

Public Document Pack

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22 February 2022

Communities, Highways and Environment Scrutiny Committee

A meeting of the committee will be held at **10.30 am on Wednesday, 2 March 2022 at County Hall, Chichester, PO19 1RQ.**

Note: In response to the continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: democratic.services@westsussex.gov.uk.

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

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Agenda

10.30 am 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.

10.35 am 2. **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.

10.40 am 3. **Strategic Options for Processing of Separate Food Waste and Other Waste Disposal Services and Update on Joint Strategic Approach (Pages 5 - 24)**

Report by the Director of Environment and Public Protection.

The Committee is asked to scrutinise proposals for the processing of separate food waste and the revised delivery of other waste disposal services on which the Cabinet plans to

take a decision in due course.

The Committee will also receive an update on the development of a Joint Strategic Approach with district and borough partners.

12.10 pm 4. **Proposals to Permanently Adopt the Booking Scheme Piloted at some Recycling Centres** (Pages 25 - 58)

Report by the Director of Environment and Public Protection.

The Committee is asked to preview the draft decision to be taken by the Cabinet Member for Environment and Climate Change, to permanently adopt the pilot scheme in operation since 2021, and retain the option to extend it to further sites should they be subject to congestion issues in the future.

12.55 pm **Lunch Break**

1.25 pm 5. **Highways Improvement Programme Review** (Pages 59 - 64)

Report by the Director of Highways, Transport and Planning and the Head of Local Highway Operations.

The Committee is asked to scrutinise the proposed prioritisation process for the Highways Improvement Programme, following a review of the current arrangements.

2.25 pm 6. **Quarterly Performance and Resources Update (Quarter 3)** (To Follow)

A report by the Director of Law and Assurance, setting out the finance and performance position as at the end of December 2021.

The Committee is asked to examine the data and supporting commentary for the performance and resources report, and make any recommendations for action to the Cabinet Members for Highways and Transport, Environment and Climate Change and Community Support, Fire and Rescue.

2.55 pm 7. **Bus Enhancement Plan Task and Finish Group**

The Cabinet Member for Highways and Transport intends to adopt a new Bus Enhanced Partnership Plan (EPP), in April 2022.

Following discussion by the Business Planning Group, the Committee is asked to agree the establishment of a Scrutiny Task and Finish Group (TFG) to act as a critical friend in the drafting of the Plan, and in particular consider:

- the draft Enhanced Partnership Plan (and Scheme) prior to its submission to the Department for Transport (DfT) at the end of April 2022

- the impact of changes to DfT funding for buses – the outcome of WSCC Bus Services Improvement Plan and the Bus Recovery Grant
- plans for public consultation on the bus EPP

It is proposed that the TFG will meet once in April and report directly to the Cabinet Member. The Group’s final report will be shared with the wider Committee, before being passed to the Cabinet Member and published on the Council’s website. The Cabinet Member’s response to the recommendations will be published with the papers for the Committee’s meeting on 10 June

The membership of the TFG shall comprise no more than seven members. A Chairman will be appointed by the Group at the outset of its meeting.

Members of the Committee are invited to volunteer to serve on the TFG, which must be cross-party. The invitation can be extended to interested non-executive members from outside the Committee.

The Committee is asked to consider whether the Group should meet informally (ie in private) or formally (in public). This decision can be delegated to the members of the Group.

No background papers. Contact Ninesh Edwards, 033 022 22542

3.00 pm

8. **Work Programme Planning and Possible Items for Future Scrutiny**

The Committee is asked to review its current draft work programme taking into account the Forward Plan of Key Decisions and any suggestions from its members for possible items for future scrutiny.

(a) **Forward Plan of Key Decisions** (Pages 65 - 78)

Extract from the Forward Plan dated 18 February – 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.

(b) **Work Programme** (Pages 79 - 80)

The Committee is asked to review its draft work programme for the next County Council term in 2022/23. The work programme attached reflects the outcome of discussions at the Committee’s

Business Planning Group meeting on 11 February.

Members to mention any items which they believe to be of relevance to the business of the Scrutiny 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.

Future meeting dates of the Committee in 2022/23:

- 10 June 2022
- 21 September 2022
- 18 November 2022
- 23 January 2023
- 6 March 2023.

3.05 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.

3.05 pm 10. **Date of Next Meeting**

The next meeting of the Committee will be held on Friday 10 June at 10.30 am at County Hall, Chichester.

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by Wednesday 25 May 2022.

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

Webcasting

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Communities, Highways and Environment Scrutiny Committee

2 March 2022

Strategic Options for Processing of Separate Food Waste and Other Waste Disposal Services and Update on Joint Strategic Approach

Focus for Scrutiny

Report by Director of Law and Assurance

Summary

Under the new Environment Act 2021 waste collection authorities (WCAs) will be required to collect food waste separately. Under earlier legislation, it falls to the County Council as Waste Disposal Authority (WDA) to arrange for the disposal of the "controlled waste" collected in its area by the waste collection authorities.

Cabinet will be asked to decide upon a preferred option to meet this requirement based on a detailed business case, and to consider associated contractual arrangements and other opportunities to improve the efficient use of assets.

With the district and borough councils responsible for collecting this material and the County Council responsible for processing it, coordination of action is essential to ensure compliance and value for council tax-payers. The Committee will be briefed on work to develop a joint strategy to set out an agreed approach and timeframe.

Focus for scrutiny

The Committee is asked to consider:

1. Whether the proposal shows sufficiently how it will meet the objectives set out under paragraph 1.5 of appendix 1 (the draft decision report) and that members are satisfied that those objectives are sound as part of the Council's waste strategy.
2. Whether the report (appendix 1) provides a compelling case for the specific aims summarised in para 2.2 and that these are reasonable steps for the Council to take as part of its strategy for the site and the facility.
3. Whether there are any aspects of the proposal and how it will be implemented or in relation to the reasons for rejecting alternative options which require further examination or consideration.

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

1. Background and context

- 1.1 Cabinet plans to take a decision on the processing of separate food waste when it meets on 15 March.
- 1.2 The background and context to this item for scrutiny are set out in the attached appendices. As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer: Ninesh Edwards, Senior Advisor (Democratic Services), 033 022 22542

Appendices

Appendix 1: Strategic Options for Processing of Separate Food Waste and Other Waste Disposal Services

Background Papers

None

Key decision: Yes
Unrestricted
Ref:

Report to Cabinet

February 2022

Strategic Options for Processing of Separate Food Waste and Other Waste Disposal Services

Report by Steve Read, Director of Environment and Public Protection

Electoral division(s):

Note: This report inevitably contains a number of technical terms and acronyms. A glossary of terms is included as an appendix for cross-referencing.

Summary

Under the new Environment Act 2021 waste collection authorities (WCAs) will be required to collect food waste separately. Under earlier legislation, it falls to the County Council as Waste Disposal Authority (WDA) to arrange for the disposal of the "controlled waste" collected in its area by the waste collection authorities.

The Government has yet to confirm the timing of and funding for implementation of the new duty. However, given the timeframes required to amend major contracts and implement new arrangements, the County Council needs to consider options for how to meet the obligation that will fall to it. In doing so, any proposal should reflect the priorities in *Our Council Plan 2021-25*, particularly the cross-cutting theme of tackling climate change and our priority of making best use of resources.

A detailed business case shows that the Council's mechanical biological treatment (MBT) facility could be converted to process food waste separately – providing a cost-effective solution to this new requirement. The programme of works would take 12 months. The modifications would have an estimated capital cost of just under £7.3m but, with reduced revenue payments under a varied contract, there is a strong business case to justify the proposal to do the work within the remaining term of the contract.

The financial, technical, environmental, legal and risk analysis concludes that modification of the existing facility is the option which enables the Council to meet the new statutory duty and the Council's strategic aims in the safest and most convenient way.

In considering the options to meet the new duties, officers have taken the opportunity to identify further changes that could be made to the current facilities and processes to improve or reduce the cost of the currently relatively expensive method of processing residual household waste in West Sussex and help our climate goals.

The proposal also includes providing transfer facilities for Horsham District Council's recyclable materials and for producing refuse derived fuel (RDF) in a form that opens up alternative end-disposal options.

The current contract for disposing of the RDF generated from the non-organic waste part of the process runs until March 2023. Having undertaken market consultation, it is proposed to start procurement of a new RDF offtake contract with the aim of reducing complexity, risks and costs, ideally through finding a UK end destination.

Recommendations

Cabinet is recommended to approve:

- (1) The variation of the Materials Resource Management Contract and associated capital investment to allow for:
 - a. processing of source-segregated food waste
 - b. production of loose Refuse Derived Fuel (RDF)
 - c. improvements for the capture, storage, and disposal of metal for recycling to achieve the income from metals
 - d. removal of redundant equipment
 - e. bulking of dry mixed recycling (DMR) for delivery to the materials recycling facility (MRF)
- (2) The commencement of a procurement for the disposal of refuse derived fuel until 2035 with a possible extension until 2040
- (3) Delegation of authority to commence (1) and (2) above to the Director of Environment and Public Protection at a time to be agreed in consultation with the Cabinet Member for Environment and Climate Change and the Directors of Finance and Legal Services. In the event that either or both (1) and (2) are not exercised prior to 31st March 2024, to bring a further report to Cabinet no later than 30th June 2024.

Proposal

1 Background and context

1.1 The Council, acting in its capacity as statutory waste disposal authority (WDA) is responsible under s51 of the Environmental Protection Act 1990 for the disposal of *controlled waste* collected by the district and borough (D&B) councils in West Sussex. This duty is supported by various national and local policies which seek to drive waste up the waste hierarchy, meet climate change objectives and provide value for money. To meet these objectives, the Council has commissioned three major contracts for the processing and/or disposal of waste:

- The Recycling and Waste Handling Contract (RWHC) commenced on 1 April 2004 for a 29-year period provides recycling centres and a materials recovery facility (MRF)

- The Materials Resource Management Contract (MRMC) commenced on 28 June 2010 for a 25-year period and a possible 5-year extension. This deals with residual waste via a mechanical biological treatment (MBT) facility and landfill disposal.
- The Refuse Derived Fuel (RDF) Offtake Contract was signed on 6 April 2018 for a 5-year period and a possible 5-year extension. This covers RDF haulage and disposal in Germany and Holland.

Currently household food waste, which falls within the category of *controlled waste*, is disposed of via the residual or “black bag” waste stream, of which food waste constitutes around 40% by weight. Under the MRMC, residual waste is processed at a Mechanical Biological Treatment (MBT) facility at Brookhurst Wood near Warnham. The incoming waste is separated into two main streams. An organic fraction is biologically treated through Anaerobic Digestion (AD) on site. The remainder which is known as “refuse derived fuel” (RDF) is sent for energy recovery, currently to Holland and Germany.

- 1.2 The MBT facility shreds incoming waste separating biodegradable waste (mainly food and animal waste) from the remaining material (mostly paper and plastic). The biodegradable fraction is liquidised and passed through the AD process which generates methane and a compost like output (CLO). The methane is burned to produce electricity. The CLO can be used in land restoration projects. Most of the remaining fraction is used to produce RDF for energy from waste processes. Separated metals and grit are sent for recycling. A minority fraction (less than 10%) is unsuitable for energy recovery and is sent to landfill.
- 1.3 Collectively, West Sussex Councils achieved a recycling rate of 53.1% in both 2019/20 and 2020/21 but need to improve performance to meet a 2025 national target of 55% and a much more challenging target of 65% by 2035. More importantly, waste contributes significantly to household and county-wide carbon emissions. The collection and processing systems adopted, including vehicles and waste minimisation initiatives, therefore have significant potential to reduce carbon and wider environmental impacts.
- 1.4 The Government’s Resources and Waste Strategy (2018) indicated that it would compel WCAs to collect food waste separately. This duty is now set out in the Environment Act 2021. While detailed guidance on the implementation of the new duty is awaited, food waste falls within the definition of controlled household waste and therefore the County Council must provide the means to process it separately. The MBT as currently configured cannot process food waste separately.
- 1.5 We therefore need to review the services currently delivered under the MRMC to:
 - Deliver a processing system for food waste collected separately by the Ds&Bs
 - Continue to provide RDF of suitable composition for energy recovery, ideally reducing the distance the material has to be hauled
 - Keep overall emissions as low as practicable given current technology and waste composition

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- As far as possible allow for flexibility to meet tighter future targets and the impact of carbon pricing which may apply before the end of the current contract in 2035
 - Meet other service and *Our Council Plan 2021-25* objectives set out under 2.2 below
- 1.6 The proposals in this report for the most part do not affect the operation of the other main contract – the Resources and Waste Handling Contract (RWHC) which covers processing of dry recyclables at Ford MRF, operation of the transfer stations and recycling centres. Some modifications of the transfer stations to receive separate food waste will be required, but this would form a relatively minor variation of the RWHC.
- 1.7 At present there is no transfer facility for receiving and bulking kerbside recycling collected in the Horsham District. Such facilities exist for Chichester, Crawley, Mid Sussex, Adur and Worthing and this avoids refuse collection vehicles having to travel across the county to the Ford MRF. Bulked recycling is loaded onto larger payload, articulated vehicles. In the absence of such a facility, Horsham vehicles have to deliver directly to Ford, Burgess Hill and Crawley and we compensate HDC for “tipping away” to locations a significant distance outside its boundary. Providing a transfer facility at the MBT will result in an overall saving by eliminating the “tipping away payment” to HDC of £314,000 pa. It will also reduce overall vehicle miles and net emissions through more efficient fleet utilisation.
- 1.8 The present RDF contract was let in 2018 and runs until April 2023 extendable by up to 5 years (with 12 months’ notice). It was procured, after market consultation, on the basis that the material will be bailed for onward haulage. Bailing adds processing cost but was assumed to reduce haulage and handling costs for the off taker because conventional, non-specialist HGV trailers can be used, resulting in a more competitive overall price. Since the contract was let, more UK facilities have come on-line and these have a general preference for loose material. Market advice suggests letting a new contract for loose RDF is likely to result in a more cost-effective contract. It is therefore proposed that the existing contract is extended for just one year and a new procurement is undertaken in that period.
- 1.9 Once produced, there is little space for storage of RDF within the MBT. The solution has been to pre-load and park trailers prior to collection. Parking must be on a site with a suitable permit from the Environment Agency (EA). The Council owns a site adjacent to the MBT known as “Site Ha” and this site has been identified as suitable for development to a standard which will meet EA permit requirements. In the interim we have, by arrangement, been using the nearby BritaniaCrest site for trailer parking as an interim solution. This is not sustainable in the longer term due to BritaniaCrest’s intention to develop the site and it costs the Council £160,000 a year. The business case suggests that development of a hardstanding parking area will provide a cost-effective long-term solution.
- 1.10 Currently metals in the residual waste are extracted during the process. Income from the sale of this material is split between Biffa and the Council. The current equipment is not compatible with the revised processing equipment and will be replaced as part of the overall modifications. This should also improve the capture rate. On the basis that the Council will make the investment in the new

equipment, Biffa have agreed the Council will keep all subsequent income from the sale of metals.

2 Proposal details

- 2.1 The aim is to provide the residents of West Sussex with a cost effective and carbon efficient recycling and waste service that will maximise the recovery of valuable natural resources. We will ensure our service is compliant with forthcoming national legislation and compatible with any new working arrangements for the West Sussex Waste Partnership (the joint working with the WCAs).
- 2.2 The main objectives to meet this ambition are set out in 1.5 above but also include:
- Maintain waste to landfill at 9% or less
 - Provide a transfer point for Horsham dry recyclables: - reduce HGV movements as explained in 1.7 above
 - Resolve future use of "Site Ha"; as explained in 1.9 above
 - Reduce the Council's cost of disposal
 - Reduce the amount of waste generated in West Sussex by residents (a corporate Key Performance Indicator)
- 2.3 The proposals can only be achieved through formal changes to the MRMC with Biffa. The MRMC contains a contract change process and this requires the Council to issue Biffa with an authority notice of change (ANC) document. This must clearly set out our requirements to allow the contractor to be able to respond as fully and realistically as possible.
- 2.4 In September 2020, and revised in September 2021, the Council issued Biffa with four ANCs to better understand the implications of the proposals set out in this report and to seek indicative costs of modifying the MBT to:
- Receive and process source segregated food waste
 - Receive and shred residual waste to produce loose RDF
 - Improve capture of metal for recycling with associated income from sale
 - Remove redundant equipment freeing up space
 - Receive, inspect and load HDC's dry recycling for back-haul to Ford MRF
 - Deliver annual operational savings over the remaining life of the contract
- 2.5 In issuing the ANCs, the Council determined that Biffa would, in full consultation with our project team, transparently commission third parties to price and, in due course, undertake the specified works on an open book basis. There are several reasons for this: Firstly, the Council does not have the in-house expertise to specify and procure the necessary technical modifications to the MBT. Secondly the number of companies able to provide the necessary modifications is limited. Through using, by agreement, the original suppliers/installers (Kiverco and Marches Biogas) the risk of system incompatibility is minimised. Thirdly, modifications will need to take place while the service continues to be provided. Therefore, risks of disruption to the service would be the technical and financial responsibility of Biffa.
- 2.6 Having evaluated alternatives (see section 3 below) alongside the ANC process and developed a Full Strategic Business Case, the preferred option is to vary the existing MRMC with Biffa to enable the acceptance and processing of

source-separated food waste and the continued production and offtake of RDF to an EfW (energy from waste) facility. This will also involve procurement of a new RDF contract as the existing contract (unless extended for up to 5 years) expires in March 2023. This forms part of the recommendation in this report.

3 Other options considered (and reasons for not proposing)

3.1 Officers looked at 5 primary options:

- Option 1 – Do nothing – discounted due to the need to support the new duty and to reduce the cost of the existing process.
- Option 1A – An offer from Biffa to provide an “end to end” solution including RDF offtake to a SE Regional facility – discounted due to high risk of procurement challenge as this was not part of the original MRMC offered to the market. More detailed analysis of these risks has been undertaken.
- Option 2 – MRMC Variation & new RDF procurement along with contract variations to meet the objectives set out in sections 1 and 2 above. **This option is recommended** as it presents the most compelling case based on the evaluation undertaken and set out in this report
- Option 3 – Terminate the MRMC & procure new solutions for food waste and residual waste. This is discounted largely due to the high cost of termination (a consequence of the current contractual conditions) which would negate the expected lower per tonne price over the remaining contract period. Option 3 would also lock WSCC into a new, long-term contract (potentially to or beyond the mid 2040s). It may also provide less flexibility around future options to decarbonise the waste stream.
- Option 4 – Commission a new facility in West Sussex. This is discounted due to the time required to find a suitable site, seek consent, procure and build, the high capital cost (likely to exceed £0.5bn) and low appetite for the risks associated with committing the Council to a fixed scale of facility and technology which, to be economic, would be in operation until at least 2050.

4 Consultation, engagement and advice

External

- 4.1 The Council has worked with a number of external suppliers to produce the business case:
- Kiverco – Plant design/implementation
 - Marches Biogas – Food waste design/implementation
 - Tolvik – Carbon comparison
 - AECOM – Site Ha design

Partners in the West Sussex Waste Partnership

- 4.2 We have been engaging with the Ds&Bs in West Sussex to explore the timeframe for introducing food waste collections and the Council has sponsored current trials in Arun and Mid Sussex, the latter to begin in mid-2022. The general consensus among Ds&Bs is that commitments cannot be made until the

Government has set out an “implement by” date and clarified the extent of new burdens funding available to support roll out and ongoing delivery. Following debate of a Motion at Full Council on 17th December 2021, with unanimous support, the Cabinet Member for Environment and Climate Change wrote to – and recently followed up again with - the Secretary of State and Minister of State at Defra seeking clarification on these points.

- 4.3 The proposal allows us to plan an approach with certainty and be in a position to deliver to an agreed timeframe with the Ds&Bs without undue delay once the statutory timetable and funding arrangements become clear. The recommendation is therefore to agree the approach and delegate authority to the Director of Environment and Public Protection to determine the optimum time to implement it, allowing for further review by Cabinet within two years should there be continuing lack of clarity at the end of March 2024.

