

Public Document Pack

Tony Kershaw
Director of Law and Assurance

If calling please ask for:

Ann Little on 033 022 22654
Email: ann.little@westsussex.gov.uk

www.westsussex.gov.uk

County Hall
Chichester
West Sussex
PO19 1RQ
Switchboard
Tel no (01243) 777100



12 September 2022

Communities, Highways and Environment Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Wednesday, 21 September 2022** at **County Hall, Chichester, PO19 1RQ**.

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

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

Tony Kershaw
Director of Law and Assurance

Agenda

10.31 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.

10.33 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.

10.35 am 3. **Minutes of the last meeting** (Pages 5 - 16)

The Committee is asked to agree the minutes of the meetings held on 10 June and 8 July 2022 (cream paper).

10.40 am 4. **Responses to Recommendations** (Pages 17 - 20)

The Committee is asked to note the cabinet member responses to recommendations made at the meetings on 10 June and 8 July 2022.

- 10.45 am 5. **Transport for the South-East Strategic Investment Plan Consultation** (Pages 21 - 70)
- Report by Assistant Director Highways Transport and Planning.
- The Committee are asked to preview the proposed response to the consultation.
- 11.45 am 6. **Climate Change Strategy Delivery Update** (Pages 71 - 82)
- Report by Assistant Director Environment and Public Protection.
- The Committee is asked to review a high level report on progress to date, including proposed metrics for performance monitoring.
- 12.45 pm 7. **Performance and Resources Report 2022-23 - Quarter 1** (Pages 83 - 120)
- Report by Director of Finance and Support Services, setting out the finance and performance position as at the end of June 2022.
- The Committee are asked to examine the Council's corporate performance, finance, savings delivery and business performance for services within the remit of this Committee and to make any recommendations for action to the relevant Cabinet Member.
- Members are reminded that only the performance data on Community Support in section 4 (Community Support, Fire and Rescue Portfolio) falls within the remit of this Committee.
- 1.25 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 121 - 130)
- Extract from the Forward Plan dated 24 August 2022 – attached.
- Any 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 131 - 134)

The Committee is asked to review its draft work programme which reflects the outcome of discussions at the Committee's Business Planning Group (BPG) meeting on 25 April 2022 and discussions at subsequent Scrutiny Committee meetings.

Members to mention any items 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 assess, briefly, whether to refer the matter to its BPG to consider in detail.

1.30 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.

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

The next meeting of the Committee will be held on 18 November 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Performance and Resources Report 2022-23 Quarter 2 – July-September 2022
- Digital Crime
- Energy Strategy Action Plan
- Pre-decision scrutiny of any proposals through the budget process

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by Friday 4 November 2022.

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

Webcasting

Please note: this meeting is being filmed for live and subsequent broadcast via the County Council's website on the internet. 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.

This page is intentionally left blank

Communities, Highways and Environment Scrutiny Committee

10 June 2022 – At a meeting of the Communities, Highways and Environment Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Britton (Chairman)

Cllr Oakley
Cllr Ali
Cllr Baldwin

Cllr Greenway
Cllr Kenyon
Cllr Oxlade

Cllr Patel
Cllr Baxter
Cllr Burgess

Apologies were received from Cllr Albury, Cllr Milne, Cllr Oppler and Cllr Quinn

Also in attendance: Cllr J Dennis

1. Election of Chairman

1.1 Cllr Britton was proposed for the position of Chairman for one year by Cllr Patel and seconded by Cllr Greenway.

1.2 Resolved – that Cllr Britton is duly elected as Chairman of the Communities, Highways and Environment Scrutiny Committee for a period of one year.

2. Election of Vice-Chairman

2.1 Cllr Oakley was proposed for the position of Vice-chairman for one year by Cllr Baldwin and seconded by Cllr Britton.

2.2 Resolved – that Cllr Oakley is duly elected as Vice-Chairman of the Communities, Highways and Environment Scrutiny Committee for a period of one year.

3. Business Planning Group

3.1 Resolved – that the Committee appoints the following members to its Business Planning Group: Cllr Britton, Cllr Oakley, Cllr Kenyon, Cllr Milne and Cllr Oxlade.

4. Declarations of Interest

4.1 In accordance with the County Council's code of conduct, the following declarations of interest were made:

- Cllr Ali declared a personal interest as a member of Crawley Borough Council under the Integrated Parking Strategy item.
- Cllr Baldwin declared a personal interest as a member of Horsham District Council.

- Cllr Burgess declared personal interest as a member of Crawley Borough Council.
- Cllr Oakley declared a personal interest as a member of Chichester District Council under the Integrated Parking Strategy item.
- Cllr Oxlade declared a personal interest as an employee of the Manor Royal Business Bid under the Integrated Parking Strategy item.

5. Urgent Matters

5.1 No urgent matters were raised.

6. Minutes of the last meeting of the Committee

6.1 The Committee were asked to agree the minutes of the meetings held on 24 February and 2 March 2022.

6.2 With regard to the minutes of 24 February 2022, comment was made on paragraph 48.2, first bullet point, that the words "should be industry led" were ambiguous.

6.3 Resolved – that the minutes of the Committee meeting held on 24 February 2022 be approved as a correct record and that they be signed by the Chairman.

6.4 With regard to the minutes of 2 March 2022, paragraph 55.2, second bullet point, it was agreed to add "and conditions are complied with" after "forward for use".

6.5 Resolved – that the minutes of the Committee meeting held on 2 March 2022 be approved as a correct record with the addition of the point raised under 6.4 above and signed by the Chairman.

7. Responses to Recommendations

7.1 The Committee noted the response to recommendations made at the meetings on 24 February and 2 March 2022.

7.2 Concern was raised on the following items:

7.3 Page 26, West Sussex Transport Plan, first point on the cycling network as to whether the County Council really were joining up cycle lanes.

7.4 Minute number 54.5, of the minutes of the meeting on 2 March 2022, recommendation 2, that there had been no response from the Cabinet Member. It was asked that this be followed up with the Cabinet Member.

7.5 West Sussex Transport Plan, Page 27, last paragraph, the question was raised under what circumstances would the County Council support new road building?

8. Integrated Parking Strategy

8.1 The Parking Manager, Mr Davy, talked the Committee through a presentation on the Integrated Parking Strategy (IPS) review (appended to the signed minutes). As the Highway Authority for West Sussex, the County Council has an IPS that sets out its approach to managing parking. This mainly includes the management and enforcement of on-street parking controls and regulations but also sets out the County Council's view and role in off-street parking provision, primarily provided by district and borough councils, as well as how its approach to parking management relates to other policies and strategies. The IPS was last updated in 2014 and this latest review, covering the period from 2022 to 2027, seeks to ensure that the County Council's approach to managing parking remains appropriate and effective.

8.2 The Committee thanked officers for the report and were asked to scrutinise the report and draft IPS, to ensure it contained the right aims and objectives, and was appropriate and achievable. A summary the questions raised by the Committee and answers follows.

8.3 The Performance and Finance Scrutiny Committee had fed back that parking restrictions in town centres were impacting businesses. Problems with **loading and unloading** and easy access were affecting trading, particularly in Worthing, during what was already a challenging time for businesses. It was asked that consideration be given to a permit parking scheme for independent traders in town centres and shopping parades. Mr Davy agreed to discuss the issue directly with County Councillors in Worthing as well as share information with the Committee on a new Controlled Parking Zone (CPZ) policy, which sets out how requests can be made to change existing schemes.

8.4 A number of issues were raised in relation to **footway and verge parking**. In response, Mr Davy outlined the current approach of the County Council and the alternative policy options that were being discussed at a national level. Mr Davy agreed to share a position paper with the Committee and update Members as soon as there was any further information from the Department for Transport (DfT). It was requested that should there be an update from the DfT on the alternative options, Members have an opportunity to consider this. It was noted that the IPS referred to the use of physical barriers to deter footway and verge parking at particular locations, and this could be an option open to the County Council in the future, particularly where there is a risk to life.

8.5 It was also hoped that the Traffic Regulation Order (TRO) process for proposing new waiting restrictions would be a quicker process in the future, as this was still the most appropriate way of dealing with footway parking issues. It was noted that responsibility for determining whether an obstruction exists currently lies with the Police.

8.6 Members reported that feedback from Arun District Council was that they did not have a sufficient number of officers to enforce all-day parking restrictions in Bognor Regis. Mr Davy reported that the **enforcement services** delivered by district and borough partners were monitored by the County Council, including the number of hours that Civil Enforcement Officers (CEOs) were deployed and how many Penalty Charge Notices were being issued. Mr Davy said he would investigate the matter with Arun District Council and asked that Members let him know of any specific areas where enforcement was not perceived to be meeting the expected standard. Other enforcement options such as CCTV, camera vehicles, automatic number plate recognition, etc, could be an option in the future. Members were keen to know what resources might be available for cameras and maintenance and would seek for them to be prioritised around schools. Mr Davy agreed to update Members if/when plans progressed.

8.7 The Committee members were supportive of **park and ride** facilities but requested more information on what support might be available in financial and partnership terms.

8.8 Members felt it essential that all **planning permissions** for new residential and business developments should consider very carefully road width and parking, particularly the impact on surrounding areas. There were examples of residential areas in Crawley where, in the evenings, many business vehicles were being parked on grass verges, causing damage and obstruction. Mr Davy acknowledged that overnight parking was a problem in many residential areas and highlighted that some options were available to the County Council such as TROs that applied later into the evening and verge hardening measures. Mr Davy agreed to share information on potential parking studies in Crawley. Members were keen to see the wider parking impacts of new developments to be considered as part of the planning permission process and reflected in County Council planning policies.

8.9 With regards to the reporting of **defective on-street parking signs and lines**, Mr Davy confirmed that Members and members of the public can do this via the parking pages on the relevant district/borough council website. Mr Davy added that rather than use the County Council's highways inspectors to identify defects, the current process relied upon CEOs as they are the eyes on the ground for the service and are trained to identify particular problems while deployed. Mr Davy agreed to detail the process behind defect reporting. Members questioned the level of defect reporting in areas that used private companies to enforce on-street parking and Mr Davy agreed to share monitoring data with the Committee.

8.10 Mr Davy confirmed that the powers to enforce obstructions to **dropped kerbs** are available to the County Council but had not been enacted. He outlined that a blanket approach towards dropped kerb enforcement would not necessarily work as, in many cases, it might be legitimate and safe to park across a dropped kerb eg a resident parking across their own private driveway. Mr Davy added that if the powers were ever to be enacted, the enforcement response would likely be a responsive one. However, he would be keen to ensure that dropped kerbs regularly used by mobility vehicles or wheelchairs were given a high priority.

8.11 Currently a large number of **disabled parking bays** across the county were advisory, and therefore not enforceable. Mr Davy reported that the service would like to formalise as many disabled parking bays as possible in the future. This would mean ensuring bays were the correct width and length and had the correct signage. The bays would need to be reviewed annually so that any unneeded bays could be returned to normal parking arrangements. Mr Davy agreed to keep Members informed of any progress in relation to this matter.

8.12 Mr Davy confirmed that where possible, consideration would be given to parking arrangements that optimised traffic flow so that buses could keep services to their timetable.

8.13 Mr Davy agreed to include more information on the balance between parking policies and the environment, economic and social policies in the IPS document.

8.14 Mr Davy also agreed to append the response to the Department for Transport consultation as background to the County Council position on footway and verge parking.

8.15 Mr Davy agreed, on page 54, first priority, to add in a reference to the need to facilitate bus and cycle travel as a priority.

8.16 Mr Davy agreed to add in reference to the Highway Code rule to not park within 10 metres of a junction.

8.17 Resolved – that the Committee thanked Mr Davy for the report and accepted the scale of the work involved.

9. Bus Enhanced Partnership Plan TFG

9.1 The Chairman of the Bus Enhanced Partnership Plan Task and Finish Group (TFG), Cllr Oakley, introduced the item by reporting that the TFG had met on 11 April to look at Bus Enhanced Partnership Plan and the considerable challenges bus companies were expecting at the end of the financial Covid support from the Government in September 2022. The paper included the Cabinet Member's responses to the recommendations suggested by the TFG.

9.2 The Cabinet Member for Highways and Transport, Cllr Joy Dennis, thanked the TFG for their work in such a tight timeframe. The work aimed to improve bus service delivery in a time when consumers were changing their usage habits, in a climate of increased costs and labour shortages. She reported that an important part of the bid planned for some of the funding received to be used to encourage young people to use bus services by offering children's fares for all those under 21 years of age. This scheme would be limited to within West Sussex and operate for up to three years whilst funding was available with the intention that the operators continue to provide such discounts commercially thereafter.

9.3 Members of the Committee asked questions on the report and below is a summary of the questions and answers.

9.4 There are areas of the county that have no bus services, both rural and urban areas. Concerns were raised as to how services could be improved to help relieve problems of isolation. Cllr Dennis reported that routes were altered, reduced and expanded based on patronage. Members were reminded that demand-led **community transport services** were also available in some parts of the county. Community Transport Sussex (CTS) provides support to local community groups as well as development expertise to help them sustain existing services and grow where they can. CTS funds this from a service level agreement with the County Council and also district/borough/parish/town councils through a paid membership scheme. Many of the community groups are looking to expand their services from elderly and disabled customers to include those with social isolation and those who did not have access to conventional services. Discussion was ongoing on improving access through the introduction of new Digital Demand Response transport schemes for isolated people.

9.5 The proposed **A259 bus lane** was very much in the early planning stages yet and work would need to be done with National Highways to facilitate. There had been clear indication that the funding of such a scheme would not be allowed in the County Council's bid for funds at this time as it could not be delivered by March 2025. However, the County Council would continue to explore this proposal with the view that central future funding may become available later.

9.6 **Bus usage data** was collated by bus companies from ticket sales, driver intelligence and contactless payment data. It was hoped in the future to collect data on where journeys ended through the introduction of readers to be used when passengers alight in the same way as the London Underground. This would allow fares to be capped to their lowest level and encourage greater bus use.

9.7 The knowledge on **viability of bus routes** was with the commercial bus companies. Officers were in discussion with bus companies on future risks, their plans and challenges etc.

9.8 **Accessibility of bus services** for disabled bus users was an area of concern raised by the TFG but not covered in this round of work. It was agreed an audit of facilities could be picked up within the planned bus stop facilities audit.

9.9 Resolved – that the Committee:

1. Agreed that any revisions to the details of the final bid should be shared with the Committee virtually.
2. Agreed that the TFG continue to meet over the coming year, firstly in the autumn to see where work on the viability of current services and the development of projects within the bid had reached. If the TFG felt there were wider issues they could refer them to the scrutiny committee.

3. Agreed that the membership of the TFG could change depending on the specific subject matter.

10. Work Programme Planning and Possible Items for Future Scrutiny

10.1 The Committee received a tabled copy of the most recent Forward Plan of Key Decisions dated 9 June 2022 and Work Programme from the Business Planning Group (BPG).

10.2 The following requests were made:

- To note the slippage of the Speed Limit Policy item from the September meeting to the meeting on 18 November 2022, in order to ensure a proper consultation is undertaken.
- The future of the County Archive service be an item for consideration by the BPG.

11. Requests for Call-in

11.1 There had been no requests for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting.

12. Date of Next Meeting

12.1 The next meeting would be a virtual meeting held on 8 July at 2.15pm.

The meeting ended at 1.25 pm

Chairman

This page is intentionally left blank

Communities, Highways and Environment Scrutiny Committee

8 July 2022 – At a virtual meeting of the Communities, Highways and Environment Scrutiny Committee held at 2.15 pm.

Present: Cllr Britton (Chairman)

Cllr Oakley

Cllr Albury

Cllr Ali

Cllr Baldwin

Cllr Greenway

Cllr Milne

Cllr Oppler

Cllr Patel, left at 2.45pm

Cllr Burgess

Apologies were received from Cllr Oxlade, Cllr Quinn, Cllr Baxter, Cllr J Dennis and Cllr Urquhart and Cllr Urquhart.

Also in attendance: Cllr Crow

13. Declarations of Interest

13.1 No declarations of interest were made.

14. Urgent Matters

14.1 No urgent matters were raised.

15. Performance and Resources Report - Quarter 4

15.1 The Cabinet Member for Community Support, Fire and Rescue, Cllr Crow, introduced the item, giving some background on fourth quarter portfolio performance for the Committee. He reported that the three Key Performance Indicators (KPIs) for the Communities element of the portfolio were reporting green and reporting an underspend. Certain areas were running under-staffed, which had contributed to the underspend, but this was not sustainable in the longer-term

15.2 The Assistant Director (Communities), Mrs King, highlighted the impact for the Community Hub of switching between delivery of the COVID-19 Local Tracing Partnership, to delivering the Homes for Ukraine response alongside continued support for the vulnerable and those experiencing financial hardship. Attention was drawn to the efforts underway to recruit staff to the Registration Service, now that the Service has returned to face-to-face delivery, following the pandemic.

15.3 Members of the Committee then asked questions and a summary of those questions and answers follows:

- The model for the **Community Hub** allowed for flexibility in how staff are deployed and can be scaled up/down depending on requirements. The time taken to respond to telephone calls was not currently monitored but all staff are allocated to the single number. Once the Customer Service Centre has been brought back in-house, monitoring along these lines should be possible. Much of the Hub's work involves direct intervention/practical assistance but there is also a degree of signposting residents to

a variety of other services. KPI 34 related in the main to unique interactions, not unique individuals.

- **Trading Standards** intervention is an interaction – a phone call, written communication or, more usually, a visit. A formal record of any interaction is always made.
- The movement of **Registration Service** staff from office to office, based on demand, could be determined locally. However, forecasting demand was challenging. The ability to register deaths over the phone was a legal Coronavirus easement, which has since lapsed.
- Increased use of the **e-library** offer was partially driven by the pandemic which 'supercharged' the number of new customers utilising this service. Use of the physical library assets and services had not yet fully recovered to pre-pandemic levels but
- Performance data reporting included both aspects of service access in terms of people using digital services remotely as well as accessing whilst within the library either from their own devices or using the Public Access Computers.

15.4 The Assistant Director (Environment and Public Protection), Mr Read, highlighted that no new risks or major issues had arisen during the quarter. Agreement had been reached with Biffa for the processing of food waste, despite the continuing absence of detail from the government, which was also perpetuating uncertainty for the Districts and Boroughs. Waste volumes and electricity generation had remained stable. The booking system operating at some Recycling Centres continued to operate successfully and the implementation of same day bookings had been widely welcomed. Work on decarbonisation of the estate was progressing and aligned with the Smarter Working programme.

15.5 Members of the Committee then asked questions and a summary of those questions and answers follows:

- No changes in performance had arisen due to the change in **solar farm** Operation and Maintenance contractors.
- The reporting on **KPI 23** would always be delayed, because measurement relied on collation of a lot of data from various sources and only happened at the time when material was actually recycled (and not upon collection).
- Hard plastics are now being accepted at some **Recycling Centres**, and it was planned to roll this out to most sites subject to space. The connectivity of the sites was being improved in order to get the full benefit of same-day booking. The impact of Covid and variations in the state of the economy made it difficult to tease out the impact of the booking system on site usage. Use patterns were not greatly different between booking and non-booking sites and it was clear that the system had served to

smooth out peak attendance times. The avoidance of congestion has been a major improvement for local business and residents.

- **Faygate** is a closed landfill site, with ongoing mitigation in place to manage the post-closure period of its life cycle.
- Work is progressing on a **decarbonisation programme** for 47 of the top 50 emitting buildings in the corporate estate. The programme should be completed by 2030. Revenue benefits will rise commensurate with avoiding the impacts of rising gas and electricity prices.

15.6 The Assistant Director (Highways Transport and Planning), Mr Davey, highlighted the ongoing red performance against KPI 19. It was expected that the indicator would be green after the next quarter. KPI 41 remained red. An Executive Task and Finish Group was helping the Cabinet Member develop a new Road Safety Strategy, which was planned to be ready for consultation later this year. The underspend in the revenue budget was primarily due to reductions in the reimbursement payments to bus companies, due to the pandemic.

15.7 Members of the Committee then asked questions and a summary of those questions and answers follows:

- KPI 18 showed a deterioration in the **condition of A and B roads**, due to historical under-investment in the maintenance budget. This supported residents' observation that the quality of roads was worsening.
- Staffing availability was currently not affecting our ability to **monitor the quality of repairs**. The benefits of new maintenance/repair equipment would be seen in subsequent quarters, but perhaps not for 1-2 years. The benefits of the large capital programme of resurfacing and repair work would also be manifested as a reduced number of defects in future years.
- Regarding KPI 41, the data on the **causes of road accidents** was provided by Sussex Police. It was not always clear where the condition and design of the road had been a factor, but these constituted a small proportion of the overall number of accidents.
- The reduced numbers of **bus journeys** (the overall numbers being yet to recover to pre-pandemic levels) being taken may reduce the viability of commercially operated bus routes.
- Within the current contractual arrangements, the contractor is obliged to fix the potholes identified by the Council. There is no leeway to repair any other nearby potholes found in the process of fixing the identified defect. Other ways of working are not straightforward and have attendant problems. However, new working practices are being trialled.

