoped that the trial will be approved ready for a launch date of March 2021
	Continue to promote and support Mail across West Sussex.	Co-lead		Sustainability Team Leader	Robert Carruthers		Finalise Mail campaigns to include local media channels	Green	Aligned on WCC Climate Change, with West Sussex details of Mail introduced - launched Oct 19, under WCC permission but limited due to responses from local messaging.
	Reduce further our use of single-use plastics.	Lead		Sustainability Team Leader	Robert Carruthers		Reviewing the plastic alternatives to reduce current opportunities are identified and there is a plan to address them.	Green	Work not yet started, will complete Quarter 1.
	We will take a whole-life approach to our product selection and purchasing.	Lead		Sustainability Team Leader	Ruth O'Brien			Green	Work has not yet started on this workstream
	Social Value Framework and indicators set is launched and widely used across the organization	Lead		Head of Procurement and Contract Services	Ruth Roberts	N/A	Framework is finalised and published, with introductory user support	Green	on track to deliver target set for Q3. Initial training already completed to communicating changes to the community of Procurement's suppliers.
	Collect and capture social value data to understand performance across the organization	Lead		Head of Procurement and Contract Services	Ruth Roberts	N/A		Green	Q2 activity completed. Q3 on track.

We will support and grow our local green economy	We will promote green tourism		Working with partners to agree a plan for green tourism	Enable	Plan agreed	Experience West Sussex Team Lead	Jo Williams	Green	Work to the Covid ending the tourism sector is a unprecedented one, all work is focusing on emergency planning and recovery. Sustainability objectives are still being done and a number on green initiatives is planned for early 2023. South Downs National Park is a key partner for tourism delivery for DWP and there is a good working relationship. Working to improve DWP content on LDEF website. LDEF working to support the National Park Experience Collection development from November to March
	We will take advantage of national capital investment funding where available		Look to participate to seek to benefit from any National Capital Funding available through Coast to Coast LDEF participation through planning of infrastructure projects.	Enable	Natural Capital Funding secured	Economic Growth Team Lead	Lucy Bennett	Green	Localised funding for economic recovery funding to deliver business support and grants to the businesses in the sustainability and green energy sectors. We are currently looking to secure an additional £500k of funding for a pilot programme to trial measures which are looking to upgrade premises and equipment or purchase new equipment that is sustainable.
	We will encourage sustainable business	We will enable sustainable business growth	Look to secure potential funding from existing local programme budgets to benefit the green economy. This includes through the Local Growth programme, the Research and Innovation Sussex Counties (RISC) project and the local growth project.	Enable	Business funded and supported	Economic Growth Team Lead	Lucy Bennett	Green	National Capital is listed in Nature of Coast to Coast LDEF's new Infrastructure Strategy. Build Back Stronger Partner Councils: There is a consultation that potential funding will be listed to this priority.
			Research and identify ways to provide information and guidance to local businesses on increasing efficiency, energy efficiency, waste and recycling.	Engage		Sustainability Team Leader	Rachel Cartwright	Green	Connected Sustainable Business Partnership, as yet no response. Also shared the SDG Sector Tool with them.
			Local will investigate potential for using local businesses to support our business operations and their opportunities to grow their local and national opportunities.	Lead	Delivery of Working Action To Enable Action	Sustainability Team Leader	Rachel Cartwright	Green	Work not yet started.
			Explore and work to utilise collection funding mechanisms that can support the range and nature of work we deliver.	Lead		Sustainability Team Leader	Lucy Bennett	Green	100%+ overall performance of the West Sussex Council Community Municipal Scheme to date in consideration of a potential West Sussex scheme. Grant funding via the central government Public Sector Decarbonisation scheme also being explored in conjunction with Energy Services, with a view to supporting decarbonisation projects in the future.
We will enable green skills development		Support and enable 2.5 day training and England Project or delivery of environmental education for schools.	Enable	No. of schools/years engaged	Sustainability Team Leader	Rachel Cartwright	Green	100 schools visited delivered.	
We will transform how we work	We will engage our staff with the skills, task and support to deliver our commitments through every aspect of their work		Understand the need and develop a suitable plan of training programme, accessible to all staff and managers	Lead		Sustainability Team Leader	Rachel Cartwright	Green	100% sustainability training completed for all staff as of 30/09/2022