Councillors

- 4.4 In 2019 The Cabinet Member for Environment and Climate Change set up an informal, non-decision-making member advisory group to hear on an occasional basis from officers on how strategic options were being identified and explored. This provided an opportunity for the Cabinet Member to ask questions of the officers and be reassured around progress with the project prior to the point a decision is required.
- 4.5 The Communities, Highways and Environment Scrutiny Committee [are scheduled to formally consider] [considered] the strategic options at its meeting on 2nd March 2022. The Committee’s comments and any recommendations [will be] [are] reflected in [the final version of this draft] [this] report.

5 Finance

Revenue consequences

- 5.1 The table below shows the budget position following the introduction of separate food waste collections that will enable 25,000 tonnes of food waste to be processed through the reconfigured plant saving on RDF contract costs. No account is taken of any impact on residual waste tonnages as a result of the move to separate food waste collections, it is possible that this will generate further savings. The provision of the DMR transfer facility will save £314,000 pa by removing the need to make ‘tipping away’ payments to Horsham District Council.

Revenue position following the introduction of food waste collections

	20/21 Budget	Operational Saving	Tonnage Saving	WSSC Saving tipping away	Revised Budget
	£'000s	£'000s	£'000s	£'000s	£'000s
MBT Running Costs	16,877	-2,450			14,427
Disposal Costs	14,995		2,516		17,511
Landfill Costs	5,346		-3,585		1,760
Total MBT & RDF Costs	37,219	-2,450	-1,070	0	33,698
Other Disposal Costs	584			-314	270
Total Budget	37,803	-2,450	-1,070	-314	33,968
Overall Saving					-3,834

Capital consequences

5.2 Current estimates suggest that the capital cost will be £7.292m, based on quotes received as of 1st November 2021. Allowance for the project has been made in the 2022-23 capital programme and will be met from within the Capital Improvement Programme budget. The profile of spend below assumes that the facility will be ready for accepting food waste by 2025 although the precise profiling of the expenditure will be known only when the variation of the MBT is agreed with Biffa.

	2022/23	2023/24	2024/25	Beyond	Total
	£000's	£000's	£000's	£000's	£000's
Capital Improvement Programme	475	2,685	9,674	19,900	32,734
Project requirement	0	1,000	6,292	0	7,292
Remaining Budget	475	1,685	3,382	19,900	25,442

5.3 The Government has indicated WCAs may be eligible for assistance with transitional costs to collect separate food waste but have been less clear about whether WDAs could also receive transitional funding. This issue is being explored following an approach for information from Defra officials.

The effect of the proposal:

(a) **How the cost represents good value**

The investment in the facility will allow for the provision of food waste and a DMR facility for Horsham District Council. In addition to any cashable savings realised, the reconfiguration could avoid additional costs incurred if food waste requires transfer to an out-of-county facility.

(b) **Future savings/efficiencies being delivered**

The reconfigured facility will allow the service to fully benefit from savings in reduced residual waste tonnages as the D&Bs move across to food waste collection and potentially introduce changes to collection frequencies

If total waste is reduced, it would further reduce the cost of the RDF contract.

(c) **Human Resources and IT**

No Human Resources or IT impact.

(d) **Asset Impact**

This proposal makes use of land known as Site Ha which is owned by the Council and earmarked for this purpose. It will also ensure that the MRMC, and use of the MBT Facility, will continue for the foreseeable future. Focusing Horsham's delivery of DMR into the new facility will also reduce impact on the Council's existing transfer stations currently used by Horsham DC.

6 Risk implications and mitigations

6.1 A summary of the risk implications around procurement is provided in section 7 below.

- 6.2 There is a financial risk relating to re-procurement of the RDF contract and the gate fee achieved. However, this risk exists irrespective of the work to reconfigure the plant. A market engagement exercise has given reasonable confidence that the price assumed within the business case is achievable. It is also assumed, on the basis of market evidence that there would be no major differential in price per tonne gate fee for taking either RDF (option2) or residual waste (option 3) to an EfW facility.
- 6.3 As mentioned at 1.4 above, a risk exists around timing of roll out of separate food waste collections across West Sussex as the Government has not yet clarified its expectations around when the new duty must be met by collection authorities nor the level of new burdens or transition funding that may be available. A review date is proposed in the recommendation in the event that this uncertainty persists. However, the County Council is keen to work with our D&B partners to develop a new Joint Waste Strategy and delivery plan to co-ordinate timing, and this approach has received in principle support. In the meantime, it is important for the County Council to demonstrate it has lined up a solution to process food waste, addressing an issue of concern to partners that there should be a local facility ready for the material when they do roll out the service.

7 Policy alignment and compliance

Legal implications

- 7.1 The Council needs to carefully consider the contractual arrangements through which the proposals can be achieved and the requirements of the Public Contract Regulations 2015.
- 7.2 The Council has undertaken a careful and considered analysis of the impact of the regulatory and legal framework for public procurement in relation to the proposed recommended option for the strategic solution and has taken external expert procurement advice to seek confirmation of the position. The conclusion is that the proposed variations to the MRMC would be in accordance with the PCR 2015
- 7.3 In relation to the additional operational improvements, similar consideration needs to be given to the impact of the Regulations and this has been subject to the same process noted above.
- 7.4 The changes to site Ha need to be considered separately and a similar assessment of procurement options within the legal framework has been completed to provide assurance for the option being recommended.
- 7.5 Further detailed advice has been provided on the processes required for the settling of the contractual variations and the effective assessment and mitigation of any risk of challenge to the procurement process. This will be available for the decision makers and for all members for further information and advice.

Equality duty and human rights assessment

- 7.6 The project aims to improve the delivery of public services and has no foreseen equality impact implications. Any relevant equality duty implications will be

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covered through current or revised contractual arrangements and through the arrangements agreed with the WCAs.

Climate Change

- 7.7 Climate Change underpins all other objectives and priorities within *Our Council Plan 2021-25*. The Council has committed to being carbon neutral by 2030 for "scope 1" emissions arising from its own operations. Emissions associated with household waste processing / disposal largely fall within supply chain emissions known as "scope 3" and this is mainly determined by how much waste householders produce and the extent to which they separate it for recycling. Known "scope 1" emissions for the council, including maintained schools, are in the region of 33,000t CO₂-eq per annum, whereas processing residual waste alone accounts for around 45,000t CO₂-eq per annum.
- 7.8 Nevertheless, the Council can have some control over waste emissions through specification of how and where waste is processed.
- 7.9 The Council commissioned a short study from Tolvik Consulting to compare carbon emissions from the principal options 2 and 3. A summary of the report is included in Appendix B
- 7.10 The study concludes that emissions from options 2 and 3 are broadly comparable and that the impact of emissions under the proposed option can be further mitigated through specifying minimum EfW plant efficiency when procuring a new RDF contract.
- 7.11 In terms of longer-term carbon reduction opportunities, option 2 is compelling as it would retain the capacity within the MBT facility in the future to remove low grade waste plastic. This constitutes the greater part of the anthropogenic (fossil based) carbon content of waste which could potentially be removed prior to sending the remainder for energy recovery. Currently there are no economic outlets for this material to be recycled but they could emerge – driven by carbon taxation – prior to the end of the contract.

Crime and Disorder

- 7.12 No crime and disorder implications are identified as a result of this proposal.

Public Health

- 7.13 No direct public health implications are identified as a result of this proposal.

Social Value

- 7.14 Many residents derive social value from the opportunity to recycle more and mitigate their personal carbon footprint. Studies by WRAP have shown that the average household wastes more than £500 worth of food each year (in excess of £700 on average for households with children) and that separate food waste collection provides more visibility of wastage resulting in behavioural change.
- 7.15 Separate food waste collections is expected to be largely neutral with respect to the number of jobs associated with collection and processing household waste across the County as a whole.

Our Council Plan 2021-25 Priorities

7.16 The recommendation supports Our Council Plan 2021-2025 priorities by:

- making the best use of resources
- supporting a sustainable and prosperous economy
- assisting with the underpinning theme of Tackling Climate Change
- supporting Key Performance Indicator 23: The percentage of Household waste recycled, reused or composted.

7.17 The proposal also helps to support the following outcomes:

- Outcome 3 - Maximising the productivity of our assets
- Outcome 4 – Value for money
- Outcome 5 – A sustainable economy that adapts to climate change
- Outcome 6 - Working in Partnership

7.18 Maximising the productivity of the MBT will, through optimising the use of our asset, provide value for money and support meeting our statutory duties.

7.19 Working collaboratively with District and Borough partners through the West Sussex Waste Partnership is crucial to reducing waste and increasing recycling.

7.20 The proposals will support the partners to meet the new duties under the Environment Act 2021 and residents' growing aspirations to recycle more in general and food waste in particular.

7.21 The biggest carbon benefit in any waste management system comes through waste reduction. The proposals will assist this objective and help to reduce the overall carbon impact of waste services in the county.

7.22 The proposals will enable our D&B Partners to introduce separate food waste collections with confidence that an in-county facility will be able to receive and generate clean energy from separately collected food waste. Confidence that we have clear and deliverable plans for a processing system will also hopefully encourage early introduction of the service to residents. The investment into the MRMC alongside works to the network of transfer stations will therefore support investment by the WCAs in their collection fleets.

Steve Read

Director of Environment and Public Protection

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Appendices

Appendix A – Glossary of Terms

Appendix B – Carbon Comparison

Background papers

None

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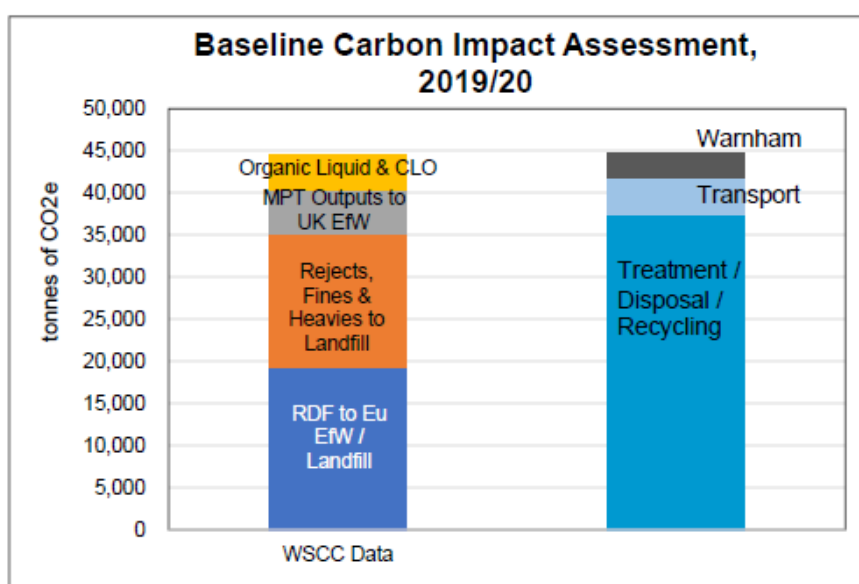
Glossary of Terms

- AD** **Anaerobic Digestion** – a collection of processes by which micro-organisms break down biodegradable material in the absence of oxygen to produce biogas (fuel) and a digestate.
- ANC** **Authority Notice of Change** A formal contract change process within the MRMC whereby the Council can set out requirements to make changes to the operation of the contract in terms that allow the Contractor to be able to respond as fully and realistically as possible.
- CLO** **Compost-Like Output** - The solid fraction of organic material left at the end of an anaerobic digestion process.
- CO₂-eq** **Carbon Dioxide Equivalent.** A measure to compare the emissions from various greenhouse gases on the basis of their global-warming potential by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.
- Controlled Waste:** Defined in s75 of the Environmental Protection Act 1990 as “Household, industrial and commercial waste or any such waste”.
- D&Bs** **District and Borough Councils** (see also “WCA”)
- EfW** **Energy from Waste** – the process of generating energy in the form of electricity or heat from the thermal treatment of waste.
- Loose RDF** (see “RDF” below) RDF which is not bailed for onward haulage but loaded loose into enclosed trailers for delivery to an EfW facility. Usually used where the EfW facility is in relatively close proximity to the source of the RDF.
- MBT** **Mechanical Biological Treatment** - covers a wide range of technologies and plant configurations and can produce a number of different outputs. The most common fractions are:
- combustible biogas fraction, often used as a fuel to produce electricity
 - recyclables, for example metals
 - organic material from the biological treatment often called ‘compost-like output’ (CLO).
- MRMC** **Materials Resource Management Contract** – contract signed with Biffa in June 2010 to treat waste as a resource and reduce dependence on landfill.
- MRF** **Materials Recycling Facility** – Facility that uses mechanical techniques to sort, separate and recover raw materials from mixed household wastes, such as paper, card, cans, glass and plastics, which can then be re-used by industry, or recycled into new products.
- RDF** **Refuse Derived Fuel** – A product of mechanical treatment of residual waste at an MBT facility which can be used as a fuel in a thermal process to produce heat and/or power.
- Residual Waste** – All current waste material that has not been re-used, recycled, composted, or recovered.

- RWHC** **Recycling and Waste Handling Contract** – contract awarded to Viridor in 2004 to improve recycling within the county, purchased by Biffa in September 2021.
- Scope 1** **Scope 1 Emissions:** Direct greenhouse gas (CO₂-eq) emissions that occur from sources that are controlled or owned by an organisation.
- Scope 2** Indirect (CO₂-eq) emissions from the generation of energy consumed by an organisation.
- Scope 3** All other indirect (CO₂-eq) emissions that occur in an organisation’s value chain.
- Site Ha** An undeveloped, largely brownfield, former industrial site owned by WSCC next to the MBT facility at Warnham and proposed for use as a HGV trailer park.
- WCA** **Waste Collection Authorities** – In West Sussex the District and Borough Councils who have the statutory duty to collect household waste and, if requested, arrange for the collection of commercial waste in its area.
- WDA** **Waste Disposal Authority** – In West Sussex the County Council has a statutory duty to dispose of controlled waste collected by WCAs in its area and to provide places for residents to deposit waste.
- WRAP** **Waste and Resources Action Programme**

Summary of Comparison of the Carbon Intensity of Residual Waste Solutions

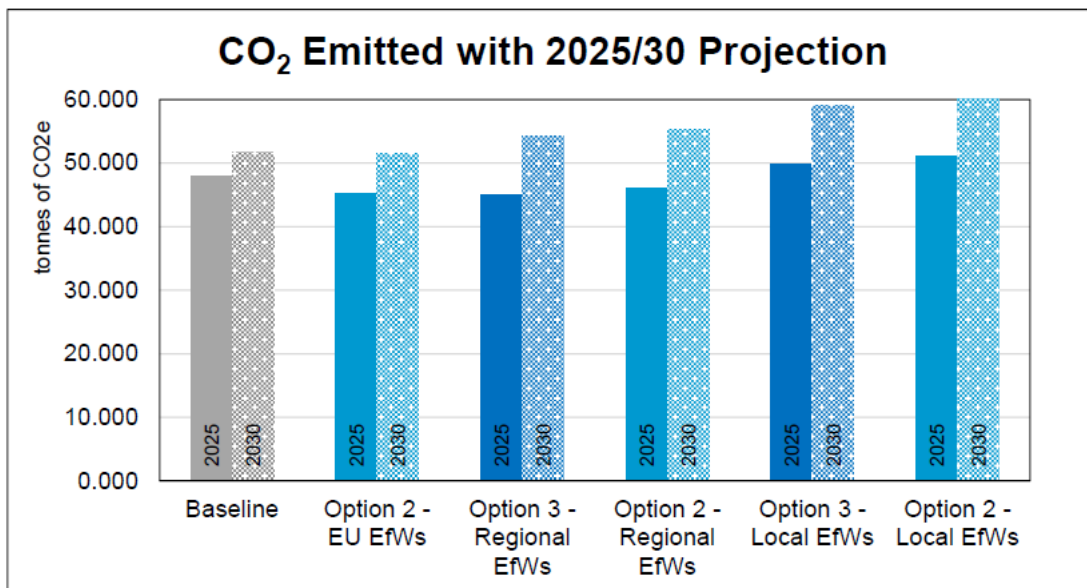
- Tolvik Consulting were commissioned to provide an independent comparison of the carbon implications of various Residual Waste treatment solutions. A copy of the full report is available, on request, from the Waste Team or Director of EPP.
- The key objective was to derive an indicative baseline carbon impact using 2019/20 tonnages/destinations, and then compare this baseline to potential future scenarios, termed "Option 2" and "Option 3" (as described in the main report above).
- The "Option 2" scenario assumes a reconfigured Warnham site that undertakes Residual Waste processing to provide an RDF output. The "Option 3" scenario for the purposes of this report assumes that the Warnham site would become a basic transfer station for residual waste sent to UK EfW sites.
- Carbon impact modelling is complex and the analysis was based on a limited range of variables to provide a considered and robust comparison of some of the outcomes. It is possible that a different selection of fixed and variable parameters could provide different outcomes and therefore the analysis should be considered high level and indicative.
- The waste composition data used in the analysis was based upon the most recent 2021 Residual Waste composition analysis undertaken by WSCC. It is noted that includes significant higher food waste content, at 40%, compared to UK averages from other Waste Disposal Authorities (30%).
- The Baseline carbon impact assessment is estimated as 45kt of CO₂ eq using 2019/20 actual data from WSCC.



- The treatment / disposal of waste sent to EfW and landfill account for the largest fractions of the total carbon impact.

Agenda Item 3
Appendix B

- Processing the material at Warnham (shown in dark grey, second column) accounts for a relatively small fraction of overall emissions. Transport of RDF into Europe (pale blue section above) has an impact although this also relatively small.
- The largest influences on the carbon intensity of the various Residual Waste solutions are:
 - the composition of residual waste (the biogenic content such as food waste in particular)
 - the size scale and efficiency of the EfW facility assessed (in particular whether heat is generated from the plant)
 - the future decarbonisation of the national electricity grid.
- At a high level, Tolvik conclude that the carbon impacts of the various Residual Waste solutions are broadly comparable, especially when considering actual tonnages are likely to be spread across various facilities.



- The analysis compares a scenario involving “Local EfWs” which are either existing facilities in neighbouring counties or sites in West Sussex / neighbouring counties which are planned or permitted but not yet under construction. Crucially, these sites have no (current or planned) heat offtake which means they operate (or, if built, would operate initially at least) at lower overall thermal and carbon efficiency than those with heat offtake. “Regional facilities” are those in the Southeast of England that either exist with, or are planned to have, heat offtake. These are generally larger plants.
- In 2025 the estimated emissions from Residual Waste sent to larger EfWs in the EU and UK Regional solutions are projected to be lower than the Baseline, i.e. <48ktpa. This is due to the scale, efficiency and heat offtake arrangements at these sites.
- The model predicts increased emissions towards 2030 resulting from an assumption that the benefit accrued from the power generation (as a substitute for fossil fuel sources of power, principally coal and gas in the national network)

declines as the national electric grid is decarbonised. It is not however a variable within the control of WSCC. The increase in impact for EU sites in 2030 appears relatively lower as they are not projected to decarbonise power generation to the same extent as the UK in the period.

- The removal of the food waste from the Residual Waste stream is clearly beneficial in many respects, including waste hierarchy, economic cost and carbon terms.
- Any material impacts on carbon reduction can only really be achieved through increased waste prevention and/or increased tonnages of waste being sent for reuse/recycling, thus removing it from the Residual Waste stream.
- In procuring a residual waste treatment solution, Tolvik suggest the council may wish to consider the weighting applied to evaluation criteria for solutions that propose larger, more efficient EfWs, ideally with heat offtake arrangements, to derive a further carbon benefit.

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Communities, Highways and Environment Scrutiny Committee

2 March 2022

Recycling Centres Booking System

Report by Director of Law and Assurance

Electoral divisions: All

Summary

A pilot booking system for some of West Sussex County Council's recycling sites was launched in April 2021, and extended in October 2021.