15.8 Resolved – That the Committee:

1. Acknowledged the benefits of the Community Hub, and in particular its flexibility. Acknowledged that an intervention is a formal event, and noted that there needs to be an audit trail of outcomes from interventions, across the portfolio.
2. Noted that planning was underway for when the contract with authority's energy broker expired in spring 2023. Welcomed the increased income generated from the solar farms.
3. Noted the factors contributing to the red performance on KPI 19 (Highway Defects Repaired Within the Required Timescale). Requested that a senior representative of the contractor be invited to attend Committee for members to get a better understanding of the challenges, in case the Committee could suggest different ways of addressing these. Acknowledged the high levels of maintenance investment in the 22/23 budget.
4. Highlighted the impact a reduction in income could have on the bus network.
5. Requested that the Chairman highlight at Performance and Finance Scrutiny Committee the risks to the Council's ability to delivery services due to staff availability (Covid sickness absence, but also recruitment challenges in the post-Covid labour market) and inflation.

16. Business Planning Group

16.1 The Committee noted the membership of the Business Planning Group as Councillors Britton, Oakley, Kenyon, Oxlade and Milne. The Chairman thanked Councillor Albury for his service.

17. Requests for Call-in

17.1 There had been no request for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting.

18. Date of Next Meeting

18.1 The next meeting would be held on 21 September 2022 at 10.30am.

The meeting ended at 4.12 pm

Chairman

Cabinet Member Responses

Agenda item	Environment & Communities Scrutiny Committee recommendations (10 June 2022)	Response
Responses from Cabinet Member for Highways and Transport – Cllr Joy Dennis		
Bus Enhanced Partnership Plan TFG	<p>1. Agreed that any revisions to the details of the final bid should be shared with the Committee virtually.</p>	<p>As highlighted at the meeting, DfT had advised that BSIP-funded capital schemes had to be delivered by 3/25. The A259 bus lane will not be completed by then, and was therefore removed from the bid.</p> <p>The replacement was to seek funding for Tap On/Tap Off (known as TOTO) readers for buses across the Stagecoach services operating in West Sussex. This is currently being discussed with DfT, who initially gave conflicting advice on its inclusion. They are currently seeking more clarification from us before agreeing the funding. In the event the bid is successful, Stagecoach will match fund 50/50.</p> <p>If we are able to include this it will help us and the operators deliver integrated ticketing across operators, and ensure passengers can tap on/off and only pay the lowest fare, making the bus a more desirable mode of travel. Smaller operators will be included, so that all Local Bus Services are capable of smart ticketing (although understanding how TOTO will work best for tiny Community Transport operations is still to be determined).</p> <p>Metrobus and Brighton & Hove Buses already have TOTO.</p>

Cabinet Member Responses

	2. Agreed that the TFG continue to meet over the coming year, firstly in the autumn to see where work on the viability of current services and the development of projects within the bid had reached. If the TFG felt there were wider issues they could refer them to the scrutiny committee.	Noted.
	3. Agreed that the membership of the TFG could change depending on the specific subject matter.	Noted.
Agenda item -	Environment & Communities Scrutiny Committee recommendations (8 July 2022)	Response
Performance and Resources Report - Communities	Acknowledged the benefits of the Community Hub, and in particular its flexibility. Acknowledged that an intervention is a formal event, and noted that there needs to be an audit trail of outcomes from interventions, across the portfolio.	Cabinet Member for Communities, Cllr Crow: Noted.
Environment and Public Protection	Noted that planning was underway for when the contract with authority's energy broker expired in spring 2023. Welcomed the increased income generated from the solar farms.	Cabinet Member for Environment and Climate Change, Cllr Urquhart: Noted.
Highways and Transport	Noted the factors contributing to the red performance on KPI 19 (Highway Defects Repaired Within the Required Timescale). Requested that a senior representative of the contractor be invited to attend Committee for members to get a better	Cabinet Member for Highways and Transport, Cllr Joy Dennis: The Highways Contracts update is coming to the January 2023 meeting and the contractor will be joining the meeting.

Cabinet Member Responses

	<p>understanding of the challenges, in case the Committee could suggest different ways of addressing these. Acknowledged the high levels of maintenance investment in the 22/23 budget.</p> <p>Highlighted the impact a reduction in income could have on the bus network.</p>	<p>Noted.</p>
--	--	---------------

This page is intentionally left blank

Communities, Highways and Environment Scrutiny Committee

21 September 2022

Response to the Consultation by Transport for the South East on a Draft Strategic Investment Plan

Report by Director of Law and Assurance

Summary

Transport for the South East is undertaking a consultation on a Draft Strategic Investment Plan (SIP). The County Council will be submitting a consultation response, the final version of which the Cabinet Member for Highways and Transport will approve after having considered the Committee's comments and recommendations.

Focus for Scrutiny

The Committee is invited to consider how well the draft consultation response addresses:

1. Deliverability of the SIP (in terms of funding and timescales).
2. Alignment with the West Sussex Transport Plan (<https://bit.ly/3TOOo39>).
3. Effectiveness of the draft SIP Plan in achieving the investment priorities outlined in paragraph 2.1 of the draft decision report.

Proposal

1 Background and context

- 1.1 The Transport for the South East's (TfSE's) website can be found here: <https://bit.ly/3AUmhGZ>
- 1.2 TfSE is aware that the Council's consultation response will be submitted after the official consultation closing date. Publication of the Council's response has been delayed to facilitate engagement with this Committee.
- 1.3 The West Sussex Transport Plan (WSTP) is the County Council's main policy on transport, adopted in April 2022. It can be found here: <https://bit.ly/3AUDrV5>
- 1.4 The background and context to this item are set out in the attached draft decision report (listed below), including resource and risk implications,

Agenda Item 5

Equality, Human Rights, Social Value, Sustainability and Crime and Disorder
Reduction Assessments

Tony Kershaw
Director of Law & Assurance

Contact Officer: Ninesh Edwards: ninesh.edwards@westsussex.gov.uk

Appendices

Appendix 1: Draft Response to the Consultation by Transport for the South East on
a Draft Strategic Investment Plan

Background papers

None

Key decision: Yes
Restricted: No
Ref:

Report to Cabinet Member for Highways and Transport

September 2022

Response to the Consultation by Transport for the South East on a Draft Strategic Investment Plan

Report by Matt Davey, Assistant Director of Highways, Transport and Planning

Electoral division(s): All

Summary

Transport for the South East (TfSE) is the sub-national transport body, currently operating in shadow form, that covers Berkshire, East Sussex, Hampshire, Kent, Surrey, and West Sussex. TfSE has prepared a Draft Strategic Investment Plan (SIP), the key purpose of which is to provide a framework to deliver its Transport Strategy for the South East, which was adopted in 2020.

The Draft Strategic Investment Plan (SIP) (Executive Summary included as Appendix B) has been published for consultation with constituent authorities, including the County Council and wider stakeholders, between July and 12 September 2022. It includes 24 packages of interventions across the South East that have been developed through area studies involving a range of stakeholders, including the County Council. Once finalised, the SIP will inform future decision-making by the County Council and other key stakeholders.

Overall, it is recommended that the County Council should welcome the Draft SIP because it will help to ensure there is a more coordinated and strategic approach to regional investment in the transport network and because it aligns well with the West Sussex Transport Plan 2022-36. However, the following key points have been identified in the consultation response (attached as Appendix A):

- dependencies between packages and projects are not adequately highlighted in the SIP. The desired outcomes of various projects can only be achieved by the delivery of multi-modal infrastructure and services, and so these should be more clearly articulated.
- although the road user charging global intervention is seen as a possible approach to anticipated changes to future fuel sources, it may be premature to present it as a deliverable intervention. Engagement on road user charging should take account of the needs of different users, including those in rural communities who could be disproportionately affected by a road user charging scheme due to having a greater reliance on private road-based transport.

- the active travel packages are inconsistent as some are specifically named routes, while others are grouped together. The Sussex Coast Active Travel package should be disaggregated into a set of local cycleways and inter-urban connectors in line with other areas.
- the ratio of annual maintenance and renewal costs to capital cost for the active travel package is extremely high and is likely to be unaffordable based on current financial arrangements. If future maintenance is likely to be unaffordable, then there will be a need to prioritise.
- there are concerns about the deliverability of elements of the packages, including schemes such as a large-scale improvement to the A27 at Worthing and Lancing given a long history of failure to deliver such improvements.
- a stronger focus needs to be placed on the needs and delivery in rural areas, with greater attention placed on the needs of rural users with a clearer understanding of the appropriate interventions to deal with their specific needs.
- the A24 should be highlighted as a route to improve north-south movement corridor resilience.
- references to rural bus services as 'mass transit' creates the wrong impression and expectations and should be replaced by a more accurate description of the intervention envisaged or identified.

Recommendation

That the Cabinet Member for Highways and Transport approves the County Council's Consultation Response (Appendix A) for submission to Transport for the South East.

Proposal

1 Background and context

- 1.1 Transport for the South East (TfSE) is the sub-national transport body, currently operating in shadow form, that covers Berkshire, East Sussex, Hampshire, Kent, Surrey, and West Sussex. It has the twin purposes of facilitating the delivery of a regional transport strategy and promoting economic growth in the South East.
- 1.2 In 2020, TfSE approved a Transport Strategy for the South East, which aims to shape the South East as a region economically, technologically and environmentally over the next 30 years, and change the way that investment is made in transport. TfSE has subsequently prepared two thematic strategies (on Future Mobility and Freight, Logistics and Gateways) and five area studies covering all parts of the region. The area studies have identified and appraised potential strategic transport interventions (i.e. rail, highways, mass transit and active travel) that have been included in packages of interventions. As the area studies are strategic, they do not cover every local issue as there are other programmes for this, including the County Council's own investment programmes.

- 1.3 This technical work has informed the development of a Draft Strategic Investment Plan (SIP) (Appendix B is the Executive Summary) setting out a series of investment opportunities for Government, Local Transport Authorities and transport providers to consider investing in. Once finalised, the SIP will inform future decision-making by the County Council and other key stakeholders.
- 1.4 The Draft SIP is being published for consultation with constituent authorities, including the County Council and wider stakeholders, between July and 12 September 2022.

2 Draft Strategic Investment Plan for the South East

- 2.1 The purpose of the SIP is to provide a framework for delivering the Transport Strategy for the South East. The Draft SIP aims to achieve the following investment priorities that are aligned with the vision and strategic goals of the Transport Strategy and the wider regional and national policy context:
 - a) Decarbonisation and the environment (i.e. enabling the UK to achieve net zero carbon emissions by 2050);
 - b) Adapting to a new normal (i.e. adapting sustainably to changing travel patterns);
 - c) Levelling up left-behind communities (i.e. providing a transport network that is more accessible and inclusive and supports access to employment, leisure and services);
 - d) Regeneration and growth (i.e. grow the economy and unlock regeneration and growth opportunities);
 - e) World class urban transport systems (i.e. deliver world class urban transport systems for the largest conurbations);
 - f) Transforming east-west connectivity (i.e. enhance east-west corridor to the same level as radial links to and from London);
 - g) Resilient radial corridors (i.e. deliver an increasingly reliable transport network); and
 - h) Global gateways and freight (i.e. enhance the capacity and contribution of the freight and logistics sector to the economy).
- 2.2 The Draft SIP explains that if the South East continues on a 'business as usual' trajectory to 2050, then many of the investment priorities listed in paragraph 2.1 will not be achieved.
- 2.3 The Draft SIP includes 24 packages of interventions across the South East that have been developed through area studies involving a range of stakeholders including County Council officers.

Global Packages

- 2.4 The following packages of interventions are expected to apply region-wide or because they include schemes that will be implemented partially or fully in West Sussex.
 - Decarbonisation (i.e. a faster trajectory towards net zero carbon emissions than current trends);

- Public transport fares (i.e. reversing the real terms increase in the cost of public transport compared to motoring);
- New mobility (i.e. utilising new mobility solutions such as e-bikes to enable more active lifestyles);
- Road user charging (i.e. encouraging the Government to develop a national road user charging scheme to provide an alternative to fuel duty and manage demand);
- Virtual access (i.e. enabling virtual working to help reduce demand for transport services); and
- Integration (i.e. improving integration between modes of transport).

Area Packages

- 2.5 The following packages of interventions include schemes that will be implemented partially or fully in West Sussex.
- 2.6 TfSE has developed nine packages of interventions for the Solent and Sussex Coast area, which covers South Hampshire and the 'Sussex Coast Conurbation' (i.e. coastal areas of West and East Sussex and Brighton & Hove). The packages and schemes in West Sussex are:
- Sussex Coast Rail (includes enhancements to West Coastway and removal of level crossings in Worthing);
 - Sussex Coast Active Travel (active travel schemes including those identified in Local Walking and Cycling Infrastructure Plans);
 - Sussex Coast Mass Transit (Shoreham strategic mobility hub, Sussex Coast Mass Rapid Transit); and
 - Solent and Sussex Coast Highways (A27 improvements at Arundel, Worthing and Lancing, Chichester, Tangmere and Fontwell, A259 enhancements between Chichester, Bognor Regis and Littlehampton and A29 Realignment).
- 2.7 TfSE has developed four packages of interventions for the London to Sussex Coast area, which covers the key corridors between London and the Sussex coast. The packages and schemes in West Sussex are:
- London to Sussex Coast Rail (Brighton Main Line speed increase and reintroduction of Cross Country services, Arun Valley Line faster services, new station North East of Horsham)
 - London to Sussex Coast Mass Transit (Fastway extensions from Crawley to Horsham, East Grinstead, Haywards Heath and Burgess Hill, rural bus service enhancements on A22, A23, A24, A272, A264, A283 and A281 corridors and Three Bridges strategic mobility hub)
 - London to Sussex Coast Active Travel (local cycleways in Burgess Hill, Haywards Heath, East Grinstead, Crawley/Gatwick and Horsham, West Sussex inter-urban cycleways and new National Cycle Network corridors between London – Brighton and Crawley and Chichester)
 - London to Sussex Coast Highways (M23 junction 9 enhancement and improvements to A22, A23 from Gatwick to Crawley plus Hickstead & Bolney junctions, A24 between Horsham and Capel, A264 between

Horsham, Pease Pottage and East Grinstead, Crawley Western Link Road)

- 2.8 The packages of interventions are opportunities for investment that Government and other strategic bodies, including the County Council, as local highway authority, should consider investing in. The total capital cost in the areas covering West Sussex is estimated to be £14.8bn with annual capital maintenance and renewal costs of £880m. The total capital cost across the TfSE area is estimated to be £45 billion.
- 2.9 TfSE have used their South East Economy and Land Use Model (SEELUM) to assess the potential impacts of the packages on transport and economic performance and compared to a 'business-as-usual' scenario in 2050, the packages could deliver:
- 21,000 additional new jobs;
 - Additional £4billion in GVA each year by 2050;
 - 1.4 mega tonnes less CO₂;
 - 500,000 more rail trips;
 - 1.5 million more trips by bus, mass transit and ferry; and
 - 4 million fewer car trips.

3 Proposed Consultation Response

General comments

- 3.1 Overall, the County Council welcomes the Draft SIP because it will help to ensure there is a more coordinated and strategic approach to regional investment in the transport network. The SIP is underpinned by rigorous evaluations undertaken through the five area studies and the two thematic strategies that will help to deliver the adopted TfSE Transport Strategy. In general, the Draft SIP aligns well with the West Sussex Transport Plan 2022-36 because it includes many of the County Council's priority schemes and, once the SIP is finalised, will support their delivery.
- 3.2 County Council officers have worked with TfSE and other local authorities on the area studies which reflect a combination of technical work and engagement with key stakeholders. The County Council welcomes the opportunity to continue working with TfSE to plan for delivery of the SIP.

Road user charging

- 3.3 The County Council welcomes that TfSE has identified road user charging as an alternative to the current arrangements for taxation. Although this does not form part of the West Sussex Transport Plan, the SIP is a longer-term plan and there is a need for engagement with the public about what should replace the current taxation arrangements in view of the expected shift away from fossil fuel propulsion which will reduce tax income. The County Council considers that engagement on road user charging should take account of the needs of different users, including those in rural communities who could (for example, if different charges apply at different times of day) be disproportionately affected by a road user charging scheme due to having a greater reliance on private road-based transport.

Active travel

- 3.4 The active travel packages are inconsistent as some are specifically named routes, while others are grouped together. These different types of active schemes are likely to perform different functions and may require different delivery arrangements. Therefore, the County Council would like TfSE to disaggregate the Sussex Coast Active Travel package into a set of local cycleways (aligned to LCWIP areas) and inter-urban connectors in line with other areas (London to Sussex Coast, Kent, Thames Valley).
- 3.5 The ratio of annual maintenance and renewal costs to capital cost for active travel routes is extremely high and is likely to be unaffordable based on current financial arrangements. This seems erroneous and should be reconsidered by TfSE. If future maintenance is likely to be unaffordable, then there will be a need to prioritise.

Deliverability

- 3.6 The County Council has some concerns about the deliverability of elements of the packages, including schemes such as a large-scale improvement to the A27 at Worthing and Lancing, as there is a long history of failure to deliver such improvements.

Dependencies

- 3.7 The Draft SIP proposes a rail package to support faster inter-urban and long-distance journeys between the South East's two largest conurbations i.e. Brighton and Southampton. The West Coastway Strategic Rail Study (F1) is a critical project within this rail package. It should be clear though that in order for rail to form the backbone of public transport movement along the coast, parts of the road-based mass transit package are likely to be required as part of a multi-modal delivery approach. The County Council considers that where such dependencies exist, these should be clearly identified in the SIP. This could help to form the basis for a place-based approach to investment.

Rural areas

- 3.8 A stronger focus needs to be placed on the needs and delivery in rural areas. The predominant interventions in rural areas are indicated as highways, long distance National Cycle Routes and some references to mass transit routes. Greater attention should be placed on the needs of rural users with a clearer understanding of the appropriate interventions to deal with their specific needs.

A24 corridor

- 3.9 A24 should be highlighted as a route to improve north-south movement corridor resilience. Assessments are currently being undertaken for this route. The work on the A24 south of Horsham is public transport focussed and north of Horsham towards Surrey is highway capacity focussed. The (L7) Mass Transit scheme along this route alignment can be supported by the A24 highway interventions.

Mass transit

- 3.10 The reference to rural bus services as 'mass transit' perhaps creates the wrong impression and expectations. This should be replaced by a more accurate description of the intervention envisaged or identified as part of the SIP.
- 3.11 The Cabinet Member for Highways and Infrastructure will be recommended to approve the County Council's response to the consultation on the Draft SIP (Appendix A).

4 Other options considered (and reasons for not proposing)

- 4.1. The other option considered was to not provide a response to the consultation. However, improving sustainable transport infrastructure in the South East will help to meet the ambitions of the West Sussex Plan and the West Sussex Transport Plan. Therefore, it is important that the Authority continues to engage positively in the process and that it responds to the consultation.

5 Consultation, engagement and advice

- 5.1. The draft consultation response was discussed and considered by the Communities, Highways and Environment Scrutiny Committee at its meeting on 21 September 2022 and they provided the following comments:
- Include CHESC comments.
- 5.2. In response to the Committee's comments, the following changes were made to the report:
- Include summary of changes in response to CHESC comments.

6 Finance

- 6.1. There are no financial implications of responding to the consultation as it does not obligate the County Council to fund any interventions. However, the Draft SIP includes capital and revenue cost estimates prepared to a level of detail commensurate with the maturity of the design of the packages of interventions. The cost estimates are meant to support long term planning, investment and delivery planning.
- 6.3. Funding of the packages is expected to come from multiple and diverse sources including from Government, local authorities, developers and end users etc, noting that the particular funding mix will be dependent on the particulars of the intervention. Further work is required to establish funding and financing solutions which include developing business cases, assessing procurement routes and assessing funding sources. If full funding of the SIP is not available, then there will be a need to prioritise. If there are financial implications for the County Council associated with delivery of interventions, then this will be set out in future budget decisions.

7 Risk implications and mitigations

- 7.1 There are no risks associated with responding to the consultation.

Risk	Mitigating Action (in place or planned)
None	n/a

8 Policy alignment and compliance

- 8.1 Our Council Plan – The Draft SIP will support the delivery of the following priorities: to deliver a sustainable and prosperous economy; to help people and communities to fulfil their potential; and to make best use of resources.
- 8.2 West Sussex Transport Plan 2022-36 – The West Sussex Transport Plan was developed in parallel with the TfSE thematic and area studies. The Draft SIP will support the vision, objectives and priorities in the West Sussex Transport Plan by helping to secure funding to deliver its priorities.
- 8.3 Climate Change – Work undertaken by the TfSE on climate change includes a decarbonisation pathways workstream, which has informed the Draft SIP. The workstream assesses the possible routes to decarbonisation, including policy and strategic interventions and the ability of these to meet targets in the medium term and by 2050. Although the County Council has not yet set transport decarbonisation targets by way of policy, it can be informed by the assessment that TfSE have undertaken. Further, interventions proposed in the Draft SIP for the West Sussex area are largely in keeping with the vision and objectives of the West Sussex Transport Plan.
- 8.4 Public Health – public health and transport is a central theme of supporting work undertaken by TfSE in the area studies and thematic strategies. Active travel has been identified through various studies as potentially delivering significant health benefits to communities through the associated benefits of increased activity levels. For this and other reasons, increasing active travel is an objective of the West Sussex Transport Plan and other plans, strategies and investment programmes. Further, work done in assessing decarbonisation pathways and their ability to reduce carbon emissions and footprints is expected to assist in improving air quality.
- 8.5 Legal, Equalities, Social Value, Crime and Disorder – there are no identifiable implications in making this response to a consultation by an external organisation.

Matt Davey

Assistant Director of Highways, Transport and Planning

Contact Officer: Anand Pillay, Principal Transport Planner, 0330 222 5031
Anand.Pillay@westsussex.gov.uk

Appendices:

- Appendix A – Consultation Response
- Appendix B – Draft SIP Executive Summary

Background Papers:

None

WSCC Consultation Response - Transport for the South East Strategic Investment Plan

Survey Transcript

The purpose of this document is to aid participants in filling out the digital consultation survey and not intended to be used in replacement of the digital survey. For this reason, all background information and explanatory context from the digital survey has been removed from this document. As noted on the Engagement HQ project website, we additionally recommend whilst filling out the digital survey that you have the SIP document open on another browser window.

