

Public Document Pack

Tony Kershaw
Director of Law and Assurance

If calling please ask for:

Lisa Etchell on 033 022 23597
Email: lisa.etchell@westsussex.gov.uk

www.westsussex.gov.uk

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



5 March 2019

Environment, Communities and Fire Select Committee

A meeting of the committee will be held at **10.30 am** on **Wednesday, 13 March 2019** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Agenda

- 10.30 am
1. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
 2. **Minutes of previous meetings of the Committee**
 - (a) **Minutes of 14 January 2019 Meeting** (Pages 7 - 20)

The Committee is asked to agree the minutes of the meeting held on 14 January 2019 (cream paper).
 - (b) **Minutes of 30 January 2019 Meeting** (Pages 21 - 24)

The Committee is asked to agree the minutes of the meeting held on 30 January 2019 (cream paper).
 3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.
 4. **Responses to Recommendations** (Pages 25 - 28)

The Committee is asked to note the Cabinet Member's responses to the Committee's recommendations.

a) Operations and Public Protection Savings Proposals

The Committee is asked to note the Cabinet Member's response to the Committee's Recommendations on the Operations and Public Protection Savings Proposals – attached.

b) Savings Proposals - Community Initiative Fund

The Committee is asked to note the Cabinet Member's response to the Committee's recommendations on the Savings Proposals – Community Initiative Fund – attached.

10.40 am 5. **Call in: A29 Realignment Scheme - HI20 18/19** (Pages 29 - 48)

The Environment, Community and Fire Select Committee Business Planning Group has agreed to call in the proposed decision by the Cabinet Member for Highways and Infrastructure concerning the A29 Realignment Scheme - decision published on the Executive Decision Database on 18 February 2019 and in the Members' Information Service on 18 February 2019 HI20 18.19.

The decision report asked the Cabinet Member for Highways and Infrastructure to agree to:

- (1) Approve the identified route for the A29 Realignment set out at paragraphs 3.4 and 3.6;
- (2) Approve the A29 Realignment Business Case (Appendix to the report) for submission to Coast to Capital LEP for its approval;
- (3) Delegate authority to the Director for Highways and Transport, in consultation with the Director for Finance, Performance and Procurement, to enter into a Funding Agreement with Coast to Capital LEP for the whole scheme once approved;
- (4) Commence public consultation on the proposed scheme for the A29 Realignment described in section 3 of the report in Feb/March 2019;
- (5) Authorise, subject to business case approval, the commencement of a process to procure and award a 'design and build' contractor for Phase 1 of the A29 Realignment scheme from the approved list of

contractors on
the Highways and Transportation Framework;

(6) Delegate authority to the Director for Highways and Transport to award the design and build contract following the outcome of the procurement process; and

(7) Delegate authority to the Director for Highways and Transport to submit a planning application for Phase 1 of the scheme.

a) Decision report by Executive Director of Economy, Infrastructure and Environment and Director of Highways and Transport – attached.

The call-in was initiated by Michael Jones supported by Brian Quinn, Chris Oxlade and Brenda Smith. The decision has not previously been previewed by the Environment, Communities and Fire Select Committee

b) Call-in request – attached.

Michael Jones has been invited to outline the reasons for the call-in request to the Committee.

Mr Roger Elkins (Cabinet Member for Highways and Infrastructure) has been invited to address the Committee and answer questions.

11.40 am 6. **Highway and Transport Improvement Schemes** (Pages 49 - 60)

Report by Executive Director Economy, Infrastructure and Environment and Director of Highways and Transport – attached.

This report addresses the identification, assessment, prioritisation, and funding of highway and transport improvement schemes, including the role of members and the use of developer contributions.

The Committee is asked to consider the key issues identified, note the improvements that are being made to various processes and to give their view on the suggested new improvements.

The Committee will break

1.00 pm 7. **Draft Guidance on Parking at New Developments** (Pages 61 - 116)

Report by Executive Director of Economy, Infrastructure & Environment and Director of Highways and Transport – attached.

The County Council has worked with the Local Planning Authorities (LPAs) in West Sussex to undertake a review of the current approaches to parking, and prepared new draft Guidance on Parking at New Developments .The Cabinet Member for Highways and Infrastructure will be asked to approve the new guidance in March 2019.

The Committee is asked to consider the proposed approaches taken to parking at both residential and non-residential developments.

- 2.00 pm 8. **Community Hubs and Plans for Worthing Library** (Pages 117 - 172)

Report by Director of Communities – attached.

The Committee is asked to understand the background of the Community Hubs Programme, to consider the Strategic Principles and financial implications and to review the engagement and consultation undertaken for the first Community Hub in Worthing.

- 3.00 pm 9. **Business Planning Group Report** (Pages 173 - 194)

The report provides an update to the Committee of the Business Planning Group meeting held on 20 December 2018, setting out the key issues discussed – attached

The Committee is asked to endorse the contents of this report and the Committee’s Work Programme for 2019/20, revised to reflect the Business Planning Group’s discussions and any subsequent developments.

- 3.05 pm 10. **Requests for Call-in**

The Environment, Communities and Fire Select Committee Business Planning Group (BPG) received a request to call-in the proposed decision by the Cabinet Member for Safer, Stronger Communities concerning the Community Hubs and Plans for Worthing Library SSC7 18/19 – decision published on the Executive Decision Database on 1 November 2018 and in the Member’s Information Service on 1 November 2018. The BPG declined the request.

The BPG also received a request for call-in of the proposed decision by the Cabinet Member for Highways and Infrastructure concerning the A29 Realignment Scheme - decision published on the Executive Decision Database on 18 February 2019 and in the Members’ Information Service on 18 February 2019 HI20 18.19. This request was accepted by the

BPG and will be heard in Item no.5.

11. **Forward Plan of Key Decisions** (Pages 195 - 204)

Extract from the Forward Plan dated 1 March 2019 – attached.

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

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

12. **Possible Items for Future Scrutiny**

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

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

13. **Date of Next Meeting**

The next scheduled meeting of the Committee is on **9 May 2019** at 10.30 a.m. at County Hall, Chichester.

Items likely to be on the agenda include:

- Halewick Lane Energy Storage Project
- Road Safety - Safer Sussex Roads Partnership
- Major Events Protocol
- New Arrangements for Community Grant Funding
- Work to Mitigate the Loss of Educational Services Provided by the Prevention Team
- Economy Growth Plan - Action Plans

To all members of the Environment, Communities and Fire Select Committee

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Environment, Communities and Fire Select Committee

14 January 2019 – At a meeting of the Environment, Communities and Fire Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Barrett-Miles (Chairman)

| | | |
|------------------------|--------------------------|----------------------|
| Mr S J Oakley | Mrs Brunsdon, arrived at | Mr Purchase, left at |
| Mr Baldwin | 10.40am | 3.30pm |
| Lt Col Barton, left at | Mr Jones, arrived at | Mrs Purnell |
| 2.10pm | 11.05am | |
| | Mr McDonald | |

Apologies were received from Mrs Bridges, Mr Oppler and Mr Patel

Also in attendance: Mrs Goldsmith, Mr Elkins, Ms Debbie Kennard and Ms Urquhart

Part I

52. Declarations of Interest

52.1 In accordance with the Code of Conduct, the following personal interests were declared:

- Mr Jones as a member of Crawley Borough Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19
- Mrs Purnell as a member of Chichester District Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19
- Mr Baldwin as a member of Horsham District Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19
- Mr Purchase as a member of Arun District Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19
- Mr Oakley as a member of the Fire & Rescue Service Task and Finish Group in relation to Operations and Public Protection Savings Proposals and as a member of Chichester District Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19
- Mr Barrett-Miles as a member of Mid Sussex District Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19
- Mrs Brunsdon as Chairman of North Mid Sussex County Local Committee in relation to Savings Proposals – Reduction to the Community Initiative Fund and as a member of Mid Sussex District Council in relation to Call-in Revisions to Recycling Credit Payments – ENV11 18.19

53. Part I Minutes of the 6 December 2018 meeting

53.1 Resolved – that the Part I minutes of the Environment, Communities and Fire Select Committee held on 6 December 2018 be approved as a correct record, and that they be signed by the Chairman.

54. Responses to Recommendations

a) Cabinet Member's Response to the Committee's Recommendations on the Procurement of a Highways Maintenance Contract

54.1 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the Procurement of the Highways Maintenance Contract.

b) Cabinet Member's Response to the Committee's Recommendations on the Gatwick Airport Draft Masterplan 2018

54.2 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the Gatwick Airport Draft Masterplan 2018.

54.3 Members made the following comments:

- Disappointment was expressed that the Cabinet Member for Highways and Infrastructure had shown a preference in support of the proposals in the County Council's response to the Gatwick Airport Draft Masterplan; which didn't reflect the previous position on the airport's expansion taken by the County Council or the Committee. Mr Elkington, Head of Planning Services advised that a number of issues including the concerns over safeguarding and the existing runway had been addressed in the response and that the Committee's recommendations along with key issues debated by members at the full County Council meeting on 14 December 2018 had also been included.

c) Cabinet Member's Response to the Committee's Recommendations on the On-Street Parking to Support Traffic Management

54.4 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the On-Street Parking to Support Traffic Management.

54.5 Members made the following comments:

- Raised concerns that the County Local Committees (CLCs) had been excluded from the decision making process and that the Cabinet Member for Highways and Infrastructure had not taken the views of the CLC Chairman or the concerns of the Committee into consideration in moving the proposals forward. Mr Ekinsmyth, Head of Transport and Countryside advised that members would be kept further informed as the scheme was developed. The Chairman reiterated the Committee's previously agreed recommendation that members should have a say on any plans that come out of the Road

Space Audits and he agreed to write again to the Cabinet Member to emphasise that members should have more involvement.

55. Operations and Public Protection Savings Proposals

55.1 The Committee considered a report by Executive Director Communities and Public Protection (copy appended to signed minutes).

55.2 The report set out the proposals for achieving the Fire and Rescue Service (FRS) portfolio savings target for 2019/20.

55.3 The Cabinet Member for Safer, Stronger Communities thanked members for their contribution towards the scrutiny of the proposals and their work to address some of the concerns. She advised that in relation to the Technical Rescue Unit (TRU) savings proposals within the report, the County Council had recently received a letter from the government in respect of funding. In light of this, the proposed TRU savings would not be included in the proposals.

55.4 Nicola Bulbeck, Executive Director for Communities and Public Protection added that there had now been alterations to the proposals for the savings, with fewer reductions being sought. She believed that the FRS was an important and valued service, but due to the current unprecedented budget challenges, savings and efficiencies had to be made in order to meet financial constraints. In her view, the proposed savings could safely be made without impacting on the County Council's statutory duties and could be delivered to a safe and satisfactory standard.