The Cabinet Member for Environment and Climate Change now proposes to make the pilot arrangements permanent, and delegate authority to extend the system in future to the Director of Environment and Public Protection

Focus for Scrutiny

The Committee is invited to consider:

1. How the pilot scheme worked, and how well the learning arising from the pilot will be incorporated in the permanent scheme.
 2. Whether the consultation feedback has been adequately addressed in the proposed permanent arrangements.
-

Proposal

1 Background and context

- 1.1 The Cabinet Member for Environment and Climate Change currently plans to make a decision in March 2022, following consideration of the Committee's feedback and allowing time to explore how best this might be addressed.
- 1.2 The background and context to this item for scrutiny are set out in the attached draft decision report (listed below), including resource and risk implications, Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction Assessments

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Appendices

Appendix 1: Recycling Centres Booking System – Draft Decision Report

Background papers

None

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Key decision: Yes
Unrestricted
Ref:

Councillor Deborah Urquhart, Cabinet Member for Environment and Climate Change

March 2022

Recycling Centres Booking System

Report by Director of Environment and Public Protection

Electoral divisions: All

Summary

On 4th March 2021 the Cabinet Member for Environment and Climate Change [took a decision](#) to implement a pilot booking scheme at six of the eleven Recycling Centres in West Sussex. The trial scheme was introduced because social distancing measures at the busy Recycling Centres added pressure to the nearby roads leading to some disruptive queuing and delays for site visitors and road users. The measures sought to improve the management of vehicles accessing the Recycling Centres in a safe way for both staff and residents and to reduce impacts on nearby businesses.

The scheme was successful in these objectives and popular with the majority of users surveyed in July 2021 as well as local businesses at Manor Royal Business Improvement District Crawley and Arun Business Park in Bognor. On 5th October 2021, the Cabinet Member for Environment and Climate Change [took a further decision](#) to undertake wider public consultation in respect of making this booking system permanent and extending the system to the Burgess Hill Recycling Centre in anticipation of intensified use of its access road due to a major housing development.

This report sets out the findings of the public consultation and a proposal regarding the future use of a booking system for West Sussex Recycling Centres.

Recommendation

That the Cabinet Member for Environment and Climate Change approves:

1. That the pilot booking system is made permanent at the Bognor Regis, Crawley, Horsham, Littlehampton, Shoreham and Worthing Recycling Centres.
2. Delegation of authority to the Director of Environment and Public Protection, in consultation with the Cabinet Member for Environment and Climate Change, to extend the booking system on a site-by-site basis to Billingshurst, Burgess Hill, East Grinstead, Midhurst and/or Westhampnett Recycling Centres, on a temporary or permanent basis should this be needed to manage congestion or other issues in the future.

Proposal

1 Background and context

- 1.1 From April 2021 a booking system was implemented at the six sites known to experience queuing. The scheme was introduced primarily in order to prevent traffic congestion at sites which had, from time to time, experienced serious and disruptive queuing. There was a major concern leading into Spring 2021 that these issues would be further exacerbated by social distancing measures. The booking system has managed demand for site access and has worked well. Users have been able to pre-book safe access to a Recycling Centre with minimal on-site waiting time, thus improving the user experience, improving air quality in the immediate area, local residents have been able to gain access to their homes and local businesses have been able to trade without being impeded by queuing cars.
- 1.2 By the end of January 2022 over 500,000 bookings had been made using the system.
- 1.3 As a service enhancement same day bookings will be introduced at the Recycling Centres, starting with the site at Worthing in early March and once tested it will be made available at the other sites.

2 Public Consultation

- 2.1 Between 10th November and 21st December 2021, a public consultation was carried out in West Sussex using the online consultation portal and paper copies being made available at Recycling Centres and Libraries. The consultation was advertised on social media channels, via a newsletter, at Recycling Centres via Postcards handed out to residents on arrival, on the booking system web page and emails sent to users who had booked appointments over a four-week period.
- 2.2 The consultation received 7,374 responses, the full survey report is attached at Appendix A, the headline results are summarised below:
 - 62% (3863) strongly agreed/agreed that the booking system should be maintained, 38% (2382) disagreed or strongly disagreed.
 - 71% (5196) have used the booking system, 29% (2128) had not.
 - 98% had booked online, 2% via telephone.
 - Of the 2128 people that had not used the system, 56% didn't need to book at their Recycling Centre, 20% didn't want to, 9% had not needed to visit, 5% could not find an appointment to suit and the other 10% answered other.
 - In terms of making a booking 83% (4429) said it was extremely/quite easy, 9% (497) said neither easy or difficult, 6% (304) said quite/extremely difficult and 3% didn't know.
 - Looking at the individual Recycling Centres and the respondents that use those sites asking if the booking system should be maintained. Please note this question allowed residents to select more than one site for example a

user could select both Worthing and Shoreham and both are reflected in the below table for all answers.

Recycling Centre (RC)	Strongly Agree / Agree		Strongly Disagree / Disagree	
	No. that use RC	%	No. that use RC	%
Bognor Regis	442	61	288	39
Crawley	667	63	390	37
Horsham (Hop Oast)	609	67	303	33
Littlehampton	845	77	247	23
Shoreham	382	57	290	43
Worthing	974	76	304	24
Total	3919	68	1822	32

- In terms of why residents felt negative about using the booking system 70% (2230) wanted to decide on the day, 19% (596) found it inconvenient to book, 1% (36) did not find the system easy to use and 10% (333) said other.
- The main improvement suggested was to allow on the day bookings with 62% (4477), 14% (980) would not make any improvements, 4% (273) suggested slots were increased. 13% (951) suggested another improvement and 7% (513) said don't know.

3. Billingshurst, Burgess Hill, East Grinstead, Midhurst and Westhampnett Recycling Centres

- 3.1 All the West Sussex Recycling Centres are, to some extent, impacted by the rapid growth in housing both in terms of increased user-base and impact on local road network. A number are close to new developments that have either recently finished or are in the planning stage.
- 3.2 In the short term, Burgess Hill is the Recycling Centre most likely to be impacted from encroaching development. The site is a dual Recycling Centre and Waste Transfer Station used by Mid Sussex District Council (MSDC). Queues can form from a mixture of customers, refuse collection and other MSDC vehicles, and articulated HGVs. At times traffic management is required to allow HGVs to pass queueing cars.
- 3.3 The Burgess Hill site is accessed via Fairbridge Way. This road is a dead end, originally used only to gain access to the Recycling Centre and a commercial business. Construction of 325 homes on an adjacent brownfield site is currently in progress. As these new homes are built and occupied, additional pressure is expected to be placed on the access road.
- 3.4 Consideration was given to adding Burgess Hill to the list of sites recommended in this report for the permanent booking scheme. However, given that there is not an immediate need to do so, it is proposed to hold open this option.

- 3.5 Midhurst currently has plans for 70 new homes on adjacent land and access to these and the Recycling Centre will be through a shared entrance. While there is, similarly, no immediate need for measures to manage the profile at Midhurst or elsewhere, it is possible they may be needed at some point in the future.
- 3.6 Additionally, given the covid experience, it is conceivable that other circumstances may arise, possibly at short notice, which for safety or other reasons extension of the scheme, at least on a temporary basis, might be justifiable. If the scheme is made permanent at the pilot sites, a proven and popular booking system would be in place and the additional cost would be minimal (the cost of adding additional sites is covered in section 6.2 of this report). The option to extend the scheme to one or more other sites without repeating a full governance process could therefore be helpful.
- 3.7 It is therefore recommended that authority be delegated to the Director of Environment and Public Protection, in consultation with the Cabinet Member for Environment and Climate Change, to introduce the booking system at any of these sites on a temporary or permanent basis should this be needed to manage congestion or respond to other issues.

4 Other options considered (and reasons for not proposing)

4.1 Put in place traffic management at sites for busy periods – Not Recommended

Recycling Centre staff were used to try and control traffic at sites during post-lockdown reopening in May 2020. This had very limited success; many of the Recycling Centres West Sussex operate do not have room to queue and consequently waiting vehicles caused congestion on the public highway. This approach would also result in unbudgeted costs and might at best mitigate, but not prevent, congestion.

4.2 Remove the booking system – Not Recommended

The consultation showed that 68% of residents strongly agreed/agreed that the booking system should stay in place, and at the two busiest sites Littlehampton and Worthing 76% and 77% wanted the system to stay. The introduction of same day booking will address the principal criticism of the scheme.

4.3 Make the booking system permanent – Recommended

On the basis of the consultation response, the preferred option is to make the booking system permanent at the Bognor Regis, Crawley, Horsham, Littlehampton, Shoreham and Worthing Recycling Centres.

5 Consultation, engagement and advice

- 5.1 This report is based on feedback received from stakeholders in West Sussex. All County, District, Borough, Town and Parish Councils had the opportunity to respond to the consultation along with residents.
- 5.2 Feedback and strong support for the scheme from local businesses was included in the previous report [Recycling Centres Booking System Review ECC05 \(21/22\)](#) by Manor Royal Business Improvement District Crawley and Arun Business Park in Bognor.

- 5.3 Reports on the booking system have been taken to the Communities, Highways and Environment Scrutiny Committee on 3rd March 2021 and 30th September 2021
- 5.4 The Cabinet Member for Environment and Climate Change has been involved in the previous reports and has been updated on the results of the public consultation.

6 Finance

- 6.1 Whilst it is difficult to attribute changes in visitor numbers to any one factor (the pandemic, weather and exclusion of illegal trade waste being major influences), overall levels of waste, across a number of materials, were lower during the period of the trial compared to previous years. Some of this waste will have been diverted to kerbside collections and skip hire companies (both have seen an upturn during the pandemic). The potential of the scheme to encourage illegal disposal routes is covered under 8.4 below.
- 6.2 The cost per site for the system is fixed at £1,200, the cost in 2022/23 onwards to covering up to seven sites is £8,400, any increase in sites numbers will increase this cost by an additional £1,200 per site the cost to run the booking system at all eleven Recycling Centres in West Sussex would therefore be £13,200. The costs for call handling are based on three full time staff, currently the service is using two as many customers book online.
- 6.3 The expectation is that the cost of implementing and administering the booking system – and any expansion from addition of other sites - can be met from within existing resources.

	Current Year 2021/22 £s	Year 2 2022/23 £s	Year 3 2023/24 £s	Year 4 2024/25 £s
IT System Costs	22,700	8,400	8,400	8,400
Provision of Call Handling	52,000	78,000	78,000	78,000
Reduction in Waste at Sites	-74,700	-86,400	-86,400	-86,400
Net Impact from Decision	0	0	0	0

The cost of waste disposal is directly linked to the amount of waste that is handled by the Council on a per tonne basis, a reduction in tonnage will ultimately lead to a lower overall cost for the service.

- 6.4 The effect of the proposal:

(a) **How the cost represents good value**

West Sussex needs to ensure that its Recycling Centre network is used to its full potential, and a booking system will encourage frequent users who dispose of

small quantities of waste to attend less frequently and reduce the number of total visits undertaken.

(b) Future savings/efficiencies being delivered

The rate of new housing growth in West Sussex means that the usage of Recycling Centres is only going to increase. With limited capital and land options available for the County Council to invest in infrastructure, the booking system will have the effect of smoothing peaks and troughs in demand and make best use of the assets during opening hours

(c) Human Resources, IT and Assets Impact

No impact on West Sussex County Council IT services as the system is externally hosted and supplied by a third party.

Call Centre costs are covered as part of the proposal.

7 Risk implications and mitigations

One of the risks of the booking system was that residents would not engage with the system and the recycling rate - a key performance indicator under *Our Council Plan 2021-25* - would reduce. The service monitors the overall performance of the Recycling Centres by looking at the overall recycling rate. The table below shows that overall recycling performance is similar to previous years since the booking system started.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
21/22	76%	73%	78%	78%	77%	78%	77%	75%				
20/21	62%	77%	69%	73%	74%	75%	73%	72%	69%	69%	69%	74%
19/20	78%	79%	80%	78%	77%	78%	74%	75%	70%	70%	71%	73%
18/19	77%	77%	80%	77%	75%	78%	77%	75%	69%	72%	75%	77%

Risks and Opportunities	Mitigating Action (in place or planned)
Booking system not available to resident as third-party website is down	The system has been available 99.99% of the time since it was live. In the event of serious problems, the booking scheme would be suspended while the problem is fixed.
Resident arrives without a booking	Resident is not admitted and reminded that a booking is required to use the site. This will be mitigated by the implementation of same day bookings. Currently less than 5% of residents visit with no booking.
Resident not turning up	Residents are encouraged to cancel as far as possible in advance if they cannot take up their slot. "No-shows" will be monitored, and anyone who repeatedly takes up a slot without using it can be contacted. By monitoring the no-shows percentage, the number of booking slots have been increased.
Reverting back to no booking system will cause	Service will need to arrange for traffic management which is unbudgeted expenditure and not always effective. There will be

Risks and Opportunities	Mitigating Action (in place or planned)
traffic issues which may worsen over time	reputational issues given the popularity of the scheme with those previously affected by traffic congestion.
Government may issue guidance to prohibit booking schemes	This is an issue that is best left to local determination, and it is considered unlikely that government would use legislation to fetter local discretion.
Loss of public support	The public consultation has shown that the majority of users support the booking system.
Introduction of same day booking	This measure will address the issue most raised by users as an objection to the scheme or suggested as an improvement.
Avoidance of Future Congestion	The proposal to delegate authority to introduce the booking system at further sites should the need arise will enable any pressing issue to be dealt with quickly.

8 Policy alignment and compliance

8.1 Legal implications

WSCC as the statutory Waste Disposal Authority has a statutory duty to provide facilities for its residents to dispose of their household waste under section 51 of the Environmental Protection Act 1990 and, aside from a prohibition on charging residents of its area to access sites, has express and implied powers as to how this duty can be exercised. The proposal does not conflict with the duty.

8.2 Equality duty and human rights assessment

Age and disability have been identified as having potential for a low negative impact. It is recognised that some people may find it difficult to use the booking system and we want to make sure there are no barriers to accessing our Recycling Centres. The system is compliant with digital accessibility standards so that customers using screen readers or with low vision can use the website. For those who cannot access the internet, bookings can be made through West Sussex County Council's Call Centre.

8.3 Climate Change and Public Health

This proposal supports climate change objectives by reducing the number of cars queueing on and near Recycling Centres including in areas of housing and business / retail parks. This will have a positive impact on emissions, pollution and air quality for the area. The encouragement to make fewer visits with more material per visit is also helpful in carbon reduction terms.

8.4 Crime and Disorder

We recognise that additional management controls could potentially lead to anti-social or illegal behaviour in respect of fly-tipping. It is not possible to guarantee that changes will not have an impact. The booking system was introduced in April 2021, the table below shows the reported number of fly

tipping incidents logged by District and Borough Councils between April – September in both 2020 and 2021. The data shows that the number of fly tipping incidents has reduced by 733 in the period the system has been in place versus the previous year.

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Total
Incidents	619	615	721	652	669	752	4028
Tonnage	192.55	203.68	267.98	217.95	262.56	240.04	1384.76
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	
Incidents	636	562	502	590	469	536	3295
Tonnage	240.32	263.86	229.34	244.7	232.88	219.63	1430.73
	17	-53	-219	-62	-200	-216	-733

The table below shows the number of incidents per 1000 people for 2020/21 for West Sussex. The average for England was 20 per 1000, the highest being 43 and the lowest at 10 in the South West. The average in the South East was 13.

Adur	13.9
Arun	9.7
Chichester	13.6
Crawley	13
Horsham	10.1
Mid Sussex	3.6
Worthing	6.9

9 Social value

This proposal has no major social value impact; while some may find that booking is an additional burden, many users reported an improved experience through reduced queuing.

10 The recommendation supports **Our Council Plan 2021-25 Priorities** by:

Keeping People Safe from Vulnerable Situations: Although primarily concerned with social care, this priority also extends to safe use of council facilities.

A Sustainable and Prosperous Economy

The benefit to local businesses is clear from the evidence provided by them.

Making the Best Use of Resources: The proposal will sustain the improved efficiency of the Recycling Centres, reducing traffic delays and provides West Sussex residents living near sites better access and less inconvenience.

Assisting with the underpinning theme of **Tackling Climate Change**

The proposal also helps to support the following outcomes:

- Outcome 3 - Maximising the productivity of our assets
- Outcome 4 – Value for money

The scheme has demonstrated no adverse impact on Key Performance Indicator 23: The percentage of Household waste recycled, reused or composted.

Steve Read
Director of Environment and Public Protection

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Appendices

Appendix A – Recycling Centre Booking Consultation Report

Background papers

None

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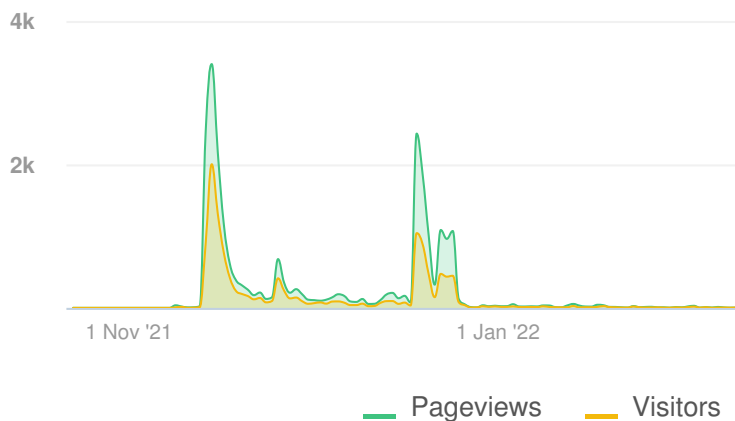
Project Report

05 January 2021 - 06 February 2022

Your Voice West Sussex Recycling Centre Booking Consultation



Visitors Summary



Highlights

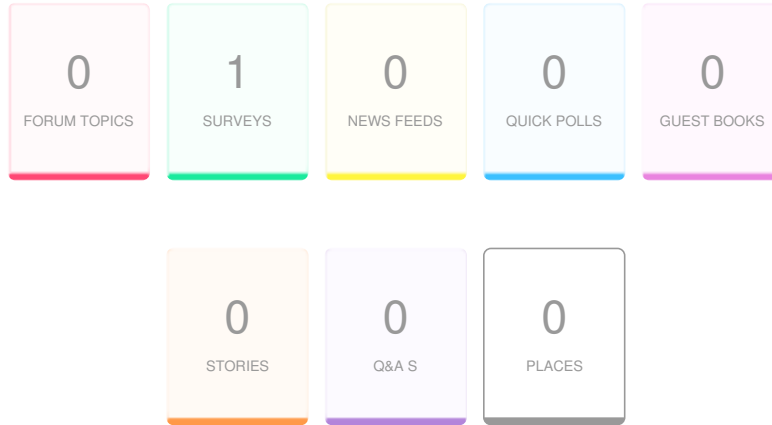
TOTAL VISITS	MAX VISITORS PER DAY	
13.9 k	2 k	
NEW REGISTRATIONS		
2		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
7.2 k	8.4 k	12.3 k

Aware Participants		Engaged Participants	
12,295		7,174	
Aware Actions Performed	Participants	Engaged Actions Performed	Registered Unverified Anonymous
Visited a Project or Tool Page	12,295	Contributed on Forums	0 0 0
Informed Participants	8,412	Participated in Surveys	9 0 7,165
Informed Actions Performed	Participants	Contributed to Newsfeeds	0 0 0
Viewed a video	0	Participated in Quick Polls	0 0 0
Viewed a photo	0	Posted on Guestbooks	0 0 0
Downloaded a document	151	Contributed to Stories	0 0 0
Visited the Key Dates page	35	Asked Questions	0 0 0
Visited an FAQ list Page	794	Placed Pins on Places	0 0 0
Visited Instagram Page	0	Contributed to Ideas	0 0 0
Visited Multiple Project Pages	1,078		
Contributed to a tool (engaged)	7,174		

Agenda Item 4

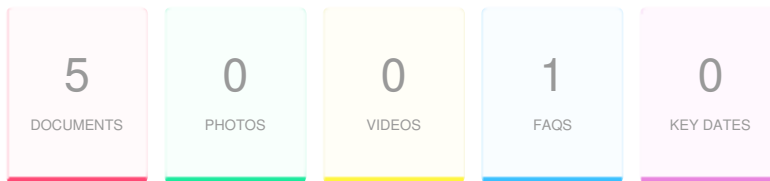
Appendix A

ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Consultation survey	Archived	8007	9	0	7165

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Faqs	faqs	794	831
Document	Appendix 1 - Recycling Centre Booking System Review.pdf	57	86
Document	Appendix C Burgess Hill Housing and Recycling Centre.pdf	29	47
Document	Appendix E - Email Feedback Summary.pdf	27	45
Document	Consultation Information and FAQs.docx	24	42
Document	Appendix D - Recycling Centre Survey Report.pdf	24	43
Document	deleted document from	2	4
Document	deleted document from	1	2
Key Dates	Key Date	35	35