Section 2: Investment Priorities

Which of the above investment priorities do you feel are important for the SIP to deliver? (Tick all that apply)

- Decarbonisation & Environment
- Adapting to a New Normal
- Levelling Up Left Behind Communities
- Regeneration and Growth
- World Class Urban Transit System
- East – West Connectivity
- Resilient Radial Corridors
- Global Gateways and Freight

Do you have any further comments on the SIP's investment priorities? Please limit your response to 250 words.

The investment priorities align well with the vision and strategic objectives of the adopted West Sussex Transport Plan 2022-36 (WSTP). The WSTP has taken a considered and balanced approach to transport infrastructure and service improvement and does not rank the investment priorities. For this reason, the County Council considers that no one investment priority should be prioritised globally over others as they are all important.

Section 3: Packages of Interventions

For the purposes of data gathering and analysis, the TfSE region has been split into four geographies. Which of the following geographic areas are you most interested in? Please be aware that some local authority areas appear in more than one of the geographies and you may need to select more than one of the geographies if this is the case for your specific area of interest. Choose all that apply.

- Solent and Sussex Coast (Hampshire, Southampton, Portsmouth, Littlehampton, Worthing, Brighton, Isle of Wight)
- London – Sussex Coast (Chichester to Eastbourne, Surrey, West Sussex and East Sussex excluding the Hasting Area)
- Wessex Thames (Berkshire, Hampshire and Surrey)

- Kent, Medway and East Sussex (Kent, Medway, Hasting and Rother areas of East Sussex)

Only if you answered Solent and Sussex Coast:

To what extent do you agree that the packages of interventions for the Solent and Sussex Coast area will deliver on the priorities of the SIP?

- Definitely agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Definitely disagree
- I'm not sure

Please select all of the packages for the Solent & Sussex Coast area that you feel are important in achieving the priorities of the SIP. Tick all that apply.

- South Hampshire Rail (Core)
- South Hampshire Rail (Enhanced)
- South Hampshire Mass Transit
- Isle of Wight (two Packages)
- Sussex Coast Rail
- Sussex Coast Mass Transit
- Sussex Coast Active Travel
- Solent and Sussex Coast Highways

Do you have any further comments on the Packages of Interventions for the Solent and Sussex Coast area? Please limit your response to 250 words.

Deliverability

We 'somewhat agree' that the packages of interventions will deliver on the priorities of the SIP because we have some concerns about the deliverability of elements of the packages such as a large scale improvement to the A27 at Worthing and Lancing as there is a long history of failure to deliver such improvements.

Dependencies

Successful outcomes from some packages such as the West Coastway Strategic Study (F1) Rail package would benefit from (or be dependent on) being delivered in parallel with other packages such as complimentary road based public transport (broadly covered under Mass Transit package) which improve rails catchment or compliment rail with more direct and faster services where rail is not competitive. A multi-modal delivery approach would benefit a wider range of users and encourage mode shift.

The County Council would like to see these dependencies identified where they exist such as the A259 Bognor Regis to Littlehampton Enhancement MRN (I14) and the A259 Chichester to Bognor Regis Enhancement MRN (I16) which includes public transport infrastructure and priority in addition to improvement for car users.

Active Travel

Sussex Coast Active Travel – Rephrase the final bullet to “Significant potential shift from car to active travel, with associated health benefits”.

Sussex Coast Active Travel – The LCWIPs referred to in the SIP have their own stakeholder consultation process but in general the longer distance routes proposed by the SIP do not form part of LCWIPs and would need to follow a different consultation process. Active travel interventions that are not part of the LCWIPs will need to be consulted upon before delivery of such schemes are possible to confirm that there is stakeholder support for the principle of these interventions and secure collaboration and buy-in.

Active travel schemes have been aggregated together in the Sussex Coast area so package H1 Sussex Coast Active Travel Enhancements (including LCWIPs) includes a large number of schemes across a large area which means they could become lost in the crowd and could struggle to attract the attention of potential investors. The County Council considers that the final SIP should disaggregate the Sussex Coast Active Travel package into inter-urban and local schemes focused on settlements in area. There are also concerns regarding the high annual capital maintenance and renewal costs which will impact ongoing expenditure budgets and these disaggregated packages should thus undergo detailed feasibility analysis and be prioritised.

Only if you answered London – Sussex Coast:

To what extent do you agree that the packages of interventions for the London – Sussex Coast area will deliver on the priorities of the SIP?

- Definitely agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Definitely disagree
- I’m not sure

Please select all the packages for the London - Sussex Coast area that you feel are important in achieving the priorities of the SIP. Tick all that apply

- London - Sussex Coast Rail (2 Packages)
- London - Sussex Coast Mass Transit
- London - Sussex Coast Active Travel
- London - Sussex Coast Highways

Do you have any further comments on the Packages of Interventions for the London - Sussex Coast area? Please limit your response to 250 words.

We ‘somewhat agree’ that the packages of interventions will deliver on the priorities of the SIP because we have some concerns about the affordability and deliverability of some proposed packages such as the active travel package. We believe that further design and feasibility analysis would be required to confirm projects are deliverable.

We also believe that projects could be packaged to show multi-modal benefits and dependencies and show place based planning benefits of such approaches.

London – Sussex Coast Mass Transit – Reference is only made to BRT systems. It should be clear that the mass transit system supports multi-modal travel and seamless transfer between modes which includes rail and bus services.

London – Sussex Coast Active Travel – All active travel interventions will need to be consulted upon before delivery of such schemes are possible to secure collaboration and buy-in. The National Cycle Network routes indicated are generally longer distance routes falling outside of urban and even peri-urban developments. They will generally fall outside the geographies of the LCWIPs which have their own consultation processes. Although WSCC supports the development of National Cycle Routes, we do consider them to be of a lower implementation priority than urban cycle routes which are typically capable of serving a larger volumes and frequency of users. The LCWIP routes therefore have the potential to make a greater impact on the reduction of car trips and improved public transport ridership and are therefore seen to deliver better value and greater benefit. We believe that the National Cycle Routes should be designed to coincide with the WSCC LCWIPs where possible to reduce investment costs, maximise use of the LCWIP network and potentially generate further economic benefit to local economies.

London – Sussex Coast Highways - It would be important to note that future highways improvements would look to include components of public transport and active travel infrastructure to improve the sustainability of such investments. West Sussex County Council are working together with local authorities site promoters such as Homes England to deliver on housing needs while promoting sustainable land use development and travel patterns, promoting public transport through the provision of bus priority lanes and active travel infrastructure to major employment and commercial centres as viable alternatives to private car use. Some of these schemes should be listed as multi-modal – which include:

- N1 A22 N Corridor South Godstone to East Grinstead Enhancements
- N9 A264 Crawley – East Grinstead Dualling and Cycleway
- N10 Crawley Western Link Road and Cycleway
- the A24 scheme south of Horsham which includes bus priority through junctions to improve journey times and active travel infrastructure to promote more sustainable travel along the corridor. This scheme is not indicated in the SIP and should be included.

A24 should be highlighted/ included as a route to improve N-S movement corridor resilience. Assessments are currently being undertaken for this route. The work on the A24 south of Horsham is public transport focussed and north of Horsham towards Surrey is highway capacity focussed. The A24 Corridor Rural Bus Service Enhancements (L7) along this route alignment can be supported by the A24 highways interventions.

Note there is reference to rural bus services as Mass Transit and this perhaps creates the wrong impression and expectations (as they are unlikely to provide the same level of service as Bus Rapid Transit). This should be replaced by a more accurate description of the intervention envisaged or identified as part of the SIP.

Some references on Slide 52 are incorrectly labelled and displayed and should be checked (e.g. N3a & N3b).

Only if you answered Wessex Thames:

To what extent do you agree that the packages of interventions for the Wessex Thames area will deliver on the priorities of the SIP?

- Definitely agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Definitely disagree
- I'm not sure

Please select all of the packages for the Wessex Thames area that you feel are important in achieving the priorities of the SIP. Tick all that apply.

- Wessex Thames Rail
- Wessex Thames Mass Transit & Active Travel
- Wessex Thames Highways

Do you have any further comments on the Packages of Interventions for the Wessex Thames area? Please limit your response to 250 words.

Only if you answered Kent, Medway and East Sussex:

To what extent do you agree that the packages of interventions for the Kent, Medway and East Sussex area will deliver on the priorities of the SIP?

- Definitely agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Definitely disagree
- I'm not sure

Please select all of the packages for the Kent, Medway and East Sussex area that you feel are important in achieving the priorities of the SIP. Tick all that apply.

- Kent, Medway, and East Sussex Classic Rail
- Kent, Medway, and East Sussex High Speed Rail (two Packages)
- Kent, Medway, and East Sussex Mass Transit
- Kent, Medway, and East Sussex Active Travel
- Lower Thames Crossing
- Kent, Medway, and East Sussex Highways

Do you have any further comments on the Packages of Interventions for the Kent, Medway and East Sussex area? Please limit your response to 250 words.

Global Policy Package of Interventions

Which of the above Global Policy Interventions do you feel are important for the SIP to support? (Tick all that apply)

- Decarbonisation
- Public Transport Fares
- New Mobility
- Road User Charging
- Virtual Access
- Integration

Do you have any further comments on the SIP's Global Policy Interventions? Please limit your response to 250 words.

Road user charging as an alternative to the fuel levy – although this is a sound approach to anticipating impacts of the change in future fuel sources, careful engagement with the public would be advised, noting that these guidelines would come from National government. This engagement should respond to the needs of different users, reflecting the fact that the south-east is a mix of urban and rural communities with different transport needs and road user charging schemes have the potential to disproportionately affect some user groups (if for example different charges are applied at different times of day). Road user charging does not currently feature as part of the West Sussex Transport Plan but we welcome that TfSE are presenting this opportunity to initiate a discussion with stakeholders on potential alternatives to current taxation by setting out the role it could play in delivering the Transport Strategy for the South East.

A stronger focus needs to be placed on the needs and delivery in rural areas. The predominant interventions in rural areas are indicated as highways, long distance National Cycle Routes and some references to mass transit routes. Greater attention should be placed on the needs of rural users with a clearer understanding of the appropriate interventions to deal with their specific needs.

Section 4: Benefits and Costs

Do you think that the SIP captures the benefits and costs of the proposed packages of interventions adequately? Choose any one option.

- Yes
- No
- I'm not sure

Please explain your answer to the above question here. Please limit your response to 250 words.

Reference to Page 28, paragraph 1 – The report indicates the expected annual benefit realised by 2050, but does not indicate the gains achieved within the immediate 28 years. A clearer understanding of potential realised gains throughout the implementation period is essential to track performance and manage the 28 year investment plan.

Reference to Page 31, bullet 1 – statistics are provided in the “Business as usual” trajectory as a percentage growth. Although this is surely accurate, a more tangible and convincing context would be the current systems ability to cope so a measure of capacity vs demand is essential.

The expected commitment and delivery programmes for each stakeholder/ authority is unclear and therefore has an element of risk associated with it. We expect that the uncertainty will be resolved through further business planning, financial evaluations and programme management before commitment to delivery and timeframes.

Section 5: Delivery of the SIP

To what extent do you agree that, as a whole, the packages of interventions will deliver on the priorities of the SIP?

- Definitely agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Definitely disagree
- I’m not sure

As a general, we believe that the SIP covers the necessary activities to deliver on the SIP priorities. However, broad packages (e.g. Sussex Coast Active Travel H1) both in terms of their definition and geographic area make it difficult to identify specific projects and direct benefits. Also, achieving desired priorities/ outcomes is often dependent on multiple diverse actions (multi-modal) rather than mode specific interventions. For this reason, the County Council’s strategy is to deliver a place-based approach to delivery that responds to specific local needs and factors that seeks to benefit all users of the transport system rather than users of some modes and not others

Section 6: Integrated Sustainability Appraisal and Conclusion

Do you have any comments on the Integrated Sustainability Appraisal?

Considering the overall capital expenditure and annual maintenance and renewal costs of the proposals, we have concerns regarding the financial sustainability of proposals at this stage. We do however recognise that there are required design and feasibility analysis to confirm and prioritise projects which would need to be undertake as projects progress through their design project life-cycle.

Overall, to what extent do you agree that the SIP makes the best case possible for investing in transport infrastructure in the South East?

- Definitely agree

Agenda Item 5
Appendix A

- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Definitely disagree
- I'm not sure

A Strategic Investment Plan for the South East

Summary



Introduction

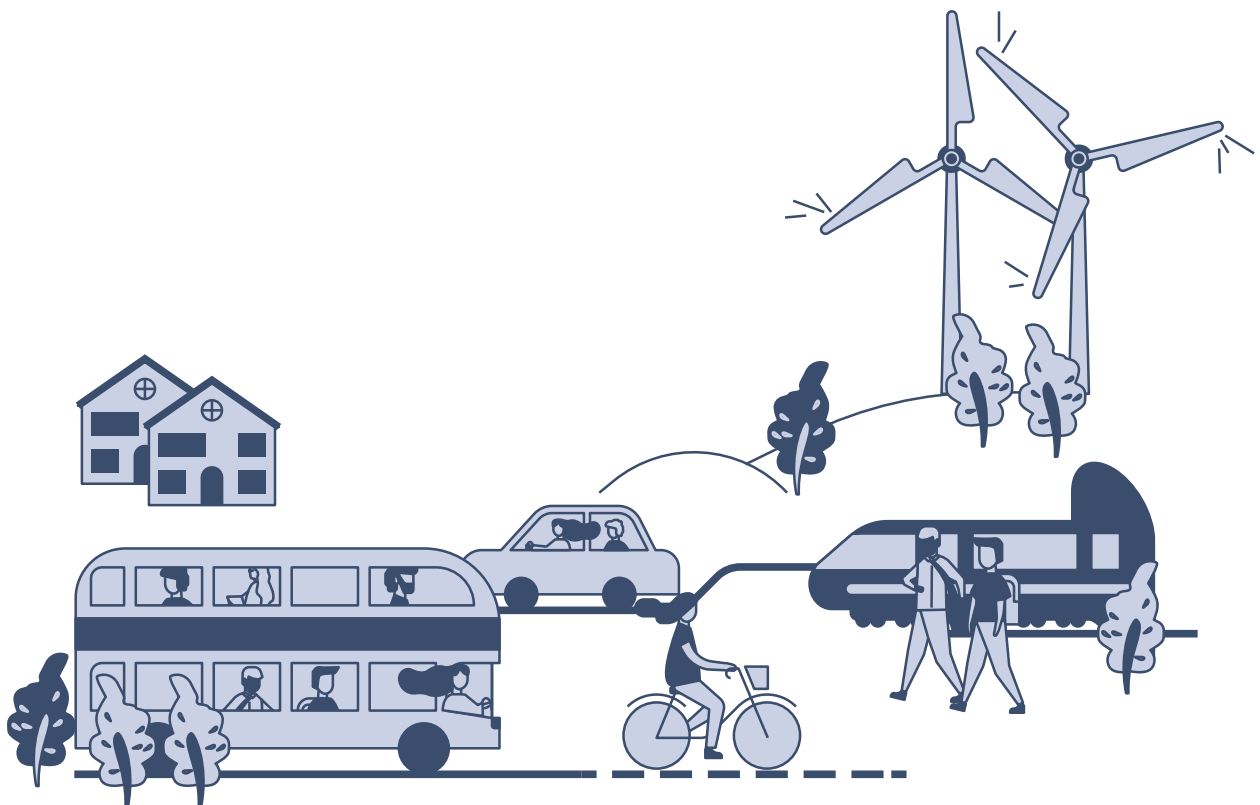
Transport for the South East (TfSE) is the Sub-national Transport Body for the South East of England.

TfSE works across boundaries, thinks long term and advocates for bold action in the interest of its communities.

We were established in 2017 to determine what transport infrastructure is needed to boost the region's economy.

Our role is to add strategic value to local and national decision making and project delivery by making sure funding and strategy decisions about transport in the South East are informed by local knowledge and priorities.

As a partnership, we also ensure there is close alignment – a 'golden thread' – between local and national government in both the development of relevant policy and delivery of projects. For example, between local transport plans and national rail investment strategies.



Transport Strategy Vision

By 2050, the South East of England will be a leading global region for net-zero carbon, sustainable economic growth where integrated transport, digital and energy networks have delivered a step-change in connectivity and environmental quality. A high-quality, reliable, safe and accessible transport network will offer seamless door-to-door journeys enabling our businesses to compete and trade more effectively in the global marketplace and giving our residents and visitors the highest quality of life.

Taken from TfSE's Transport Strategy (2020)

The vision is underpinned by three strategic goals:



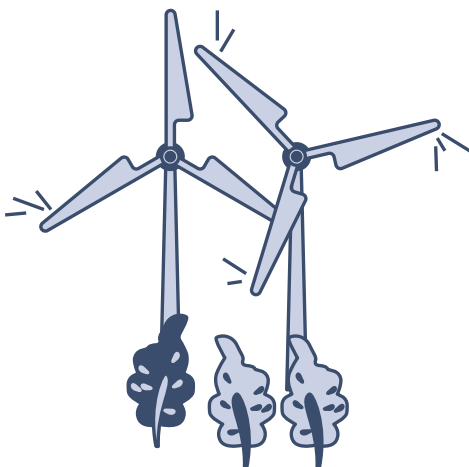
Economic

Improve productivity and attract investment to grow our economy and better compete in the global marketplace;



Social

Improve health, safety, wellbeing, quality of life and access to opportunities for everyone; and

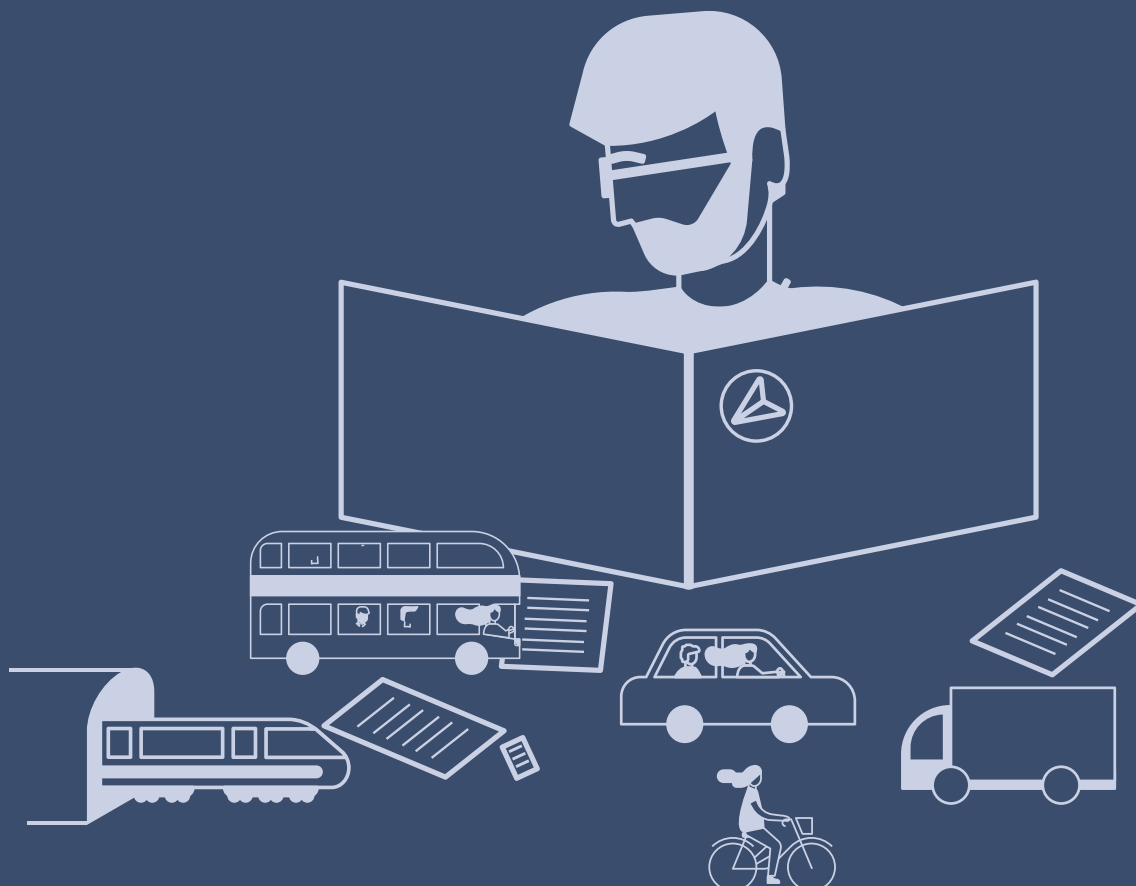


Environmental

Protect and enhance the South East's unique natural and historic environment.

The Strategic Investment plan

We are delighted to introduce our Strategic Investment Plan (SIP) for South East England, which provides a framework for investment in strategic transport infrastructure, services and regulatory interventions in the coming three decades.



This plan provides a framework for delivering our Transport Strategy, which:

- is a blueprint for investment in the South East;
- shows how we will achieve our ambitions for the South East;
- is owned and delivered in partnership;
- as set out in the legislation to establish sub-national transport bodies, this document is intended to provide advice to the Secretary of State for Transport;
- is a regional plan with evidenced support, to which partners can link their own local strategies and plans – a golden thread that connects policy at all levels;

- provides a sequenced plan of multi-modal investment packages that are place-based and outcome-focused; and
- examines funding and financing options.