55.5 Gavin Watts, Director of Operations and Chief Fire Officer introduced the report and advised that the government grant towards funding the TRU would be removed from April 2020. He recognised that this would leave the County Council with difficult decisions to be made, but that it had been given time to work through what the implications would be. Key points of the proposed savings were:

- Fire Service Operations - there was a proposed reduction of £400,000 in Intervention and Prevention activities. This included the restructure of the Intervention and Prevention team and the removal or cessation of various public awareness schemes or activities, school education visits and electric blanket testing.
- Public Protection - there was a proposed restructure of the Resilience and Emergencies team (RET). This included the removal of some public and parish council training courses and a reduction in assistance to the County Council directorates in terms of Business Continuity Plan preparations and the Sussex Resilience Forum.
- A staff consultation on the proposals was running from 7 to 25 January 2019.

55.6 The Chairman then read a statement submitted to the Committee by Joe Weir, Regional Secretary of the Fire Brigades Union (FBU).

Members had received copies prior to the meeting.

55.7 The Committee made comments including those that follow. It:

- Queried the legality of withdrawing any preventative work that had previously been included in the Integrated Risk Management Plan (IRMP), which had undergone a public consultation and been formally adopted. Also whether reputational damage to the County Council had been factored into the decision process. Mr Watts advised that in his view a further public consultation was not necessary, as these were not statutory functions that were being proposed for withdrawal. Reputation had to be factored in and opportunities for alternative funding were currently being pursued.
- Raised concerns over the reduction in strength and expertise of the RET team and the reduction of support for Business Continuity Plans and questioned whether the proposals should be held back until the UK had withdrawn from the European Union. Mr Watts advised that although some support provided by the RET was being withdrawn, the County Council would continue to keep working collaboratively with partners. The Business Continuity Plans would still be in place, but a lot of responsibility would be put back onto directorates.
- Highlighted the importance of prevention and the effectiveness of education, raising concerns at the removal of the 'Safe Drive Stay Alive' and 'Firebreak' courses aimed in particular at young people; noting that if they be ceased they may be harder to resurrect subsequently. Also whether the Safer Sussex Roads Partnership (SSRP) could take over responsibility for funding 'Safe Drive, Stay Alive'. Mr Watts advised that alternative funding was actively being sought for this important scheme to ensure its continuation. Currently there were different methods of delivery throughout the country, but a national 'joined-up' approach was being looked at, in which WSFRS was heavily engaged. He added that the SSRP currently paid towards the film used on the course, as it was partnership funded, but that it was traditionally an FRS-led project across the country. He agreed to write to the Chair of The SSRP to seek his view on funding for this project.
- Raised concerns that as previous objections by the County Council to the proposals to move WSFRS under the control of the Police and Crime Commissioner (PCC) had highlighted the work of the Intervention and Prevention service, the withdrawal of this service could leave the FRS exposed to a further take-over by the PCC. Also that alternative sponsorship opportunities for this service could be difficult to source and maintain. Mrs Bulbeck advised that there were opportunities for more collaborative prevention work, including engaging with other services within the County Council, possible commercial sponsorship and other ways of delivering preventative work which were being explored. *The Cabinet Member for Safer, Stronger Communities added that alternative sources were being explored to mitigate the impacts of any funding reduction for the 'educational' services and was happy to provide the Committee with*

a report setting out the work being undertaken with the Commercial Team on this. Member input with any expertise and experience in this area would also be welcomed.

- Raised concerns over any reduction in trained posts that would erode service knowledge, lessen career opportunities and reduce the appeal of the Service.
- Raised concerns over the reduction of safety testing electric blankets, particularly for the elderly or infirm.
- Suggested the savings proposals were delayed until after Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report, which was due in the spring, had been received. *The Cabinet Member for Safer, Stronger, Communities, advised HMICFRS had looked at the recent IRMP report and the proposed savings.* Mr Watts added HMICFRS may make recommendations in the report that would then be brought back to the Committee together with any subsequent action plans.

55.8 Mr Jones made the following proposal, seconded by Mr Purchase which the Committee considered: -

55.9 That the Cabinet Member for Safer, Stronger Communities either:

- 1) Abandons these proposed savings; or
- 2) Reviews the proposals in the light of the published conclusions of the HMICFRS Inspection report, the outcome of consultation with staff and service users and provides a further report to the Committee in June prior to taking any decisions affecting the services.

55.10 A recorded vote was held with the following results:

For:

*Mr Baldwin
Lt Col Barton
Mrs Brunsdon
Mr Jones
Mr McDonald
Mr S Oakley
Mr Purchase*

Against:

*Mr Barrett-Miles
Mrs Purnell*

55.11 The vote was carried.

55.12 Resolved – That the Committee recommends that the Cabinet Member for Safer, Stronger Communities either:

- 1) Abandons these proposed savings; or

- 2) Reviews the proposals in the light of the published conclusions of the HMICFRS Inspection report, the outcome of consultation with staff and service users and provides a further report to the Committee in June prior to taking any decisions affecting the services.

56. Savings Proposals - Reduction to the Community Initiative Fund

56.1 The Committee considered a report by Director of Law and Assurance (copy appended to signed minutes).

56.2 Tony Kershaw, Director of Law and Assurance introduced the report which proposed that the budget for the Council's Community Initiative Fund (CIF) be reduced from £280,000 per year to £140,000 per year, or £2,000 per member of the Council, from April 2019. He advised that member feedback would feed into the Cabinet Member decision.

56.3 The Chairman added that the use and effectiveness of the 'West Sussex Crowd' funding platform previously adopted in May 2018 for all CIF applications would be subject to a 12 month review by the Committee.

56.4 The Committee made comments including those that follow. It:

- Recognised that the current financial environment meant that spending by the County Council had to be prioritised, but suggested that the vast majority of County Local Committees (CLCs) had been consistently spending their CIF funding and since demand for funding was not falling, queried the rationale for the proposed reduction when the existing funding was already considered low. Mr Kershaw advised that the proposal was based on the regular overall underspend of CIF funds and the arrangements in place since the crowdfunding model had been introduced had shown an increase in funding from other sources.
- Welcomed that other sources were contributing towards funding local projects, but raised concerns that the crowdfunding application process was lengthy and difficult and could hinder accessibility for smaller groups and businesses. Nick Burrell, Senior Advisor, Democratic Services advised that in terms of system usability the questions were similar to the previous CIF application process, so there was little difference in process. Different ways of breaking up the amount of information required for lesser funds were also being explored. *The Cabinet Member for Safer, Stronger Communities added that information was currently being collated to help inform the review, including usability and accessibility, in particular for smaller groups.*
- Queried what the early termination costs and consequences of the 3-year contract with current providers of the crowdfunding platform 'Spacehive' would be, and what the current costs were in administering the platform were.

- Raised concerns over the role of CLCs and their ability to have a positive impact on communities, as evidence pointed to CIF being a well-used fund to assist local good causes.

56.5 Mr Oakley made the following proposal, seconded by Mrs Purnell which the Committee considered: -

That the allocation for CIF Funds be reduced to £0.

56.6 A vote was held and the proposal was lost.

56.7 Mr Jones made the following proposal, seconded by Mr Purchase which the Committee considered: -

That the Cabinet Member for Safer, Stronger Communities postpone her decision until after the review of the 'West Sussex Crowd' has concluded in the spring; and that any CLC underspending this year is not put back into the County Council's reserves but is carried over to next year's CLCs' CIF funds.

56.8 A vote was held and the proposal was carried

56.9 Resolved – That the Committee:

Recommends that the Cabinet Member for Safer, Stronger Communities postpone her decision until after the review of the 'West Sussex Crowd' has concluded in the spring; and that any CLC underspending this year is not put back into the County Council's reserves but is carried over to next year's CLCs' CIF funds.

57. Requests for Call-in

57.1 The Environment, Communities and Fire Select Committee Business Planning Group (BPG) received a request to call-in the proposed decision by the Cabinet Member for Highways and Infrastructure concerning the Bus Strategy 2018-2026 and Financial Changes to the Non-Commercial Bus Network HI23 (18/19) – decision published on the Executive Decision Database on 19 December 2018 and in the Member's Information Service 19 December 2018. The BPG declined the request.

57.2 The BPG also received a request for call-in of the proposed decision by the Cabinet Member for Highways and Infrastructure concerning the Interim Highway Maintenance Term Contract HI21(18/19) – decision published on the Executive Decision Database on 18 December 2018 and in the Member's Information Service 19 December 2018. The BPG declined the request.

57.3 Two further requests for call-in of the proposed decisions by the Cabinet Member for Environment concerning Revisions to Recycling Credit Payments (ENV11 18.19) and by the Cabinet Member for Highways and Infrastructure concerning Highways Maintenance Term Contract Procurement (HI22 18.19) were accepted by the BPG and heard in item no's 12 and 13.

58. Forward Plan of Key Decisions

58.1 The Committee considered the Forward Plan dated 2 January (copy appended to signed minutes).

58.2 Resolved – That the Forward Plan be noted.

59. Date of Next Meeting

59.1 The Committee noted that its next scheduled meeting will take place on 13 March 2019 at 10.30am at County Hall, Chichester.

59.2 An additional meeting of the Committee has also been scheduled for 30 January 2019 at 10.30am at County Hall, Chichester.

60. Call-in: Revisions to Recycling Credit Payments - ENV11 18.19

60.1 Mrs Mullins introduced the request, in the absence of Mr Oxlade, to call-in the decision by the Cabinet Member for Environment concerning the Revisions to Recycling Payments – ENV11 18.19; (call-in request appended to the signed minutes) and highlighted the following points:-

60.2 In her view, the key reasons for disputing the decision were that it was a bad example of partnership working with the district and borough councils, with no lead-in time for the changes or support for the County Council's partners; and she further believed the decision was potentially open to legal challenge. Added to this, for areas with more densely populated housing and flats it could mean that future recycling rates would be lower, which could see an increase in waste to landfill.

60.3 *Deborah Urquhart, Cabinet Member for Environment addressed the Committee, highlighting the following points:*

60.4 The County Council had always endeavoured to adopt the best recycling approach. In order to drive up performance rates, and together with the district and borough councils, as much as possible needed to be removed from the waste stream to deliver cleaner and improved recycling. More effective collection arrangements were needed and as the current payments were unusually generous, with a lack of clarity as to what the funding was actually being spent on, it was therefore no longer fit for purpose to deliver the required improvements.

60.5 Legal advice received had advised that the County Council having provided the required infrastructure and receiving no contribution from collection authorities for this had no duty to support the financial cost to collection authorities in respect recycling collection. The proposal was to develop joint plans so that payments to the district and borough councils would be to reduce waste, but still give enough scope to allow for performance related funding. Overall the waste and recycling diversion process fell short of its potential, with the current system not delivering value for money.