Agenda Item 4

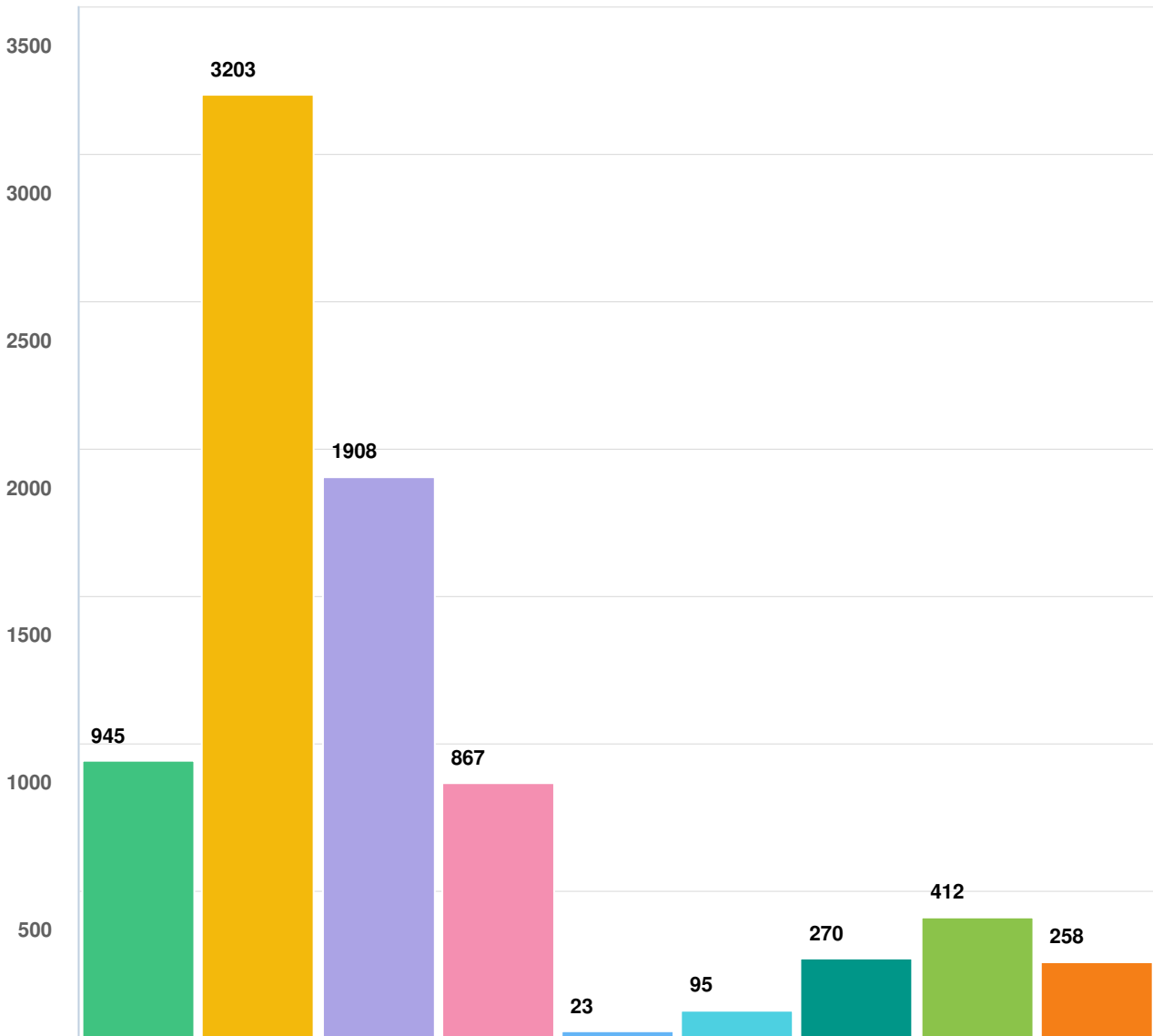
Appendix A

ENGAGEMENT TOOL: SURVEY TOOL

Consultation survey

Visitors 8007	Contributors 7174	CONTRIBUTIONS 7374
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How did you hear about this consultation? Select all that apply.



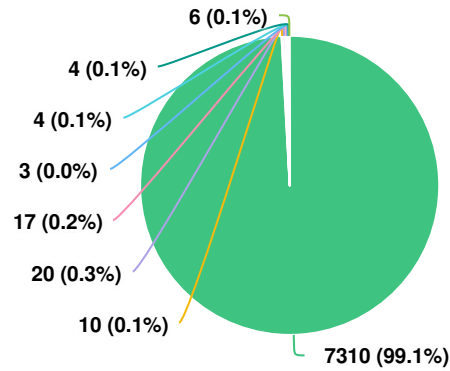
Question options

- Westsussex.gov.uk website ● Received an email from West Sussex County Council
- Social media (Facebook, Twitter, Instagram) ● At a Recycling Centre ● At a Library ● Poster or postcard
- Press article ● Word of mouth ● Other (please specify)

Mandatory Question (7374 response(s))

Question type: Checkbox Question

Are you responding as...? Please select the option from the list below that most closely represents how you will be respond...



Question options

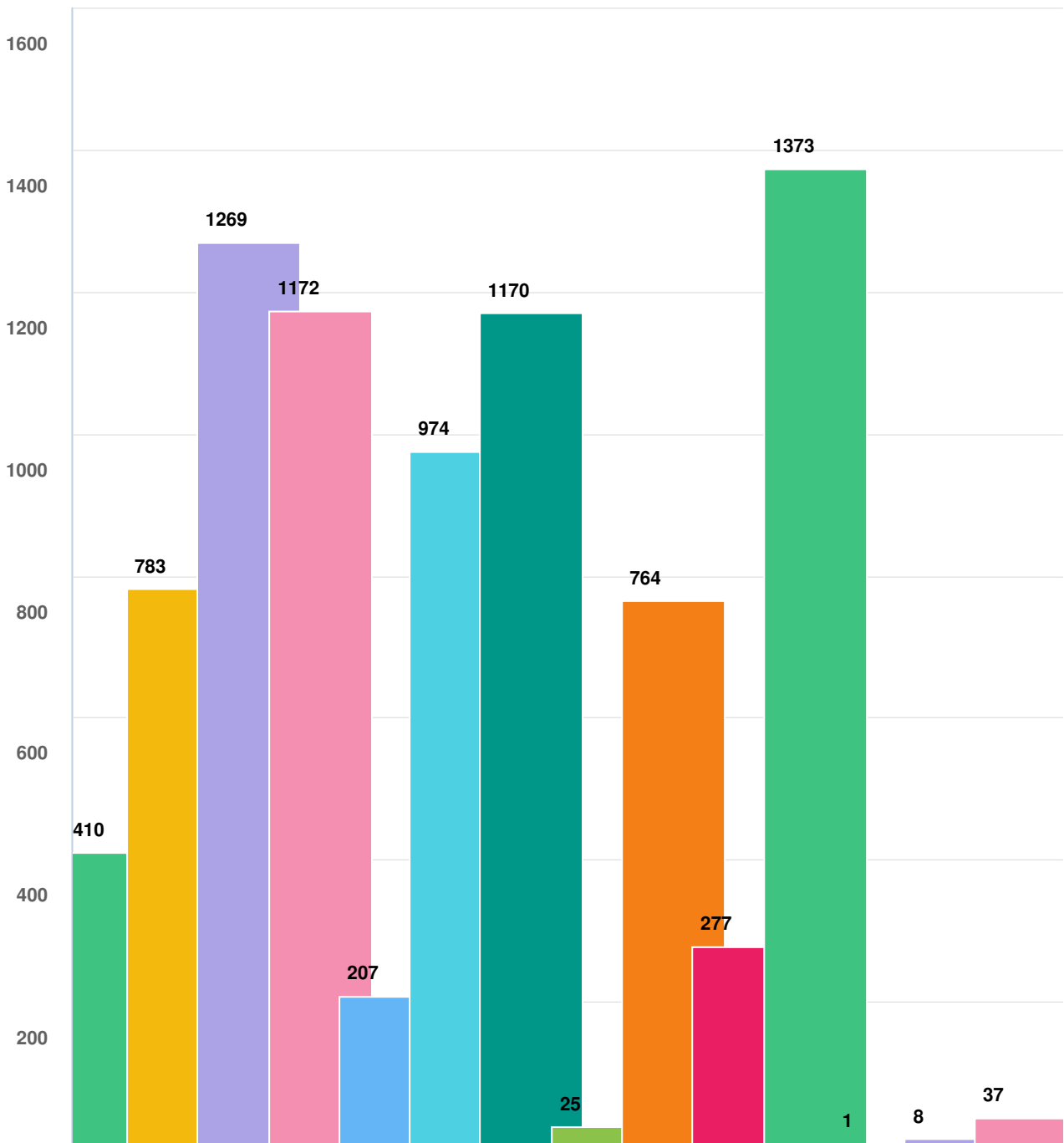
- A West Sussex Resident ● A resident from somewhere else
- On behalf of a West Sussex resident, e.g., friend, carer or relative – please answer all questions using their details and not your own
- A County / District / Borough / Parish / Town Councillor
- On behalf of a District / Borough / Parish / Town Council in an official capacity ● A business owner or representative
- A Charity, Voluntary or Community Sector organisation (VCS) ● Other (please specify)

Mandatory Question (7374 response(s))

Question type: Radio Button Question

Agenda Item 4
Appendix A

Which Recycling Centre(s) do you normally visit? Please select all that apply.



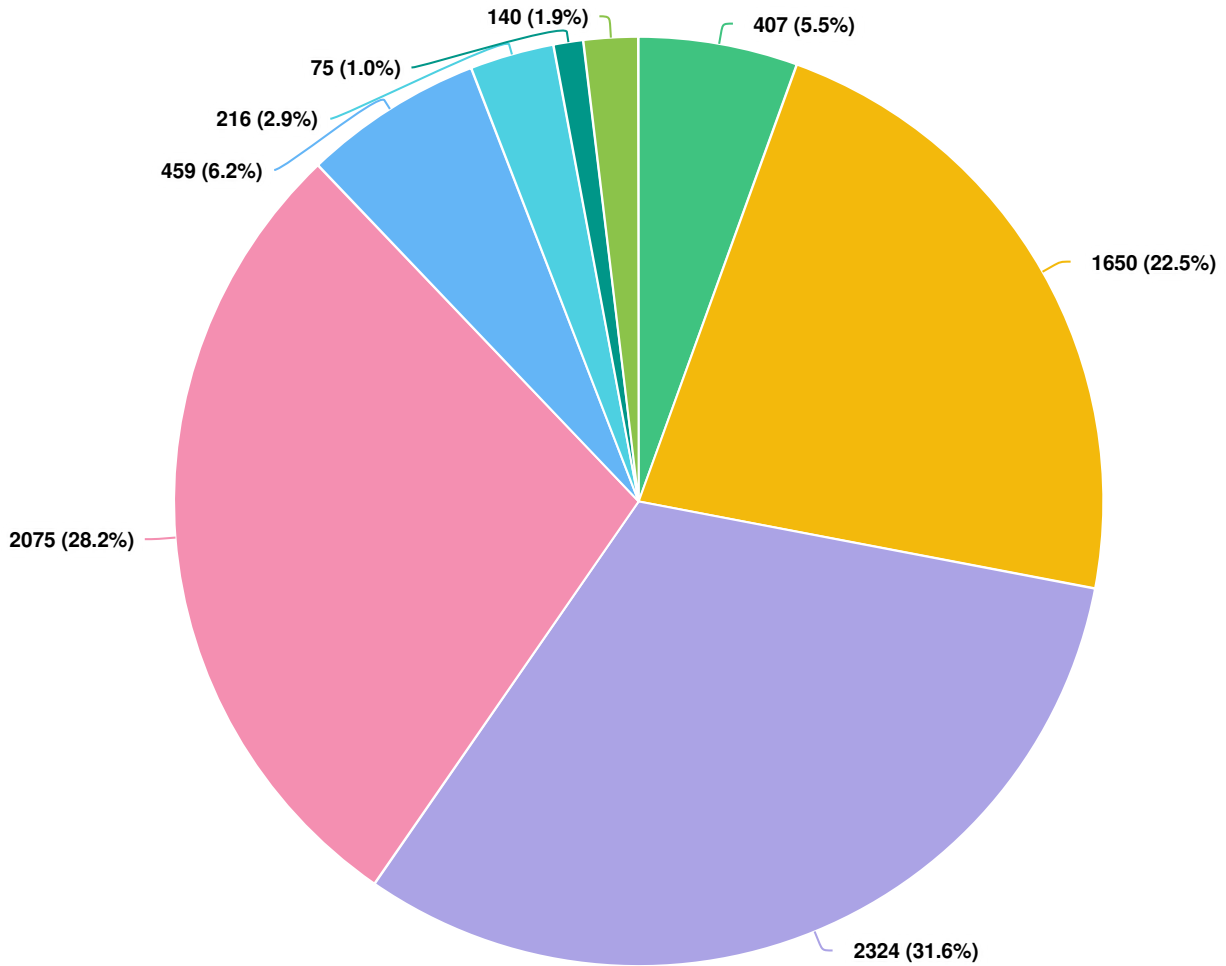
Question options

- Billingshurst ● Bognor Regis ● Burgess Hill ● Crawley ● East Grinstead ● Horsham (Hop Oast)
- Littlehampton ● Midhurst ● Shoreham ● Westhampnett (Chichester) ● Worthing ● Don't Know
- I don't visit a Recycling Centre ● Other (please specify)

Mandatory Question (7346 response(s))

Question type: Checkbox Question

How frequently do you visit a Recycling Centre? Select one option.



Question options

- Weekly
 2-3 times a month
 Once a month
 Once every 3 months
 Once every 6 months
- Every 6-12 months
 Less often than 12 months
 Don't know

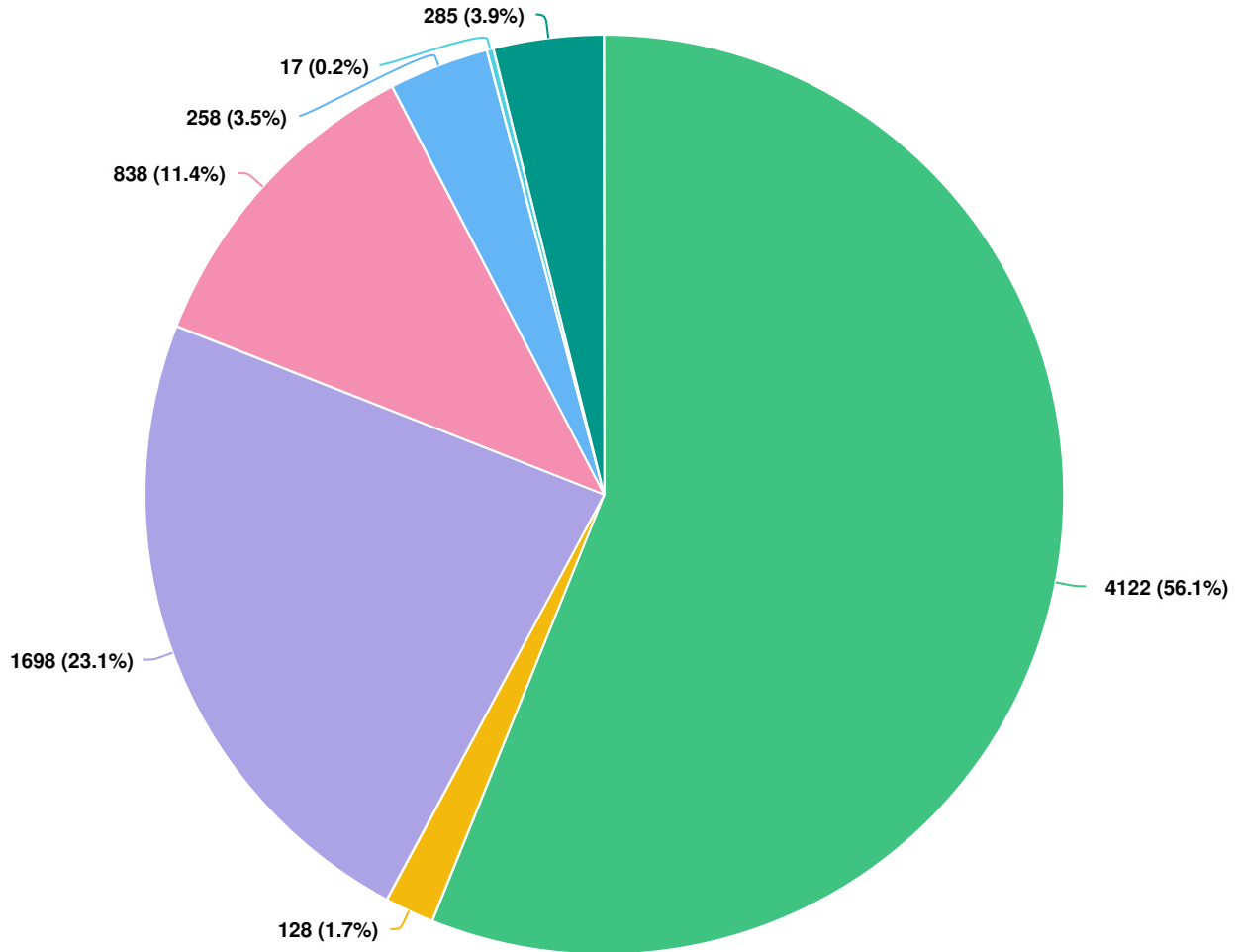
Mandatory Question (7346 response(s))

Question type: Radio Button Question

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Appendix A

What is the main reason for your use of the Recycling Centre(s)? Select one option.



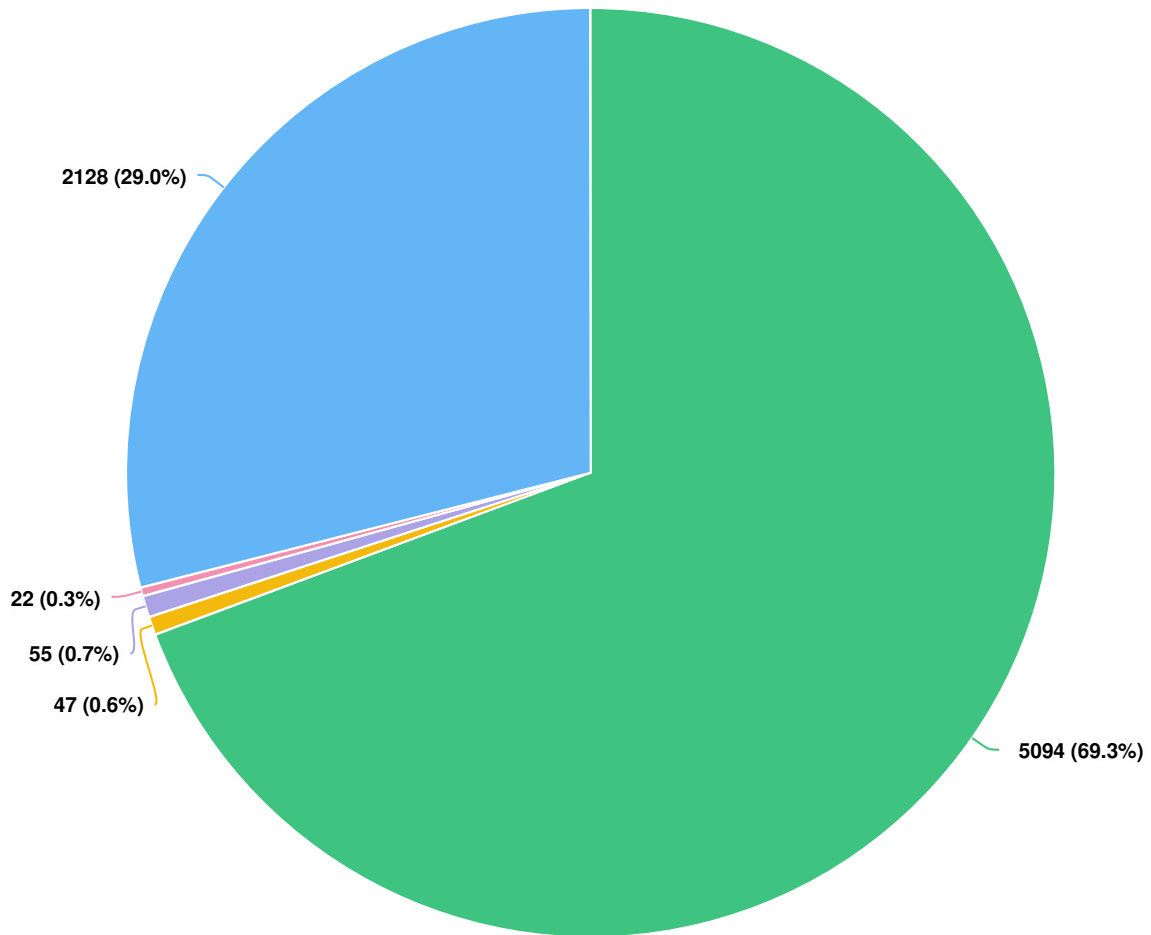
Question options

- To dispose of household waste following a sort/clear out
- It is part of my regular routine/I enjoy visiting
- To dispose of garden waste
- Following home improvements and DIY projects
- I prefer to dispose of my waste more frequently than my kerbside collection allows
- Don't know
- Other (please specify)

Mandatory Question (7346 response(s))

Question type: Radio Button Question

Have you used the Recycling Centre booking system since it was introduced in March 2021? Select one option.