This plan presents a compelling case for action for investors, including government departments – notably the Treasury and Department for Transport (DfT) – as well as private sector investors. It is written for and on the behalf of the South East’s residents, communities, businesses and political representatives.

The Size of the Prize

TfSE's Economic Connectivity Review identified opportunities to significantly grow the economy in the South East.

With the right investment and policies, this study found there is potential to more than double the South East's GVA to **£500bn a year** by 2050.

This growth will not come from transport alone, but transport will be an important part of the jigsaw and an enabler of growth in other sectors.

Realising this opportunity will require an integrated approach to investment and delivery.

It will require working across institutional, sectoral and spatial boundaries.

With a total capital cost of **£45 billion** over 27 years – about **£1.5bn a year** – delivery of the interventions in this plan could deliver:



**21,000 additional
new jobs**



**An additional
£4bn in GVA each
year by 2050**



**1.4 mega tonnes
less CO2 equivalent
emitted**

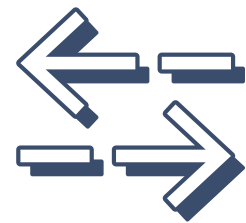
Delivery of the interventions would see each weekday:



**500,000 more
rail trips**



**4 million fewer
car trips**



**1.5 million more
trips by bus, mass
transit and ferry**

How the plan was developed

This plan represents the culmination of five years of technical work, stakeholder engagement and institutional development.

This plan is aligned with and supports wider policy and government priorities at multiple levels and across multiple transport modes.

It is underpinned by a credible, evidence-based technical programme that has enabled TfSE and our partners to:

- understand the current and future challenges and opportunities in the South East;
- identify stakeholder priorities for their respective areas of interest;
- evaluate the impacts of a wide range of plausible scenarios on the South East's economy, society and environment;
- develop multi-modal, cross-boundary interventions;
- assess the impact of proposed interventions on transport and socio-economic outcomes; and
- prioritise the interventions that best address the South East's most pressing challenges and unlock the South East's most promising opportunities.

For more detailed information and a list of all documents that make up this credible, evidence-based technical programme view the full SIP at www.tfse.org.uk

Within each package is a collection of well-considered interventions that seek to address the key investment priorities for the South East.



Decarbonisation and environment

Accelerate decarbonisation of the South East, enabling the UK to achieve net zero by 2050 or sooner, and delivering a transport network better able to protect and enhance our natural, built and historic environments.



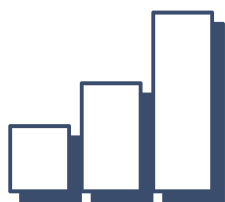
Adapting to a new normal

Enable the South East's economy and transport systems to adapt sustainably to changing travel patterns and new ways of working and living as we learn to live with Covid and form changing trading relationships between the UK and EU.



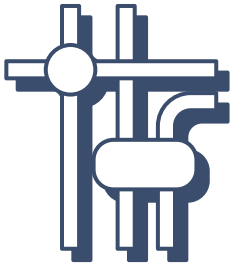
Levelling up left behind communities

Deliver a more affordable and accessible transport network for the South East that promotes social inclusion, improves health and wellbeing, and reduces barriers to employment, learning, social, leisure, physical and cultural activity for all communities.



Regeneration and growth

Attract investment to grow our economy, better compete in the global marketplace, and unlock regeneration and growth opportunities where this has been held back by inadequate infrastructure or poor integration between land use and transport planning.



World class urban transport systems

Deliver world class and seamlessly-integrated, sustainable urban transport systems (rail, bus, tram, ferry, cycling and walking) for the South East's largest conurbations, to enable residents, businesses and visitors to travel easily and sustainably within and between built-up areas.



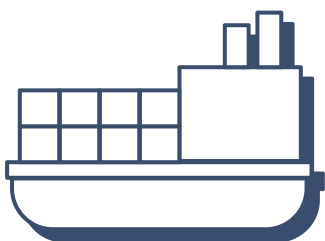
Transforming east – west connectivity

Enhance our east – west corridors to same level as radial links to and from London to boost connectivity between our major economic hubs, the international gateways (ports, airports and rail terminals) and their markets.



Resilient radial corridors

Deliver an increasingly reliable transport network that is smarter at managing transport demand, and more resilient to incidents, extreme weather and the impacts of a changing climate.



Global gateways and freight

Enhance the capacity and contribution of the freight and logistics sector to the South East's economy through improved connectivity to Global Gateways and adapt to changing patterns of freight demand and trade.

Local and national policy context

This SIP sits at the regional planning level, bridging the gap between national and local government.

This approach includes increasingly close alignment between the TfSE Transport Strategy and this plan with local transport plans to ensure individual community needs are well understood and that projects at every scale complement each other, avoiding waste and duplication of effort wherever possible.

Wider policy context

National



HM Government
National Rail
National Highways



Transport
Decarbonisation
Plan



Williams-Shapps
Plan for Rail



Whole Industry
Strategic Plan
(WISP)



Road Investment
Strategy (RIS)



Bus Back Better



Gear Change



Levelling Up

Regional



Transport
for the
South East



Transport
Strategy



Strategic Investment
Plan (SIP)

Local



Local Cycling &
Walking Improvement
Plans (CLWIP)



Local Transport
Plans (LTP)



Bus Service
Improvement
Plans (BSIP)



Local Plans





Not on map
S17
X8
X9
X10
X11
X12

Legend

- Core Rail Interventions
- Enhanced Rail Interventions
- Highway Interventions
- Mass Transit Interventions
- Active Travel Interventions
- Spot Interventions
- Active Travel / Mass Transit Corridor
- Active Travel Corridor
- Protected areas
- Towns/Cities
- Airport
- Seaport
- Eurotunnel

Packages of Interventions

TfSE has worked with partners, stakeholders and technical advisors to develop 24 coherent packages of complementary, multi-modal interventions that aim to deliver on our vision and objectives for the South East.

This combination of strategic investments will allow TfSE to achieve its objectives and, in doing so, support wider local, regional and national policy and priorities.

The packages broadly split into two groups:

I. Global policy interventions consisting of national regulatory and policy activity and local action (four of which have been quantitatively assessed).

II. 24 place-based packages of interventions presented at a sub-regional level, with many being multi-modal or mode-agnostic.

For full details on the packages of interventions, view the full SIP at www.tfse.org.uk

1. Global policy interventions

The global policy interventions are designed to address the challenges and opportunities that affect the whole of the South East and the wider UK. These include existential challenges such as global warming and opportunities such as new mobility technologies.

The key global policy interventions that would help deliver the investment priorities of the South East are:



1.1. Decarbonisation

We aspire to deliver a faster trajectory towards net-zero than current trends, including rapid adoption of zero-emission technologies, to avoid the worst effects of human-induced climate change.



1.2. Public Transport Fares

We wish to reverse the real-terms increase in the cost of public transport compared to motoring.



1.3. New Mobility

We see great potential for new mobility (e.g. electric bikes and scooters) to boost active travel in the South East.



1.4. Road User Charging

We encourage the UK government to develop a national road user charging system to provide an alternative source of funding to fuel duty and to help manage demand in parallel to integrated local measures.



1.5. Virtual Access

The past two decades, amplified by the global Covid pandemic have shown how virtual working can help reduce demand for transport services.



1.6. Integration

We wish to see improvements in integration across and between all modes of transport in terms of infrastructure, services, ticketing and accessibility.

2. Solent and Sussex Coast

The Solent and Sussex Coast area includes the two largest conurbations in the South East – South Hampshire (Southampton, Portsmouth and surrounding built-up areas) and what TfSE terms the “Sussex Coast Conurbation” (Littlehampton – Worthing – Brighton). It spans from the New Forest in the west to Hastings in the east. It also includes the Isle of Wight.

TfSE has developed nine packages of interventions for this area with a total expected capital investment of **£11.8 billion** and **£1.3 billion** in additional economic value each year by 2050.



3. London to Sussex Coast

The London to Sussex Coast area covers the key corridors between London and the Sussex Coast conurbation (from Chichester to Eastbourne). It focusses on interventions in East Surrey, West Sussex and East Sussex (excluding the Hastings area).

TfSE has developed five packages of interventions for this area with a total expected capital investment of **£3.6 billion** and **£0.6 billion** in additional economic value each year by 2050.



4. Wessex Thames

The area TfSE refers to as Wessex Thames includes the whole of Berkshire, North Hampshire and West Surrey.

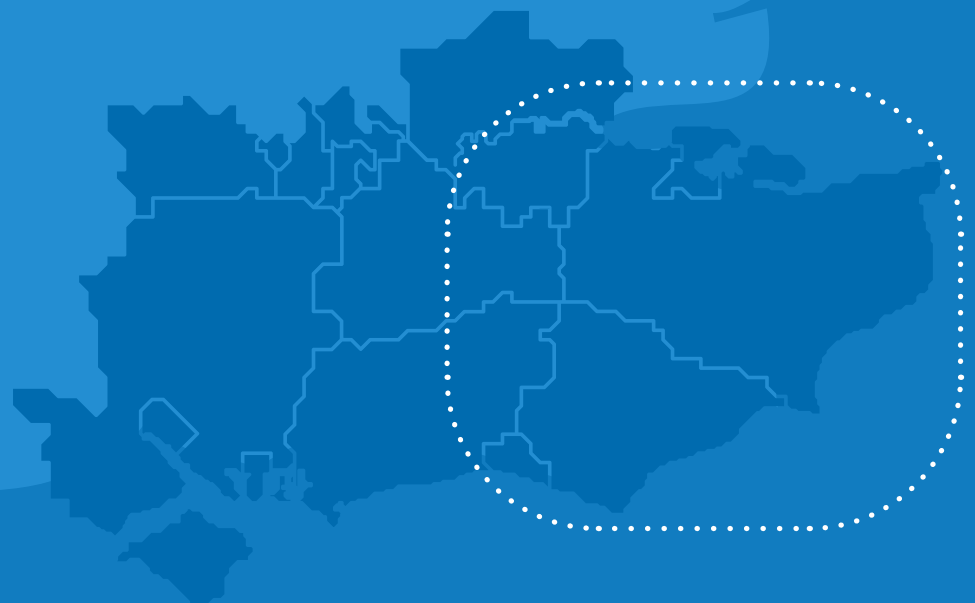
TfSE has developed three packages of interventions for this area with a total expected capital investment of **£10.4 billion** and **£1.2 billion** in additional economic value each year by 2050.



5. Kent, Medway and East Sussex

This area covers the whole of Kent and Medway, and the Hastings and Rother areas of East Sussex. It broadly reflects the Network Rail “Kent” Route and the area in the South East served by the “Integrated Kent” passenger rail franchise.

TfSE has developed seven packages of interventions for this area with a total expected capital investment of **£19.4 billion** and **£0.75 billion** in additional economic value each year by 2050, along with the long-term capacity and resilience required to keep the country’s most important gateway to trade with mainland Europe operating efficiently.



Funding & Financing

We know that the credibility of our SIP, which is both ambitious and capital-intensive, needs to be underpinned by a pragmatic consideration of how it will be paid for.

In common with other comparable infrastructure programmes, the SIP's principal financial challenge will relate to funding (i.e. how the projects are ultimately paid for over time). Addressing this challenge will involve both making the best use of funds directed from government, and identifying new and innovative approaches (especially those that tap into the local and regional value that the interventions will generate).

For many of the proposed interventions, financing (i.e. how and from whom the cash is raised to meet the costs of construction as they arise) will also play an important role in ensuring value-for-money delivery.

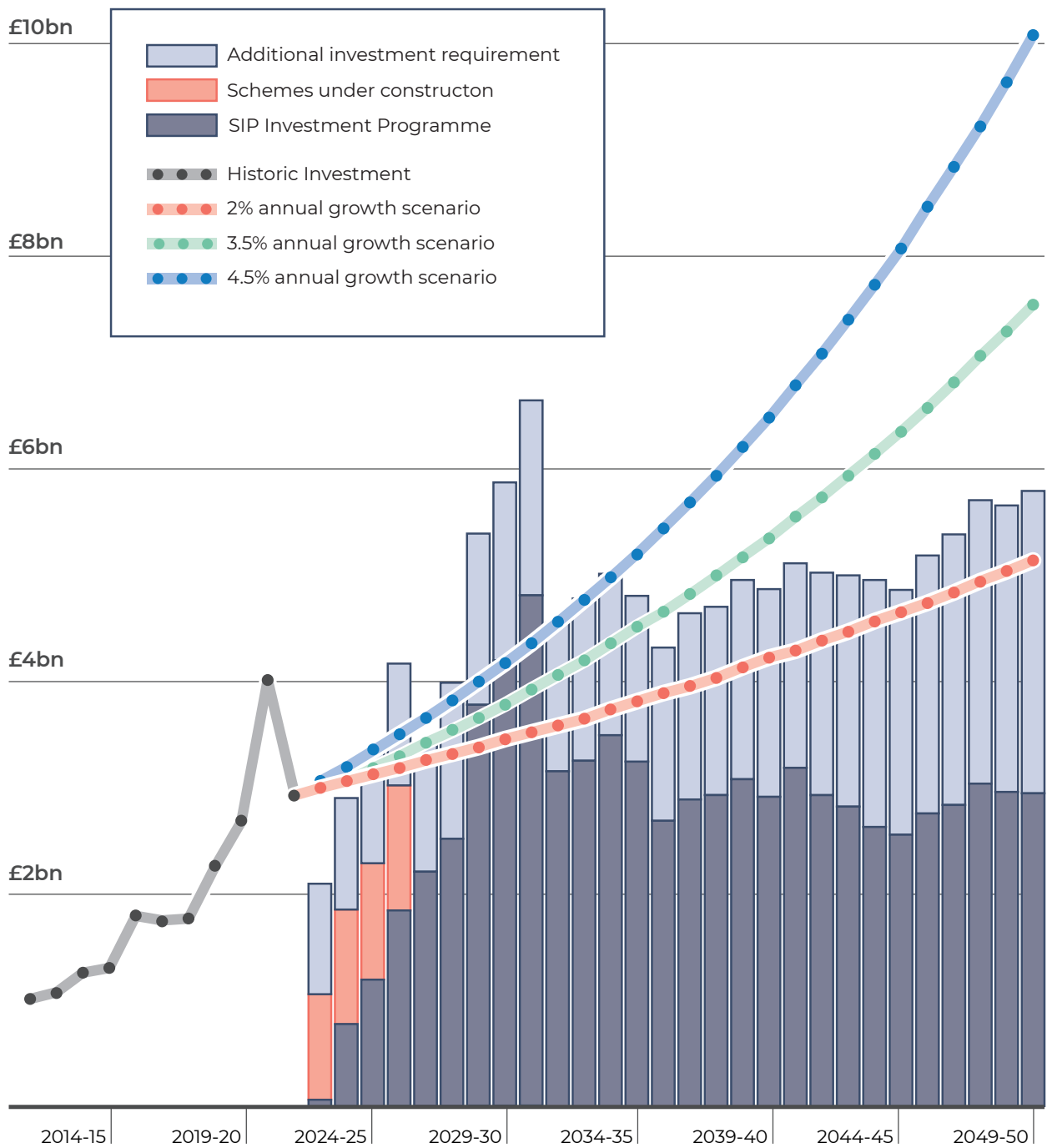
The SIP is made up of a number of diverse interventions and there is not going to be a 'one size fits all' funding and financing solution that applies across the programme. TfSE itself may not be the body that delivers or pays for these interventions. But, as an organisation, we have an important role to play in making them a reality.

The SIP's funding requirement in context

This chart compares the proposed future investment in transport in the South East (the SIP and assumed additional local expenditure) with illustrative future growth scenarios based on actual levels of Government spend since 2011-12.

This suggests that, even if spend were to grow at a slower rate than the historic average, the majority of the overall core programme (as well as much of the indicative ancillary investment) could theoretically be supported within an illustrative envelope of potential future central funding.

Indicative investment requirement and historic and projected spend profiles



Delivery

Roles and Responsibilities

TfSE will work closely with partners to deliver the packages of interventions. No single organisation will be solely responsible for delivering this plan – its delivery is very much a shared endeavour.

Here is a summary of the key agencies we expect to be involved:

- Central Government
- Network Rail and Great British Railways
- National Highways
- Local Transport Authorities
- Private sector and third parties
- Local Planning Authorities

Timing and phasing

In general, the vast majority of interventions included in the packages will be delivered through existing frameworks and investment cycles, in line with the Treasury Green Book and Department for Transport's appraisal guidance.

A small number of particularly complex and/or large-scale interventions may require bespoke procurement and delivery arrangements.

Lessons should be captured from similar UK projects (e.g. Crossrail, HS2 etc.) to inform the approach for the delivery of these types of projects.

Timing the delivery of each intervention will also need to be carefully considered to avoid unintended negative consequences and ensure the greatest possible value for taxpayer and private investment.

Stakeholder engagement

TfSE's Technical Programme has been supported by an extensive programme of stakeholder engagement.

TfSE has tailored their approach to stakeholder engagement at each stage of the technical programme and will continue to evolve its approach as the SIP moves into a delivery phase.

The profile of stakeholders who will need to be engaged in future stages may be different to those involved at earlier stages.

Monitoring and evaluation

TfSE and its partners will establish appropriate governance to oversee the development, delivery and benefits realisation arising from interventions included in this strategy – particularly the larger and/or more complex interventions, which may require a bespoke approach for delivery.

TfSE will develop a set of Key Performance Indicators (KPIs) with targets which will be used to monitor and evaluate the implementation of this strategy.

Next steps

TfSE is on a journey. Its role will evolve as it strengthens its capacity to support the delivery of this plan.

The next steps for TfSE are to:

- identify and support key interventions that deliver the SIP that require additional support and capacity;
- secure higher levels of transport investment in the South East's strategic transport network; and
- support TfSE's key stakeholders in responding to and overcoming emerging transport challenges.

TfSE will do this by:

- developing regional data, modelling and analytics capability;
- evolving to deliver the SIP; and
- implementing supporting strategies, including the Future Mobility Strategy and the Freight, Logistics, and International Gateways Strategy.

You can read the full SIP at
www.tfse.org.uk

Prepared for:



County Hall, St. Anne's Crescent
Lewes, BN7 1UE

Prepared by:

steer

14-21 Rushworth Street
London, SE1 0RB

+44 20 7910 5000
steergroup.com

Steer has prepared this material for Transport for the South East. This material may only be used within the context and scope for which Steer has prepared it and may not be relied upon in part or whole by any third party or be used for any other purpose. Any person choosing to use any part of this material without the express and written permission of Steer shall be deemed to confirm their agreement to indemnify Steer for all loss or damage resulting therefrom. Steer has prepared this material using professional practices and procedures using information available to it at the time and as such any new information could alter the validity of the results and conclusions made.

Key decision: Not applicable
Unrestricted
Ref:

Report to Communities, Communities, Highways and Environment Scrutiny Committee

21 September 2022

Climate Change Strategy – Delivery Update

Report by Steve Read, Assistant Director (Environment and Public Protection)

Summary

The report updates the Committee on key workstreams to deliver the Climate Change Strategy (CCS) and in particular focuses on the following issues.

- 1) Updating the West Sussex County Council (WSSCC) carbon emissions baseline for the purpose of targeting and prioritising decarbonisation actions and forecasting the likely scale of need for carbon sequestration to achieve carbon neutrality by 2030.
- 2) Moving forwards with a long-term strategic programme of work to minimise emissions and reduce dependency on fossil fuels in the corporate estate, including an imminent bid to the Public Sector Decarbonisation Scheme (PSDS)¹.
- 3) Defining priorities for the use and governance for the deployment of the £20m Climate Change Fund allocation in the Capital Programme.
- 4) The approach taken to carbon metrics in the continuing, widely acknowledged absence of common methodologies.

This report notes the strong interaction, and largely complementary objectives of the CCS with:

- 1) The corporate Smarter Working initiative, and
- 2) The need to prioritise energy efficiency measures in view of rising energy costs in so far as they relate to the decarbonisation of the corporate estate.

¹ PSDS is a competitive grant funding programme to which local authorities may bid for capital funding contributions towards specific building projects. PSDS is inviting bids in September 2022 for works to be conducted over 2023/24.

Focus for Scrutiny

The Committee is asked to:

1. Scrutinise the linkages between the individual workstreams projects, and their value for targeting and prioritising carbon reduction.
2. Consider, with reference to the proposed revisions to the WSCC emissions baseline, the decarbonisation programme and the potential role of off-setting, whether the timetable for making the authority carbon neutral by 2030 is realistic.
3. Consider whether the accumulating evidence base is sufficient and appropriate to guide future decision making in respect of strategic direction and prioritisation.
4. Consider the next steps outlined in section 5.