			Monitor engagement of training communications	Lead		Head of Communications	Phillipa Terry Oat	Amber	Understand measures needed for the year
			Identify, secure resources and train for the skills needed across the organisation to match the ambitions of the strategy.	Lead		Director for HR and OD	Colin O'Connell	Green	
			The People Strategy will reflect the commitments of the Climate Change Strategy to show we deliver for staff work	Lead		Director for HR and OD	Colin O'Connell	Green	People People Strategy to ensure commitments are incorporated
	We will create a culture of shared responsibility and ownership across our organisation		Monitor communication metrics and feedback - feedback regularly updated on climate change objectives and progress	Lead	Quarterly updates	Sustainability Team Leader	Catherine Cannon	Green	The work has been completed to date, but this is in line with the planned schedule, where work will start in Quarter 3
			Deliver a 16-hour training day on climate change	Lead	Training delivered	Sustainability Team Leader	Catherine Cannon	Green	The work has been completed to date, but this is in line with the planned schedule, where work will start in Quarter 3
			Ensure all decision reports capture the climate change impacts of each decision	Lead		Sustainability Team Leader	Sandra Montague-Killett	Green	100% of all decision reports capture the climate change impacts of each decision
	We will ensure all our decision-making processes visibly take consideration of our ambition. County Council commitments on tackling climate change.		At all times, our plans and strategies will consider climate resilience and adaptation implications	Lead		Sustainability Team Leader	Sandra Montague-Killett	Green	Work has been started with quarter 3
			The Economic Resilience Plan will recognise the issue of climate change and its impact on the long-term use of services and its impact on people, businesses, and nature	Lead		Executive Director, Place Services	Carlyne Carr	Green	Economic Resilience Plan has been written with consultation from Green Energy and Sustainability Teams.
	We will lobby for change in national policy where our current statutory obligations do not allow us to reach our ambition.		We will provide regular briefings to our local MP's where we identify opportunities to consider climate change.	Lead		Head of Policy	Andy Smith/Catherine Cannon	Green	Identify opportunities e.g. NHS, Local Councils, buildings and other energy dependent, ability
			We will liaise with other public sector bodies for collective lobbying to enable a clear voice to be heard	Lead		Head of Policy	Andy Smith/Catherine Cannon	Green	County leaders/Officers appropriately briefed for County Council Network and E27 meetings where climate change is an agenda item.
	We will challenge and support others to follow our example		We will provide evidence to the House of Commons Select Committees to enable the actions and ambitions of our organisation and our commitment to be heard nationally	Lead		Head of Policy	Andy Smith/Catherine Cannon	Green	Identify appropriate select committee agenda.
		Corporate communications ensure that the climate impact is highlighted where relevant	Lead		Head of Communications	Phillipa Terry Oat	Amber	Consideration of this is being taken when planning communications across all portfolios of the council to ensure opportunities to highlight work to mitigate and adapt to climate change and to support the green economy are taken. Limited progress seen to current focus on Covid-19 messaging.	
		We will work with our internal groups to ensure that their communications and public and internal communications and build and deliver a communications and engagement plan that reflects their business	Engage		Sustainability Team Leader	Rachel Cartwright	Green	CCCA to be included in Local Partnership Communications and engagement project. Other local interest group will be contacted during course of the project (2023-2025 to run 2024)	
We will find innovative solutions and collaborative ways of working and all departments to benefit from the opportunities posed by climate change		Check best practice and evidence to challenge local climate change planning practices	Enable	Local Plans and Policies, County Council and District and Borough Annual Monitoring Reports	Head of Planning Services	Caroline West	Green	Request to Local Plans when the opportunity arises.	
		Develop a health in All policies approach which includes an assessment in all policy approach (Our Place, Our Health), check best practice and evidence	Lead		Director of Public Health	Sandra Montague-Killett	Green	First draft completed, internal consultation completed and draft framework is now out for external consultation till the 30/09/22. The framework will be presented at a stakeholder meeting on 29/10/22	