60.6 Mr Kershaw, Director of Law and Assurance advised that there was no explanation given in the call-in to support the claim the proposals were

unlawful. The County Council has a statutory duty to safely dispose of waste, whilst district and borough councils undertake collection. The system of credits should be used to compensate collection authorities for additional costs associated with recycled waste they deal with.

60.7 The Chairman then referred the Committee to two statements, one collectively received from Arun District Council, Adur & Worthing Councils, Chichester District Council, Crawley Borough Council, Horsham District Council, and one from Mid Sussex District Council which were distributed to members prior to the meeting.

60.8 Mrs Purnell as a member of Chichester District Council didn't take part in the debate.

60.9 The Committee made comments including those that follow. It:

- Raised concerns over the possible legal challenge arising from the proposals with a suggestion that the legal advice received by the County Council be made available to partners in order to mitigate the risks. Mr Kershaw advised that if there was uncertainty over the legal position then this legal advice could be supplied.
- Raised concerns over the approach taken by the County Council towards its partners, the lack of Business Case, consultation and appropriate lead-in time for the proposals; and that not enough recognition had been given for the increase in recycling rates and reduction in waste contamination achieved by the district and borough councils.
- Requested that reassurance be given that the entire credits scheme would not be removed. Mr Read, Director of Energy, Waste and Environment agreed that there is no "one size fits all solution" and different models may be required in very urban areas but it was important to work together with partners to come up with a new model which would be suitable for the majority of households across the county. He advised that, in July 2018 he had written to the Chief Executives, Cabinet Members and officers of the district and borough councils in order to set out the County Council's position and voice concerns at performance figures. A trial scheme to include weekly collection of food waste and absorbent hygiene products had been proposed by WSCC to the partnership in October 2017 but to date only Mid Sussex DC had agreed to take part. Discussions with the Inter Authority Waste Group had also taken place last year in relation to the government's expected waste strategy and associated targets, including those for food waste collection by 2023. These had emerged in the strategy as anticipated. He highlighted the areas where recycling rates had increased over the last few years – which were largely due to WSCC initiatives. He could not see how, with collection systems well established, reducing the funding would be a retrograde step.
- Raised concerns that incentives to increase recycling rates could be hindered by removing the payments and that the issue of contamination also needed to be addressed in order to avoid an

increase in waste to landfill and subsequent under-achievement of targets. Mr Read advised that incentives to recycle didn't just rely on funding from the County Council and that the focus was on working in partnership to develop better arrangements and trying to find a way forward that benefited everyone.

- Queried whether it was reasonable to rescind the whole of the current Memorandum of Understanding (MOU). Mr Read advised that only the current funding elements of the MOU were being ceased and that the County Council along with the West Sussex Waste Partnership (WSWP) were working towards formulating a better and more straightforward MOU.

60.10 *The Cabinet Member for Environment summed up by saying that she stood by the decision while the best way forward was being agreed. She added that the County Council would work with all of the district and borough councils in order to increase future recycling and reduce contamination rates.*

60.11 Mrs Mullins summed up by saying that she agreed with the Cabinet Member that the County Council as a local authority was determined to increase its recycling rates and had good facilities in place around the County. She added that although the public were generally more aware, there was still some confusion over what waste could be recycled. She felt that the approach was not quite right, and that collaborative working was important to tackle this task.

60.12 A recorded vote was held on whether to support the proposal, on the understanding that the County Council's legal advice would be shared with the districts and borough councils and the decision only related to the removal of the proportion of the recycling credit identified in the Decision Report, not the whole recycling credit payment; with the following results:

For:

Mr Baldwin

Mr Barrett-Miles

Mr McDonald

Mr S Oakley

Against:

Mr Jones

Mr Purchase

Abstain:

Mrs Brunsdon

60.13 The vote was carried.

60.14 Resolved – That the Committee supports the proposal.

61. Call-in: Highways Maintenance Term Contract (HMC) Procurement - HI22 18.19 and Highways Maintenance Term Contract - Options Appraisal

61.1 Mrs Mullins introduced the request to call-in the decision by the Cabinet Member for Highways and Infrastructure concerning the Highways Maintenance Term Contract Procurement – HI22 18.19; (call-in request appended to the signed minutes) and highlighted the following points:-

61.2 In her view, the Cabinet Member decision had been premature as road-related issues were of major concern to many residents in West Sussex and it was important to give the Committee the ability to scrutinise the options available before a new contract, which could be in place for up to 10 years, was awarded.

61.3 She believed that a collaborative approach with partners was needed and a summary of best practice based on visits to other local authorities (LAs), with further detail would be helpful to members, as there had been no identification of how the £1.5 million of savings required would be achieved.

61.4 She also added that with the implementation of outsourcing within the contract, there was always a risk to reputational damage, so to avoid further loss of money it was essential to get the procurement right and ensure previous mistakes weren't made.

61.5 The Cabinet Member for Highways and Infrastructure advised that a Local Government Association (LGA) Peer Review had been carried out in 2016, a summary of which was available to members. Feedback had been given on the previous contract, but no underlying facts were discussed. Detail had also been included in the report, but best practice based on LA visits was in reference to the earlier contract. The Options Appraisal also included detail over delivery and further opportunities. In respect of the in-house sourcing option, there had been detailed consideration but there were risks in delivering this model due to the considerable expertise and skills needed, which were difficult to attract in the public sector. The added risk would be increased overheads and liability for any faults in works carried out, otherwise covered by the contractor.

61.6 The Mixed Economy Single Supplier Framework option was currently considered the most favourable, as greater flexibility could be achieved when a number of contractors delivered services. Savings were not intended to be achieved just through the procurement of the service contract, but more would be known once the process had been completed. All the options had now been refined and it was hoped that some of the savings outlined would be achieved.

61.7 Matt Davey, Director for Highways and Transport, added that preparatory work on service delivery had already been undertaken, including detailed conversations with suppliers, as the current process was an extension of the previous procurement process which begun in 2016. He had appointed someone to carry out the independent Options Appraisal which included a comprehensive evaluation of all service options. This had then been narrowed down to 3 options that were deemed appropriate to look at in more detail.

61.8 On reflection, the previous single supplier option was now not thought to be the best solution, mainly due to a change in the market with fewer suppliers available and various disruptions in the market including

the collapse of Carillion. Also uncertainty over future government funding had led to a need for greater flexibility and continued delivery of high service regardless of the level of funding available.

61.9 The length of the contract was still yet to be determined, and discussions with suppliers would take place to see what term would be most attractive and deliver the best value for money. It wasn't necessary to award all the contracts for the same term if this wasn't considered favourable.

61.10 The current interim contract had been awarded until March 2020, so there was a need to carry out the procurement process, which an independent project manager was running, within the planned timeline. The County Council had not yet committed to any particular model, but a Business Case developed from the Options Appraisal, including more detail and reflecting the most favourable options, would be brought back to the Committee as the process developed. There was an exposure to risks the longer the process took, but it was important to be in a position to deliver a high level service in the future.

61.11 The Committee made comments including those that follow. It:

- Raised concerns that the proposals would entail quite a significant change to the management structure in order to ensure Key Performance Indicators (KPI's) were managed to maintain the whole service with multiple contractors; querying how would this lead to the overall savings required. *The Cabinet Member for Highways and Infrastructure advised that at this stage it wasn't yet known whether it would be multiple contractors or just one, but that provisions had been made to ensure upskilling and tighter supervision in the event of managing a range of contractors. The procurement stage was not intended to provide savings so these remained unknown, but multiple contractors would ensure greater flexibility and be good for local contractors, potentially leading to a quicker response in some areas.*
- Requested details of the £1.5 million savings for next year, how these were expected to be delivered if new staff were employed with the necessary skill sets needed, and whether any service changes were anticipated. Mr Davey advised that there was already a broad spectrum of skills within the County Council and staff would be given the opportunity to further develop in new roles. *The Cabinet Member for Highways and Infrastructure added that this also included current in-house contract managers.*
- Requested further detail on the in-house sourcing option, including comparison with other options, set up costs and pension liability.

61.12 The Cabinet Member for Highways and Infrastructure summed up by adding that the preferred Mixed Economy Single Supplier Framework option provided greater flexibility and was an opportunity to use county wide companies. It was expected that any contractor would have to adhere to the County Council's social ethos and encourage people into the industry. The in-house option had been explored but he hoped that members would support the chosen option as the best way forward. He acknowledged that there was no guarantee that a legal challenge wouldn't reoccur, but believed it was important that other cases were looked at to ensure the same situation didn't occur again. The ultimate aim was to fulfil the County Council's obligations as a highways department and he looked forward to bringing the full Business Case back to the Committee in due course.

61.13 Resolved – That the Committee supports the proposal, with a request that the Business Case for potential savings for 2019/20/21, to include any in-house changes, be brought back to the Committee in due course.

62. Part II Minutes of 6 December 2018 meeting

62.1 Resolved – that the Part II minutes of the Environment, Communities and Fire Select Committee held on 6 December 2018 be approved as a correct record, and that they be signed by the Chairman.

The meeting ended at 5.07 pm

Chairman

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Environment, Communities and Fire Select Committee

30 January 2019 – At a meeting of the Environment, Communities and Fire Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Barrett-Miles (Chairman)

Mr S J Oakley
Mr Baldwin
Lt Col Barton

Mr Jones
Mr McDonald
Mr Oppler

Mr Patel
Mrs Purnell

Apologies were received from Mrs Bridges, Mrs Brunsdon and Mr Purchase

Also in attendance: Mrs Kennard

Part I

63. Declarations of Interest

63.1 No interests were declared.

64. Minutes of the last meeting of the Committee

64.1 Resolved –The Committee noted that the minutes of the meeting held on 14 January 2019 were in preparation and would be submitted to the next meeting for approval.

65. Future Fire Service Mobilising Arrangements for West Sussex

65.1 The Committee considered a report by Executive Director Communities and Public Protection and Director of Public Protection (copy appended to signed minutes).

65.2 Gavin Watts, Director of Operations and Chief Fire Officer, Neil Stocker, Director of Public Protection and Deputy Chief Fire Officer and Jon Lacey, Area Manager for Risk and Improvements introduced the report which detailed the new proposals for West Sussex's future Fire Service Mobilising arrangements.

65.3 *The Cabinet Member for Safer, Stronger Communities thanked the Committee for scrutinising the proposals and added that although the County Council valued its current relationship with East Sussex Fire and Rescue Service (ESFRS), other options for broader collaboration had been explored in order to future-proof effective operations. The mobilisation system that Surrey Fire and Rescue Service (SFRS) currently had in place was fully deployed, had been tried and tested and proven to deliver.*

65.4 Nicola Bulbeck, Executive Director Communities and Public Protection, added that entering into partnership with SFRS was considered a positive step and was a good opportunity to deliver a safe and sound mobilising system to ensure public safety. The IT system currently in use

by SFRS was efficient, secure and resilient and the wider IT strategy planned for West Sussex Fire and Rescue (WSFRS) would allow for savings to be made whilst opening up future collaboration opportunities and better service deliveries.