1. Background

1.1 At a Council member workshop on 22 June 2022, County Councillors received an update on mobilisation to deliver the Climate Change Strategy (CCS). A series of progress points were highlighted as follows:

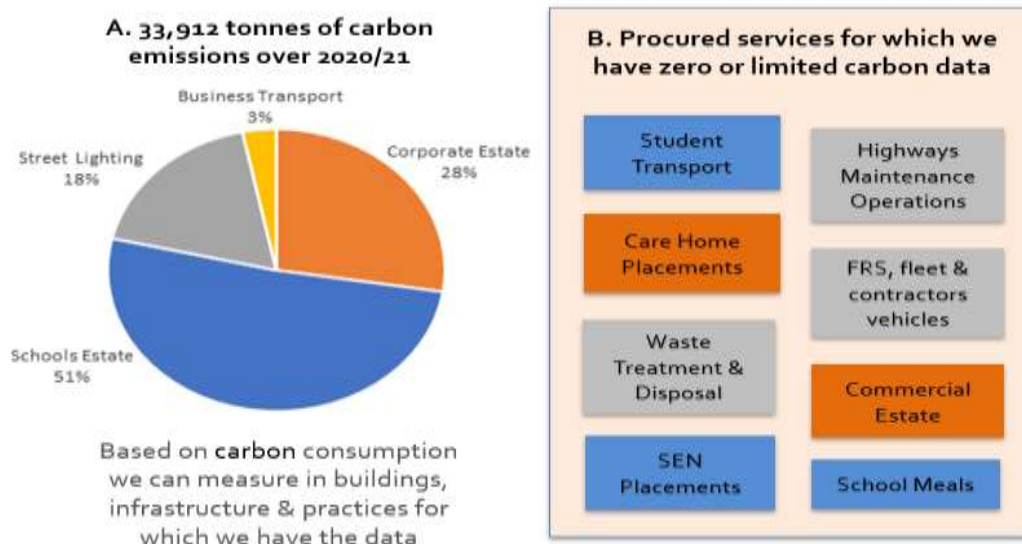
- 1) Generating a long-term CCS delivery plan across 4 identified categories of action to integrate into 2023/24 and ongoing business planning processes.
- 2) Work to identify all the Council's carbon emissions and determine which are in scope of CCS for the purpose of the carbon neutrality target.
- 3) Work to identify and prioritise buildings in the corporate estate for decarbonisation investment and to create a strategic decarbonisation programme to execute over 2022-30.
- 4) Generate options for an Education Climate Change Initiative.
- 5) To undertake a feasibility study to establish how the Council could most efficiently off-set its residual carbon emissions and secure other co-benefits.
- 6) The identification of £20m within the Council's Capital Programme to optimise contribution to CCS goals and mitigate any misaligned initiatives.
- 7) Development of government lobbying positions to resolve contradictory policies and seek appropriate funding for local climate change delivery.

1.2 This report updates the Committee on progress, focussing on three issues of near-term priority and action, as set out in sections 2-4 below.

1.3 Although formal decisions have not been required at this point of delivery, Cabinet has been appraised of progress and support the direction of travel.

2. Verifying the Carbon Emissions Baseline

2.1 The carbon emissions baseline produced for the WSCC Carbon Management Plan was defined in late 2019 including only those emissions for which data was then practically available i.e. billing data for specific premises. This convention has since been used for the ongoing measurement of carbon emissions, but it does not include all the emissions generated by Council operations and thus falling into scope of the CCS target to achieve carbon neutrality by 2030.



2.2 Therefore work has continued to identify further categories of carbon emissions and to estimate the scale of these emissions. The emissions data is of variable quality as there is not direct data available for all categories, so estimates have been employed with varying levels of dependability. So, categories have been characterised according to accuracy and proposals are being developed to improve data capture.

2.3 The Council deploys a large amount of expenditure to services and operations delivered by third parties on a procured basis. This amounts to thousands of transactions in any given year and there is very little current direct data to measure the carbon emissions or other environmental impacts arising on a case-by-case basis. The estimate below is therefore based on a methodology published by government in 2010 to calculate carbon emissions from procured services where carbon estimates are derived per £ spent for certain categories of procurement (for lack of a more recent method). This estimate should be treated with caution and is likely to far exceed the reality. Work is underway to improve data for this significant category (see 2.5).

Carbon Emissions Sources	Reported To Date?	Data Confidence	2019/20 Emissions tonnes of CO2e	2021/22 Emissions tonnes of CO2e
A. Corporate Estate				
1. WSCC Occupied Buildings	Yes	High	8,795	6,405
2. Commercial Assets (Not WSCC Occupied)	No	Low	5,439	4,483

Carbon Emissions Sources	Reported To Date?	Data Confidence	2019/20 Emissions tonnes of CO2e	2021/22 Emissions tonnes of CO2e
3. Streetlighting (WSCC Owned & Powered)	Yes	High	5,779	5,686
4. Streetlighting (WSCC Powered Only)	Yes	High	118	116

B. Education Estate				
1. WSCC Maintained Schools	Yes	High	9,927	10,026
Academies & Voluntary Aided Schools:				
2. Receiving WSCC Procured Energy	Yes	High	6,992	6,550
3. Sourcing Energy Independently	No	Low	4,957	5,658

C. Other Sources				
1. WSCC Operated Transport	Partial	Medium-High	3,593	2,415
2. Employee Commuting	No	Low	454	129
3. Working From Home Emissions	No	Low	0	1,393
Waste Management:				
4. Office Waste	No	tbc	tbc	tbc
5. Waste Facilities (Warnham MBT)	No	Medium	2,901	2,934
6. Waste Transport	No	Medium	4,236	4,236
7. Waste Disposal	No	Medium	37,507	37,507
8. Closed Landfill Emissions	No	Low	28,439	25,713

Sub Total EXCLUDING Procured Services:	119,137	113,252
---	----------------	----------------

9. Procured Services (excluding procured waste management)	No	Low	290,784	290,784
--	----	-----	---------	---------

Grand Total including all categories listed above:	409,921	404,036
---	----------------	----------------

<i>High</i>	Direct data sources
<i>Medium-High</i>	Direct data sources & generalisations to produce carbon volume
<i>Medium</i>	Estimate produced using partial or indirect data
<i>Low</i>	Estimated using comparable data, statistical methodology or aged data

- 2.4 The following assessments have been made in relation to each category of newly identified emissions (those marked 'no' in the column 'reported to date' in the table above) and recommendations as to their inclusion in the scope baselines relevant to the carbon neutrality target:

Emissions Source	Assessment	Scope
A2 - Commercial Assets not WSCC occupied e.g. farm land, buildings let to third parties	WSCC holds a wide variety of assets with differing uses and under varying contractual conditions. More work is required prior to making an assessment for this category.	To be determined
B2 & 3 - Academies & Voluntary Aided schools	WSCC has no direct duty nor funding to decarbonise non-maintained schools	Out
C1 - WSCC Operated Transport	Arises as part of WSCC operations	In
C2 - Employee Commuting		
C3 - Working From Home		
C4 -Waste Management – Office Waste		
C5 -Waste Management - Facilities	Emissions associated with household waste collection and processing are mainly determined by how much waste householders produce and the extent to which they separate it for recycling.	Out
C6 - Waste Management - Transport		
C7 - Waste Management - Disposal	While the Government can exert some influence through policy and WSCC can have some control through specification of how and where waste is taken and processed, recent work commissioned by WSCC has shown that, so long as landfill is avoided for organic waste, relative levels of emissions are not greatly influenced by choice of available disposal methodology or location.	Out
	Emissions should be attributed to householders.	
C8 - Waste Management – Closed Landfills	The emissions are not economically recoverable, will decline over time and do not form part of WSCC operations	Out

Emissions Source	Assessment	Scope
C9 - Procured Services & Operations	Arises as part of WSCC operations	In

2.5 Although acknowledging that the emissions arising from procured services and operations fall within the scope of the carbon neutrality target, it is not proposed to include the estimated data into the baseline yet as the data is known to be unreliable. An action plan is currently being developed with the Procurement Team to further improve data, identify the largest sources of emissions according to contract value and directorate, taking into account current contractual commitments and the pipeline of intended procurements (in varying stages of service design, conception and implementation). This will require consultation with directorates and take some time to complete.

2.6 Based on the above analysis it is proposed to work to the following baseline as the basis of future decarbonisation planning and forecasting of off-setting requirements to achieve carbon neutrality by 2030.

Carbon Emissions Sources	Data Confidence	2019/20 Emissions tonnes of CO2e	2021/22 Emissions tonnes of CO2e
A. Corporate Estate			
1. WSCC Occupied Buildings	High	8,795	6,405
2. Streetlighting (WSCC Owned & Powered)	High	5,779	5,686
3. Streetlighting (WSCC Powered Only)	High	118	116

B. Education Estate			
WSCC Maintained Schools	High	9,927	10,026

C. Other Sources			
1. WSCC Operated Transport	Medium-High	3,593	2,415
2. Employee Commuting	Low	454	129
3. Working From Home Emissions	Low	0	1,393
4. Office Waste	tbc	Tbc	tbc
5. Procured Services (excluding waste management)	Low	290,784	290,784

Grand Total including all categories listed above:	319,450	316,954
---	----------------	----------------

Total excluding Procured Services:	28,666	26,170
---	---------------	---------------

N.B. The total for Procured Services is likely to reduce as calculated estimates are replaced with more direct and accurate data sources.

2.7 The majority of UK local authorities have now adopted a climate change policy or equivalent with a wide variation in relative priorities, targets and timelines. Work is underway to assess how other comparable upper tier

authorities are defining their scope of responsibilities for decarbonising their own operations. Within the South East 7 group (SE7), the most relevant group for benchmarking WSCC, there is a variation in approach in relation to targets and scope:

South East 7	Area-Wide Net Zero Target Date*	Council Operations Target Date
1. Brighton & Hove City Council	2030	Incorporated to area
2. East Sussex County Council	By 2050	By 2050 or earlier
3. Hampshire County Council	By 2050	By 2050 or earlier
4. Kent County Council	By 2050	By 2030
5. Medway Council	By 2050	Incorporated to area
6. Surrey County Council	By 2050	By 2030
7. West Sussex County Council	Not set**	By 2030

* "Area Wide Net Zero" is a loosely defined term, often understood to apply to all emissions from all sources within all sectors within the geographical area of the Council - but see 2.9 below.

** 2050 is the UK Government's target date for National Net Zero set out in its [Net Zero Strategy](#). See also 2.8 below.

- 2.8 Officer level interactions suggest all councils are currently grappling with similar challenges in relation to decarbonisation scope and determining the feasibility of off-setting residual emissions to achieve carbon neutrality. The absence of standard metrics has been identified as a key issue by the Local Net Zero Forum, formed under a government commitment in the Net Zero Strategy, which brings together national and local government senior officials to discuss policy and delivery options on net zero.
- 2.9 A meeting is being convened amongst SE7 climate change leads to identify specifically how each authority is defining their scope of responsibility for emissions arising from their operations and their approaches to off-setting.
- 2.10 The above baseline analysis enables the attribution of emissions to specific service areas and prioritisation of decarbonisation works according to scale. These insights will enable better operational planning across the organisation for the purpose of CCS delivery and inform the improvement of data gathering, for example by integrating emissions data into procurement processes.

3. A strategic programme to decarbonise the corporate estate

- 3.1 The emissions from buildings in the corporate estate are amongst the most identifiable and can be addressed to reduce the Council's emissions footprint, either by removing the buildings or undertaking works on them. Having conducted detailed studies of the 50 largest sites² and considering the future demand for office accommodation across the estate (as informed by the surveys undertaken under the Smarter Working programme) the following actions are proposed:
- a) The Smarter Working Programme Board is indicating that the long-term office accommodation strategy for County Hall, Chichester campus; Parkside, Horsham; and Durban House, Bognor are yet to be settled as part of that project. Therefore no decarbonisation work will be commissioned at these sites until this work and its planning are completed.
 - b) Delivery of a long-term programme of works to decarbonise the remainder of the corporate estate which is intended to be retained in the long term. This will initially include 47 buildings; the County Records Office, 17 fire stations, 14 social care sites and 15 libraries. A bid for capital funding to the PSDS is being formulated for submission in September 2022.
- 3.2 Neither Bridge House or Centenary House, both in Durrington are within scope of this programme as Bridge House occupancy by WSCC is expected to cease by Spring 2026 and options are being developed for the recently vacated Centenary House site.
- 3.3 Work is underway to generate a detailed delivery plan for the decarbonisation of the 47 buildings below. This will blend aspects of the Smarter Working initiative and the existing maintenance and estate development programme. The programme of works will be extensive and likely be delivered over a minimum of 3 years. All service areas will be consulted over the phasing of works as it relates to specific workplaces to minimise disruption and ensure continuity of service delivery. The achievement of the carbon reductions identified would constitute delivery against Our Council Plan target for carbon emissions reduction. The sites currently included within the programme are listed below but further may be added as more detailed site assessments are undertaken³.

² WSCC secured £362k of grant funding in Summer 2021 to deliver these detailed site-specific studies which were completed by Spring 2022.

³ WSCC submitted a successful bid in June 2022 to the SALIX programme and has been awarded £263k for further heat decarbonisation studies for the remaining buildings not yet investigated in the corporate estate and a selection of WSCC maintained schools.

	County Records Office	14 social care sites	15 libraries	17 fire stations
Carbon reduction	-29%	-50%	-38%	-47%
Fossil fuel dependency post work	12%	16%	2%	3%
Emissions post work	153tpa.	509tpa.	399tpa.	tbc
Gross costs of works	£331k	£5.29m	£3.97m	£4.89m
Cost per tonne of emissions reduction	£5,424	£10,440	£16,202	£16,202
Total Capital Cost	£14.48m			

- 3.4 The purpose of the decarbonisation programme is not only to reduce the direct emissions of the sites (by making them more efficient thereby minimising energy demand) but also their level of dependency on fossil fuels by electrifying the buildings as much as possible. Therefore, in time, further decarbonisation will be possible as the national grid electricity supply system transitions away from fossil fuel generation towards a greater proportion of domestic renewably generated electricity (which has inherently lower emissions). In addition, the Council may choose to supply its buildings with renewably generated electricity sourced from capacity it develops through its own energy development programme. By a combination of the above measures the Council may be able to better insulate itself better from future volatility in international energy markets (particularly in relation to imported oil and gas) and thereby reduce its long-term energy costs and achieve greater budgeting predictability over a core operating cost.
- 3.5 The Council has already earmarked £20m towards the capital costs of CCS delivery over and above funds for the ongoing maintenance of buildings in the corporate estate. In July the government announced its intention to hold a further competitive bidding round of the Public Sector Decarbonisation Fund (PSDS). A bid is currently being formulated to what is expected to be a heavily over-subscribed competition. Under PSDS scheme criteria around 20 of the 47 buildings are considered potentially eligible and will be included in the bid on which a decision is anticipated in early 2023. If successful, the bid will provide a substantial proportion of the capital funding required, with WSCC meeting the balance, for works to be completed by Spring 2024.
- 3.6 It is intended to fund the overall costs of this decarbonisation programme from a blend of the above sources. The programme will be phased according to the criteria listed above and the availability of funding within a given period. Business cases for each phase of delivery will be handled via the existing capital governance process to ensure they are fully considered prior to a final spending decision and overall operational progress monitored by the Climate Change Board on behalf of ELT. Progress will be reported to Members via the quarterly Performance and Finance Report.

- 3.7 A critical and material barrier to the delivery of this programme is the pressure on people resources within the Property and Assets function of the Place Services Directorate. It is estimated that the additional resources required to deliver the property related aspects of the overall programme amount to approximately 10FTE roles.

4. Climate Change Fund

- 4.1 A sum of £20m has been allocated within the Capital Programme to fund activities constituting delivery of the CCS. At this stage there is no clear estimate of the total cost of delivering the CCS and specifically the goal of becoming carbon neutral in the Council’s operations by 2030. However, the main categories where investment will be required are known; decarbonisation of buildings and infrastructure, adaptation of services to minimise carbon emissions and sequestering carbon to off-set residual emissions from 2030.
- 4.2 While a comprehensive and fully costed CCS delivery plan is being generated and currently forecast to be in place by the completion of the 2023/24 business planning cycle, it is prudent to ensure that the £20m is targeted in proportion to the intended uses and to ensure necessary expenditure does not go inadvertently unsupported. The following working assumptions are therefore proposed for the capital allocation:

Spend Category	Description	Amount
a) Estates Decarbonisation	Physical works to improve buildings and infrastructure efficiency, remove emissions and reduce dependence on fossil fuels across the corporate and education estates.	£15m *
b) Operational Innovation	Supporting the incremental capital costs of adapting wider service delivery and operations to operate on a lower carbon basis and trialling innovative solutions on a jointly funded basis with third parties.	£3m
c) Carbon Sequestration	Investing in carbon sequestration projects such as tree planting on WSCC land or in partnership with others across West Sussex.	£2m

* Estates decarbonisation works to a value of £2.4m have already commenced and further works with a total value of £2.6m are under consideration.

- 4.3 The Council’s capital expenditure governance will apply to the programme and the Capital and Assets Board (CAB) will consider business cases. The Climate Change Board will maintain a register of the following:
- a) A pipeline of emerging proposals for revenue and capital expenditure for CCS delivery by spend category.
 - b) A tracker identifying the progress of specific spending proposals across the various internal governance processes.

- c) A tracker identifying external funding opportunities relevant to CCS delivery.
 - d) A record of business cases and delivery plans for agreed expenditure.
 - e) Analysis of the impact and relative value for money of expenditure.
- 4.4 To extend the impact of the £20m fund an active principle will be to encourage the identification of co-funding, such as via subject specific grants or other funding offered by government. Also, to seek the opportunity to repurpose existing revenue funding (by taking account of CCS delivery in existing service delivery) or working innovatively to jointly fund CCS delivery with third parties (public and private). The latter may be particularly relevant to renewable energy assets, carbon sequestration projects and testing innovative lower carbon alternatives to conventional practices e.g. trialling new vehicles.

5. Next Steps

- 5.1 The Committee is invited to comment on the approach set out in this report noting that the following next steps are proposed:

a) **Verifying the carbon emissions baseline**

Amend the WSCC emissions baseline as proposed, to continue work to better quantify emissions from procured services and operations, complete an evaluation of the emissions from commercial assets and target future decarbonisation works according to the revised baseline.

b) **A strategic programme to decarbonise the corporate estate**

To devise a long-term delivery plan for the decarbonisation of the buildings identified and undertake preparatory work to ensure the Council can submit a competitive bid to the next round of the Public Sector Decarbonisation Scheme.

c) **Climate Change Fund**

Comment on the proposed priority allocations for the £20m climate change capital allocation and the governing principles laid out above.

d) **Refresh of the CCS**

The Climate Change Strategy adopted in May 2020 set a policy direction based on the imperative and call to act. It was accepted at the time there was insufficient data to inform a clear route-map to meet the primary target of carbon neutrality by 2030.

The Council now has an improved, although not yet complete, understanding of the impact across the full extent of the services it provides and has implemented programmes and priorities described in this paper. A refresh in spring 2023, some three years after the original was published is planned.

Steve Read
Assistant Director (Environment and Public Protection)

Contact Officer: Tom Fourcade, Strategic Lead Climate Change,
tom.fourcade@westsussex.gov.uk

Appendices & Background Papers - None

Report to Communities, Highways and Environment Scrutiny Committee

21 September 2022

End of June 2022 (Quarter 1) Quarterly Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

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

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

Members are reminded that only the performance data on Community Support in section 4 (Community Support, Fire and Rescue Portfolio) falls within the remit of this Committee.

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

Focus for scrutiny

The Committee is asked to consider the portfolio PRR and Risk Register

- 1) The effectiveness of measures taken to manage the financial position and expectations
- 2) The particular performance indicators and measures identified as most critical to the focus of the Committee and whether the narrative provides assurance about the position presented and likely outcomes
- 3) Any areas of concern in relation to the management of corporate risk
- 4) Whether the report indicates any issues needing further scrutiny relevant to the Committee's portfolio area and, if so, the timing of this and what further data or information may be required; and

- 5) Identification of any specific areas for action or response by the relevant Cabinet Member.

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

1. Background and context

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

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Section 4: Community Support, Fire and Rescue Portfolio

Section 5: Environment and Climate Change Portfolio

Section 7: Highways and Transport Portfolio

Appendix 4: Corporate Risk Register Summary

Annex A – How to read the PRR report

Background Papers

None

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

- This quarter saw the formal launch of our Community Risk Management Plan which effectively is our business plan for the next four years. The launch was marked by an event which was attended by well over a quarter of our fire service workforce who enjoyed presentations from all Heads of Service on their relevant service plans and updates on the relationship between the strategic objectives and the personal objectives for staff as part of their performance meetings.
- Our Local Risk Management Plans (LRMPs) are fed from our service plans and focus on risk at a local level, targeting our resources to the needs within the community. They have been developed through community engagement and using data to identify local risk, enabling efficient planning and management of actions to reduce the identified risks. This quarter we began to record all community safety activity in addition to Safe and Well Visits to demonstrate and evaluate the work undertaken to address risk at this local level. LRMPs provide our staff with the golden thread in understanding the impact and importance of the work they undertake.
- This quarter we have increased the number of Safe and Well Visits delivered and expect to exceed our annual target in 22/23. Our Safe and Well Visits continue to be targeted at those identified as having an increased level of risk and our frontline crews are delivering more Home Safety Checks.
- There were two fatal fires during this quarter in Worthing and Chichester. Review meetings have already been undertaken for both incidents and lessons learned, and recommendations are in progress to further refine our prevention plans to work more closely with GP surgeries. General Practitioners continue to provide an excellent local conduit to vulnerable people who may not be known to other services and therefore provide an excellent referral opportunity for fire service intervention and Safe and Well visits.
- The new fire station and training centre development at Horsham continues at pace with the construction well on target for the planned completion date of 20th March 2023. This quarter we saw the roof going onto the main fire station and works progress on the live fire training unit that will provide the state-of-the-art fire training that will make such a difference to our service. The build has reached the halfway point with approximately 39 weeks to go when ownership will be handed over to the service in April 2023
- The first of our Leadership and Change workshops began this quarter. This programme will help develop leaders across our service and support talent management which provides learning, information and guidance on the behaviours, expectations and practical skills required of our FRS managers at all levels.