Environment and Communities Scrutiny Committee

11 January 2021

Summary of budget proposals for 2021/22

Report by Director of Law and Assurance

Electoral divisions: All

Summary

This report outlines plans for progressing those savings proposals relevant to the business of the Committee which were approved by Cabinet in November 2020 for further work and for future consideration as part of budget development. The November Comprehensive Spending Review and the December local government financial settlement are currently being taken into consideration and will lead to a review of the need for these savings proposals as part of budget planning. The Committee will receive an update on the position at the meeting.

In the event that the savings referred to in the report remain for active consideration the Committee is asked to note the plans for consultation and later consideration of the proposals and to provide comments for consideration by the Cabinet as part of the Council's budget planning for 2021/22.

A further all-member session on the budget will take place on 14th January at which the Council's financial position in light of the financial settlement will be presented.

Focus for Scrutiny

The Scrutiny Committee is invited to note the timetable for the proposals and, in light of any further information following the local government financial settlement, to:

1. Comment on the plans for consultation and identify any additional consultation or engagement activity to inform future decisions on the proposals.
2. Identify which of the proposals should be scrutinised and what further information or advice the Committee may require for such scrutiny.

Proposal

1 Background and context

- 1.1 The Medium Term Financial Strategy (MTFS) has been under review since the summer of 2020, leading to a second members' budget workshop on 22nd October 2020. A further member budget session is planned for 14th January.

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- 1.2 The County Council faces a particularly challenging set of circumstances this year, not least of which is the financial impact arising from the Covid-19 pandemic, both in 2020/21 and in terms of any on-going impact in future years, but also in terms of the scale of the pressures for growth in the budget and the continued uncertainty about future funding.
- 1.3 One of the responses to this impact has been to develop a Reset Plan, in conjunction with partners, details of which are in a separate item on this agenda.
- 1.4 The principles underpinning the approach to setting the budget approved by the Cabinet in November 2020 remain:
 - The budget will be sustainable in future years
 - There will not be an on-going reliance of reserves
 - Any use of reserves to balance the budget will be repaid
 - The budget will support the priorities of the reset plan and reflect the need for service improvement and redesign over the medium term
 - The council's financial planning will cover a period of at least four years
 - Estimates will be used for pay and price inflation and additional costs
 - Any future loss of specific government grant will mean stopping of expenditure on outcomes previously financed by the grant
 - The budget process will seek to ensure the council is providing value for money, increased productivity and is clear about return on investment

National Context

- 1.5 The Government announced its one year Comprehensive Spending Review on Wednesday 25th November. This was followed by the publication of the Local Government Settlement in mid-December with detail of the funding of local government in 2021/22, including options for grant funding and any flexibility for increasing council tax. The details of these announcements are currently being examined and will inform further consideration by the Cabinet of the budget proposals ahead of the all member session on 14th January and the Cabinet meeting on 22nd January 2021.
- 1.6 Continued uncertainty about the funding of local government in the early stages of budget planning meant that the Council needed to identify options for possible savings and to commence work on them in case they were required for a balanced budget for 2021/22. All local authorities are required by statute to set a balanced budget each financial year.

2 Proposal details

- 2.1 The options for savings were presented to Members for comment as part of the budget workshop held on 22nd October. These were identified as necessary to assist in bridging the potential budget gap and therefore requiring active consideration whilst the local government funding settlement was awaited. Initial work on the proposals was endorsed by Cabinet on 24th November 2020. It was expected that the proposals would be further reviewed by the Cabinet ahead of the approval of the budget for recommendation to the Council in February.
- 2.2 A number of savings proposals were presented by the Cabinet Members whose portfolios are scrutinised by this Committee. Those are summarised below.