Question options

- Yes, booked online
- Yes, booked by telephone (via WSCC's contact centre)
- Yes, booked online and by telephone
- Don't know
- No

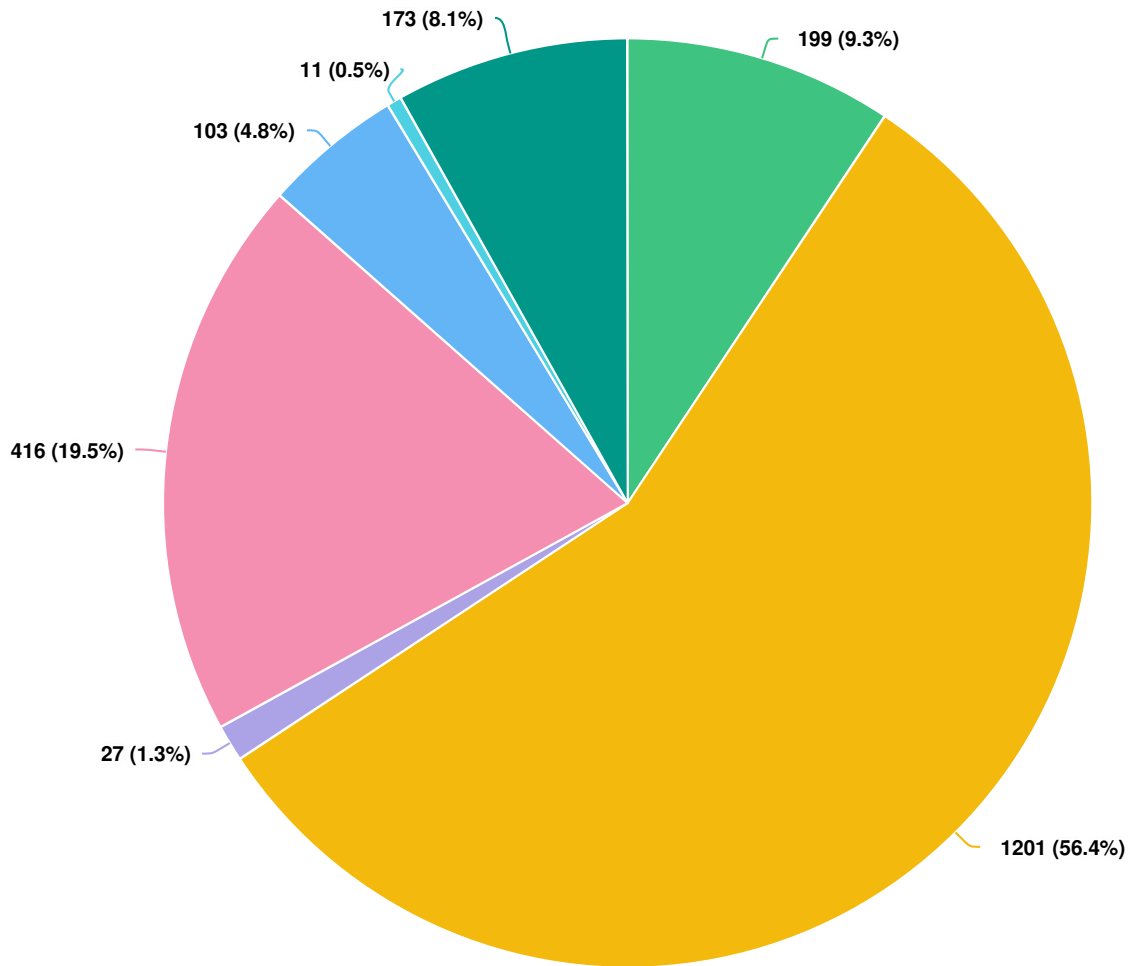
Mandatory Question (7346 response(s))

Question type: Radio Button Question

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If you answered 'no', what is the reason for not using the booking system? Select one option.



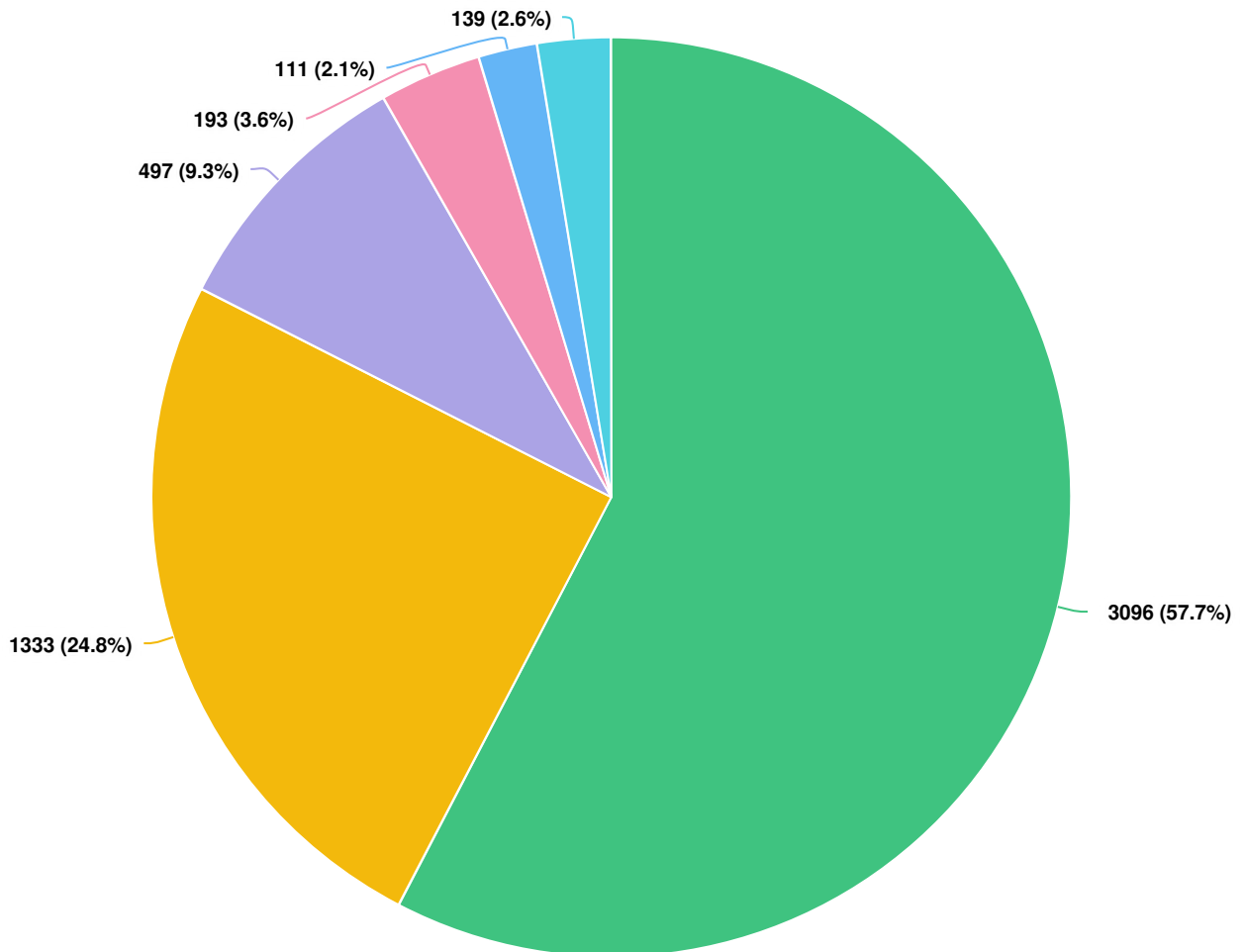
Question options

- I haven't needed to visit any Recycling Centre
- I don't need to book at my preferred Recycling Centre
- I have used an alternative means of disposal e.g., skip hire, district council bulky waste collection, private contractor, reuse
- I didn't/do not want to have to make a booking
- I could not find an appointment at a date/time to suit my requirements
- I don't know
- Other (please specify)

Mandatory Question (2130 response(s))

Question type: Radio Button Question

If you answered 'yes', thinking about the last time you made a booking, how did you find making the booking? Select one option.



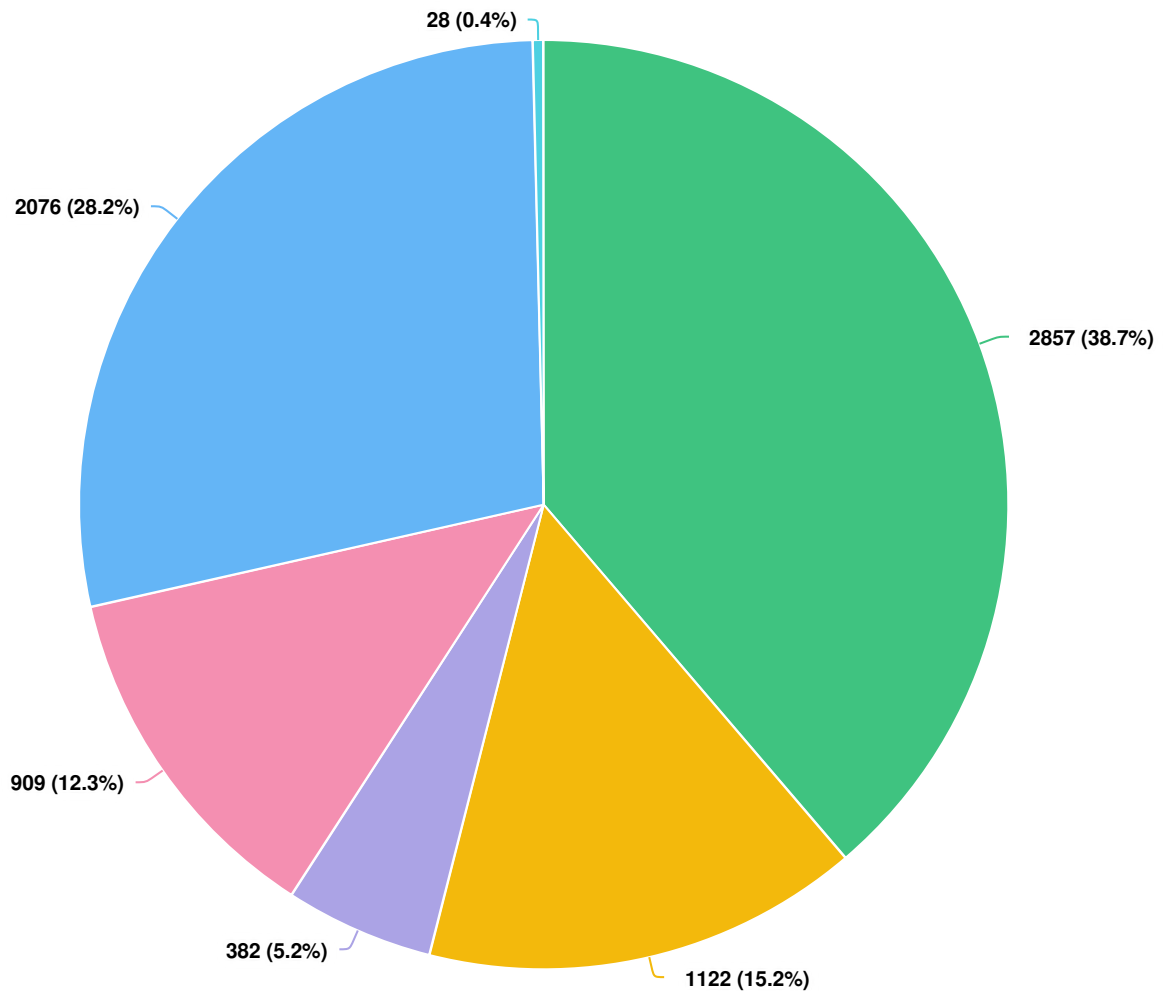
Question options

- Extremely easy
- Quite easy
- Neither easy nor difficult
- Quite difficult
- Extremely difficult
- Don't know

Mandatory Question (5369 response(s))

Question type: Radio Button Question

How positive or negative would you feel about using a booking system to access the Recycling Centres in the future? Select one option.



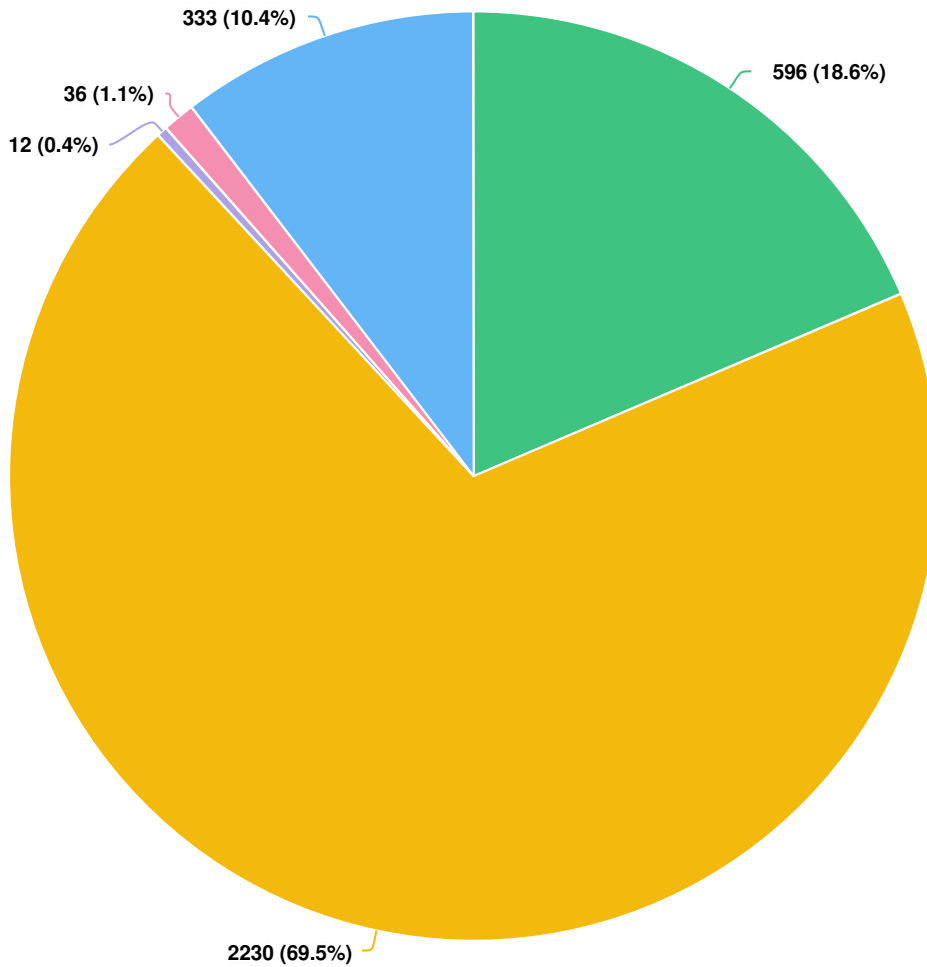
Question options

- Extremely positive
- Quite positive
- Neither positive nor negative
- Quite negative
- Extremely negative
- Don't know

Mandatory Question (7374 response(s))

Question type: Radio Button Question

If you answered that you felt 'extremely' or 'quite negative' about using a booking system to access the Recycling Centres, what is your main reason for this? Select one option.



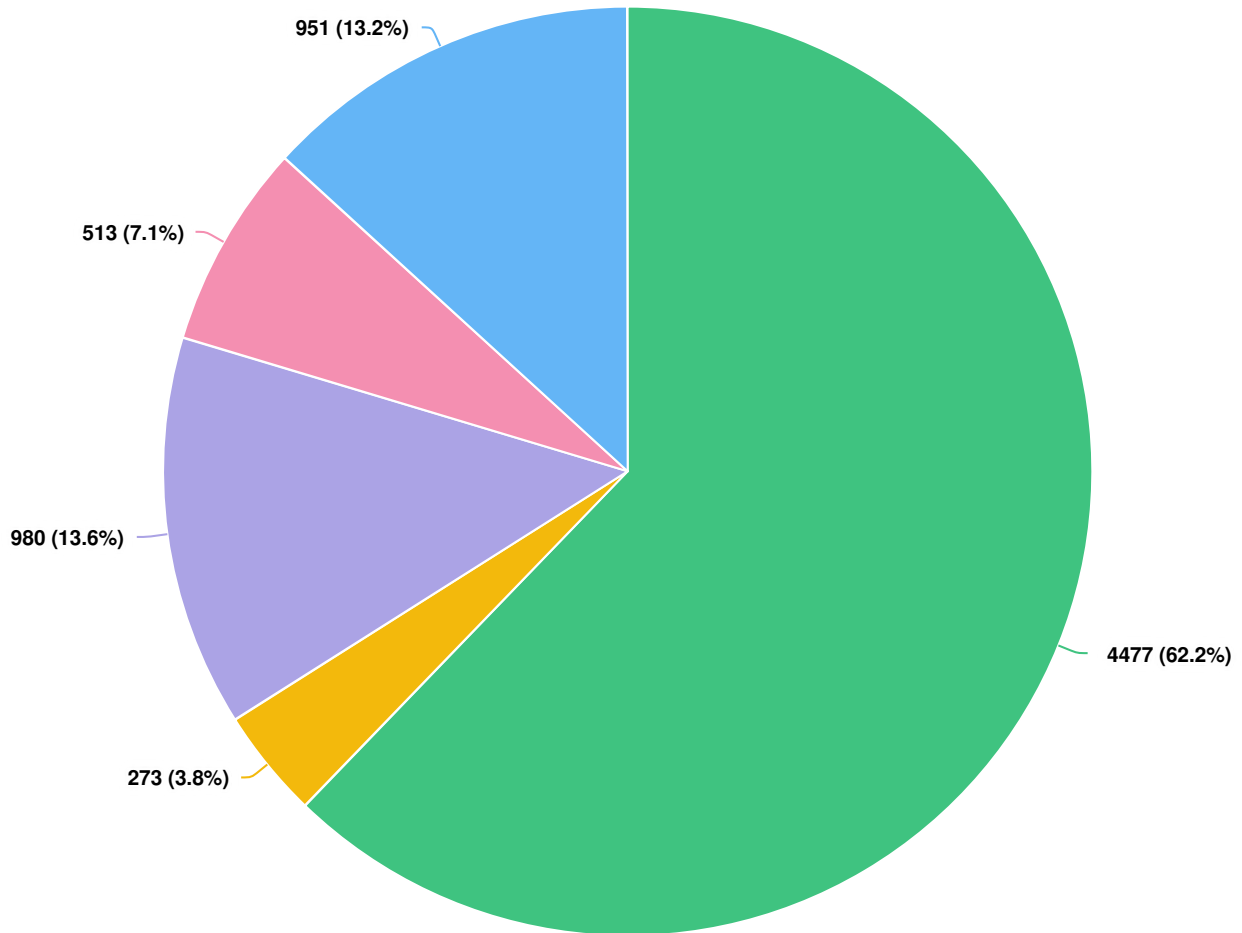
Question options

- It is an inconvenience to have to book
- I want to decide to go on the day
- I don't like disclosing my personal details
- I do not find the booking system easy to use
- Other (please specify)

Mandatory Question (3207 response(s))

Question type: Radio Button Question

If you could make one improvement to the booking system, what would it be? Select one option.