Community Support

- Customer visits to libraries were up 65% this quarter compared to quarter one 2021/22, reflecting residents continuing return to community-based services. The resumption of a greater range of partner services, plus the addition of Healthy Child Clinics in libraries has supported this growth in footfall.
- The Records Office flagship heritage project Transatlantic Ties, exploring and promoting the historic connections between America and West Sussex, was successfully completed in June with a symposium event at Chichester University. A panel of experts from both sides of the Atlantic engaged the audience on the day, with the event serving as a launch for the dedicated website, a key digital legacy from the work offering virtual access to the trove of material uncovered.
- The first quarter of the year has been exceptionally busy with couples planning ceremonies as 2,489 notices have been taken. This is a 36% increase compared to the five-year pre-Covid average of 1,823.
- In addition to the high level of notices being taken the Registration Service conducted 1,160 ceremonies in quarter one. This is 36% more than the five-year pre-Covid average of 852 for this quarter and is more akin to delivery level for the peak season. This level of delivery is anticipated to follow the seasonal pattern and therefore will increase during the next few months, before reducing after October.
- Teams within the Communities Directorate are working together to respond to the Homes for Ukraine Scheme. This has included providing a welcome desk at Gatwick Airport to assist Ukrainians arriving, setting up systems and teams to undertake DBS checks, safeguarding checks and working with District and Boroughs to complete property visits for residents offering accommodation in their homes as sponsors. Upon arrival, a range of activities are undertaken to provide Ukrainian guests with practical support including issuing pre-paid cards, completing welcome arrival visits in the sponsor homes, organising school places, distributing school uniform vouchers, IT equipment and bus passes. The Community Hub is managing all initial contact and enquiries from Sponsors including an online enquiry form, telephone, and email enquiries.
- The Community Hub have been working closely with internal teams, partners and District and Borough Councils distributing the Household Support Fund to support over 9,363 individuals across 3,297 households during quarter one. This support has been focused on those requiring support with food, energy, water bills and who are experiencing hardship for reasons not necessarily linked to Covid-19.
- We continue to raise online safety awareness amongst our communities and professionals across West Sussex. So far in 2022/23, four schools have purchased the digital safety package, 537 residents/professionals engaged in digital safety training/resources and 4,785 people are currently signed up to receive the monthly Staying Safe Online E-newsletter.
- Following an investigation by West Sussex Trading Standards, the Director of Park Direct Gatwick, a meet and greet parking company that made misleading

claims on the company website and parked customer cars in an open field, was sentenced to 12 weeks' imprisonment, suspended for 12 months, and was ordered to complete a 10-day Rehabilitation Activity Requirement and to undertake 60 hours of unpaid work. He was also ordered to pay compensation to seven customers totalling £1,141 and costs of £1,200.


Our Council Performance Measures



~~Fire and Rescue Service Performance Measures~~

~~2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods – this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.~~

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
			Dec-21	Mar-22	Jun-22			
3	<p>Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly</p>	1,750	623	941	219	⇒	<p>Performance Analysis: Jun-22: Whilst we have achieved only 50% of the target this quarter, this is an improvement on last year's Q1 total of 208. Underperformance in this measure is partly due to the Fire Safety team working to deliver our strategic priorities which includes delivering an intensive training program to every wholtime watch to enable crews to undertake fire safety checks within lower risk premises. The delivery of these checks will enable an increase in the number of business interactions, leaving qualified fire safety regulators to focus on higher risk premises in line with our Risk Based Inspection Programme. As a direct result of this work, three Prohibition Notices were served for unsafe sleeping conditions in commercial premises where, in the event of fire, seven individuals sleeping in the premises would have either sustained serious injury or died. The target of 1750 audits in 22/23 is challenging due to only a limited number of the dedicated audit team being qualified to the requirements of the National Competency Framework and the Fire Standard. With vacancies in key audit delivery roles and other staff attending long term development courses, this aspirational target is unlikely to be achievable for some time. In light of these staffing challenges and the forthcoming legislative changes we have begun the work to reassess the target for this measure.</p> <p>Actions: Significant development is planned for the department to ensure that regulators are qualified to operate within the built environment and our workforce meets the requirements of the competency framework and the fire standard. Initially this will impact on audit productivity due to regulators attending courses for a substantial period of the coming</p>	R

Agenda Item 7
Section 4

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
							<p>months/year, however a plan is in place to minimise the effects of this decision.</p> <p>In June a restructure of the department was approved, which is designed to ensure that when the Building Safety Regulator comes online with the Building Safety Act, we have the right skills and team members to support the multi-disciplinary team. This restructure will take effect as of 01 July 2022. Further plans are being developed to increase longer term output and improve the succession planning process for bringing new members of staff into the team by providing fire safety qualifications to some Station Managers and retained staff. A recruitment process will be launched for short term flexible contracts for people in West Sussex who hold the Level 4 Diploma in Fire Safety, such as those who may have recently retired from a Fire and Rescue Service or those employed by another FRS but live in West Sussex and may be seeking to undertake additional employment on their days off.</p>	
10	<p>Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly, Accumulative.</p>	4,000	Dec-21 2,468	Mar-22 3,355	Jun-22 1,151	<p></p>	<p>Performance Analysis: Jun-22: In Q1 we carried out 1,151 Safe and Well Visits and 324 home checks. We have seen a month on month increase in visits so far in 2022/23 which we attribute to the remedial actions taken, the ongoing development of referral pathways and more customers being receptive to having someone visit their home, although some are still cautious due to Covid. Staff based at fire stations have undertaken reactive post incident as well as proactive referral generation activity.</p> <p>Actions: We continue to promote Safe and Well Visits through our health and social care partners and train their staff to recognise and respond to fire risk. In addition, customer details are being shared to increase referrals of Safe and Well Visits. We have also shared our data with Trading Standards so they can support vulnerable people who we have recently visited and may be most at risk of scams. Crews use local data to drive and target prevention activity to areas where our most vulnerable residents live and we make the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This is leading to more prevention activity being delivered to those at risk, particularly those who are in the vicinity of an incident.</p>	G

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	89.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: Performance this quarter remains positive, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.</p> <p>Actions: This quarter also sees the introduction of performance data on turnout times being available to wholtime stations. We believe this transparency of performance data will have a further positive impact on our attendance times.</p>	G
			86.7%	93.6%	91.0%			
43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	80.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholtime fire station or have sufficient population density to support a Retained Duty System (RDS) station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.</p> <p>Actions: This quarter also sees the introduction of performance data on turnout times being available to wholtime stations. We believe this transparency of performance data will have a further positive impact on our attendance times. We also continue to work with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.</p>	G
			77.9%	80.6%	82.2%			

Community Support Performance Measures

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
			Dec-21	Mar-22	Jun-22			
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a pro-active intervention from the Trading Standards Service Reporting Frequency: Quarterly	100%	100%	100%	100%	→	<p>Performance Analysis: Jun-22: The intervention rate remains at 100%. The Service has nearly completed all the call blocker installations arising from our promotion to relevant households in quarter four.</p> <p>Actions: There are currently 121 call blockers installed in vulnerable persons homes that have blocked 112,301 scam/nuisance calls. The call blockers were paid for using the proceeds of crime that had been confiscated by the courts in a previous Trading Standards criminal prosecution.</p>	G
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	4.31m	5.81m	1.39m	↘	<p>Performance Analysis: Jun-22: We continue to invest in e-Library content and promote to customers. Recent work includes promoting special Ukrainian and Russian language e-Library collections.</p> <p>Actions: We have reviewed our email newsletter to gain customer insight on preferred content, to ensure we are promoting virtual services effectively.</p>	G
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	36,000	62,270	76,477	9,363		<p>Performance Analysis: Jun-22: From October 2021 the Community Hub supports residents with Covid-19 related needs and also households with wider essential needs such as food, energy, and water bills via the Household Support Fund.</p> <p>Actions: The Household Support Fund has been extended until September 2022 and ongoing support to help those households in need continues. The cumulative total is now 85,840.</p>	G

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Community Support – Additional coroner costs projected following work undertaken on long inquests.	£0.190m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions.	(£0.180m)	
Community Support – Shortfall in libraries and archives income relating to changes in customer behaviour post pandemic.	£0.250m	Other minor variations.	(£0.018m)	
Community Support, Fire & Rescue Portfolio - Total	£0.440m		(£0.198m)	£0.242m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- As at June, the Community Support, Fire and Rescue portfolio is projecting a £0.242m overspend. The main variations are described below.

Community Support

- Within Community Support, the Coroner's Service is projecting an overspend of £0.190m. This projected overspend relates to in-year expected inquest requirements which will result in additional costs.
- In addition, the Archive and Library Service have continued to experience a shortfall of income which relates to changes in customer behaviour post-pandemic restrictions. It is forecast that there will be a shortfall of £0.250m in 2022/23. To mitigate this pressure, the service are developing an approach to review merchandise now libraries are welcoming increasing numbers of customers.
- These budgetary pressures has been partly mitigated by a projected £0.180m increase in Registrar Service income. This increase is due to a surge of ceremonies being planned in 2022/23 following the relaxation of Covid-19 restrictions.

Revenue Grant Update

8. Since the creation of the 2022/23 Budget, there have been a number of grant allocations announced. The table below details these allocations:

Grant Name	Current Grant Value (£)	Narrative
Fire and Rescue – Protection Grant	£160,793	To drive improvement in the capability and capacity to deliver the protection function to support a safer built environment.
Fire and Rescue – Fire Pensions Grant	£55,710	Funding received to contribute towards costs associated with the additional administration work in reviewing pension records (McCloud). Grant to be held within the Statutory Duties Reserve.
Community Support - Household Support Fund - (April 2022– September 2022)	£4,870,362	To provide support directly to households who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs.
Community Support - Homes for Ukraine Tariff Grant - (Q1 March 2022 – May 2022)	£13,030,500	To enable local authorities to deliver their requirements in supporting Ukrainian nationals arriving under the Homes for Ukraine Scheme. (Individual based tariff).
Community Support - Hong Kong Welcoming Programme Grant - (Regional Partnership Funding)	£107,692	Enabling funds for local authorities welcoming Hong Kong British nationals.
Community Support - Afghan Bridging Hotel Funding – (Current Claim)	£1,018,200	Funds to deliver wrap around support for local authorities delivering bridging accommodation. (Individual based tariff).
Community Support - Afghan Relocation and Assistance Scheme	£44,241	To enable local authorities to support Afghan nationals resettling. (Individual based tariff).
Community Support - Syrian Refugee Grant	£10,899	To enable local authorities to support Syrian nationals resettling. (Individual based tariff).

Covid-19 Expenditure Update

9. As the pandemic continues, there remains a need to provide quality services and assistance to residents. The Community Support Service are continuing to provide support to the community by working with local partners and helping vulnerable people through the Community Hub and other front-line services.

As the length and severity of the pandemic still remains unknown at this time, £1.162m of non-ringfenced Covid-19 grant has currently been earmarked to enable the Community Hub and other support to residents to continue and potentially increase if needed.

10. ~~Within the Fire and Rescue Service, £0.371m has been earmarked from the non-ringfenced Covid-19 grant to cover a number of potential in-year pandemic pressures including additional cost arising from required firefighter isolation periods, sickness and overtime, as well as the provision of a one-year rural engagement officer within the Prevention Team to support vulnerable people in rural areas who have been isolated during the pandemic.~~

Savings Delivery Update

11. There remains £0.070m of savings from the 2021/22 financial year which were not delivered on an on-going basis. This saving is reported in the table below to ensure that it is monitored and delivered during the year:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	June 2022		Narrative
		Actual	Rating	
Community Support - Development of adapted Library Service offer in conjunction with Parish Councils	70	70	A	A permanent solution is being sought for 2022/23.

Savings Key:			
R Significant Risk	A At Risk	G On Track	B Delivered

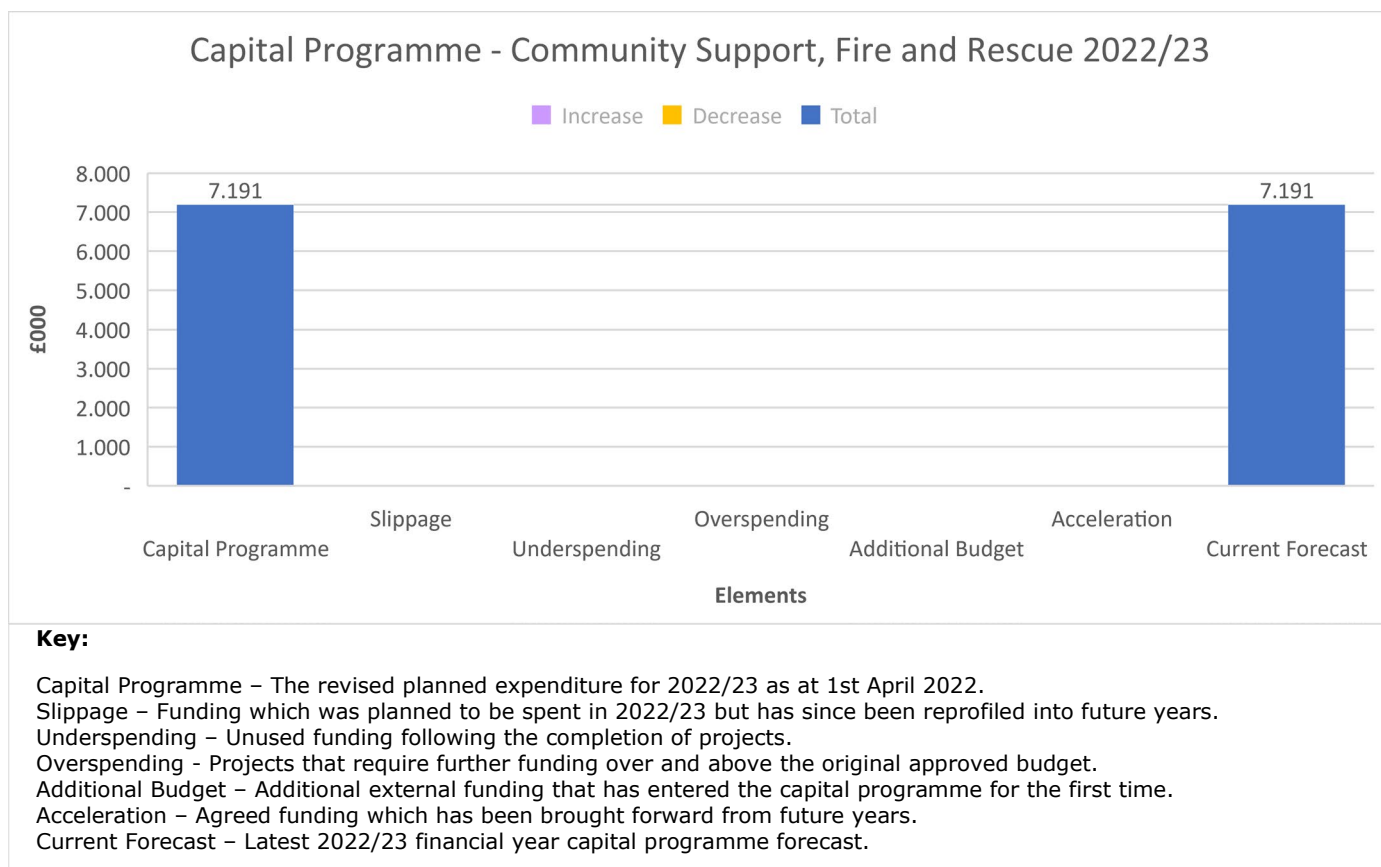
Capital Programme

Performance Summary - Capital

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

Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.725m for 2022/23. £2.534m of expenditure, originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £7.191m. As at the end of June, the profiled spend has remained the same.



14. The latest Capital Programme Budget Monitor is reported in **Appendix 3**.

Risk

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

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

16. Further details on all risks can be found in **Appendix 4 - Corporate Risk Register Summary**.





Environment and Climate Change Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - A bid was made to the Government's Low Carbon Skills Fund (Phase 3) for a further £0.277m to deliver heat decarbonisation plans for schools and corporate sites. The plans will show where heating systems powered by fossil fuels could be replaced by low carbon alternatives. 50 heat decarbonisation plans have already been delivered this year under a previous funding bid worth £0.326m and this work is now being progressed. The outcome of the bid should be known by the end of July.
 - £0.1m was secured from Coast to Capital LEP to fund work on water neutrality. The funding will play a key role in enabling partners to co-ordinate and accelerate its work in this area and ensure that new developments in the water-stressed North Sussex Water Supply Zone are water neutral. The funding will cover a dedicated project manager and supporting resources.
 - The Energy Services Team supported businesses on Manor Royal to identify a preferred operating model for the Manor Royal Local Energy Community (LEC). The community will be established as a Community Benefit Society, which is a form of co-operative. Once established, the LEC will enable companies to invest in renewable energy technology together and generate, store and share locally generated power and heat. The County Council is supporting the initiative through the Interreg 2Seas-funded LECSea project.
 - The WSCC-led Solar Together Sussex scheme to encourage residents to install domestic solar PV and battery systems reached 1,000 installations in June. This amounts to approximately 4MW of total installed generation capacity and a 1,000-tonne reduction in annual CO2 emissions compared to non-renewable generation. The scheme is on track to deliver a further 500 installations by the end of quarter two.
 - By the end of June, facilities for the deposit of hard plastic items were available at five of the 11 Recycling Centres. This new waste stream, which includes garden furniture, children's toys, plant pots and plastic containers, will add c500 tonnes per annum to the recycling effort. Five further sites will be added in quarter two. Unfortunately, the Midhurst Recycling Centre is too constrained for further receptacles of the size required.
 - The Re-Use Shop at Billingshurst operated for its first full quarter. The number of donations at the site has picked up markedly and residents can purchase a wide variety of items. A further shop will be opened at one of the Southern Centres later in the year.
 - The year-long '1-2-3 collections trial' in partnership with Arun District Council finished in May. The trial system had effectively halved the amount of residual waste for disposal and demonstrated recycling levels that would exceed the Government's 2030 target.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Public Health and Wellbeing		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
22	Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually 	22,910 CO2te	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: Recorded carbon emissions for the quarter totalled 5,107 tonnes, amounting to a decrease of 25% compared to the same baseline period. A reduction in operational buildings, activity within operational buildings and maintenance works have also contributed to these savings, as have comparatively warmer temperatures reducing gas demand. Transport related emissions remain at less than 60% of pre-Covid-19 levels.</p> <p>Actions: Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.</p>	G
			20,086 CO2te	30,400 CO2te	5,107 CO2te			
23	Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported a quarter in arrears. 	55.0%	Sep-21	Dec-21	Mar-22		<p>Performance Analysis: Jun-22: Data always runs around one quarter in arrears due to complexity of compiling and verifying data. Q4 is the most up to date figure. This figure is currently unaudited as Defra will not publish the final statistics for 2021-2022 until December this year. The 2021/22 year-end rate increased 0.6% on the year-end rate for 2020/21 of 53.1%</p> <p>Actions: Our wood contractors stockpiled approx. 2,000 tonnes of recycling centre wood during the final quarter, which we could not count towards the recycling rate. They are recycling 90% of our material and sending the remaining 10% to Biomass. If waste volumes are too high and they cannot get the wood out for recycling, they will stockpile until they can do so, instead of sending it to Biomass. Our contractor was working hard to process the stockpile in the first few months of this financial year, so we can count it in our Waste Data Flow Returns for Q1 and Q2.</p>	G
			55.4%	55.3%	53.7%			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Unit price increase on energy tariffs, affecting corporate buildings	£1.700m	Additional Solar and Battery Farm income due to an increase in unit prices	(£1.000m)	
Additional cost on waste contracts above budgeted inflation	£1.826m	Additional income from sale of recyclable material	(£2.600m)	
Additional waste tonnage largely due to Adur and Worthing bin strike in March 2022	£0.374m			
Countryside Services – inflation and demand pressures	£0.200m			
Environment & Climate Change Portfolio - Total	£4.100m		(£3.600m)	£0.500m

Significant Financial Issues and Risks Arising

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

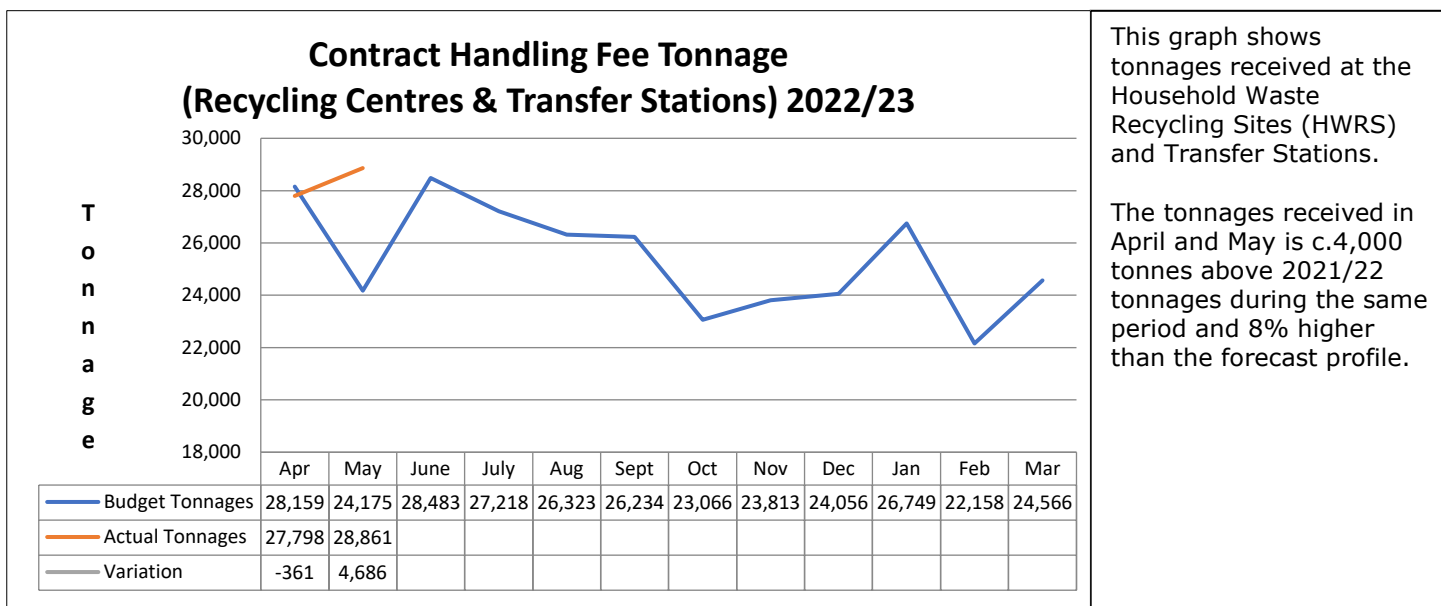
Financial Narrative on the Portfolio's Position

- As at June, the Environment and Climate Change portfolio is projecting a £0.5m overspend. The main variations are described below:
- Corporate utilities - Gas and electricity prices have risen sharply across Europe in the last year which has added a considerable premium to market rates. The County Council's corporate energy contractor's forward-buying strategy mitigated the impact of the 2021/22 increases, however as the value of the commodities continue to increase, a hedging strategy cannot completely protect the Council from these rises in 2022/23. The County Council's energy supply contract is not due to end until September 2024. Currently, a £1.7m overspend is forecast for 2022/23 which is based on known summer prices and service-estimated winter prices.
- Solar and battery storage – At this stage of the year, based on the current elevated solar sale prices, we are forecasting a £1.0m surplus of income. The weather conditions so far in 2022/23 have been favourable and are likely to contribute to energy output above expectation. It is important to note that, corporately, any gain in income from the solar projects is likely to be offset by the increased cost in corporate utilities arising from the higher unit rate
- Waste contract inflation – The largest issue facing waste services is high inflation rates. The 2022/23 budget was set based on the September RPI rate of 5%, whereas the contracts are uplifted annually based on the February RPI, which equated to 8.2% in 2022/23. This has resulted in a £1.826m budget pressure.