65.5 Mr Stocker added that in 2018, options for WSFRS future mobilisation had been explored, starting from an initial twenty options and then narrowed down to five for further investigation. It had been important to find a system that was proven and compliant with new government technology and would ensure provision of best value for money for residents.

65.6 After exploration with other neighbouring authorities, SFRS was found to have provided a clear collaborative opportunity. Its state of the art technology, utilisation of CCTV footage and highways cameras would ensure further partnership working with other local authorities. One of the findings from the recent inspection of WSFRS by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) noted that the ability to have up-to date data for both public and officer safety was an area of concern.

65.7 The Committee made comments including those that follow. It:

- Welcomed the positive report but questioned how strong the relationship with SFRS currently was in terms of close partnership working and whether the proposals had affected the relationship with East Sussex Fire and Rescue Service (ESFRS). Mr Stocker advised that WSFRS had worked with SFRS on cross-border operations for some time so the relationship was already strong. Mr Watts added that cross-border collaborations already occurred on a number of issues with both SFRS and ESFRS, so the relationships weren't just based on mobilisation. Combining fleet functions or joint investigations were some of the other areas of current partnership working. *The Cabinet Member for Safer, Stronger Communities added that the County Council had a strong relationship with both and wouldn't want to jeopardise that.*
- Queried the future of the current Control Centre used in partnership with ESFRS and questioned the role of WSFRS in future Control Centre governance, operations and performance with SFRS. Mr Watts advised that there were currently a number of discussions taking place with legal advisors and negotiators over future operations of the ESFRS Control Centre, but that assurance had been given by the leadership of the County Council that it could continue to stay and operate in the current building. There were no anticipated issues and WSFRS would continue to work with and support them, as was the case with current cross border collaboration. Mr Stocker added that once a S16 agreement had been entered into with SFRS, a quarterly Strategy Board would be established, jointly Chaired by the SFRS Chief Fire Officer and the WSFRS Deputy Chief Fire Officer. An Operations Board will also be established on a monthly basis to discuss day to day running of the control room and performance. WSFRS would continue to set its performance measures and maintain performance standards and the

proposed way forward would also include a review of staff welfare, finance and collaborative opportunities. Progress reports on the project could be brought back to the Committee when required.

- Queried the resilience and expertise in place for effective IT delivery and data merging with SFRS. Mr Stocker advised that due diligence had been followed during the process of exploration and that the 'Vision DS' IT system currently used by SFRS, having been tried and tested, was considered to be efficient and effective. Mr Lacey also advised that part of the Business Case included looking at delivery of IT, resilience and back-up options. Mrs Bulbeck added that the scale, capacity and knowledge of the County Council's IT service were an essential part of taking this collaboration forward.
- Queried SFRS's ability to upscale its Control Centre if needed, whether it had a full and tested disaster recovery plan and whether costs to WSFRS for the project were considered to be justified. Mr Stocker advised that the Control Centre had the ability to expand if required and the disaster recovery plan would be part of the S16 agreement and would be tried and tested by both parties prior to the change taking effect. The costs for the project were considered fair for the overall effectiveness of the system, but these would be subject to challenge each year and would be brought to the Business Planning Group (BPG) where necessary to ensure transparency.
- Questioned whether any further training regarding deployment would be needed for crews. Mr Stocker advised that WSFRS had a similar deployment system already in place but there would be a degree of training needed. The SFRS system involved the use of satellite links, with regularly updated information, so the current paper-based systems in use by WSFRS could be replaced. Moving forward, it was considered to be of operational benefit as well as decreasing costs.
- Queried the 'backstop' position in the event delivery of the new system would not be in place by the termination of the current Section 16 agreement in February 2020. Mr Stocker advised that a maintenance contract for the current WSFRS system had been secured, which could enable continuity if needed. No issues were envisaged with the delivery, but viable contingencies were in place if needed.

65.8 Resolved – That the Committee:

Supports the proposals, with a request that progress reports on the project be brought back to the Committee or Business Planning Group as and when necessary.

66. Forward Plan of Key Decisions

66.1 The Committee considered the Forward Plan dated 18 January 2019 (copy appended to signed minutes).

66.2 Resolved – That the Forward Plan be noted.

67. Date of Next Meeting

The Committee noted that its next scheduled meeting will take place on 13 March 2019 at 10.30am at County Hall, Chichester.

The meeting ended at 11.45 am

Chairman

Debbie Kennard

Cabinet Member for Safer, Stronger Communities

033022 24556 (Direct)
Debbie.kennard@westsussex.gov.uk
www.westsussex.gov.uk

Cabinet Office
West Wing
County Hall
Chichester
PO19 1RQ



Andrew Barrett-Miles
Chairman, Environment, Communities
and Fire Select Committee

14 February 2019

Via Email

Dear Andrew,

Operations and Public Protection Savings Proposals

Thank you for your Committee's recommendations below on the Operations and Public Protection Savings Proposals at the meeting on 14 January 2019.

- 1) Abandons these proposed savings; or
- 2) Reviews the proposals in the light of the published conclusions of the HMICFRS Inspection report, the outcome of consultation with staff and service users and provides a further report to the Committee in June prior to taking any decisions affecting the services.

I advise that the two savings that were proposed, to reduce the Intervention and Prevention Team (£0.400m) and to reduce support from the Resilience and Emergencies Team (£0.100m), have been removed from the draft budget. Instead, these will be included as savings proposals for 2020/21.

During the next year the WSCC Commercial team are focusing on sponsorship opportunities for a number of the Fire & Rescue prevention activities, notably Safe Drive Stay Alive and also Firebreak. The opportunities for increased collaboration with neighbouring Fire & Rescue Services with regards to prevention activity are also being explored.

The delay in the proposed savings until 2020/21 is to be financed by the use of a one-off underspend on the Community Initiative Fund in 2018/19; and the use of part of the Business Rates Levy Account which the council was notified of as part of the provisional settlement in December 2018.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Debbie Kennard".

Debbie Kennard

Agenda Item 4

Cabinet Member for Safer, Stronger Communities

Debbie Kennard
Cabinet Member for Safer, Stronger Communities

033022 24556 (Direct)
Debbie.kennard@westsussex.gov.uk
www.westsussex.gov.uk

Cabinet Office
West Wing
County Hall
Chichester
PO19 1RQ



Andrew Barrett-Miles
Chairman, Environment, Communities
and Fire Select Committee

14 February 2019

Via Email

Dear Andrew,

Savings Proposals – Community Initiative Fund

Thank you for your Committee's recommendation below on the Community Initiative Fund at the meeting on 14 January 2019.

Recommendation

That the Cabinet Member for Safer, Stronger Communities postpone her decision until after the review of the West Sussex Crowd has concluded in the Spring; and that any CLC underspending this year is not put back into the County Council's reserves but is carried over to next year's CLCs' funds.

I advise that the proposed reduction to the budget for the Council's Community Initiative Fund from £280,000 per year to £140,000 per year will be included in the Governance Committee review of County Local Committees in the Spring of 2019. The implementation of these savings will be delayed until the review has been completed. Any in-year underspend in the Community Initiative Fund will not be rolled forward into the budget for 2019/20 but be used to mitigate savings required for 2019/20 in front line service areas whilst alternative funding sources are explored.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Debbie Kennard".

Debbie Kennard

Cabinet Member for Safer, Stronger Communities

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| | |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Mr Roger Elkins, Cabinet Member for Highways and Infrastructure | Ref No: HI20 18/19 |
| February 2019 | Key Decision: Yes |
| A29 Realignment Scheme | Part I |
| Report by Executive Director of Economy, Infrastructure and Environment and Director of Highways and Transport | Electoral Divisions: Fontwell, Barnham, Bersted |

Summary

The proposed A29 Realignment Scheme will deliver a 4.34km road to the east of Eastergate, Westergate and Woodgate villages. The new road alignment will provide the highway infrastructure needed to support the planned strategic development of the area by providing access to land for residential and commercial development. The new road will also alleviate traffic congestion along the existing A29, notably at the Woodgate level crossing which causes delays on to a key access route into Bognor Regis.

Coast to Capital Local Enterprise Partnership (C2CLEP) included the A29 Realignment scheme in the 2014 Strategic Economic Plan. In the Coast to Capital Growth Deal, the Government allocated £12.3m from the Local Growth Fund to the scheme in-principle, subject to confirmation of value for money and deliverability through the submission and approval of a Business Case.

The County Council has since commissioned consultants WSP to develop the preliminary design and produce the Business Case for submission to Coast to Capital LEP. The Business Case sets out that the scheme will be delivered in at least two phases with priority being given to delivering Phase one between A29 Fontwell Ave and B2233 Barnham Rd. Upon approval of the Business Case, the County Council will enter into a Funding Agreement with Coast to Capital LEP for the whole scheme.

The report seeks authority for the project to be submitted for approval by the LEP and for the necessary consultation and procurement steps to be taken once the business case is approved.

West Sussex Plan: Policy Impact and Context

The proposal has been identified as a priority for investment in the West Sussex Strategic Transport Investment Programme, supporting the delivery of strategic

growth in Arun District.

Financial Impact

Part of the capital cost associated with this scheme will be provided by central government under the Local Growth Fund arrangement. The remainder provided by the County Council and developer contributions detailed in the business case.

Recommendations

The Cabinet Member for Highways and Infrastructure is recommended to;

- (1) Approve the identified route for the A29 Realignment set out at paragraphs 3.4 and 3.6;
- (2) Approve the A29 Realignment Business Case (Appendix to the report) for submission to Coast to Capital LEP for its approval;
- (3) Delegate authority to the Director for Highways and Transport, in consultation with the Director for Finance, Performance and Procurement, to enter into a Funding Agreement with Coast to Capital LEP for the whole scheme once approved;
- (4) Commence public consultation on the proposed scheme for the A29 Realignment described in section 3 of the report in Feb/March 2019;
- (5) Authorise, subject to business case approval, the commencement of a process to procure and award a 'design and build' contractor for Phase 1 of the A29 Realignment scheme from the approved list of contractors on the Highways and Transportation Framework;
- (6) Delegate authority to the Director for Highways and Transport to award the design and build contract following the outcome of the procurement process; and
- (7) Delegate authority to the Director for Highways and Transport to submit a planning application for Phase 1 of the scheme.