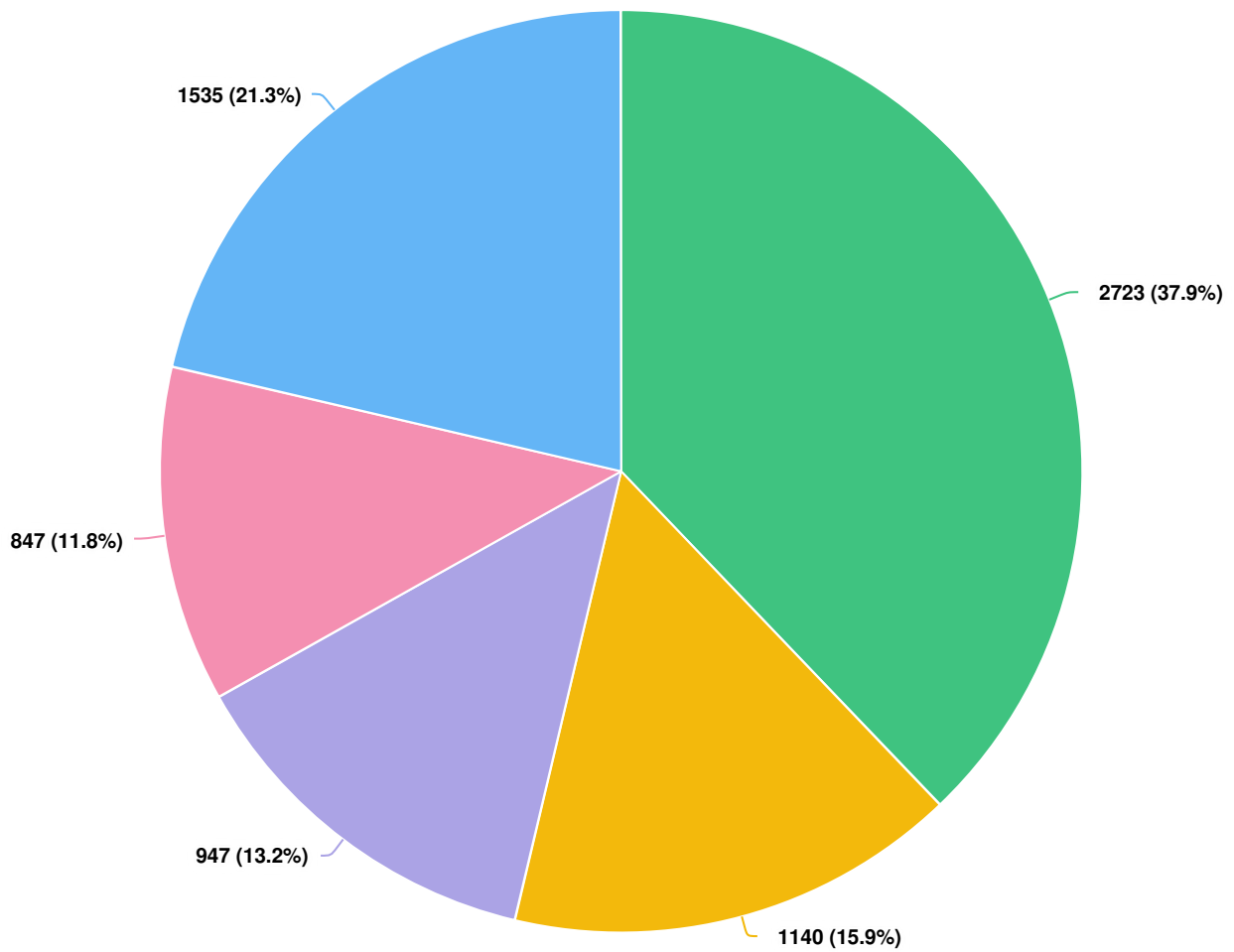
Question options

- Allow 'on the day' bookings
- Increase number of slots available
- I wouldn't make any improvements
- I don't know
- Another improvement (please provide details below)

Mandatory Question (7194 response(s))

Question type: Radio Button Question

How much do you agree or disagree with the proposal to maintain the booking system at the current Recycling Centres (Bognor Regis, Crawley, Horsham, Littlehampton, Shoreham and Worthing)? Select one option.



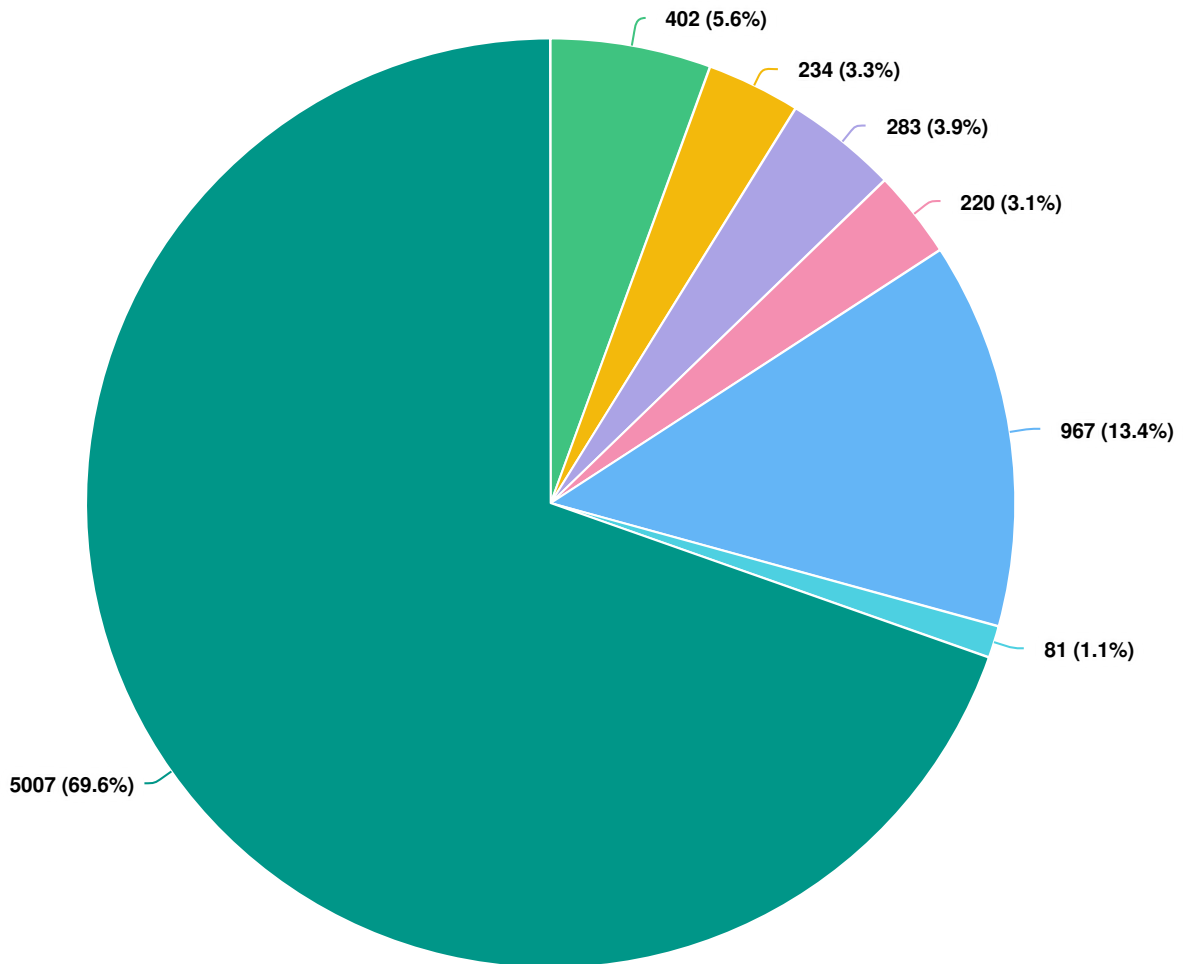
Question options

● Strongly agree ● Agree ● Neither agree nor disagree ● Disagree ● Strongly disagree

Mandatory Question (7192 response(s))

Question type: Radio Button Question

How much do you agree or disagree with the proposal to introduce the booking system permanently at Burgess Hill in addition to the current 6 sites? (If you do not use the Centre please indicate this below) Select one option.



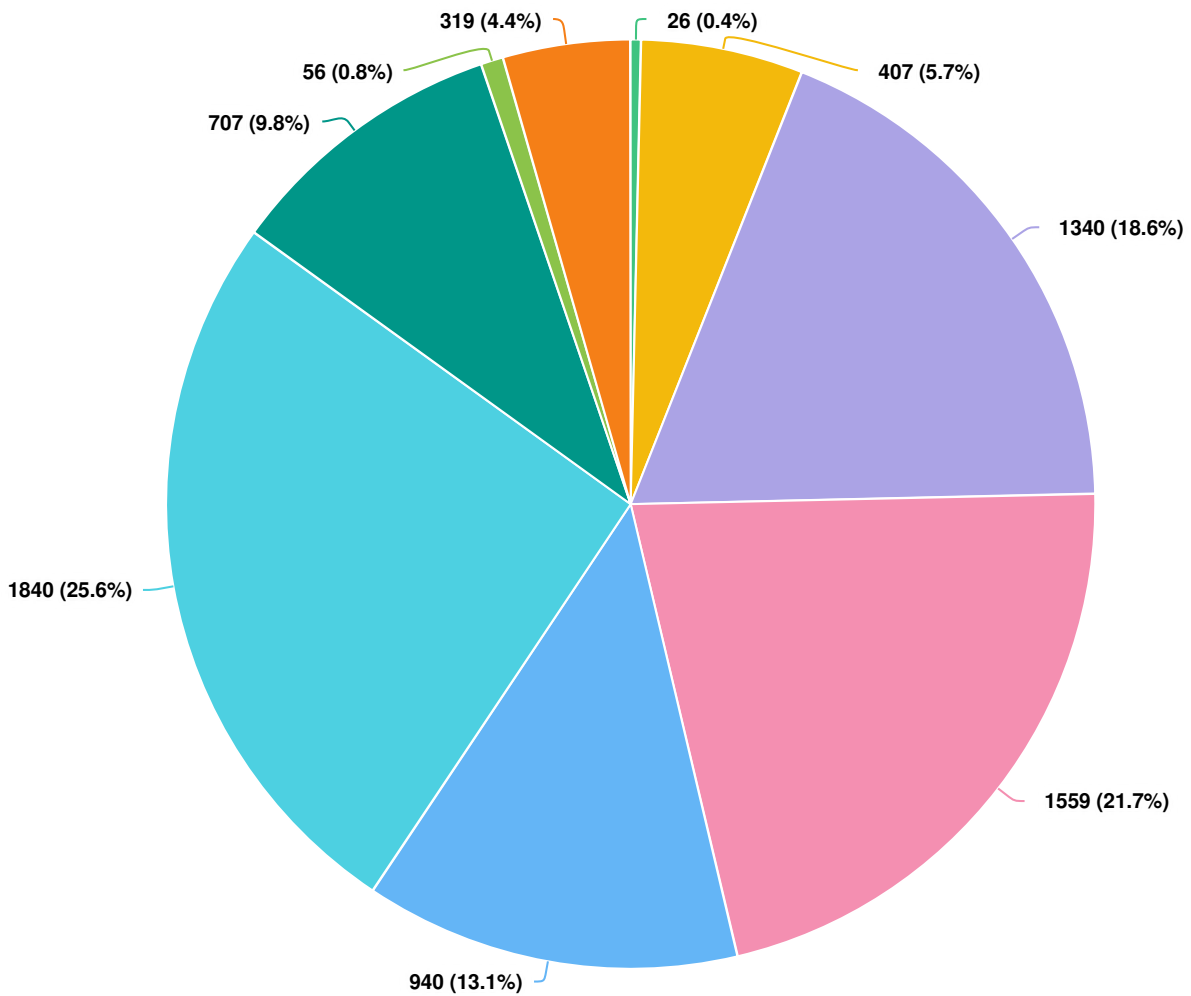
Question options

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Don't Know
- Don't use this Centre

Mandatory Question (7194 response(s))

Question type: Radio Button Question

Which of these age groups applies to you? Please select one option.



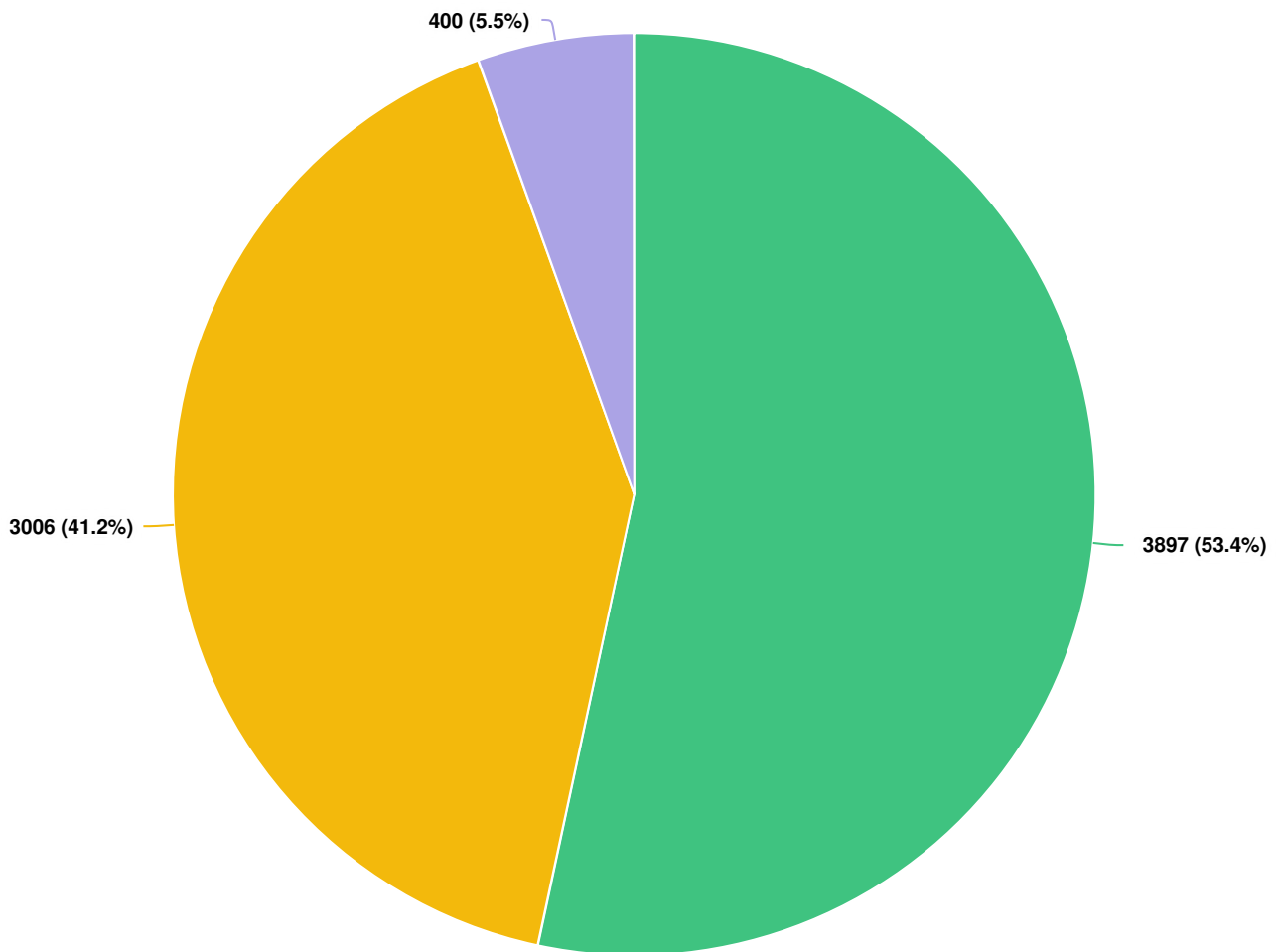
Question options

- 16-24
- 25-34
- 35-49
- 50-59
- 60-64
- 65-74
- 75-84
- 85+ over
- I prefer not to say

Mandatory Question (7194 response(s))

Question type: Radio Button Question

Are you?



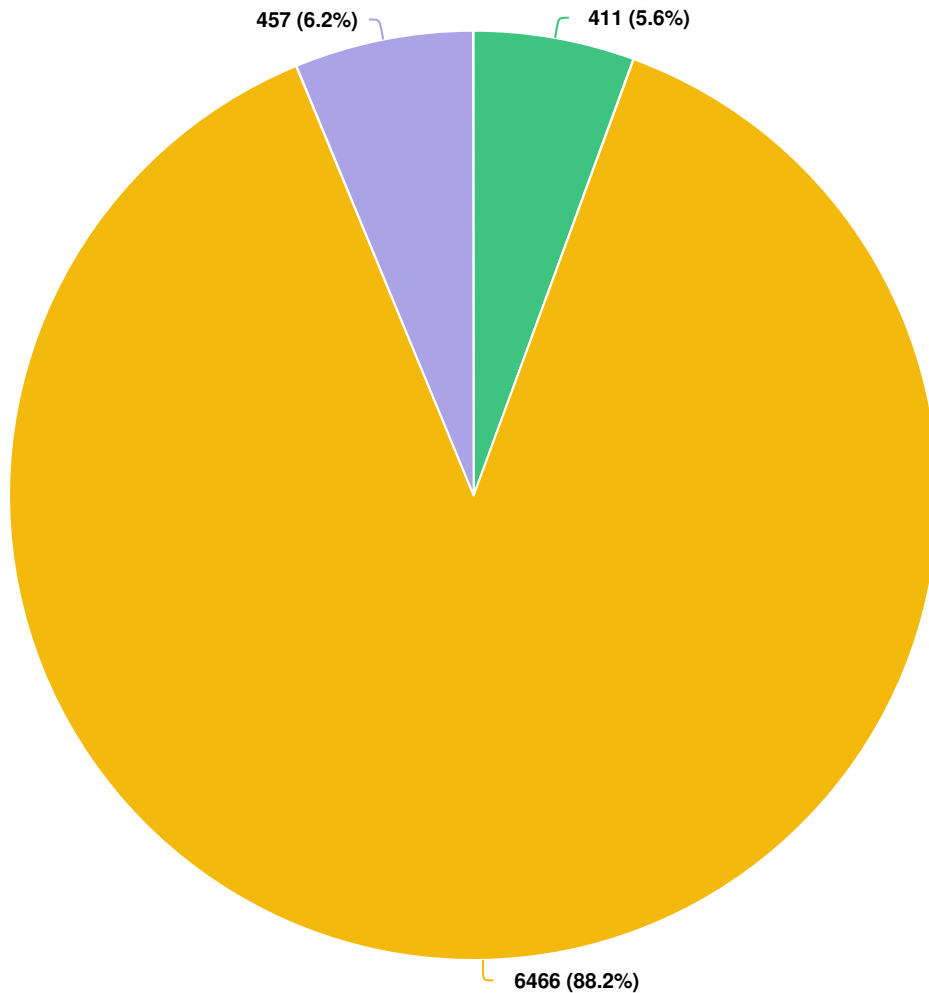
Question options

- Male
- Female
- I prefer not to say

Optional question (7303 response(s), 71 skipped)

Question type: Radio Button Question

Do you consider yourself to be disabled as set out in the Equality Act 2010? Please select one option.