2.3 Table 1. Savings Proposals Relevant to the Scrutiny Committee

Savings Proposals	Full year value
Cabinet Member for Environment	
1. Introduce measures to reduce the amount of DIY waste presented at Household Waste Recycling Sites (HWRS)	250
2. Review of the HWRS network	95
Sub-total	345
Cabinet Member for Fire & Rescue and Communities	
3. Working with parish councils in specific areas to review the library service offer	70
4. Removal of Community Initiative Fund (CIF) and review of CLC arrangements	248
Sub-total	318
Cabinet Member for Highways and Infrastructure	
5. Reduction in discretionary bus passes	200
6. Review highway and transport fees and charges	200
7. Reduce public transport support	150
Sub-total	550

2.4 The following steps remain to progress the budget:

December 2020	Ministry of Housing, Communities & Local Government Finance Settlement to be analysed and implications clarified.
January 2021	Scrutiny Committees to review plans for proposals as developed
14 th January 2021	Member Day on the budget proposals including the capital programme and in light of finance settlement
20 th January 2021	PFSC review of the budget proposals and capital programme
22 nd January 2021	Cabinet decision on the budget proposals and capital programme
12 th February 2021	County Council to approve the revenue budget and capital programme

3 Consultation, engagement and advice

- 3.1 None of the budget savings proposals has been approved for implementation. Plans for consultation are being formulated in relation to each of the options confirmed for further consideration and which trigger a requirement for such consultation. The Forward Plan will set out which proposals will lead to formal consultation arrangements. Stakeholder and specific customer engagement will also be considered where it will help to provide the fullest information base for

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future decisions in specific areas and those proposals will also be suitably identified within the Forward Plan.

- 3.2 All proposals will be available for further Member scrutiny in line with the usual arrangements prior to the final consideration by the Cabinet.
- 3.3 For the proposals relating to the portfolios relevant to the business of this Committee the consultation plans are as follows:

Proposal	Consultation plan	Timetable
Reduce DIY waste	Public Consultation for earlier decision on this proposal to be refreshed and options considered in light of impact on wider council reset priorities.	Commence after January. Not likely to be completed prior to June 2021.
Review HWRCs	Public Consultation and contractual discussions with provider. Options to be considered in light of impact on wider council reset priorities.	Commence after January. Not likely to be completed prior to June 2021.
Parish council plans for libraries	Discussions with relevant Parish Councils expressing an interest in joint initiative. No firm options to consider at this stage.	Initial discussions not likely complete before June 2021.
CIF and CLCs	All members to be consulted January. Parish Councils and community groups to be consulted on options for future local community and residents engagement as alternatives to CLCs. All member consultation.	CIF for inclusion in January budget decision. CLC review planned for Summer 2021
Discretionary bus passes	Full consultation with affected community groups Full equality impact assessment	Options and review of consultation after June 2021
Fees and Charges	To be included in standard annual review of fees and charges to include scrutiny.	Included as part of standard fees and charges process.
Public Transport subsidy	Full consultation with affected community groups and businesses.	Options and review of consultation after June 2021

4 Finance

- 4.1 The financial implications are covered within the body of the report.

5 Policy alignment and compliance

- 5.1 The approach is in alignment with the Reset Plan for West Sussex County Council and addresses the delivery of a balanced budget for 2021/22 in line

with the principles approved by the Cabinet in November 2020 and accordance with statutory duty. Equality impact assessments will be undertaken as advised.

Tony Kershaw
Director of Law & Assurance

Background papers
None

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Environment and Communities Scrutiny Committee

11 January 2021

West Sussex Reset Plan and Key Performance Indicators

Report by Chief Executive

Summary

The latest version of the West Sussex Reset Plan was presented to County Council in December 2020 for approval. The Plan has been developed through engagement with officers and partners building on the framework approved by County Council in July. The views and additional ideas of all members were sought at a session on 12 November 2020 and have been included within the latest version of the Plan.