1 Background and Context

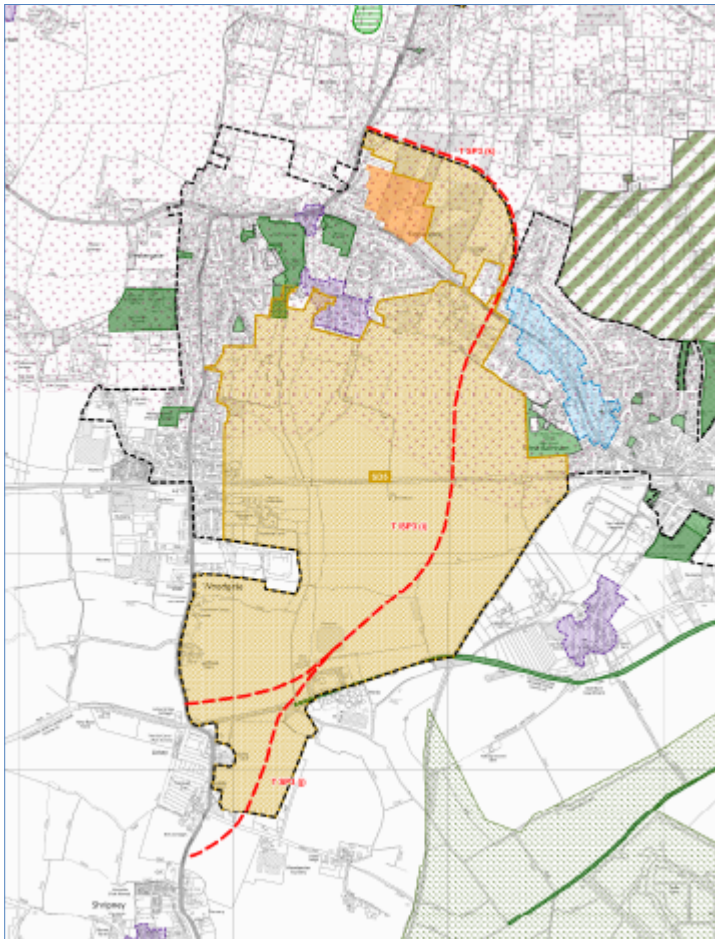
1.1 The A29 Realignment scheme was identified as a priority for investment in the County Council's Strategic Transport Investment Programme (STIP) in June 2014 (HT07 (14-15)). This investment supports the delivery of strategic growth in Arun District which is a priority in the Arun Growth Deal that identifies the A29 road improvements as a key infrastructure project for delivery as early as possible.










1.2 The West Sussex Transport Plan 2011-2026 (WSTP) states that transport issues are a deterrent to visitors and businesses locating in Arun District. Bognor Regis currently suffers from relatively poor connectivity by road and rail which has discouraged businesses from investing and has contributed to poor economic performance relative to the rest of West Sussex and the wider region. The aims for Arun include exploring opportunities through new

development to improve access along the A29, including the potential to provide a bridge over the railway line avoiding the Woodgate level crossing.

- 1.3 The adopted Arun Local Plan 2011-2031 (ALP) identifies Bognor Regis as a strategic location where new development is expected to help deliver much needed regeneration during the lifetime of the Plan. The ALP also allocates land at Barnham, Eastergate and Westergate (BEW) for strategic housing and commercial development and associated community infrastructure. The site allocation also includes an indicative route for the A29 Realignment to provide access to the site as part of a strategic infrastructure package to mitigate the cumulative impacts of development over the plan period. There is also potential within the strategic site allocation for further development to be delivered beyond the end of the plan period, subject to all relevant planning decisions. Figure 1 below is an extract of Map 2 from the Arun Local Plan – Barnham, Eastergate and Westergate Strategic Site Allocation.

Figure 1 – Arun Local Plan – Barnham, Eastergate and Westergate Strategic Site Allocation (extract from Map 2)



| Chapter 12 - Housing Delivery | | | |
|-----------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------------------------------------|---------------|
| Strategic Housing Allocations: | | | |
|  | Site Specific |  | Committed |
|  | SD3 West of Bersted |  | SD6 Fontwell |
|  | SD4 Littlehampton - West Bank |  | SD7 Yapton |
|  | SD5 BEW |  | SD8 Ford |
| | |  | SD10 Climping |

2 Background

- 2.1 The existing A29 experiences traffic congestion during the peak periods, notably at the Woodgate level crossing, leading to unreliable journey times and potentially causing poor air quality. The congestion is caused by the Woodgate level crossing barriers being down resulted in delays of approximately 35 minutes in the peak hours.
- 2.2 To the north west of the scheme is the War Memorial junction. This junction is a critical pinch point on the existing highway network, with limited scope for capacity improvements due to the current land constraints surrounding the junction. As such the junction is likely to be a significant constraint on the level of future development.
- 2.3 To the south of the proposed scheme are the Lidsey bends. This is a section along the existing A29 through Lidsey where the alignment requires drivers to negotiate a series of significant bends in the road which have historically been a source of concern from a road safety perspective.
- 2.4 The strategic site allocations identified in the ALP will generate and affect the distribution of traffic in the district. The cumulative impacts of the strategic site allocations are expected to increase demand on the existing A29 and B2233 roads by non-motorised users and motorised vehicles, including public transport. The A29 Realignment will provide access to planned strategic development at Barnham, Eastergate and Westergate (shown in Figure 1) and help to mitigate impacts on the highway network that would otherwise be severe. Additionally there have been recently completed and/or planned commercial developments north of Bognor Regis at a strategic site known as 'Enterprise Bognor Regis' that could potentially benefit from the A29 Realignment scheme.
- 2.5 The ALP is supported by an evidence base that includes the Arun District Local Plan Transport Study 2017 (Local Plan Transport Study). The Local Plan Transport Study identifies a package of strategic infrastructure to mitigate the severe residual cumulative impacts of development that includes the A29 Realignment.

- 2.6 To ensure the scheme supports the objectives of the WSTP and encourages the use of sustainable modes of transport and sustainable travel patterns in the strategic development, the scheme has been designed to cater for non-motorised and motorised users, including public transport. The design also integrates with the existing highway network and new routes proposed as part of the strategic development.

Route Option Generation and Selection

- 2.7 Three previous feasibility studies have considered the potential route options for the A29 Realignment. These studies considered the traffic, safety, environmental and deliverability issues associated with the route options.

- **A29 Woodgate Study, 2012**

In 2012 the County Council, working on behalf of Arun District Council, commissioned Parsons Brinkerhoff to undertake the A29 Woodgate Study. The Study examined the feasibility of providing a bypass to the existing Woodgate level crossing, with four routes identified. One of the options identified in the Study was published for consultation in the Draft Arun Local Plan in 2012.

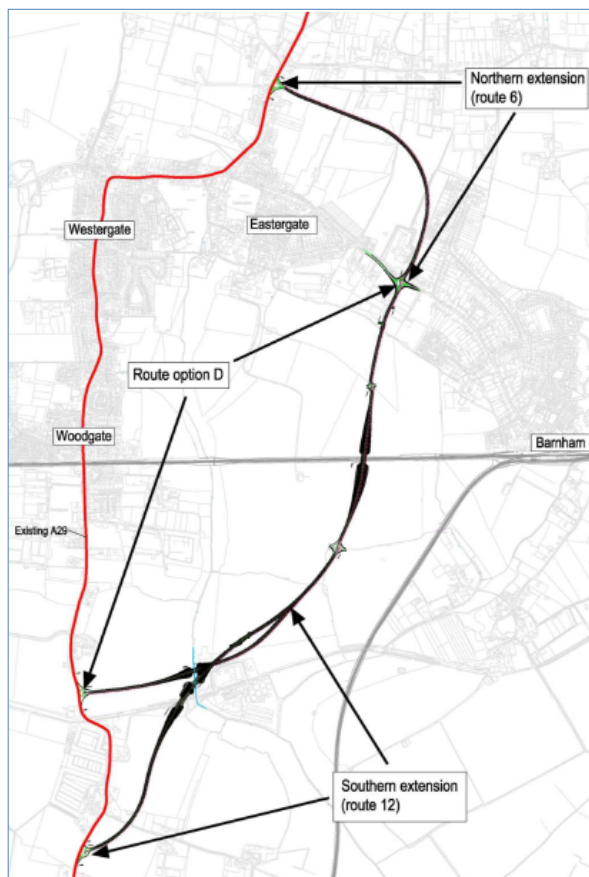
- **A29 Realignment Viability Study, 2013**

Commissioned by Arun District Council, the study looked to identify a viable route for the A29 Realignment. Building upon the A29 Woodgate Study (2012), the Study identified a number of potential route options each with different connections to the existing highway network. A high level assessment was carried out for each route option and ranked based upon environmental impact, deliverability, traffic benefits, road safety and scheme costs. The identified route was east of the existing A29 with the other options considered unviable.

- **A29 Realignment Feasibility Study, 2014**

During 2014, in preparation for the Arun Draft Local Plan, Arun District Council commissioned Systra to undertake the A29 Realignment Feasibility Study. The Study identified and developed an indicative route which took into account the findings of the A29 Realignment Viability Study (2013) and also considered additional northern and southern tie-in extensions. The plan of the route is given in Figure 2 below.

Figure 2 – A29 Realignment Feasibility Study (2014) Indicative Route



2.8 In 2014 through approval of the Strategic Outline Business Case (SOBC) for the A29 Realignment Scheme, the Government allocated £12.3m of the Local Growth Fund (LGF), 'in-principle' as part of the Coast to Capital Growth Deal as a contribution. However the LGF contribution can only be secured through submission and approval of a Business Case confirming value for money and deliverability of the scheme.

3.0 Proposal Details

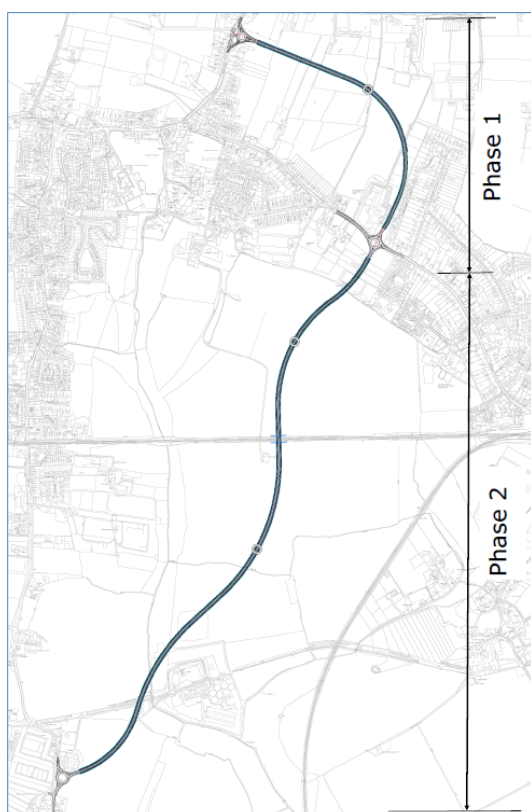
3.1 In March 2018, the County Council commissioned consultants WSP to review the three previous studies and identify the advantages and disadvantages of the A29 Realignment Feasibility Study (2014) indicative route options. The purpose was to confirm understanding of the indicative route options presented in the report and to assist in the selection of an 'identified route' for preliminary design.