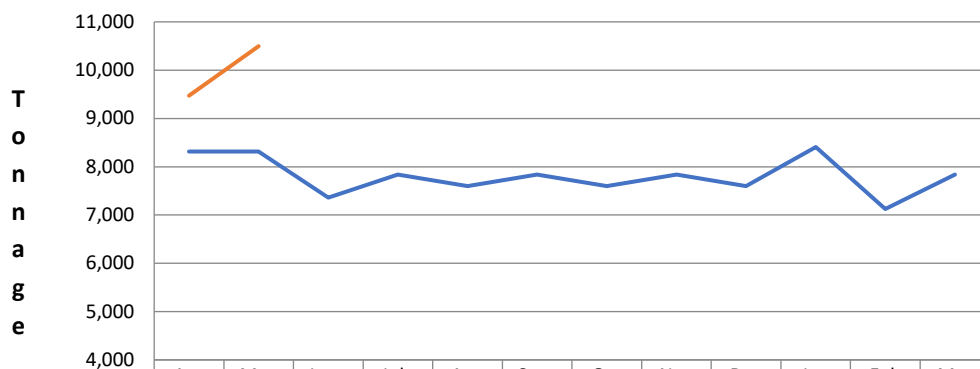
8. Waste recycling and disposal – The household waste recycling sites (HWRS) have seen an increase in waste tonnage volumes of around 8% above the 2021/22 volume so far this year. Part of this increase relates to the impact of the delayed waste received following the Adur and Worthing GMB strike action which commenced in March 2022. As at June, the Material Recycling Facility (MRF) continues to receive a higher than budgeted waste volume due to the increase in household waste recycling collected at the kerbside; this is in part due to changes in home-working arrangements. Overall, this has resulted in a projected £0.374m overspend.

9. Countryside Services – An overspending of £0.2m is projected due to a combination of inflationary and increased demand pressures. Cost increases to labour and materials are severely impacting the Public Rights of Way budget, with a projected overspending of £0.1m on scheduled maintenance and safety works. A similar level of overspending is projected on the Countryside Facilities budget where a range of pressures, including the continuation of the significant increase in the use of the countryside, which started during the pandemic, are leading to increased site and infrastructure maintenance costs.

Cost Driver Information



Monthly Profile and Actual Waste Tonnage Converted into RDF 2022/23



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

This graph demonstrates a small reduction in tonnes sent to the Warnham so far when compared to the forecast profile.

Savings Delivery Update

10. In addition to the £1.450m of 2022/23 planned savings, there remains £0.170m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	June 2022		Narrative
		Value	Status	
Development of battery storage site	100	100	G	
Reduction in MBT Insurance	650	650	G	
Additional income from increased sales of recyclates	800	800	G	
Charge for monitoring travel plans	50	50	G	
Review Countryside fees and charges	20	20	A	Uptake to be monitored in 2022/23.

Savings Key:

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

Capital Programme

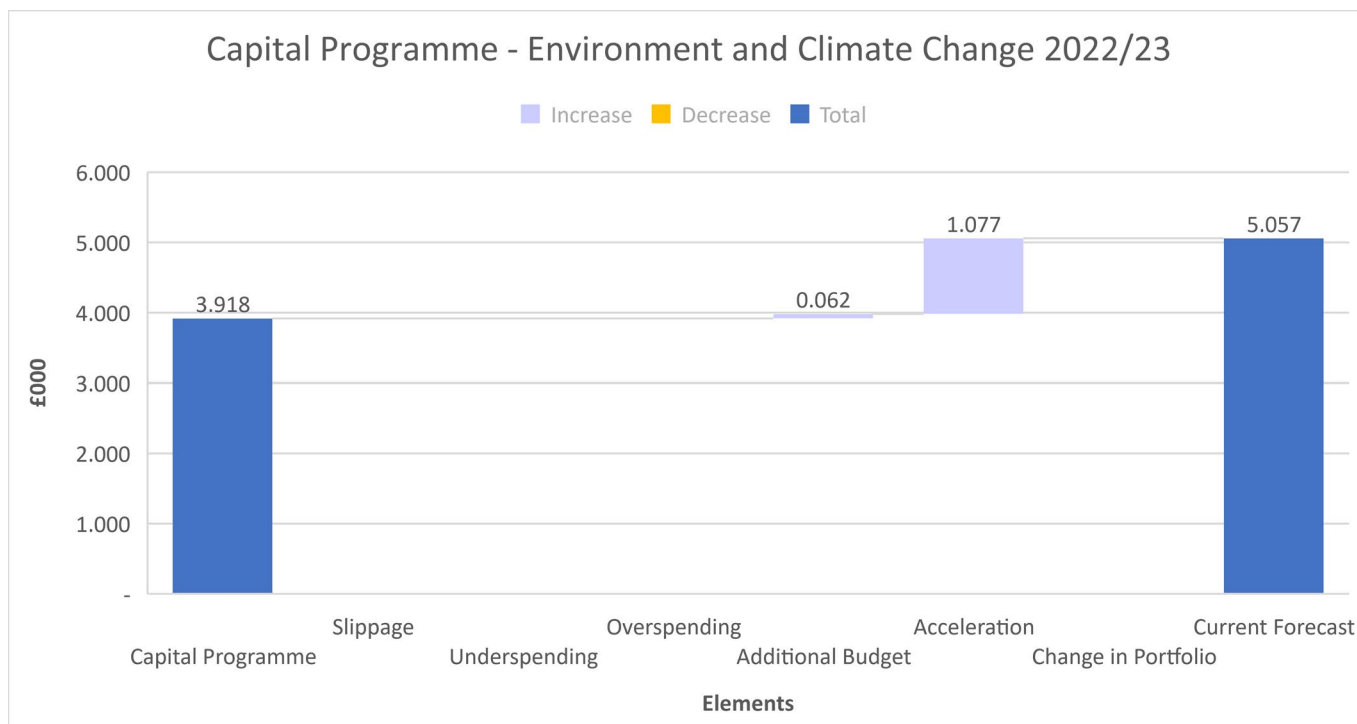
Performance Summary - Capital

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

Scheme	RAG Status at 30 th June	Reason	Latest RAG Status	Updated Position
Schools Solar PV Installation	AMBER	Rectification of quality issues caused by one installer has caused some disruption to the programme	AMBER	Remedial works in hand and compensation being sought
FM Climate Change	AMBER	Profiled spend is low	AMBER	None
Carbon Reduction	AMBER	Presence of asbestos at Parkside County Hall North	AMBER	Awaiting outcome of Building Control Report

Finance Summary - Capital

12. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £4.034m for 2022/23. £0.116m of budget, originally profiled to spend in 2022/23, was accelerated into 2021/22, revising this year's capital programme to £3.918m
13. Since this time, the profiled spend has increased overall by £1.139m, to give a current year end projection for 2022/23 of £5.057m. Of this increase, £0.062m relates to the allocation of additional budget and £1.077m relates to projects where funding has been accelerated from future years.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

14. Details explaining the financial profiling changes within the capital programme during the first quarter are as follows:

- **Additional Budget: £0.062m.**
 - **Carbon Reduction: £0.062m.** Approval has been given for an additional £0.062m of funding to deliver further schemes within the block allocation.
- **Acceleration: £1.077m.**
 - **Halewick Lane: £1.063m.** Approval has been given for an additional £12.063m of funding to increase the system size at Halewick Lane to 24MW. This will bring forward the planned latter phase for the site, leading to significant development cost savings and increased revenue from the site much sooner. The full cost of the system is £23.616m with £3.510m now profiled to be spent in 2022/23. Funding from the Your Energy Sussex (YES) Programme has been accelerated to fund this addition.
 - **Waste General: £0.014m.** Works have progressed slightly quicker than first anticipated therefore funding has been accelerated from 2023/24 into 2022/23.

15. The latest Capital Programme Budget Monitor is reported in **Appendix 3**.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR73	If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g., 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes . This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.	12	12

17. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.

Highways and Transport Portfolio - Summary


Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - In April, the County Council adopted the West Sussex Transport Plan (WSTP) 2022-2036. The WSTP is the County Council's main policy on transport and supports delivery of Our Council Plan and its priorities. The Plan guides the County Council's approach to the improvement and maintenance of the transport network, addressing key challenges including: the needs of a growing and ageing population; transport emissions and impacts on climate change; rural isolation; public health and well-being; economic performance; congestion; and road safety. The key change made following consultation on a draft in summer 2020 was the inclusion of a commitment to set a decarbonisation target.
 - Collaborative working and proactive measures have resulted in significantly improved KPIs for the Highway Safety Response service since May this year. All targets were exceeded in June. Innovations include use of jet-patcher machines and use of a JCB Pothole Pro.
 - An environmentally friendly, 30,000 litre capacity Rainwater Harvester has been installed at Jobs Depot. Rainwater collected from our buildings will be used to refill gully emptiers and jetters which reduces the need for freshwater.
 - There was also a successful bid to government for the Bus Service Improvement Plan with an indicative £17.4m investment promised over next three years and we have completed successful consultations on two active travel schemes in Crawley and Horsham which should enable a bid for government funding later in the year.
 - 178 of over 600 projects have been completed from the Highway, Transport and Planning Delivery Programme for 2022/23. The Programme details planned schemes on our roads and footways, including bridges and public rights of way.
 - Construction works on the A259 (Littlehampton) to widen approximately 2km of the existing single carriageway to a dual carriageway are continuing to progress well with works expected to complete ahead of the calendar year end.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Highways and Transport		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
17	Length of new cycle infrastructure across the County (CC)	30km by 2025 = 7.5km per year	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: No schemes were planned for completion in Quarter 1.</p> <p>Actions: We continue to work towards our 2025 target (30km over a four-year period) with the provision of a high-quality cycling infrastructure.</p>	G
	Reporting Frequency: Quarterly, Accumulative		2.77 km	16.31 km	16.31 km			
18	Percentage length of A and B roads that require maintenance	14.0%	2019/20	2020/21	2021/22		<p>Performance Analysis: Oct-21: There has been a slight increase (deterioration) in the KPI for this year for A+B roads but as the survey was carried out in early spring of this year, this will not include any planned scheme deliveries for this year.</p> <p>The next survey will be in June 2023 with results reported October 2023.</p> <p>Actions: The investment made, and the programme of carriageway treatments undertaken this year should positively impact next year's maintenance requirements. With the level of this year's expenditure being maintained for 2022/23 it is anticipated that the condition of the A and B network will improve.</p>	A
	Reporting Frequency: Annually		13.6%	14.7%	15.6%			
19	Highway defects repaired within required time scale	96.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: There is a continued improvement with the target having been exceeded for the last two months.</p> <p>Actions: On-going regular meetings with the contractor to ensure the performance remains at a high standard.</p>	G
	Reporting Frequency: Quarterly. Reported 1 month in arrears.		74.3%	71.0%	99.5%			

Highways and Transport		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
			2018/19	2019/20	2020/21			
41	<p>Killed and seriously injured casualties per billion vehicle miles</p> <p>Reporting Frequency: Annually</p>	103	110	121	127		<p>Performance Analysis: Jun-22: Currently, WSCC hold injury data to 31 May 2022; there have been 201 KSIs for the first 5 months of the year. This is 30.5% up on the same period in 2021 and down 4% on the same period of 2020. The KSI outturn is expected to be up on the 2021 outturn which was reduced due to the impact of Covid on travel, and traffic volumes. The KSI outturn for 2021 is provisionally recorded as 469. A provisional KSI rate per billion miles travelled will be updated once traffic volume data for the year becomes available. The finalised KSI per billion vehicle miles rate for 2021 data will be published by the DfT at the end of September 2022 after both the KSI and traffic volume data have been collected and validated. The KSI per billion vehicle miles rates are based on an end of year to December.</p> <p>Actions: Two road safety schemes have been delivered in 2021/22 with a further two due for delivery before the end of the year. A further 4 schemes are currently designed for delivery in 2022/23.</p> <p>Ongoing Road Safety Projects include:</p> <ul style="list-style-type: none"> • Major Road Network (MRN) Project - TRL have been commissioned to undertake video surveys of the West Sussex MRN to undertake safety assessment and provide a "STAR rating" demonstrating the potential level of harm road users may be subject to on those routes. This will guide potential road safety schemes in the coming years. • Cluster site analysis – we continue to monitor sites with clusters of collisions across West Sussex to help determine future priorities. • Route analysis – we continue to monitor routes with high collisions across West Sussex to help determine future priorities. • School Zig Zags project - In 2022 we intend to partake in a behavioural change project for school zig zags at specific sites (yet to be confirmed) across West Sussex. 	A

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Street Lighting PFI – Energy Prices	£3.000m	National Concessionary Fares – Reduced Uptake	(£2.000m)	
Traffic Signals – Energy Prices	£0.300m	Additional Income Generation	(£0.400m)	
Highway Maintenance – Inflation	£0.600m			
Highways & Transport Portfolio - Total	£3.900m		(£2.400m)	£1.500m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- As at June, the Highways and Transport portfolio is projecting a £1.500m overspend. Inflationary cost pressure is the main issue within the budget this year.
- Street Lighting PFI** – The surge in demand for electricity following the recovery from the Covid-19 pandemic combined with the significant impact to the UK energy market from the war in Ukraine has led to a substantial increase in electricity prices. Purchasing through our corporate energy contractor has mitigated the worst of the market extremes, however, prices have risen in excess of market norms and look to set to remain high as countries reduce their reliance on Russian oil and gas exports. Taking account of the confirmed summer electricity prices and the uncertainty on winter rates, a year-end overspending of £3.0m is now projected.
- Traffic Signals** – The electricity price increases have also affected the traffic signals budget, where an overspending of £0.3m is projected.
- Highways Maintenance** – Whilst a significant investment of £2.6m for highways maintenance works and supporting resource was included in the budget for 2022/23, it is not possible to deliver all programmed work within budget, given the level of cost increase now being experienced on contracts and throughout the supply chain.
- The additional investment is being utilised to deliver a range of essential works to reduce risk and maintain safety on the highway network, including maintenance of bridges and structures, additional drainage cleansing, ditch clearance, sign cleaning and a ragwort weed survey and treatment programme. The works are fully planned with contractors, with some underway already and the remainder due to start imminently.

9. **National Concessionary Fares** – Payments to bus operators under the English National Concessionary Travel Scheme during the Covid-19 period were maintained based on pre-pandemic patronage but adjusted for reductions to service mileages. This led to underspending of £1.2m in 2020/21 and £1.1m in 2021/22.
10. Following consideration, the approach for 2022/23 has now been agreed and will include a continuation of the same reimbursement approach for the first nine months of the year, before moving to being based upon actual patronage from January 2023. This approach balances the need to continue to provide support to the sector with incentivising operators to actively promote a return to bus travel and progressing a transition to normalised future arrangements.
11. The reimbursement cost forecast now reflects these arrangements and suggests a year-end underspending of £2.0m, which is an increase in underspending of £1.0m from the initial estimate. This recognises the likely lower level of reimbursement in the final quarter of the year and also reflects a freeze on the fare levels reimbursed whilst support continues to be provided.
12. **Income Generation**– Income generation across the portfolio has exceeded budgeted assumptions in recent years and this is expected to continue, with an estimate of £0.4m included within the current projection. This includes income from street works charges to utility and telecommunication providers as well as income from highways fees and charges.

Revenue Grant Update

13. In May, the County Council was awarded £463,645 of Local Transport Fund Grant from the Department for Transport. This allocation is a successor grant to the Bus Recovery and Light Rail and Tram Recovery Grant and will be spent in accordance with the set conditions.

Covid-19 Expenditure Update

14. Ringfenced grants of £0.021m Active Travel Grant and £0.171m Emergency Active Travel Grant were carried forward from 2021/22 and are planned to be spent in year in accordance with the grant conditions.

Savings Delivery Update

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

Agenda Item 7
Section 7

Saving Activity	Savings to be Delivered in 2022/23 £000	June 2022		Narrative
On street parking	376	376	A	Pay and display income and uptake of parking permits were affected by the Covid-19 pandemic in 2021/22. Income levels to be monitored in 2022/23 as post pandemic parking behaviour becomes clearer.

Savings Key:

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

Capital Programme

Performance Summary - Capital

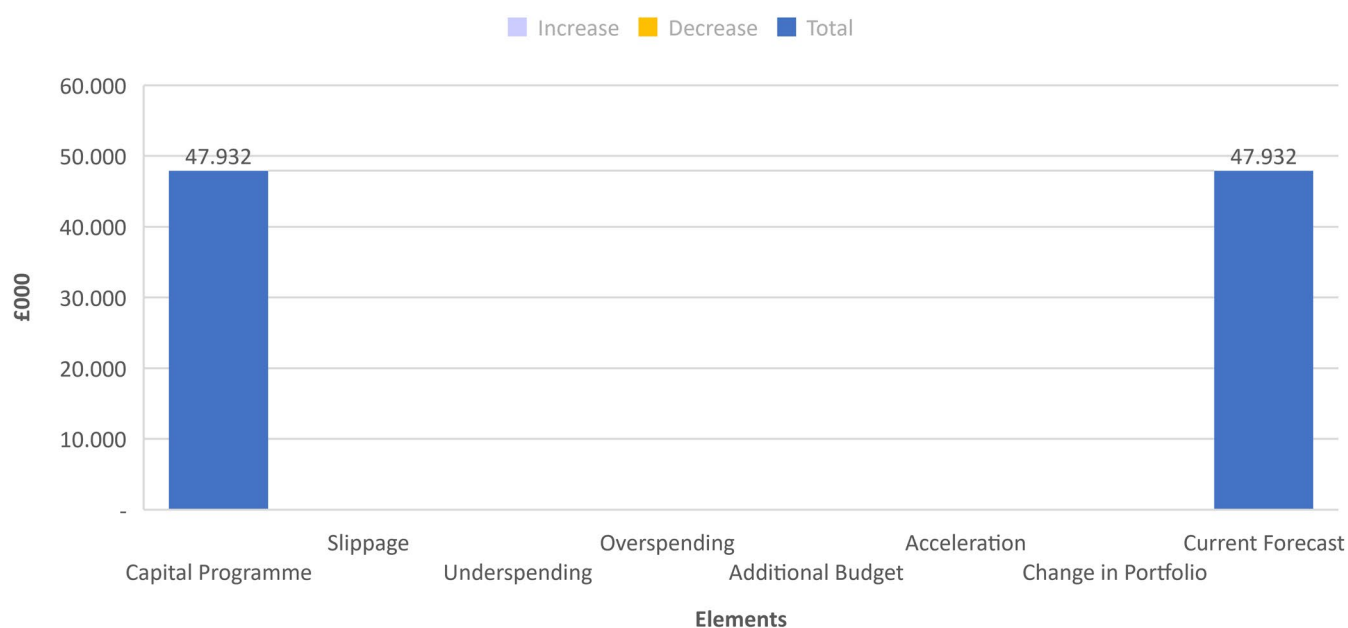
16. There are 23 schemes within the portfolio. 20 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated as amber, indicating that there is an issue but that it can be dealt with by the project manager or project delivery team, and one scheme is reporting as red, indicating that there is a significant issue requiring corrective action. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30 th June	Reason	Latest RAG Status	Updated Position
A29	RED	Cost pressure	RED	Options being considered.
A284	AMBER	DfT funding bid pending	GREEN	Funding approved – Key Decision published.
LED Streetlight Conversion	AMBER	Protracted legal PFI Contract negotiation and associated Deed of Variation	AMBER	Deed of Variation nearing agreement between all parties.