The Performance and Finance Scrutiny Committee in December 2020 was asked to consider the expectations and principles which should drive scrutiny of corporate performance and how scrutiny committees can be supported in that task and in their contribution to setting performance measures. The committee recommended some over-arching principles to be followed; that KPIs needed to be SMART (specific, measurable, achievable, realistic, timely), include value for money type indicators to link to financial management, allow benchmarking information for comparison with key statistical neighbours and trend analysis to track progress.

During January each of the service scrutiny committees will focus attention on the priorities and outcomes specific to their area of council business and consider how scrutiny of performance may best be achieved in order to inform the proposals for Key Performance Indicators (KPIs). These measures will be included in the final plan which will be presented alongside the budget for approval at County Council in February 2021.

Focus for scrutiny

The Committee is asked to consider the draft Reset Plan attached as Appendix A in order to focus on the following areas for discussion:

- Are the priorities, outcomes, activities, KPIs and targets relevant to this Scrutiny Committee's remit?
- Do the proposed KPIs reflect the service priorities and enable Members to measure service performance and recognise issues or areas of concern in a timely manner?
- Do they deliver the overarching principles identified in relation to performance management; the KPIs are SMART, include VFM type indicators to link to financial management, allow benchmarking information so can compare with key statistical neighbours and trend analysis to track whether the Council is improving or not?

- What support do you as scrutiny members need to assist you in scrutinising the outcomes of the Reset Plan?

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

1. Background and context

- 1.1 The background and context to this item for scrutiny are set out in the attached Appendix. As this is an internal overview report for the scrutiny committee the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments will be addressed as part of the overall Reset Plan and within individual projects and work streams.

Becky Shaw

Chief Executive

Contact Officer

Ninesh Edwards, Senior Advisor (Democratic Services) 033 022 22550

Appendices

Appendix A Draft Reset Plan as at January 2021

Appendix B KPI by Portfolio

Background Papers

None



Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by councillors or officers. The Plan describes these proposals and the month in which the decisions are to be taken over a four-month period. Decisions are categorised according to the [West Sussex Plan](#) priorities of:

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet. In accordance with regulations in response to the current public health emergency, Cabinet meetings will be held virtually with councillors in remote attendance. Public access will be via webcasting and the meetings will be available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	A summary of the proposal.
Decision By	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
West Sussex Plan priority	Which of the five priorities in the West Sussex Plan the proposal affects.
Date added	The date the proposed decision was added to the Forward Plan.
Month	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
Consultation/ Representations	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
Background Documents	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Helena Cox on 033 022 22533, email helena.cox@westsussex.gov.uk.

Published: 23 December 2020

Forward Plan Summary

Summary of all forthcoming executive decisions in West Sussex Plan priority order

Decision Maker	Subject Matter	Date
Cabinet Member for Highways and Infrastructure	Highways and Transport Delivery Programmes 2021/22	December 2020
Cabinet Member for Highways and Infrastructure	Highway Infrastructure Asset Management Strategy and Policy	December 2020
Cabinet Member for Highways and Infrastructure	Review of the Integrated Parking Strategy	December 2020
Director of Highways, Transport and Planning	Award of Highways Improvement Contracts, Lots 4, 5 & 6	December 2020
Cabinet Member for Highways and Infrastructure	Active Travel Fund - phase 2	January 2021
Cabinet Member for Highways and Infrastructure	Delivery of the Ash Dieback Action Plan - Procurement	January 2021
Director of Highways, Transport and Planning	Contract award: A24 Robin Hood Roundabout Improvement	January 2021
Cabinet Member for Highways and Infrastructure	West Sussex County Council Vehicle Removal Policy	February 2021
Cabinet Member for Environment	Halewick Lane Battery Storage Project	January 2021

A Prosperous Place

Cabinet Member for Highways and Infrastructure

Highways and Transport Delivery Programmes 2021/22

The Highway and Transport Delivery Programmes identify capital highways infrastructure maintenance and transport improvement schemes for delivery during 2021/22 and beyond. Capital funding for the Delivery Programmes is predominantly received from the Government for roads maintenance (the Local Highway Maintenance Block), and transport improvements (the Integrated Transport Block) supported by additional funding from developer agreements and contributions.