3.2 As part of this process, the County Council met with statutory stakeholders including Network Rail, Highways England, Historic England, Sussex Police Natural England, Arun District Council (ADC), Chichester District Council and the Environment Agency to discuss the scheme risks and opportunities. An

Option Summary Table was then prepared focusing on the advantages and disadvantages of the indicative route options.

- 3.3 A high level Appraisal Summary Table (AST) was completed for each of the three indicative route options. The purpose of the ASTs was to summarise key impacts in the form of a qualitative assessment, summarise the findings from the three previous studies and use feedback from the stakeholder options review and risk workshop. The three route options and ASTs are provided in the background papers.
- 3.4 The review of indicative route options concluded that Option 2 – Route 6, part D and 12, should be the identified route, given in Figure 3 below. This is principally because this route avoids introducing traffic north of Lidsey bends, where there are road safety concerns and avoids the need of an additional crossing over the watercourse. It also provides access to land in the southern section of the strategic site allocation that has potential for development.
- 3.5 The ASTs concluded that that the identified route demonstrated;
- Economy - likely be beneficial to the economy.
 - Environment - the environmental impact will likely be neutral. The exception is air quality, which is likely to be beneficial.
 - Social – will likely be beneficial in terms of social impacts.

Figure 3 – A29 Realignment Identified Route



- 3.6 It is recommended that the route shown in Figure 3 is identified as the preferred route for the A29 Realignment. To ensure that this alignment is protected from other developments that could compromise its future delivery, the County Council seeks to protect this alignment from alternative forms of development through its responses to land charge advice requests.

4. Business Case

- 4.1 The following paragraphs summarise the reasoning and evidence included in the Business Case to be submitted to the C2C LEP.

Strategic Case

The A29 Realignment scheme is an important part of the County Council's strategy to support growth and development. It will enable the local road network to operate more efficiently by reducing congestion, improving the predictability of journey times and providing more capacity for growth. This has been previously detailed in Section 2, 'Background' above.

Economic Case

The Economic Case identifies and assesses all the impacts of the proposed scheme to determine its overall value for money. It takes account of the costs of developing, building, operating and maintaining the proposed scheme, and a full range of its impacts, including those impacts which can't be monetised.

The assessments of the benefits are calculated by forecasting the future levels of traffic demand and impacts the scheme will have on travel time and number of accidents.

To enable the comparison with costs, travel time and accident savings they are given a monetary value based on Department of Transport's Guidance (DfT) to provide a Benefit Cost Ratio (BCR). The Business Case for the whole scheme demonstrated a BCR of 1.8:1.

This means that, over a 60 year appraisal period, the value of monetised benefits from journey time savings outweighs the cost of the scheme by a factor of 1.8 to 1.0. According to the DfT Value for Money categories, this BCR value is considered to be medium. The DfT generally expects major transport schemes seeking investment to offer at least medium value for money.

The main contributor to the benefits is the average travel time savings resulting from the A29 realignment and the avoidance of Woodgate level crossing and War Memorial Junction. This provides drivers with improved journey times and a more direct route. There are also potential accident savings, notably the Lidsey bends. This exceeds the cost of constructing the

scheme and its ongoing maintenance. However the wider impacts on the social and environmental aspects have also been considered and are contained in more detail in the Business Case.

Commercial Case

In line with the adopted approach by the construction industry, it is recommended that the work to develop the scheme will be procured using New Engineering Contract (NEC) 3 and a target price contract. The contract will be procured through the County Council's Highways and Transport Frameworks.

The scheme will be delivered in two phases. The first phase of the scheme to be delivered by WSCC is the northern section from the A29 south of Eastergate Lane to a new junction with Barnham Road. The second phase of the scheme will be the southern section from Barnham Road to a new junction on the A29 south of Lidsey bends. It is the intention that construction of Phase 2 will follow on from Phase 1 and delivery opportunities and developer contributions will be further discussed with developers through the planning application process.

Once appointed, the contractor will undertake the detailed design to commence as soon as practicable delivering Phase 1.

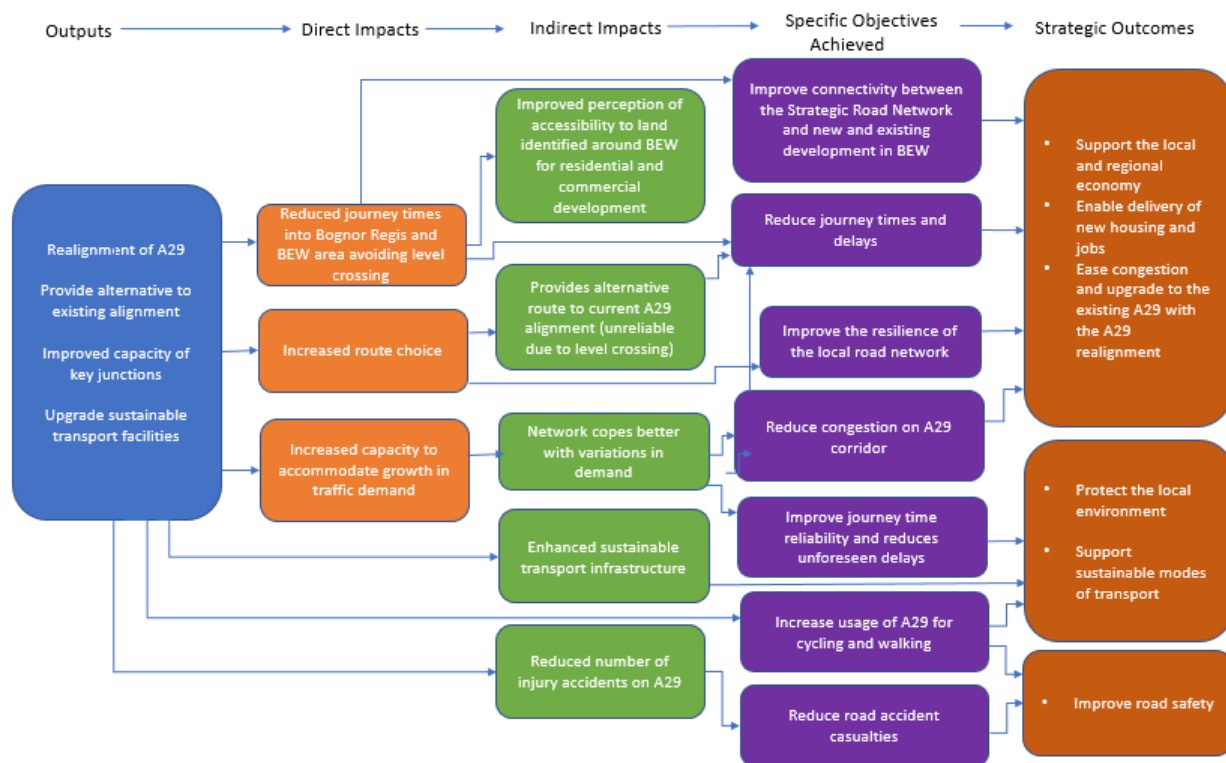
Management Case

An appropriate governance structure is essential to the delivery of the proposed scheme, and the County Council has established a Project Board and a Project Delivery Team aligned with best practice guidance on project management. The Project Board's primary function is decision-making and review. The Project Delivery Team deals with the day to day planning and delivery of the scheme.

An outline delivery programme has been developed setting out all the key project tasks and their duration, interdependencies, key milestones and gateway reviews.

A strategy has been developed to establish how the performance of the scheme against objectives for project success will be monitored and assessed, to demonstrate the value for money for the funding of the scheme. These objectives, desired outputs and outcomes are given in Figure 4 below;

Figure 4 - Scheme objectives, desired outputs and outcomes



Financial Case

Detailed financial and resource implications are discussed in more detail in the Business Case and in Section 6 below.

- 4.2 Due to the complexity of the scheme, programme constraints and the C2C LEP funding window that concludes on 31 March 2021, it is proposed to deliver the A29 realignment in phases although the Business Case will reflect the entirety of the scheme. This will primarily align delivery of the scheme with the associated strategic housing development but also to manage key programme, funding, design and delivery risks. The first phase of the scheme to be delivered by WSCC is the northern section from the A29 south of Eastergate Lane to a new junction with Barnham Road. The second phase of the scheme will be the southern section from Barnham Road to a new junction on the A29 south of Lidsey bends.

- 4.3 It is recommended that the Business Case be submitted to Coast to Capital LEP for consideration and approval in January 2019. Once approved, it is recommended that the Director for Highways and Transport has delegated authority to enter into a funding agreement with Coast to Capital LEP for the whole scheme.

- 4.4 It is recommended that a public and stakeholder consultation is commenced in February/March 2019 to seek views on the design of the whole scheme. Once analysed, these views will be taken into account and used to inform the detailed design during the next phase of work.
- 4.5 It is recommended to commence the process to procure a contractor for the design and build phase of Phase 1 of the scheme. The procurement will be conducted using the Highways and Transport Construction Framework, Lot 2. Once appointed, the contractor will undertake the detailed design to commence as soon as practicable. It is proposed that the Cabinet Member for Highways and Infrastructure delegates authority for the decision to appoint a selected contractor (from the Lot 2 list) to the Director of Highways and Transport (which will be the subject of a future Officer Key Decision). It is the intention that Phase 2 will follow on from Phase 1.
- 4.6 Table 1 below shows the outline delivery programme with key milestones of Phase 1 only.

Table 1 - Outline Delivery Programme with Key Milestones of Phase 1

| Key Phase 1 Milestones | Estimated Start Date | Estimated Completion Date |
|-------------------------------------------------|-----------------------------|----------------------------------|
| Transport Business Case | January 2018 | January 2019 |
| Public Consultation | February 2019 | March 2019 |
| Land Assembly and Planning Process | January 2019 | September 2019 |
| Procurement of Design & Build Contractor | January 2019 | November 2019 |
| Detailed Design and Pre-Construction Activities | November 2019 | August 2020 |
| Construction | November 2020 | December 2021 |

5 Consultation

- 5.1 The option review process of the studies to date detailed in Section 3 involved a major stakeholder workshop with key stakeholders. The feedback key themes are presented in the background papers.
- 5.2 The option review report findings were presented to the Barnham, Eastergate and Westergate northern and southern developer consortiums and major landowners to review risks and opportunities in the design of the A29 realignment scheme.
- 5.3 Consultation has previously taken place on the Arun Local Plan at various stages during its development, resulting in the BEW site being allocated for strategic development and an indicative alignment for the A29 Realignment

being included in the adopted Arun Local Plan. It is recognised that some local stakeholders were critical of the consultation that took place; however, opportunities have been given for the public and other local stakeholders to submit comment on the emerging proposals. Furthermore, a Government-appointed Planning Inspector has concluded that consultation was legally compliant.