Finance Summary - Capital

17. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £49.790m for 2022/23. £1.858m of budget, originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £47.932m. At the end of June, the profiled spend has remained the same.

Capital Programme - Highways and Transport 2022/23



key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

Capital Programme – Grant Update

18. Since the approval of the Capital Programme in February 2022, the following grant has been awarded within the five-year Capital Programme period:

Grant	Value (£)	Narrative
Department for Transport – A284 Lyminster Bypass	£11.792m	Additional funding has been secured from the Department for Transport. Funds will be added to the scheme once governance has been completed.

19. The latest Capital Programme Budget Monitor is reported in **Appendix 3**.


Risk

20. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.

This page is intentionally left blank

Corporate Risk Register Summary - Q1 2022/23

CR11

Current Score	Target Score	Initial Score	Risk Change
25	8	20	Increasing 

Risk Description

As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of skilled staff to manage and deliver quality services.

Date Risk Raised

01/03/2017

Risk Owner


Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers to attract and retain talent for key areas.	01/09/2022
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	01/09/2022
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/03/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	ongoing
Produce Directorate Workforce Plans, in collaboration with services, to identify skills, capacity and capability requirements (current and future). Including succession planning for key roles, and defining training and career pathways to support recruitment and retention.	ongoing

CR58

Current Score	Target Score	Initial Score	Risk Change
25	9	25	Unchanged 

Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.

Date Risk Raised

05/09/2018

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action	Target Date
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	ongoing
Regular review of care homes business continuity arrangements to address government vaccination directive.	ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	ongoing
Administration of central government funding to provide financial support to the sector.	ongoing

CR39a

Current Score
25

Target Score
16

Initial Score
20

Risk Change
Unchanged
➡

Risk Description

Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council. There is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks. The potential outcome may lead to significant service disruption and possible data loss.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Provide capacity & capability to align with National Cyber-Security centre recommendations.	ongoing
Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.	ongoing
Transition to a controlled framework for process and practice.	ongoing

CR22

Current Score
20

Target Score
12

Initial Score
16

Risk Change
Increasing
⬆

Risk Description

The financial sustainability of council services is at risk due to uncertain funding from central government, level of inflation impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Pursue additional savings options to help close the budget gap.	ongoing

CR61

Current Score
15

Target Score
10

Initial Score
25

Risk Change
Unchanged
➔

Risk Control/Action	Target Date
Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.	ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	ongoing

Risk Description

A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.

Date Risk Raised
01/06/2019

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

CR69

Current Score
15

Target Score
10

Initial Score
25

Risk Change
Unchanged
➔

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	ongoing
Deliver Children First Improvement Plan.	ongoing
Implement the Children First Service transformation model	ongoing

Risk Description

If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.

Date Risk Raised
01/03/2020

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

CR60

Current Score
15

Target Score
10

Initial Score
20

Risk Change
Unchanged
➔

Risk Control/Action

Target Date

Ensure robust project and programme governance in place and monitor delivery.

ongoing

Risk Description

There is a risk of failing to deliver the HMIC FRS improvement plan, leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.

Date Risk Raised

01/04/2019

Risk Owner

Chief Fire Officer

Risk Strategy

Treat

CR74

Current Score
15

Target Score
10

Initial Score
15

Risk Change
New

Risk Control/Action

Target Date

Focus resource onto managing provider relationships to improve contract management.

ongoing

Regular communication and engagement with providers on programme development/progress, and strategic direction/consequences of changes.

ongoing

Service commitment to undertake re-procurement if and when required

ongoing

Subject to appropriate approvals, opening up the Contingency Contract wider for providers to work with the Council in the interim

ongoing

Update the 2009 contract terms and conditions by variation where these are significantly out of date

01/07/2022

Risk Description

The overdue re-procurement of care and support at home services has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism . The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.

Date Risk Raised

01/04/2022

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

CR72

Current Score
12

Target Score
8

Initial Score
20

Risk Change
Unchanged
➡

Risk Description

The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.

Date Risk Raised

01/08/2021

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Treat

Risk Control/Action

Target Date

Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children.

01/09/2022

Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one.

ongoing

CR73

Current Score
12

Target Score
8

Initial Score
12

Risk Change
Unchanged
➡

Risk Description

If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g. 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.

Date Risk Raised

01/01/2022

Risk Owner

Director for Place Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Align pipeline of projects for existing and future funding opportunities

ongoing

Built into county-wide Business Planning and budgeting process

ongoing

Clear prioritisation of CC Strategy delivery within Our Council Plan

ongoing

Existing estate & infrastructure made climate change resilient & future developments designed to be as low carbon & climate change resilient

ongoing

Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery

ongoing

SMART programme of actions based on clear definitions and metrics

ongoing

CR68

Current Score
10

Target Score
10

Initial Score
25

Risk Change
Decreasing
↓

Risk Description

The government have relaxed COVID-19 restrictions, however there are still requirements for Local Authorities to support the management of the COVID-19 pandemic. If there is a resurgence in COVID-19 infections and local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.

Date Risk Raised

01/03/2020

Risk Owner

Chief Executive

Risk Strategy

Tolerate

Risk Control/Action	Target Date
Develop communications when required to manage expectations of staff and residents on WSCC response position.	ongoing
Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	ongoing
Review and update business continuity and service critical plans.	ongoing
Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	ongoing
To continue to lobby government groups to influence funding decisions.	ongoing

CR39b

Current Score
9

Target Score
9

Initial Score
20

Risk Change
Unchanged
→

Risk Description

Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.

Date Risk Raised

01/03/2017

Risk Owner

Director of Law & Assurance

Risk Strategy

Tolerate

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	ongoing
Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	ongoing
Test the effectiveness of DPIA	ongoing
Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	ongoing

CR50

Current Score
9

Target Score
6

Initial Score
20

Risk Change
Unchanged
➡

Risk Description

WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.

Date Risk Raised
01/03/2017

Risk Owner
Director of Human Resources & Org Dev

Risk Strategy
Treat

Risk Control/Action	Target Date
Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	ongoing
Develop and introduce a more comprehensive risk profile approach and front line service based audits.	ongoing
Incorporate HS&W information into current performance dashboard.	ongoing
Purchase, develop and introduce an interactive online H&S service led audit tool.	ongoing
Regular engagement with other LA's on best practice and lessons learned.	ongoing
Regular engagement with services to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.	ongoing

CR7

Current Score
8

Target Score
4

Initial Score
16

Risk Change
Unchanged
➡

Risk Description

There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes. Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.

Date Risk Raised
01/03/2017

Risk Owner
Director of Law & Assurance

Risk Strategy
Treat

Risk Control/Action	Target Date
Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	ongoing
Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	ongoing
Guidance to CLT on governance. Schedule and deliver associated training	ongoing
Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	ongoing

CR70

Current Score
8

Target Score
8

Initial Score
12

Risk Change
Decreasing
↓

Risk Control/Action	Target Date
Continue to monitor service resource impact.	ongoing
Provision of support to services when required.	ongoing

Risk Description

There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues, leading to poor decision making.

Date Risk Raised
01/08/2020

Risk Owner
Chief Executive

Risk Strategy
Tolerate

CR65

Current Score
6

Target Score
6

Initial Score
20

Risk Change
Unchanged
→

Risk Control/Action	Target Date

Risk Description

The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.

Date Risk Raised
01/12/2019

Risk Owner
Chief Executive





Risk Strategy
Tolerate

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

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

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a stand-alone report:

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.
- The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.
- The arrows on the KPI measures represent the direction of travel compared to the previous quarter:
 - A green upward arrow  shows that performance is improving,
 - A red downward arrow  shows performance is worsening, and,
 - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
- Overview of the capital financial position and latest capital performance.
- Details of the corporate risks which have a direct impact on the specific Portfolio.

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

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

Scrutiny Committee Documents

The relevant elements of the Performance and Resources Report will be made available to Scrutiny Committees and Public Cabinet.

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

PRR Matrix – Documents for Scrutiny Committees

Scrutiny Committee Elements of Performance and Resources Report

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers



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 sitting in public. The meetings are also 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: 1 September 2022

Forward Plan Summary

Summary of all forthcoming executive decisions in Cabinet Member portfolio order

Decision Maker	Subject Matter	Date
Assistant Director (Environment and Public Protection)	Contract Award - Street Sweepings Processing	September 2022
Cabinet Member for Environment and Climate Change	Establishment of the West Sussex Energy Reinvestment Scheme	September 2022
Cabinet Member for Environment and Climate Change	Procurement of Single Supplier Framework for delivery of Solar PV and Battery Storage Programme	September 2022
Assistant Director (Environment and Public Protection)	Award of Pre-Construction Service Agreement at the Halewick Lane Battery Storage site	September 2022
Assistant Director (Environment and Public Protection)	Contract award for performance monitoring, operation and maintenance of ground mounted solar PV systems	September 2022
Cabinet Member for Highways and Transport	Review of Integrated Parking Strategy 2022 - 2027	September 2022
Cabinet Member for Highways and Transport	Review of the Highway Improvement Programme	September 2022
Cabinet Member for Highways and Transport	Response to the consultation by Transport for the South East on a Draft Strategic Investment Plan	September 2022

Community Support, Fire and Rescue

None

Environment and Climate Change

Assistant Director (Environment and Public Protection)

Contract Award - Street Sweepings Processing

In October 2017 the County Council entered into a contract with Biffa Waste Services Limited to process and recycle street sweepings.

The contract allows the County Council to divert street sweepings from landfill and push the material further up the waste hierarchy to recycle 99% of the material. This has saved the Council around £2.6m over the life of the current contract to-date due to a significantly lower price per tonne for processing compared to other disposal routes.

The initial three-year processing contract has already been extended to its maximum term of five years and will end on 1 October 2022.

The Assistant Director of Environment and Public Protection will undertake the procurement process for the provision of street sweepings processing services (reception

into facility, recycling, treatment and disposal). Upon the conclusion of that process, the Assistant Director will be asked to award the contract based on the most advantageous bid after technical and financial evaluation.	
Decision by	Assistant Director (Environment and Public Protection) (Steve Read)
Date added	7 January 2022
Month	September 2022
Consultation/ Representations	District and Borough Councils in West Sussex Representations concerning this proposed decision can be made, 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	Gareth Rollings Tel: 033 022 24161
Contact	Judith Shore Tel. 033 022 26052

Cabinet Member for Environment and Climate Change

Establishment of the West Sussex Energy Reinvestment Scheme	
<p>The West Sussex Energy Reinvestment Scheme will be a new loan style scheme that supports energy efficiency and renewable energy projects across the corporate estate and schools. The scheme will operate on a similar basis to the SALIX scheme which has been used successfully by WSCC for several years but is being wound down by the government.</p> <p>The Cabinet Member for Environment and Climate Change will be asked to approve the establishment of the Energy Reinvestment Scheme and the allocation of funds.</p>	
Decision by	Cabinet Member for Environment and Climate Change (Councillor Deborah Urquhart)
Date added	9 June 2022
Month	September 2022
Consultation/ Representations	Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None

Author	Daire Casey
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment and Climate Change

Procurement of Single Supplier Framework for delivery of Solar PV and Battery Storage Programme	
<p>Following a market engagement exercise and technical and structural feasibility surveys, 84 sites; 23 corporate and 61 school sites, have been identified as suitable to-date for having roof-top Solar Photovoltaic (PV) technology installed and 68 of these sites (to-date) will also include a Battery Storage system.</p> <p>The programme will be funded from an approved allocation of £7.7m in the capital programme and will support the council’s commitment to achieving Net Zero emissions from its operations by 2030 (as set out in the council’s Climate Change Strategy 2020-2030). It will also help meet the agreed priorities in the council’s recently adopted 2030 Energy Strategy by reducing grid electricity consumption, increasing renewable energy generation in the county, and reducing carbon dioxide (CO₂) emissions. In addition to electricity cost savings for the County Council, schools will also benefit from a reduction in electricity costs.</p> <p>The procurement process will allow for further phases of solar PV and battery storage to be fitted to the county council’s buildings and the county’s schools (subject to the authority to do so being granted and internal capacity to support delivery by the supplier). It will also seek to appoint a Demand Side Response (DSR) provider to manage the charged status and market value from the battery storage installations.</p> <p>The Cabinet Member for Environment and Climate Change will be asked to approve the procurement process and delegate authority to the Assistant Director (Environment and Public Protection) to award the contracts.</p>	
Decision by	Cabinet Member for Environment and Climate Change (Councillor Deborah Urquhart)
Date added	25 May 2022
Month	September 2022
Consultation/ Representations	<p>No consultees currently identified</p> <p>Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.</p>
Background documents (via website)	None
Author	Nicola Stringer
Contact	Judith Shore Tel: 033 022 26052

Assistant Director (Environment and Public Protection)**Award of Pre-Construction Service Agreement at the Halewick Lane Battery Storage site**

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.

The Cabinet Member for Environment [delegated authority](#) to the Director of Environment and Public Protection to award a contract for the design and construction of the scheme following the completion of the procurement process.

A Pre-Construction Service Agreement (PCSA) is now required which will permit a contractor to develop and complete a fully costed design with planning consent. At the completion of the PCSA period, and subject to the review and approval of the fully costed design for the project, the County Council will look to award a full design and build contract to the contractor (which will be the subject of a further key decision).

This procurement process has now concluded, and the Assistant Director (Environment and Public Protection) will be asked to award the Pre-Construction Service Agreement.

(23 June 2022: the proposed decision to award a Design and Build contract at the Halewick Lane Battery Storage site has been amended to an award of a Pre-Construction Service Agreement. This has been added to the programme as it allows greater financial protection to the County Council prior to awarding the full contract.)

Decision by	Assistant Director (Environment and Public Protection) (Steve Read)
Date added	1 April 2022
Month	September 2022
Consultation/ Representations	Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made, 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	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Assistant Director (Environment and Public Protection)**Contract award for performance monitoring, operation and maintenance of ground mounted solar PV systems**

Since 2014, West Sussex County Council has installed ground-mounted solar power systems at both Tangmere and Westhampnett with a total capacity of 12.44 MW.

The performance of these systems will be optimised through operational monitoring alongside planned and reactive maintenance in order to –

- maximise renewable energy generated to substitute for carbon emitting sources
- derive energy savings for the council
- protect the County Council’s investment in these systems

A tender process will be started in July 2022 with a view to securing best value for the provision of the services.

The Assistant Director (Environment and Public Protection) will be asked to award the contract for the monitoring, operation and maintenance of ground-mounted solar PV systems owned by West Sussex County Council, in accordance with the Council’s Standing Orders on Procurement and Contracts.

Decision by	Assistant Director (Environment and Public Protection) (Steve Read)
Date added	9 June 2022
Month	September 2022
Consultation/ Representations	Director of Law and Assurance Director of Finance and Support Services Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Highways and Transport

Cabinet Member for Highways and Transport

Review of Integrated Parking Strategy 2022 - 2027
<p>As the Highway Authority for West Sussex, the County Council has an Integrated Parking Strategy (IPS) that sets out its approach to managing parking. This mainly includes the management and enforcement of parking controls and regulations on the public highway, often referred to as ‘on-street’, but it also sets out its view and role in off-street parking provision, primarily provided by the six District and Borough Councils in West Sussex. The IPS also sets out how the County Council’s approach to parking management relates to its other policies and strategies.</p> <p>The West Sussex IPS was last updated in 2014 and this latest review, covering the period from 2022 to 2027, seeks to ensure that the County Council’s approach to</p>

managing parking remains appropriate and effective at meeting the needs of local communities as well as its other objectives.

The Cabinet Member for Highways and Transport will be asked to approve the revised Integrated Parking Strategy.

Decision by	Cabinet Member for Highways and Transport (Councillor Joy Dennis)
Date added	1 June 2022
Month	September 2022
Consultation/ Representations	Communities, Highways and Environment Scrutiny Committee - 10 June 2022 Engagement with District and Borough Council Parking Services Teams Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Miles Davy Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Transport

Review of the Highway Improvement Programme

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, Strategic Transport Improvements and Local Transport Improvements.

Each of the thematic programmes are developed independently and collated into a countywide programme each Autumn, before being approved by the Cabinet Member for Highways and Transport for delivery over the following two financial years.

A project was commissioned in September 2021 to review how schemes in the Highways Improvement Programme are identified, prioritised, developed and delivered. The work specifically examined how the County Council ensures the Highway Improvement Programme delivers County Council priorities whilst responding to the needs of local communities.

Developing recommendations were presented to the Communities, Highways and Environment Scrutiny Committee in March 2022. The Committee was supportive of the proposed new ways of working with communities and approach to prioritisation of schemes.

The Cabinet Member for Highways and Transport will be asked to approve the new approach to the prioritisation and delivery of the Highways Improvement Programme.

Agenda Item 8a

Decision by	Cabinet Member for Highways and Transport (Councillor Joy Dennis)
Date added	9 June 2022
Month	September 2022
Consultation/ Representations	Communities, Highways and Environment Scrutiny Committee was consulted on 2 March 2022. Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Charlotte Weller Tel: 033 022 26001
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Transport

Response to the consultation by Transport for the South East on a Draft Strategic Investment Plan
<p>Transport for the South East (TfSE) is the sub-national transport body, currently operating in shadow form, that covers Berkshire, East Sussex, Hampshire, Kent, Surrey, and West Sussex. It has the twin purposes of facilitating the delivery of a regional transport strategy and promoting economic growth in the South East.</p> <p>In 2020, TfSE approved a Transport Strategy for the South East, which aims to shape the South East as a region economically, technologically and environmentally over the next 30 years, and change the way that investment is made in transport. TfSE has subsequently prepared two thematic strategies (on Future Mobility and Freight, Logistics and Gateways) and five area studies covering all parts of the region. The area studies have identified and appraised potential strategic transport interventions (i.e. rail, highways, mass transit and active travel) that have been included in packages of interventions. As the area studies are strategic, they do not cover every local issue as there are other programmes for this, including the County Council's own investment programmes.</p> <p>This technical work has informed the development of a Draft Strategic Investment Plan (SIP) setting out a series of investment opportunities for Government, Local Transport Authorities and transport providers to consider investing in. Once finalised, the SIP will inform future decision-making by the County Council and other key stakeholders.</p> <p>The Draft SIP is published for consultation with constituent authorities, including the County Council, and wider stakeholders between June and September 2022.</p> <p>The Cabinet Member for Highways and Transport will be asked to approve the County Council's response to the consultation.</p>

Decision by	Cabinet Member for Highways and Transport (Councillor Joy Dennis)
Date added	1 July 2022
Month	September 2022
Consultation/ Representations	Communities, Highways and Environment Scrutiny Committee – 21 September 2022 Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Anand Pillay Tel: 0330 222 5031
Contact	Judith Shore Tel: 033 022 26052

This page is intentionally left blank

Future Meetings

Agenda Item 8 (b) - Appendix 1

Select Committee Meeting date	Subject/Theme	Objectives/Comments	Category
21/09/22	Transport for the South East Strategic Investment Plan Consultation	Preview of the proposed consultation response	Preview
	Climate Change Strategy Progress	High level report on progress to date, including proposed metrics for performance monitoring.	Performance
	Q1 Performance and Resources Report	Quarterly scrutiny of portfolio performance	Performance
18/11/22	Q2 Performance and Resources Report	Quarterly scrutiny of portfolio performance	Performance
	Energy Strategy Action Plan	The Energy Strategy Action Plan outlines how the County Council will deliver the Energy Strategy, identifying the critical partnerships, resources, investments and programmes of work required to deliver the Strategy as well as identify how the benefits associated with the Strategy will be realised.	Policy
	Digital Crime	Scrutiny of the work of the County Council and partners to tackle digital crime	Performance
	Pre-decision scrutiny of any proposals arising through the budget process	TBC	Preview
23/01/23	Speed Limit Policy	Following the work undertaken by the Exec TFG	Policy
	Electric Vehicle Strategy Progress Report		Performance
	Highways Maintenance Contract Performance Report		Performance
06/03/23	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	Preview
	Q3 Performance and Resources Report	Quarterly scrutiny of portfolio performance	Performance
	Road Safety Strategy	Following the work undertaken by the Exec TFG	Preview
	Active Travel Strategy (formerly Walking and Cycling Strategy)	Post-Consultation, Key Decision Scrutiny	Preview

This page is intentionally left blank

Issues yet to be timetabled

Agenda Item No 8 (b) - Appendix 2

Select Committee Meeting date	Subject/Theme	Objectives/Comments - is item linked to corporate priorities?
BPG		
TBC	Library Service	How the service responded to C19, and the future strategy.
TBC	West Sussex History and/or Heritage Centre	Record Office Expansion - at such time as a feasibility study is completed, and plans are forthcoming
Oct-22	Local Nature Recovery Strategy	
Oct-22	Highways Maintenance Contract Performance Report	To discuss item coming to Jan 2023 CHESS. Also to consider how best the Committee can engage with the reprocurement process
TBC	Corporate Policy on Offsetting Emissions and REGOs	Progress report on work to reach net zero
TBC	Trading Standards	TBC
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

Issues yet to be timetabled

Agenda Item No 8 (b) - Appendix 2

Select Committee Meeting date	Subject/Theme	Objectives/Comments - is item linked to corporate priorities?
TBC	A27 Arundel Bypass Progress	Progress report, to identify where value could be added through to scrutiny