The indicative forward programmes for Highway Infrastructure Maintenance, Local Transport Improvements (LTIP) and Community Highway Schemes (CHS), have informed the 2021/22 Highways and Transport Delivery Programmes. These provide transparency of the maintenance and improvement investment needs and the funding priorities prepared and selected for review and approval in this decision.

The Cabinet Member for Highways and Infrastructure will be asked to approve –

1. The 2021/22 Local Highway Maintenance Block funded Delivery Programmes.
2. The 2021/22 Integrated Transport Block funded Delivery Programmes.
3. That the Highway and Transport Delivery Programme for 2021/22 is circulated to County Local Committee Members and other appropriate stakeholders and published on the West Sussex highways webpages for information.
4. That the Director of Highways, Transport and Planning has delegated authority to adjust the 2021/22 Highway and Transport Delivery Programme to take account of budgetary pressures and any changes in priority arising as a result of network availability, emergencies, or other operational circumstances, in consultation with the Cabinet Member.

It should be noted that the above will be subject to confirmation of funding at a Full Council meeting. Also, that the timetable for confirmation of central government funding is currently unknown.

Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	2 November 2020
Month	December 2020
Consultation/ Representations	<p>County Local Committees Director of Law and Assurance Director of Finance and Support Services</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>

Background Documents (via website)	None
Author	Gary Rustell Tel: 033 022 26397
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Highway Infrastructure Asset Management Strategy and Policy	
<p>The Asset Management Strategy sets out the approach to efficient and effective Highway Infrastructure Asset Management and how the Asset Management Policy will be delivered</p> <p>The Strategy and Policy, which form part of the Highways Infrastructure Asset Management framework, are being reviewed and updated.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the revised Highway Infrastructure Asset Management Strategy and Policy.</p>	
Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	3 June 2020
Month	December 2020
Consultation/ Representations	<p>Internal consultation with County Council officers</p> <p>Borough, district, town and parish councils will be briefed about the Policy and Strategy, through the County Local Committees, once approved.</p> <p>Representation can be made via the officer contact in the month prior to that in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Rowan Sheppard Tel: 033 022 23627
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Review of the Integrated Parking Strategy	
<p>The County Council's Integrated Parking Strategy (IPS) was previously reviewed in 2014 and, in the context of recent changes in national, regional and local conditions, requires a further review.</p> <p>The revised IPS will cover the period to 2024 and will seek to ensure that the County</p>	

Council's parking policies remain appropriate and effective at meeting the needs of local communities, its traffic management responsibilities and the wider policies and agenda.

The IPS will sit within and contribute towards the County Council's wider transport, economic, community, environment, and health strategies.

Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	19 February 2020
Month	December 2020
Consultation/ Representations	All County Councillors, District/Borough Councils, Sussex Police, Transport Operators and other stakeholders Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

Director of Highways, Transport and Planning

Award of Highways Improvement Contracts, Lots 4, 5 & 6

West Sussex County Council is a designated Highways Authority under the Highways Act 1980 and has a duty to maintain highways maintainable at public expense.

In January 2019, the Cabinet Member for Highways and Infrastructure approved the commencement of a procurement process for a new Highways Maintenance Term Contract or set of contracts and delegated authority to the Director of Highways and Transport to finalise the terms of and award the Highway Maintenance Term Contract, or set of contracts at the conclusion of the procurement process.

In November 2019, the Director of Highways, Transport and Planning awarded five-year contracts for Lots 1, 2 and 3 (core services, drainage cleansing, hedge and grass maintenance)

Lots 4, 5 and 6 (carriageways, footways and infrastructure works) are procured annually and a formal procurement process is underway for the delivery of highways improvements to be undertaken during the 2021-22 financial year.