Question options

- Yes
- No
- I prefer not to say

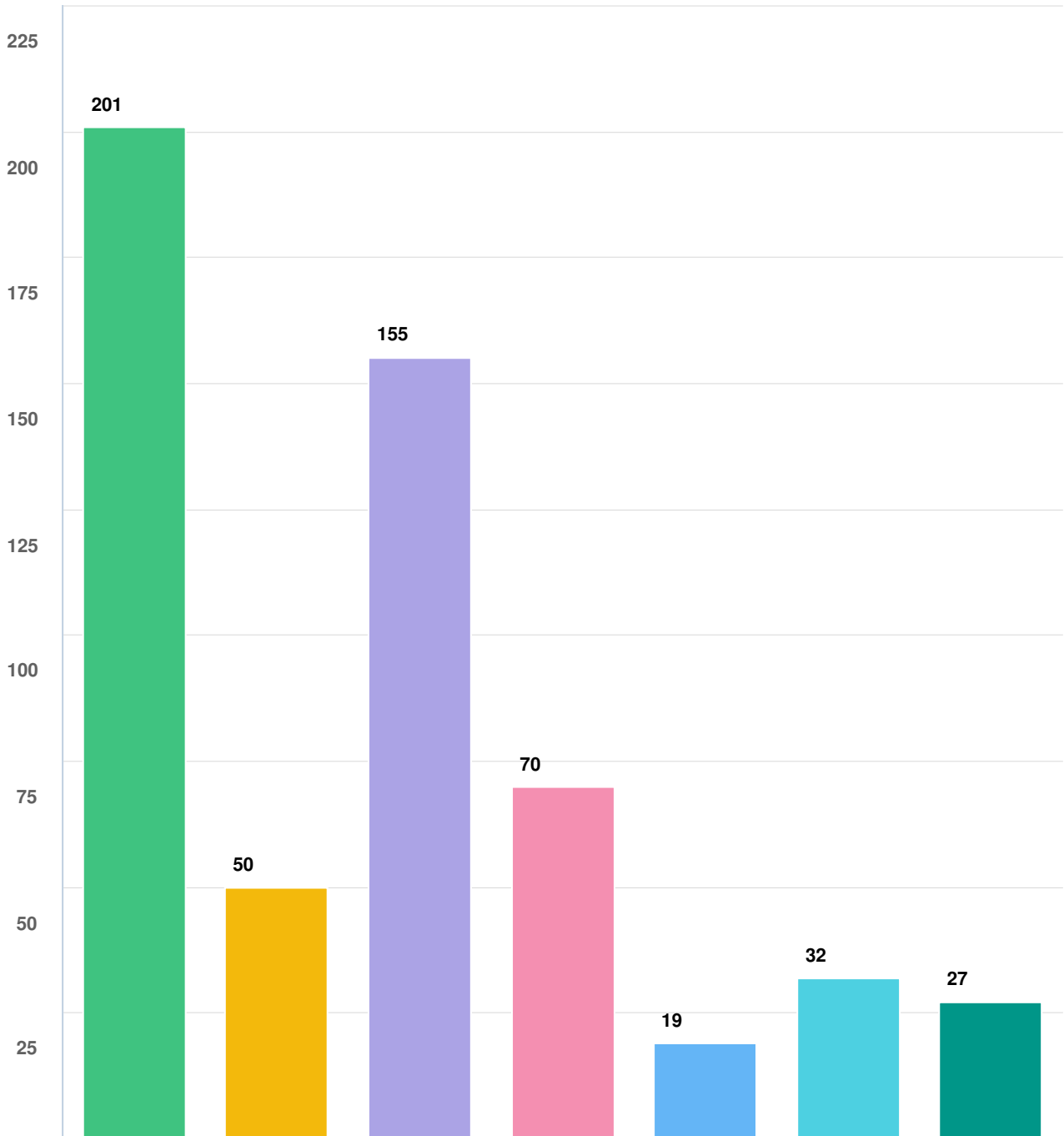
Optional question (7334 response(s), 40 skipped)

Question type: Radio Button Question

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Please tell us the type of impairment that applies to you. You may have more than one type of impairment, so please select all that apply. If none of these applies to you, please select 'Other' and give brief details of the impairment you have.



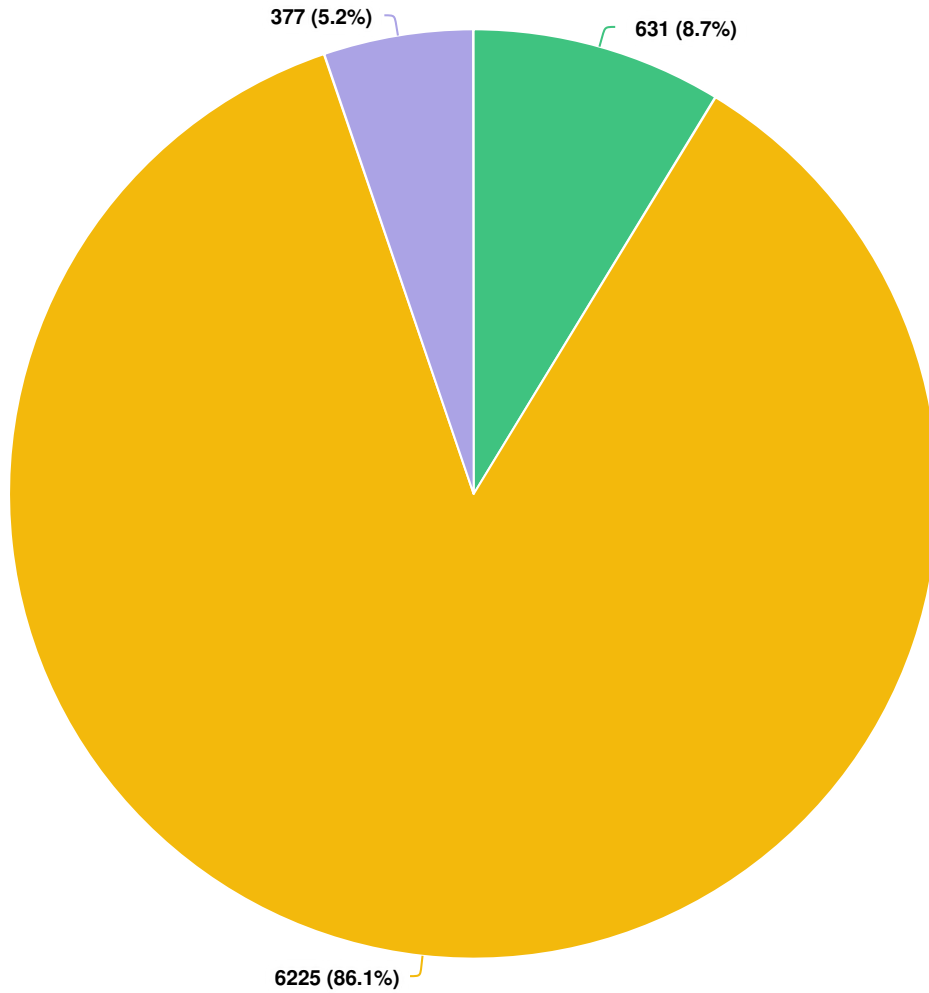
Question options

- Physical impairment
- Sensory impairment (hearing, sight or both)
- Longstanding illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy
- Mental health condition
- Learning disability
- I prefer not to say
- Other (please specify)

Optional question (428 response(s), 6946 skipped)

Question type: Checkbox Question

Are you a Carer? Please select one option.



Question options

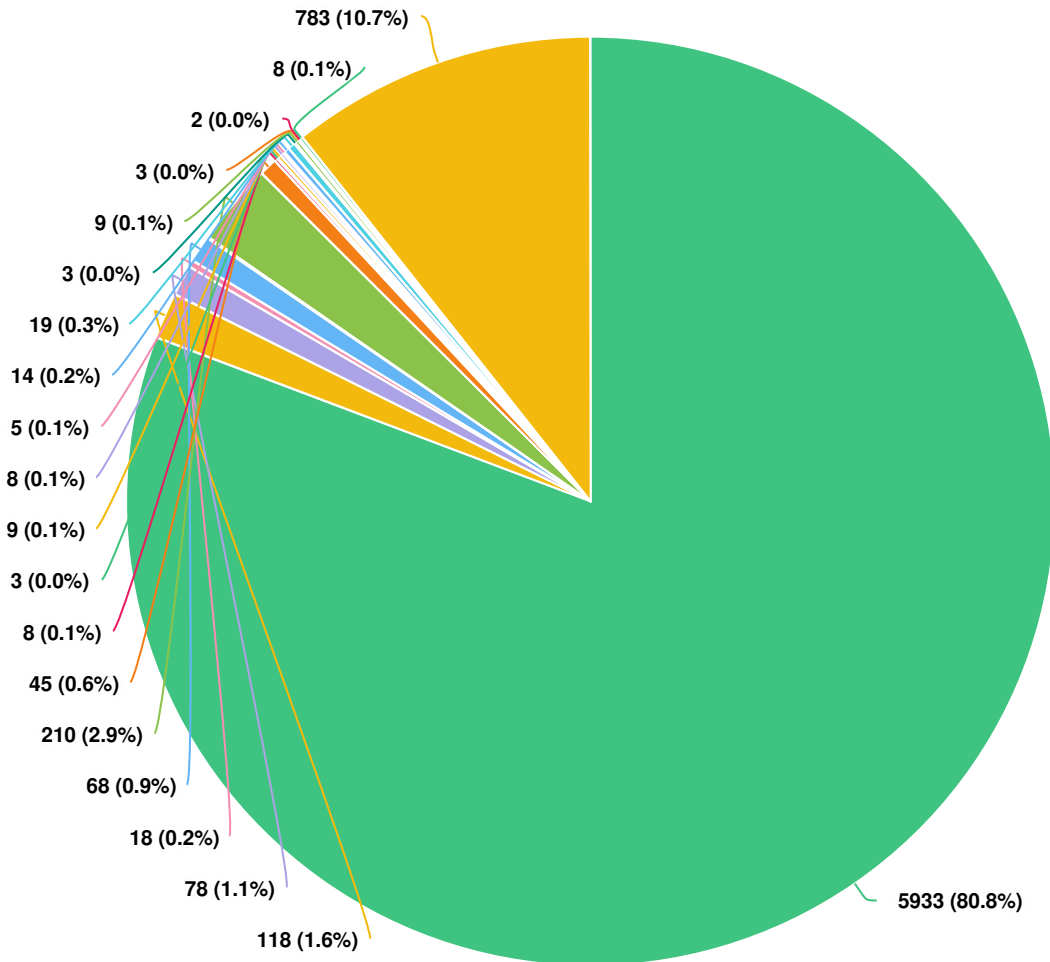
- Yes
- No
- I prefer not to say

Optional question (7233 response(s), 141 skipped)

Question type: Radio Button Question

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Appendix A

To which of these ethnic groups do you feel you belong? Please select one option.
(Source 2011 Census)



Question options

- White English
 ● White Scottish
 ● White Welsh
 ● White Northern Irish
 ● White Irish
 ● White Gypsy/Roma
- White Irish Traveller
 ● White Other*
 ● Asian or Asian British Indian
 ● Asian or Asian British Pakistani
- Asian or Asian British Bangladeshi
 ● Asian or Asian British Other*
 ● Mixed White & Black Caribbean
- Mixed White & Black African
 ● Mixed White & Asian
 ● Mixed Other*
 ● Black or Black British Caribbean
- Black or Black British African
 ● Black or Black British Other*
 ● Arab
 ● Chinese
 ● I prefer not to say

Optional question (7347 response(s), 27 skipped)

Question type: Radio Button Question

Key decision: N/A
Unrestricted
Ref:

Report to Communities, Highways and Environment Scrutiny Committee

2 March 2022

Review of the Highways Improvement Programme

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

Electoral divisions: All

Summary

The Highway Improvement Programme, mainly funded by the Integrated Transport Block Allocation and developer contributions, is made up of several thematic programmes e.g., Community Highway Schemes and Local Transport Improvements. Each of the thematic programmes are developed independently and fed through for inclusion in the Approved Delivery Programme each Autumn before being approved by the Cabinet Member in January and delivered the following financial year.

A project was commissioned in September 2021 to review how schemes in the Highways Improvement Programme are identified, prioritised, developed and delivered. This report outlines the scope of the project and seeks views from the Committee on the key aspects: Prioritisation, Working with Communities and Faster Delivery.

Focus for Scrutiny

The Communities, Highways and Environment Scrutiny Committee is asked for its feedback on the initial draft proposals emerging as part of the review, outlined in Section 2 of the report.

Specifically, officers would be interested to learn Members' views on:

- a. The draft Assessment Framework. Do Members believe the correct aspects are being included?
- b. Use of the Assessment Framework to prioritise work across the Highway Improvement Programme. Do Members support the programme wide approach?
- c. Use of the Assessment Framework to review historic s106 agreements and associated schemes. Do Members believe this is a suitable mechanism to review the s106 pipeline schemes to ensure they are still fit for purpose?
- d. The single point of entry to deliver a capital improvement scheme for Communities. Do Members support this approach?

- e. The options for delivery of smaller scale, simple schemes. Do Members support the development of a mechanism for Communities to deliver works themselves?
-

Proposal

1 Background and context

- 1.1 In March 2019 the Environment and Communities and Fire Select Committee considered the Highway Improvement Programme and several areas were identified for review or improvement.
- 1.2 The work to progress these improvements had been on hold, but a project was commissioned in September 2021 to take the review forward. This report outlines the scope of the project and seeks views from the Committee on key aspects.
- 1.3 The Highway Improvement Programme, mainly funded by the capital Integrated Transport Block Allocation and developer contributions, is made up of several thematic programmes. These programmes are varied and comprise the Strategic Transport Improvements Programme, (STIP), Community Highway Schemes, (CHS), Local Transport Improvements Programme, (LTIP), Public Rights of Way, Walking and Cycling Schemes, Road Safety Schemes and Bus Infrastructure.
- 1.4 Alongside the Integrated Transport Block, unexpected external funding opportunities, e.g. the Active Travel Fund, can require officers to develop programmes that specifically align to funding criteria. These may or may not include schemes that have already been developed for the Highway Improvement Programme.
- 1.5 Each of the thematic programmes are developed independently and fed through for inclusion in the Approved Delivery Programme each Autumn before being approved by the Cabinet Member in January.
- 1.6 Initial scoping at the beginning of Review of the Highways Improvement Programme concluded that work should focus on six key areas;
 - Prioritisation
 - Working with Communities
 - Funding
 - Faster Delivery
 - Internal Working Practices
 - Programme/Project Management
- 1.7 This report seeks input into the Prioritisation, Working with Communities and Faster Delivery workstreams.

Prioritisation

- 1.8 There are a variety of approaches to prioritising projects within the Highways Improvement Programme. This is, in part, due to the varying nature of the schemes and the existence of some national guidance. However, it would be beneficial to be able to compare schemes against each other when they are being funded from the same budgets to ensure the County Council is delivering projects that maximise delivery against its objectives and priorities.
- 1.9 Assessment of schemes and subsequent prioritisation should ensure schemes are aligned with corporate priorities, including the West Sussex Transport Plan, deliver value for money, are deliverable and meet all necessary technical thresholds e.g. PV² (Pedestrian/Vehicle movements) for signalised crossings. Any schemes that are submitted as part of external funding bids should also meet the agreed thresholds to ensure that all work delivered on the ground is delivering West Sussex County Council priorities.
- 1.10 Work has been completed to develop a new draft Assessment Framework that can be used on all schemes within the Highways Improvement Programme.

Working with Communities

- 1.11 Currently there are several ways parties outside of the County Council can make requests for improvements on the Highway. Understandably this can cause confusion and frustration for the applicant and gives the appearance of the County Council not having a joined-up approach to Highway Improvements.
- 1.12 This work has provided an opportunity to examine the way we work with Communities when they wish to fund and deliver works on the highway using their own contractors. There are examples of this happening through programmes such as Operation Watershed so consideration is being given to whether these arrangements could be extended further.

Faster Delivery

- 1.13 There is a level of frustration that relatively simple schemes can take 2 to 3 years to deliver. Work has been completed separately to improve the Community TRO process but there are currently other schemes that could be delivered in a shorter timeframe if the mechanisms were in place. For example, a batch of TROs or some small infrastructure improvements.
- 1.14 The majority of schemes in the programme are designed in one year and built the following year. Whilst this is necessary for most schemes, due to the complexity of the work, if an application is made for a Community Highway Scheme just after the cut off deadline, it can take three years before works happen on the ground. However, it might be possible for some of the smaller schemes to, subject to contractual arrangements and availability of road space, be delivered in one year.

2 Initial proposals for consideration/commentPrioritisation

- 2.1 A new draft Assessment Framework is being developed for use across the whole of the Highways Improvement Programme. The introduction of a consistent approach to scheme assessment will mean schemes can be compared against

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one another more easily to ensure the County Council is investing in work that delivers the maximum benefits.

2.2 The initial assessments will also provide an opportunity to filter out schemes that, for one reason or another, are very unlikely to be feasible. For example, the required land may not be available, or the scheme is not technically possible. The assessment will also allow us to review historic s106 agreements to make an informed decision on the viability of the associated schemes.

2.3 The assessment considers a number of areas as outlined below:

- Safety: impact the scheme may have on people being killed or seriously injured in road traffic accidents, perception of safety in the area
- Active Travel: increased opportunities for walking, cycling and horse riding in the area and access to green spaces
- Feasibility/Deliverability: whole life costs, land matters, benefit cost ratios, technical assessments, stakeholder support etc
- Alignment with Policy/Plans: Local Plans, Neighbourhood Plans, West Sussex Transport Plan
- Impact on Transport Users: Public Transport, Network Connectivity, Electric Vehicle Infrastructure opportunities, Congestion and journey times
- Funding: external funding availability and opportunities for income generations
- Environmental: net impact on factors such as carbon, landscape, biodiversity etc
- Economy: contribution to key factors such as town centre vibrancy, tourism, development and themes within the WSCC Economy Plan
- Social: Community severance, accommodating demographic change, public health etc.

Working with Communities

2.4 It is recommended that one point of entry be developed for applicants who wish to make a change on the highway. This, more user-friendly approach, would allow the applicant to submit one application that would be assessed internally. Feedback can then be given on how their scheme will be assessed/delivered and the associated timescales.

2.5 It has also been recognised that earlier involvement of engineering specialisms in the development of Community Highway Schemes will avoid last minute changes to schemes as part of the moderation process. This in turn will prevent disappointment when communities learn later in the process that their aspirations were not technically feasible, and will encourage a co-design approach between applicants and engineers

Faster Delivery

- 2.6 The County Council, on occasion, is approached by community groups who have the desire and funding to deliver small scale improvements in their area, such as short stretches of footway extension. Work is being undertaken to explore how those groups might be able to deliver works with their own contractors, similar to the delivery of Operation Watershed schemes.
- 2.7 Whilst the vast majority of the Highways Improvement Programme will take two years to deliver due to the complexity of the schemes, there are a handful of schemes each year that could be delivered in one year. For these schemes, it is recommended that they be delivered through the County Council's existing Frameworks as a small programme of works.
- 2.8 It is important to note that a preliminary assessment would be required at the beginning of any such scheme to make sure it could be delivered in one year. It will not be possible to simply 'fast track' schemes the applicant believes to be simple as this will be very likely to cause delays and potential cost uncertainties if the necessary design work is not fully completed. All this information will be made available on the County Council's website so expectations are managed from the beginning.

3 Consultation, engagement and advice

- 3.1 The review has been completed in consultation with officers across Highways, Transport and Planning to ensure any recommendations are fit for purpose and built on experience and learning.
- 3.2 The Cabinet Member for Highways and Transport has been kept informed of the developing proposals and supports the work completed to date. Should the new approaches outlined in this report be introduced, a Cabinet Member decision will be taken in April 2022.
- 3.3 The Communities, Highways and Environment Scrutiny Committee is asked for their feedback on the draft proposals as part of the review.
- 3.4 Specifically, officers would be interested to learn Members' views on:
- a. The draft Assessment Framework. Do Members believe the correct aspects are being included?
 - b. Use of the Assessment Framework to prioritise work across the Highway Improvement Programme. Do Members support the programme wide approach, recognising this may result in a change in the spread of investment across the thematic programmes? For example, the number of Community Highway Schemes may vary each year according to their relative priority against other schemes
 - c. Use of the Assessment Framework to review historic s106 agreements and associated schemes. Do Members believe this is a suitable mechanism to review the s106 pipeline schemes to ensure they are still fit for purpose?
 - d. The single point of entry to deliver a capital improvement scheme for Communities. Do Members support this approach?