5.4 A full public consultation is recommended to commence in February 2019.

5.5 To date, engagement has taken place with the following stakeholders:

Members

The BEW Advisory Group meets approximately every 3 months; this includes District and Parish Council members and the local County Councillor.

The Option Review Report was discussed at the BEW Advisory Group.

The Group provides an opportunity for local timely input into the phasing and design of the road and development.

External

External major stakeholders identified in section 5.1 have been consulted.

Along with the BEW Advisory Group, Arun District Council is a Senior User on the A29 Realignment Project Board.

Public

As mentioned in 5.3 above, consultation, which was held by a planning inspector to be legally compliant, has taken place on the Arun Local Plan leading to an indicative alignment for the A29 Realignment being included in the adopted Arun Local Plan.

Internal

WSCC and ADC internal technical teams have provided technical input to ensure the scheme compliance and quality during the development of the A29 Realignment preliminary design and development of the Business Case.

6 Financial and Resource Implications

Spending to date

6.1 The option review and development of the preliminary design and business case has been funded by the WSCC Corporate Feasibility Fund allocation of £150,000 2017/18 and £530,000 in 2018/19. These are revenue costs and thus do not feature in the capital scheme estimates.

Cost estimate

- 6.2 The A29 Realignment (Phase 1 and 2) was shown as a £35.1m pipeline scheme in the WSCC Capital Programme 2018/19 – 2022/23 approved by Full Council in December 2017.
- 6.3 These costs are based on the high-level viability study carried out by Systra in 2014. More recent technical work carried out for the Preliminary Design and Business Case submission has significantly revised the cost estimate for structures and inflation for the entire scheme to £55.5m. This covers both phases of the scheme and includes spending which falls beyond the end of the existing capital programme period. This revised estimate has been included in the draft capital programme for 2019/20–2023/24 which has been recommended by Cabinet for approval by the full County Council on 15 February 2019. The cost estimate for Phase 1 is £11.7m and £42.5m for Phase 2.
- 6.4 The revised costs and funding for the scheme, based on the new estimates, are:

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Subsequent | Total |
|-----------------------------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| | £m | £m | £m | £m | £m | £m | £m |
| WSCC Contribution | | 1.4 | 0.0 | 2.2 | 2.4 | 5.9 | 11.9 |
| Local Growth Fund * | 1.1 | 2.7 | | | | 0.0 | 3.8 |
| WSCC contribution vired from A284 | | | | 8.5 | | 0.0 | 8.5 |
| S106 Developer Contributions * | | | | 6.0 | 8.7 | 16.6 | 31.3 |
| Total Capital Budget | 1.1 | 4.1 | 0.0 | 16.7 | 11.1 | 22.5 | 55.5 |
| Change From Proposal | | | | | | | 0.0 |
| Remaining Budget | 1.1 | 4.1 | 0.0 | 16.7 | 11.1 | 22.5 | 55.5 |

* unsecured

- 6.5 There are several differences to the funding agreed in the pipeline. The major assumption is that developer contributions will increase significantly to £31.3m; however, given the size of the proposed development this still represents a reasonable and achievable assumption per unit.
- 6.6 The other major change is the proposal, if agreed by the LEP, to transfer £8.5m of Local Growth Fund to the A284 Lyminster Bypass scheme. This allows the LGF to be spent by the deadline of March 2021 on a scheme which is further advanced in delivery. The corporate borrowing which would otherwise have been used to support the A284 will instead be used to support the A29 scheme from 2021/22. This does not affect the cost of either scheme or the County Council's aggregate borrowing, while maximising the chances of the LGF being spent in line with the grant conditions.

6.7 As the C2C LEP requires match funding, it is anticipated that WSCC will need to demonstrate its commitment to delivering Phase 2 of the scheme in order to secure the Local Growth Funding contribution. This is likely to mean delivery of Phase 2 of the scheme by 2025 (as this is understood to be a Government requirement). Therefore, it is proposed that in order to secure a Funding Agreement with C2C LEP, WSCC commit to underwrite the cost of Phase 2 of the scheme, subject to future budget approval decisions.

7 Legal Implications

7.1 The legal implications at this stage of the scheme are;

7.1.1 Any funding awarded through the submission of the business case would require the County Council to enter into a funding agreement; the council will therefore be committed to delivery of the scheme and potentially face penalties by the LEP in the event of not delivering the scheme.

7.1.2 The procurement and subsequent award of the scheme to a design and build contractor from the WSCC framework forms a contractual arrangement.

7.1.3 Once the route is approved it will be protected from other developments that could compromise its future delivery. This will be achieved by providing information of the route of the scheme in response to land charge requests. There is potential for statutory blight claims from land owners who are directly affected by the scheme.

8 Risk Management Implications

8.1 The potential risks of the scheme are discussed in Table 3 below.

Table 3 - Potential Risks

| Risk Ref. | Risk Description | Likelihood | Mitigation |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1 | <i>Delay in Strategic Site Development</i> Delay/slippage by developers in submitting planning application/s for these sites will have an impact on final project funding. | Medium | Work with Arun District Council, LEP, Homes England and developers to ensure timely submission and explore funding opportunities. |

| | | | |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | <i>Planning Application Delay</i> Road planning application not approved at the appropriate stage may delay scheme delivery. | Medium | Early scoping opinion obtained and ongoing liaison with Planning Teams, ensuring an appropriate allocation for the planning process is within the programme. |
| 3 | <i>Scheme Funding</i> LEP funding cannot be drawn down beyond the March 2021 funding window. | Low | Continue dialogue with LEP to agree the funding profile in principle before Business Case submission. Virement of funding to A284 will help to reduce this risk. |
| 4 | <i>Design Issues</i> The flood model and ground water issues, along with insufficient/lack of ground investigations will impact on the design quality and scheme delivery. | Medium | Early investigation of the risks identified in the full scheme risk register may require further technical work. |
| 5 | <i>Consultation</i> Both the formal and statutory consultation outcomes can have unforeseen outcomes and could have considerable impact on the scheme programme delivery and costs. | High | Allow flexibility within the scheme to accommodate the consultation outcomes. |
| 6 | Not having the services of a Design and Build Contractor at the appropriate time of the overall delivery programme. | Medium | Ensure that the County Council starts the process of tender and procurement as soon as it is appropriate. |
| 7 | Developer contributions are not secured, are less than expected or take longer than anticipated to be repaid due to market conditions. | Medium | Seek commitment from ADC that they will use best endeavours to secure developers' contributions towards the scheme through statutory planning process. |
| 8 | Non delivery of scheme results in LGF returned. | Low | Partial virement of LGF to A284 scheme which has |

| | | | |
|---|-------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------------|
| | | | more certainty of spend within funding window. |
| 9 | Lack of land dedication by developers for the road footprint leading to possible delays in programme. | High | Seek developer commitment through the BEW Technical Group meetings and early engagement with landowners. |

9 Other Options Considered

9.1 The option not to proceed with the recommendations would result in the County Council:

- a) not having the opportunity to receive comments/feedback from the LEP to ensure that the Business Case is being prepared in the correct format and therefore missing the current LGF spending window
- b) not having the opportunity of receiving feedback from the public engagement and major stakeholders, therefore not considering local views of the scheme
- c) having to continue to provide corporate funding to progress the scheme as an opportunity to secure up to £12.3m LGF as a contribution towards the cost of scheme development would have been missed,
- d) there will be a delay to the delivery programme if the services of a Design and Build contractor and Contract Administrator are not secured at the appropriate time; and
- e) failing to deliver the A29 Realignment would mean that the impact of development on the transport network may not be consistent with the National Planning Policy Framework.

10 Equality and Human Rights Assessment

10.1 An Equality Impact Report (EIR) will be prepared following the public consultation that is recommended for February 2019.

10.2 There are no identifiable Human Rights Act implications.

11 Social Value and Sustainability Assessment

11.1 The scheme will provide improvements to sustainable transport infrastructure. This will have a positive impact on non-motorised users including those who are physically less able who will be afforded better access to services without necessarily having to use vehicular transport. This is expected to contribute to greater independence in later life as well as generally improved health and well-being for the local community.

12 Crime and Disorder Reduction Assessment

12.1 There are no identifiable Crime and Disorder implications.

Lee Harris

Executive Director of Economy,
Infrastructure and Environment

Matt Davey

Director of Highways &
Transport

Contact: Elaine Martin, Project Manager, 0330 22 24105

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Draft A29 realignment Transport Business Case (PDF, 32MB)

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EXECUTIVE DECISION HI20 18.19 – A29 REALIGNMENT SCHEME

Call-in Request sent by email - 27.02.19

Please find with this email a call in request in respect of the following decision:

Call-in Request: A29 Realignment Scheme.

Call-in requested by: Mr Jones,

Supported by: Mr Quinn, Mr Oxlade and Mrs Smith

We are requesting that this decision be called in for scrutiny prior to its confirmation. It has not been to the ECF Select Committee for scrutiny as yet. We have several concerns about this decision as it currently stands and believe that scrutiny by the ECF Select Committee could help to address these, improving the decision-making and outcomes for residents. We are aware of significant public concern and, indeed, opposition to this concept and believe this needs member overview. It is not appropriate to agree a preferred route prior to a consultation, nor even assume this should proceed without residents being given a meaningful opportunity to express their views beforehand.

1. Section 5 of the report draws attention to the fact that costs of the scheme have risen by £20m (around 58%). While this is budgeted for in the Capital Programme, this is a very significant increase and the Select Committee should scrutinise the reasons for this, to give assurance that there won't be further significant increases in the cost of the scheme, which the County Council may be expected to meet.
2. The decision being taken is a wide-ranging decision to agree a preferred scheme, enter into funding agreements, agree the business case and to commence procurement. Yet the public consultation is only being launched as part of this decision too. Surely the decision should not have been made to commence the scheme without the outcome of the consultation first being taken into account. We suggest that the Select Committee asks for a commitment to be made to fully take into account the result of the public consultation before a scheme is agreed and procurement begins.

I look forward to hearing the decision from the Business Planning Group in due course.