At the conclusion of the procurement process, the Director of Highways, Transport and Planning will be asked to award contracts to deliver the highways improvements.

Decision by	Matt Davey - Director of Highways, Transport and Planning
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Agenda Item 10

West Sussex Plan priority	A Prosperous Place
Date added	8 October 2020
Month	December 2020
Consultation/ Representations	Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Gary Rustell Tel: 033 022 26397
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Active Travel Fund - phase 2
<p>Updated on 23 December 2020 -</p> <p>The Department for Transport's Active Travel Fund supports plans to reallocate road space to cyclists and pedestrians and create an environment that is safer for walking and cycling.</p> <p>The second phase of funding will enable authorities to install more permanent measures to encourage walking and cycling and the County Council submitted a funding bid to the Department for Transport during the summer of 2020. During November 2020, the County Council received an award of £2.35m which includes £450k of revenue funding.</p> <p>The Cabinet Member for Highways and Infrastructure has set up a cross party Executive Task and Finish Group which is reviewing potential projects for phase 2 and will make recommendations to the Cabinet Member.</p> <p>Proposed schemes will involve full consultation with local residents and other stakeholders and details can be found on the website.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the projects to be progressed and delegate authority to the Director of Highways, Transport and Planning to make any subsequent amendments to the projects.</p> <p>Published on 22 July 2020 -</p> <p>On 9 May 2020, the Transport Secretary announced a £2 billion package to put cycling and walking at the heart of the Government's transport policy.</p> <p>The first stage, worth £250 million, is for emergency interventions to make cycling and</p>

walking safer. The County Council received an allocation of £784k and submitted a bid, on 5 June 2020, to the Department for Transport (DfT) for seven initiatives in areas which, until the COVID-19 crisis, were heavily reliant on public transport. The bid was successful and the decision to approve the seven schemes can be found on the County Council's [website](#).

The second tranche of funding will enable authorities to install further, more permanent, measures to cement walking and cycling habits and, where applicable, enable the implementation of schemes identified in Local Cycling & Walking Infrastructure Plans.

The Cabinet Member for Highways and Infrastructure has set up a cross party Executive Task and Finish Group which will consider the bidding process and criteria, review those schemes that are suitable for submission for tranche 2, advise officers on an appropriate level of consultation and make recommendations for a tranche 2 bid to the Cabinet Member.

The Cabinet Member for Highways and Infrastructure will be asked to approve the schemes to be progressed and delegate authority to the Director of Highways, Transport and Planning to make any subsequent amendments to the schemes.

Note: due to the DfT's timescales for the works to be completed, 28 days' notice for this decision may not be achieved. In this case, the decision will be made using emergency powers.

Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	22 July 2020
Month	January 2021
Consultation/ Representations	WSCC Members and key stakeholders including residents, District/Borough/Parish Councils, local businesses, neighbouring authorities, cycle forums, bus operators, emergency services and freight services Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Andy Ekinsmyth Tel: 033 022 26687
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Delivery of the Ash Dieback Action Plan - Procurement

Ash Dieback (ADB) is a disease that is likely to kill 95% of the county's ash trees over the next 10–20 years. This will have a major impact on the county's landscape, the

wildlife it supports, other ecosystems that trees provide and climate change.

It will also have a high impact on the county and the County Council, posing a significant risk to people, property (including schools) and the delivery of services (including highways). Therefore, a corporate [Ash Dieback Action Plan](#) has been prepared to manage the impact of the disease.

The aim of the Plan is to effectively address the risks presented by the impact of ash dieback (which will require a programme of reactive and proactive tree removal and replanting), conserve the ecosystems in which ash trees are found across the county, and prepare for a positive regeneration phase with a net biodiversity gain.

A specialist contractor needs to be procured to deliver the tree removal and replanting programme. Additional officer resources are required to support programme delivery.