- e. The options for delivery of smaller scale simple schemes. Do Members support the development of a mechanism for Communities to deliver works themselves?

4 Finance

- 4.1 The recommended changes to the way schemes are prioritised and delivered will have no additional financial implications. The Assessment Framework will ensure the capital Highway Improvement Programme is made up of schemes that deliver best value for West Sussex.

5 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
Third parties commissioning works on the highway may result in work of sub-standard working practices or outputs	<p>Agreements will be put in place with community groups ensuring appropriate insurances and supervision is in place prior to works commencing.</p> <p>Designs for works on the highway to be agreed by officers</p>
Expectations of applicants will not be met when they submit requests for Community Highway Schemes. Either because they are not delivered in one year, or not prioritised	<p>Improved information on the website will clearly explain the process of assessment and the type of schemes that can be delivered in one year</p> <p>Earlier involvement of the engineering specialism will encourage a collaborative approach to the development of schemes</p>
Increased demand for small scale improvements requires increased resourcing	<p>Historic programmes are being reviewed to better understand the potential scale of any such programme in the future</p> <p>Moving forward, resourcing will be considered annually in the development of the programme</p>

6 Policy alignment and compliance

- 6.1 The new draft Assessment Framework aligns to National and Local policy where applicable inc the West Sussex Transport Plan.

Matt Davey

Director of Highways, Transport and Planning

Contact Officer: Charlotte Weller, Service Improvement Lead (Highways), Tel 033 022 26001, charlotte.weller@westsussex.gov.uk

Background papers

[Highway and Transport Improvement Schemes – Report to Select Committee March 2019](#)



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 [Cabinet Member](#) portfolios.

The most important decisions will be taken by the Cabinet. Due to the continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: democratic.services@westsussex.gov.uk. 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 website. [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.
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 and Property 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 Katherine De La Mora on 033 022 22535, email katherine.delamora@westsussex.gov.uk.

Published: 18 February 2022

Forward Plan Summary

Summary of all forthcoming executive decisions in Cabinet Member portfolio order

Page No	Decision Maker	Subject Matter	Date
3	Director of Environment and Public Protection	Award of Demand Side Response Management contract at the Halewick Lane Battery Storage site and Westhampnett Solar and Battery Farm	February 2022
3	Director of Environment and Public Protection	Procurement and Award: Street Sweeping Contract	February 2022
4	Director of Environment and Public Protection	Extension of Refuse Derived Fuel Contract	February 2022
5	Cabinet Member for Environment and Climate Change	Endorsement of Development of HGV trailer park on Site Ha, Horsham	February 2022
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7	Cabinet Member for Environment and Climate Change	West Sussex County Council Recycling Centre Booking System Arrangements	March 2022
7	Cabinet Member for Environment and Climate Change	Revisions to the Halewick Lane Battery Storage Project	March 2022
8	Cabinet Member for Environment and Climate Change	West Sussex Minerals and Waste Development Scheme 2022 - 2025	April 2022
9	Director of Highways, Transport and Planning	A284 Lyminster bypass (north) - Construction Contract Award	February 2022
10	Cabinet Member for Highways and Transport	A259 Bognor Regis to Littlehampton Corridor Enhancement Scheme	February 2022
10	Cabinet Member for Highways and Transport	Highways and Transport Delivery Programmes 2022/2023	February 2022
11	Cabinet Member for Highways and Transport	A24 Findon to Findon Valley cycleway/walkway scheme	February 2022
12	Cabinet Member for Highways and Transport	West Sussex Transport Plan	February 2022

Environment and Climate Change

Director of Environment and Public Protection

Award of Demand Side Response Management contract at the Halewick Lane Battery Storage site and Westhampnett Solar and Battery Farm

The appointed Demand Side Response (DSR) Management operator acts on behalf of the County Council to manage and create revenue from the County Council's battery assets by engaging in the DSR markets with the National Grid, selling energy to create revenue and support grid stability.

The current contract expires on 31 March 2022 and a procurement process for a new supplier will be undertaken through the Crown Commercial Services RM3824 – Heat Networks and Electricity Generation Assets (HELGA) framework.

Upon the conclusion of the procurement process, the Director for Environment and Public Protection will be asked to award a Demand Side Response management contract at the Halewick Lane Battery Storage site and Westhampnett Solar and Battery Farm.

Decision by	Steve Read - Director of Environment and Public Protection
Date added	23 September 2021
Month	February 2022
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 Director of Environment and Public Protection, 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	David Robinson Tel: 033 022 26995
Contact	Judith Shore Tel: 033 022 26052

Director of Environment and Public Protection

Procurement and Award: Street Sweeping Contract

In October 2017 the County Council entered into a contract with Biffa Waste Services Limited for the provision of street sweeping services (reception into facility, recycling, treatment and disposal). The three-year contract and its two-year extension will come to an end on 01 October 2022.

The Director of Environment and Public Protection will be asked to endorse the procurement process for the provision of street sweeping services (reception into facility, recycling, treatment and disposal) from 01 October 2022 and award of the

contract based on the most advantageous bid after technical and financial evaluation.	
Decision by	Steve Read - Director of Environment and Public Protection
Date added	7 January 2022
Month	February 2022
Consultation/ Representations	District and Borough Councils Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Gareth Rollings Tel: 033 022 24161
Contact	Judith Shore Tel. 033 022 26052

Director of Environment and Public Protection

Extension of Refuse Derived Fuel Contract	
<p>In February 2017, the Cabinet Member for Finance (on behalf of the Cabinet Member for Residents' Services) delegated authority to the Executive Director of Economy, Infrastructure and Environment to award the Refuse Derived Fuel (RDF) Contract. Decision RS14(16/7).</p> <p>The RDF Contract was procured with an initial contract term of five years with an option to extend the RDF Contract in minimum increments of whole calendar years, for up to a further five calendar years.</p> <p>The initial five-year term is not due to expire until April 2023. West Sussex County Council can extend the RDF contract on the same terms and conditions and there is a contractual requirement to inform the contractor, no later than 12 months prior to expiry, whether or not the contract will be extended.</p> <p>The Director of Environment and Public Protection will be asked to extend the RDF Contract by 12 months from April 2023.</p>	
Decision by	Steve Read - Director of Environment and Public Protection
Date added	7 January 2022
Month	February 2022
Consultation/ Representations	Representation can be made via the officer contact.
Background Documents (via website)	None

Author	Gareth Rollings Tel: 033 022 24161
Contact	Judith Shore Tel. 033 022 26052

Cabinet Member for Environment and Climate Change

Endorsement of Development of HGV trailer park on Site Ha, Horsham	
<p>The County Council has a requirement to have an arrangement in place for the storage of trailers that deal with the removal of Refuse Derived Fuel from the MBT (Mechanical Biological Treatment) Plant, at Brookhurst Wood in Horsham.</p> <p>WSCC owns land adjacent to the MBT Facility known as Site Ha, which is currently clear and vacant. The aim of this project is for WSCC to develop its own hardstanding area for the storage of trailers for baled or loose RDF which will be transported from the site for onward treatment.</p> <p>The Cabinet Member will be asked to endorse the use of capital funding for the development of a trailer park facility at Site Ha at Brookhurst Wood, Horsham, and to delegate to the Director Environment and Public Protection the authority to commence works via the Council's contractors, Biffa (West Sussex) Ltd, to construct the trailer park</p>	
Decision by	Cllr Urquhart - Cabinet Member for Environment and Climate Change
Date added	27 January 2022
Month	February 2022
Consultation/ Representations	Market suppliers. MBT Liaison Group Representation can be made via the officer contacts.
Background Documents (via website)	None
Author	Gareth Rollings Tel: 033 022 24161
Contact	Judith Shore Tel: 033 022 26052

Cabinet

Strategic Options for Processing of Separate Food Waste and Other Waste Disposal Services	
<p>Under the new Environment Act 2021 waste collection authorities (WCAs) will be required to collect food waste separately. Under earlier legislation, it falls to the County Council as Waste Disposal Authority (WDA) to arrange for the disposal of the "controlled waste" collected in its area by the waste collection authorities.</p> <p>Cabinet will be asked to consider a preferred option to meet this requirement based on a detailed business case and to consider associated contractual arrangements and other opportunities to improve efficient use of assets.</p>	
Decision by	Cllr Lanzer, Cllr Urquhart, Cllr Russell, Cllr Marshall, Cllr A Jupp, Cllr N Jupp, Cllr J Dennis, Cllr Hunt, Cllr Crow, Cllr Waight - Cabinet

Date added	15 February 2022
Month	March 2022
Consultation/ Representations	Communities, Highways and Environment Scrutiny Committee - 2 March 2022 Representations concerning this proposed decision can be made to the Cabinet Member for Environment and Climate Change, 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	Steve Read Tel: 033 022 22654
Contact	Judith Shore Tel: 033 022 26052

Cabinet

National Highways Consultation A27 Arundel Bypass: Approval of WSCC Consultation Response	
<p>The A27 Arundel Bypass has been included in the Government's Roads Investment Strategy (2020-25). In 2020, National Highways (formerly Highways England) announced the preferred route for the A27 Arundel Bypass, which will replace the existing single carriageway road with a dual carriageway bypass. The proposed bypass will feature approximately 8km of dual carriageway to the south of the existing A27.</p> <p>The proposal, the A27 Arundel Bypass, is a Nationally Significant Infrastructure Project requiring a Development Consent Order (DCO) from the Secretary of State (rather than planning permission from the local planning authority). The County Council is a statutory consultee in the DCO process.</p> <p>Formal consultation on the proposal is taking place from 11 January to 8 March 2022.</p> <p>The Cabinet will be recommended to approve the County Council's response to the formal consultation on 15 March 2022 (as agreed with National Highways).</p>	
Decision by	Cllr Russell, Cllr Urquhart, Cllr Lanzer, Cllr Waight, Cllr Marshall, Cllr Hunt, Cllr J Dennis, Cllr Crow, Cllr N Jupp, Cllr A Jupp - Cabinet
Date added	19 January 2022
Month	March 2022
Consultation/ Representations	Communities Highways and Environment Scrutiny Committee on 24 February 2022. Internal consultation with County Council officers.

	Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Darryl Hemmings Tel: 033 022 26437
Contact	Judith Shore Tel. 033 022 26052

Cabinet Member for Environment and Climate Change

West Sussex County Council Recycling Centre Booking System Arrangements	
<p>Since April 2021 a pilot booking system has been in operation at six of the eleven Recycling Centres in West Sussex. In October 2021 The Cabinet Member for Environment and Climate Change took a decision to undertake a public consultation in respect of making this booking system permanent and extending the system to the Burgess Hill Recycling Centre.</p> <p>The Cabinet Member will be asked to consider the findings of the public consultation and a proposal regarding the future use of a booking system for West Sussex recycling centres.</p>	
Decision by	Cllr Urquhart - Cabinet Member for Environment and Climate Change
Date added	27 January 2022
Month	March 2022
Consultation/ Representations	Public consultation 10 November to 21 December. Communities, Highways and Environment Scrutiny Committee 30 September 2021 and 02 March 2022. Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Gareth Rollings Tel: 033 022 24161
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment and Climate Change

Revisions to the Halewick Lane Battery Storage Project	
<p>The Halewick Lane Battery Storage project proposes the re-development of the previously derelict North Sompting Waste Management Site into an income generating battery storage project.</p> <p>Following a review of the proposed project previously approved by the Cabinet Member for Environment and Climate Change (decision ENV06 (20/21) refers) it has been determined that revisions to the scheme by using a first-life battery option would</p>	

generate increased revenue from the project.

The Cabinet Member for Environment and Climate Change will therefore be asked to approve the changes to the Halewick Lane Battery Storage Project and the Halewick Lane site with focus on the following key items:

- (1) The change to the previous system design to the purchasing of a first-life utility-scale battery system.
- (2) The proposal to maximise the available export capacity from the site by increasing the battery size to 24 MW.
- (3) The increase in capital expenditure allocated to the project to complete the site in a single phase.
- (4) The launch of a procurement for the revised scheme and delegation of authority to the Director of Environment and Public Protection, at the conclusion of the procurement process, to award the design and build contract for the scheme.

Decision by	Cllr Urquhart - Cabinet Member for Environment and Climate Change
Date added	1 February 2022
Month	March 2022
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 Environment and Climate Change, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ENV06 (20/21)
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment and Climate Change

West Sussex Minerals and Waste Development Scheme 2022 - 2025	
<p>The County Council is required to prepare a Minerals and Waste Development Scheme, which sets out how the County Council will prepare the minerals and waste local plans and other policy documents over a rolling three-year period. The current Scheme covers the period 2021-2024 and needs to be updated; the decision report will consider the revised Scheme for the period 2022-2025.</p> <p>The Cabinet Member for Environment and Climate Change will be asked to approve the West Sussex Minerals and Waste Development Scheme 2022 - 2025.</p>	
Decision by	Cllr Urquhart - Cabinet Member for Environment and Climate Change

Date added	18 February 2022
Month	April 2022
Consultation/ Representations	<p>Informal consultation with the South Downs National Park Authority</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Environment and Climate Change, 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	Rupy Sandhu Tel: 033 022 26454
Contact	Judith Shore Tel: 033 022 26052

Highways and Transport

Director of Highways, Transport and Planning

A284 Lyminster bypass (north) - Construction Contract Award	
<p>The A284 Lyminster Bypass is an important north-south link between the A27 at Crossbush and Littlehampton and the County Council is delivering the northern section. Jackson's Civil Engineering was awarded the design and build contract and the scheme was granted planning permission on 26 March 2019.</p> <p>The Compulsory Purchase Order was confirmed by the Secretary of State on 16 September 2021 following a Public Inquiry.</p> <p>The Department for Transport has previously approved the Outline Business Case and will be asked to contribute additional funding on review and approval of the Full Business Case, to be submitted in December 2021.</p> <p>As the final stage of the scheme, the Director of Highways, Transport and Planning will be asked to award the construction contract for the A284 Lyminster bypass (north).</p>	
Decision by	Matt Davey - Director of Highways, Transport and Planning
Date added	21 October 2021
Month	February 2022
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 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.</p>

Background Documents (via website)	None
Author	Mark Martin Tel: 033 022 25922
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Transport

A259 Bognor Regis to Littlehampton Corridor Enhancement Scheme	
<p>The A259 Bognor Regis to Littlehampton Corridor enhancement scheme was identified by the County Council as a priority scheme in the Strategic Transport Investment Programme in 2019/20. It is considered by Transport for the South East one of the top ten priority schemes in the South East.</p> <p>The proposed scheme involves improvement to a series of key junctions along the corridor, including junction capacity, non-motorised and bus users' infrastructure provision and was subject to a public consultation in summer 2021.</p> <p>The Department for Transport (DfT) has approved the Strategic Outline Business Case submission and the next stage of the scheme preparation is to prepare and submit an Outline Business Case (OBC) to the DfT.</p> <p>The Cabinet Member for Highways & Transport will be asked to approve the budget allocation and to agree the arrangements for the preparation and submission of the OBC to the DfT.</p>	
Decision by	Cllr J Dennis - Cabinet Member for Highways and Transport
Date added	1 December 2021
Month	February 2022
Consultation/ Representations	Public consultation undertaken in summer 2021 Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Hiong Ching Hii Tel: 033 022 22636
Contact	Judith Shore Tel. 033 022 26052

Cabinet Member for Highways and Transport

Highways and Transport Delivery Programmes 2022/2023	
<p>The Highway and Transport Delivery Programmes identify capital highways infrastructure maintenance and transport improvement schemes for delivery during 2022/23 and beyond. Capital funding for the Delivery Programmes is predominantly received from the</p>	

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 2022/23 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 Transport will be asked to -

1. Approve the Highway and Transport Delivery Programmes 2022-23; and
2. delegate authority to the Director of Highways, Transport and Planning to adjust the 2022/23 Delivery Programmes 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 not currently known.

Decision by	Cllr J Dennis - Cabinet Member for Highways and Transport
Date added	15 September 2021
Month	February 2022
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 Transport, 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 Transport

A24 Findon to Findon Valley cycleway/walkway scheme

The A24 Findon to Findon Valley cycleway/walkway scheme is a priority in the West Sussex Walking and Cycling Strategy 2016 – 2026.

In November 2020, the County Council was awarded £2.35m through the Department for Transport's Active Travel Fund to support the implementation of walking and cycling schemes in the county. Proposed improvements along the A24 formed part of the funding allocation.

Agenda Item 8a

Public engagement exercises on the 2km-long scheme took place in spring and in summer 2021.

The Cabinet Member for Highways and Transport will be asked to approve the route for the scheme including the proposed on-road route between May Tree Avenue and Cissbury Avenue.

Decision by	Cllr J Dennis - Cabinet Member for Highways and Transport
Date added	22 December 2021
Month	February 2022
Consultation/ Representations	Public engagement in spring and summer 2021 Local elected representatives Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Transport, 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 Transport

West Sussex Transport Plan	
<p>The West Sussex Transport Plan (the County Council's main policy on transport and a statutory document) is being reviewed to update the County Council's strategic approach to investment in the transport network up to 2036.</p> <p>The new Transport Plan will build on the three previous Plans and take account of the current policy context and creation of new funding streams and strategic partners. The Transport Plan is also expected to build on the Local Plans prepared by the Local Planning Authorities which guide decision-making on new developments.</p> <p>Consultation on the Draft West Sussex Transport Plan took place between July and October 2021. Amendments are being made to the Transport Plan in response to consultation feedback and policy changes.</p> <p>The Cabinet Member for Highways and Transport will be asked to recommend the West Sussex Transport Plan for adoption at full council on 1 April 2022.</p>	
Decision by	Cllr J Dennis - Cabinet Member for Highways and Transport
Date added	15 December 2021
Month	February 2022
Consultation/ Representations	Communities, Highways and Environment Scrutiny Committee – 19 January 2022

	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	Darryl Hemmings Tel: 033 022 26437
Contact	Judith Shore Tel: 033 022 26052

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CHESC Work Programme 2022/23 Future Meetings

Select Committee Meeting date	Subject/Theme	Objectives/Comments
10/06/22	Energy Strategy	The Council currently uses LASER Energy Buying Group's Framework Agreement for the annual procurement of £5.8m of electricity and natural gas supplies to the corporatebuilt estate, as well as electricity to Street Lighting Services. The Cabinet Member will take a decision on how to proceed once the present arrangements expire
	Report of the Bus Enhanced Partnership Plan TFG	Committee to consider the response to the TFG's recommendations, which were reported direct to the Cabinet Member in time to inform her decision
21/09/22	Speed Limit Policy and Road Safety Strategy	To be taken as one item, if possible. Following the work undertaken by the Exec TFG
	Active Travel Strategy (formerly Walking and Cycling Strategy)	Post-Consultation, Key Decision Scrutiny

CHESC Work Programme 2022/23 – Issues yet to be timetabled

Select Committee Meeting date	Subject/Theme	Objectives/Comments - is item linked to corporate priorities?
Spring 2022	Electric Vehicle Strategy Progress	At its November 2019 meeting, the Committee asked for an update once the Strategy had been in place for a year.
Jun-22	Enhanced Partnership Plan	The 2022/23 annual plan and bid for funding for the 1st year of our Bus Services Improvement Plan (BSIP). Decision Preview
TBC	Highways Maintenance Contract Performance Report	
Autumn 2022	Transport for the South East Strategic Investment Plan Consultation	Preview of the proposed consultation response
Apr-23	Lane Rental	Progress report of a policy due for implementation in April 2022 to allow the authority to charge works promoters for the time that street and road works occupy the highway. To include detail on how Innovation Fund is being distributed and spent
BPG		
Spring 2022	Digital Crime	Proposed community safety item for 2022
TBC	Library Service	How the service responded to C19, and the future strategy.
TBC	Trading Standards	TBC
Autumn 2022	Energy Strategy 2030	Progress report on implementation
TBC	Vehicle Removals	Changes to the Council's policy towards abandoned vehicles
TBC	Safer School Streets	
Summer 2023	On Street Parking Management Strategy - Progress Report	Arising from discussion of TFG findings at CHESC 19/1/22