The Cabinet Member for Highways and Infrastructure will be asked to:

1. commence the procurement process and
2. delegate authority to the Director of Highways, Transport and Planning to enter into the contract and extend, if appropriate, in accordance with the County Council's Standing Orders on Procurement and Contracts.

Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	2 November 2020
Month	January 2021
Consultation/ Representations	Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Michele Hulme Tel: 033 022 23880
Contact	Judith Shore Tel: 033 022 26052

Director of Highways, Transport and Planning

Contract award: A24 Robin Hood Roundabout Improvement
<p>The West of Horsham highway infrastructure package includes four significant highway junction projects to support the delivery of the major housing and employment allocations to the east and west of the A24 as follows -</p> <ul style="list-style-type: none"> • A24 Farthings Hill roundabout (completed 2020) • A281 Newbridge roundabout (completed 2020)

- A24 Great Daux roundabout (on hold)
- A24 Robin Hood roundabout (see below)

In [July 2020](#), the Cabinet Member for Highways and Infrastructure approved the commencement of the procurement process to secure a build contractor for the A24 Robin Hood scheme and [delegated authority](#) to the Director of Highways, Transport and Planning to appoint the build contractor.

Following the conclusion of the procurement process the Director of Highways, Transport & Planning will be asked to approve the appointment of a contractor for the construction of the A24 Robin Hood Junction Improvement Works.

Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	22 October 2020
Month	January 2021
Consultation/ Representations	Local Members Horsham District Council Local Parish Councils (Warnham, Slinfold, Itchingford) Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Stephen Reed Tel: 033 022 27328
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

West Sussex County Council Vehicle Removal Policy

As part of the implementation of Civil Parking Enforcement (CPE), the County Council has previously requested from the Department for Transport the powers to remove, store and dispose of vehicles in contravention of parking restrictions and, although granted, it was agreed that the use of these powers would be subject to further approval from the Cabinet Member for Highways and Infrastructure.

With CPE now more established and generally accepted in West Sussex, it is considered that vehicle removal could be a more appropriate tool for vehicles parked in contravention. It is considered appropriate to enact those powers as well as seek DVLA approval to devolve powers to the County Council to take enforcement action against individuals with untaxed vehicles.

A Vehicle Removal Policy would concern vehicles parked in contravention in the following circumstances:

<ul style="list-style-type: none"> • Persistent evader vehicles found parked in contravention • Fraudulent use of disabled persons parking blue badges or an article that purports to be a disabled blue badge • Parked using a fraudulent on-street parking permit, voucher or pay and display parking ticket, inclusive of cashless parking sessions and virtual permits. • Parked in a manner that causes serious obstruction to emergency services and other road users • Abandoned and Untaxed Vehicles <p>The Cabinet Member for Highways and Infrastructure will be asked to approve a Vehicle Removal Policy for West Sussex and seek DVLA approval to take enforcement action against individuals with untaxed vehicles.</p>	
Decision by	Cllr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	1 December 2020
Month	February 2021
Consultation/ Representations	District and Borough Councils Sussex Police Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

A Strong, Safe and Sustainable Place

Cabinet Member for Environment

Halewick Lane Battery Storage Project
<p>A previous decision about Halewick Lane approved the capital allocation of £11.6M for the development of a 20MW battery storage system owned and operated by the County Council.</p> <p>It is now recommended that the project is revised and that a 12MW system is owned and operated by the County Council and a further 12MW leased to a third party.</p> <p>The Cabinet Member for Environment will be asked to -</p> <ul style="list-style-type: none"> • approve the changes to the Halewick Lane Battery Storage scheme and delegate authority to the Director of Environment and Public Protection to procure and let

<p>the grid connection cabling contract; and</p> <ul style="list-style-type: none"> agree the principle of leasing a 12MW site to a third party and delegate authority to the Director of Property and Assets to conclude all lease terms, in consultation with the Cabinet Member for Finance. 	
Decision by	Cllr Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	23 December 2020
Month	January 2021
Consultation/ Representations	<p>Director of Law and Assurance Director of Finance and Support Services</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

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