With my best wishes,

Michael Jones

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| |
|--------------------------------------------------------------------------------------------------------------------|
| Environment, Communities and Fire Select Committee |
| 13 March 2019 |
| Highway and Transport Improvement Schemes |
| Report by Executive Director Economy, Infrastructure and Environment and Director of Highways and Transport |

Summary

There is a need to develop and maintain programmes of highway and transport improvement schemes, looking ahead over the next five years on an annual rolling basis. This enables the County Council to bid for external funding e.g. Local Growth Fund, Government 'challenge' funds and well as enabling it to secure s106 developer contributions and bid for Community Infrastructure Levy (CIL) for priority schemes. Forward-looking infrastructure programmes also enable the County Council to prepare the Annual Delivery Programme (ADP) for the design and construction of such improvements, alongside maintenance schemes.

This report addresses the identification, assessment, prioritisation, and funding of schemes either through the Strategic Transport Investment Programme (STIP) or the Local Transport Investment Programme (LTIP) or as Community Highway Schemes (CHS). In particular, it considers the role of Members in such processes and the use of developer contributions.

The report also covers the assessment and delivery of improvement schemes from conception to construction using stages and gateways in accordance with project management principles. It then identifies a number of key issues, including current process improvements and suggested new improvements.

Subject to the outcome of the discussion at the meeting, it is suggested that an update report is brought back to the Select Committee in spring 2020.

The focus for scrutiny

It is suggested that Members consider the key issues identified in Section 7 of this report, note the improvements that are being made to the various processes, and give their views on the new improvements suggested by officers.

Proposal

1. Background and Context

- 1.1 There is a need to develop and maintain programmes of highway and transport improvement schemes, looking ahead over the next five years on an annual rolling basis. This enables the County Council to bid for external funding e.g. Local Growth Fund, Government 'challenge' funds and well as enabling it to secure s106 developer contributions and bid for Community Infrastructure Levy (CIL) for priority schemes. Forward-looking infrastructure programmes also enable the County Council to prepare the Annual Delivery Programme (ADP) for the design and construction of such improvements, alongside maintenance schemes.
- 1.2 This report addresses the identification, assessment, prioritisation, and funding of schemes either through the Strategic Transport Investment Programme (STIP) or the Local Transport Investment Programme (LTIP) or as Community Highway Schemes (CHS). In particular, it considers the role of Members in such processes and the use of developer contributions.
- 1.3 The report also covers the assessment and delivery of improvement schemes from conception to construction using stages and gateways in accordance with project management principles (see Section 6). It then identifies a number of key issues (see Section 7), including current process improvements and suggested new improvements.

2. Strategic Transport Investment Programme (STIP)

- 2.1 The Strategic Transport Investment Programme (STIP) was established in July 2013 to facilitate the identification, prioritisation, development, and implementation of strategic highway and other transport schemes. Such schemes are important strategically, i.e. either they are important at a county-wide/'larger than local' level or they are necessary to support future development of an area. These schemes, usually costing £1m+, include: major highway improvements, such as bypasses; area-wide (usually town-based) sustainable transport packages; public transport interchange and bus route access and improvements; junction improvements; National Cycle Network improvements; and provision of new cycle and pedestrian links.
- 2.2 A range of potential schemes, usually at the pre-feasibility stage at Stage 1 (see Section 6), are identified through technical work to support the preparation of Local Plans and consultation with local Members and key stakeholders. As such, the limited number of priorities identified in the STIP typically support economic drivers, such as the delivery of new homes and jobs linked to strategic housing sites.
- 2.3 The prioritisation methodology is based on the Department for Transport's appraisal methodology and provides a sound, objective approach by assessing schemes against six key criteria: scheme-related economic benefits; wider economic benefits; socio-distributional impacts; environmental impacts; feasibility and deliverability; and policy support.
- 2.4 Schemes identified as priorities in the STIP are generally taken forward through feasibility studies at Stage 2 (see Section 6). Once feasibility studies are complete (i.e. post-Gateway 1), any feasible schemes can be prioritised and programmed for delivery as funding becomes available, including capital funding, developer contributions, and Government funds. This work is

needed to inform decisions about the scope of schemes to be taken forward to design stage and preparation of business cases.

- 2.5 To ensure the County Council is in a strong position to leverage maximum funds and economic benefit from these funding opportunities, there is a need to continue developing a pipeline of feasible schemes that will help to deliver economic growth ready for delivery as opportunities arise. Therefore, the STIP is reviewed and rolled-forward on an annual/bi-annual basis through a Cabinet Member key decision.

3. Local Transport Investment Programme (LTIP)

- 3.1 Each year the County Council develops and implements smaller-scale transport improvements (under £1m) that are primarily aimed at achieving the corporate policy and strategy objectives defined in West Sussex Transport Plan 2011–2026 and associated strategy documents.
- 3.2 The Local Transport Investment Programme (LTIP) was established in 2017 to ensure that there is a consistent approach to the identification, assessment, prioritisation, development, and implementation of local improvements, include cycling and walking schemes, safer routes to school and school safety zone schemes, local junction improvements, Public Rights of Way schemes, safety schemes, and bus priority schemes.
- 3.3 Potential improvements (at the pre-feasibility stage) are derived from a number of sources: schemes identified in the Strategic Infrastructure Packages (SIP - that address the impact of the development proposed in local plans), other 'top-down' schemes identified by officers (primarily via technical assessments), and 'bottom-up' schemes identified by local communities and interest groups. It should be noted that some highway schemes identified in s106 legal agreements are fully or part-funded by developers and the County Council has a legal obligation to deliver them.
- 3.4 Following identification, a technical assessment is then carried out by officers to ensure that each scheme has technical merit and to determine the extent to which it would contribute to the delivery of corporate aims and objectives e.g. reducing road accidents or promoting sustainable travel. Priority schemes that have both technical merit and would make an important contribution to the delivery of corporate aims and objectives will be taken forward for delivery through the ADP (i.e. post-Gateway 1 - see Section 6).
- 3.5 The agreed prioritisation methodology, discussed and noted by Select Committee in July 2017, considers nine criteria that can be individually weighted. The criteria are: project feasibility; economic impact; road safety impact; impact on ease of movement; impact on operational performance; stakeholder support; environmental impact; deliverability (including funding); and accordance with corporate aims and objectives.
- 3.6 The original intention was to inform Members about the outputs of the LTIP process via MIS in July each year. Although Members were advised about priority schemes in their divisions, a general communication did not happen during 2018 (the first year of LTIP operation). This is because officers underestimated the level of work needed to create the programme and they

were not in a position to provide a full list until late 2018. This was largely a first year problem where many more schemes were identified than expected.

- 3.7 Funding for local improvements may include the Integrated Transport Block (ITB) received annually from the Government, other external funds (e.g. Department for Transport 'challenge' funds' and Local Growth Fund), and developer contributions.

4. Community Highway Schemes (CHS)

- 4.1 A new prioritisation process for Community Highway Schemes (community-led highway improvement schemes) was established in 2016. Typically the type of improvement works include; pedestrian crossings, cycling facilities, new footways, school safety measures, traffic management and town/village enhancements, option appraisal studies and Traffic Regulation Order based solutions such as speed reduction and parking protection.

- 4.2 This process is a 'prioritised approach' where requests from the community are assessed against a scoring matrix. The Area Highway Managers undertake an initial scoring of schemes in their areas, provided that they are supported by the relevant local member. Schemes scoring above a pre-determined threshold are then taken to a formal moderation panel of senior officers to ensure consistency, feasibility, and consideration of wider contextual issues.

- 4.3 Following moderation, the high priority schemes are then taken forward (post-Gateway 1) for delivery through the ADP subject to the availability of funding, which includes the ITB and developer contributions. The County Local Committees (CLC) are informed in autumn each year about the outcome of the scoring and moderation process and the priority schemes that are being taken forward for delivery.

- 4.4 A review of the CHS process was undertaken in 2017 and reported to the Environmental and Community Services Select Committee on 15 November 2017. The review concluded that the new process had significantly increased transparency and that it was logical and relatively comprehensible. However, it also identified the need for some improvements relating to the online form and guidance and the need for clarity around potential delivery mechanisms, e.g. where community schemes were taken forward for delivery through the LTIP.

- 4.5 In response to the Committee's recommendations, the Cabinet Member for Highways and Infrastructure responded that the Area Highway Managers will feedback to Members once the initial scoring has been undertaken and, as necessary, inform them of the agreed reasons for rejection of any schemes and the potential way forward. He also agreed that emergency vehicle access would be included as a criterion on the scoresheet and that officers will investigate enhancing the current information available on the website.

5. Developer Contributions

- 5.1 The corporate Developer Contributions Policy, approved in May 2016, outlines the general approach that will be taken by the County Council

towards the securing and use of developer contributions (through s106 Legal Agreements and the Community Infrastructure Levy). The Policy is supported by service-specific schedules that provide details about the identification and prioritisation of schemes, the calculation and securing of s106 contributions, the Community Infrastructure Levy (CIL) process, and the allocation and release of received funds.

- 5.2 Where appropriate, the policy and the process schedules identify the senior responsible officer (SRO) for each stage and relevant governance arrangements, including scrutiny and approval.
- 5.3 A separate protocol on the use of developer contributions by third parties for highway and transport schemes was approved in May 2018. The protocol puts in place a clear and transparent process that provides certainty to applicants about the County Council's position on such matters and also its requirements.

S106 Legal Agreements

- 5.4 The County Council has a legal duty to deliver highway and transport improvements where financial contributions have been secured through s106 agreements, although it should be noted that some local planning authorities retain such contributions to directly deliver suitable highway schemes. The use of a contribution has to accord with the use and locational requirements specified in the agreement and most contributions 'expire' within 10 years of receipt.
- 5.5 Some older contributions, secured using the TAD (Total Access Demand) calculator, are general in nature, for example, to improve sustainable transport links in a specific town or village. Therefore, there is a degree of flexibility about how such contributions should be used. However, other older contributions are for specific improvements.
- 5.6 Following legislative change in November 2014, general contributions can no longer be secured for highway and transport improvements and, therefore, specific schemes must be identified in s106 agreements. As the nature and cost of such schemes is prescribed in an agreement, there is no discretion about how the funds can be spent. Where possible, contributions will be secured toward priority schemes identified through the STIP and LTIP processes.
- 5.7 Where appropriate, general s106 contributions are allocated to the delivery of STIP priorities and, if there are no strategic priorities, they are allocated to the delivery of suitable schemes identified through the LTIP as priorities. If there is no 'top-down' need to use S106 contributions for priority STIP and LTIP schemes, contributions can be used for Community Highway Schemes.

Community Infrastructure Levy (CIL)

- 5.8 In West Sussex, the district and borough councils, and the South Downs National Park Authority are the 'CIL Charging Authorities', which set and collect the Levy, and decide how it should be spent. It should be noted that the County Council has no formal role in the CIL process and that governance

arrangements are determined by the CIL Charging Authority. It should also be noted that CIL has yet to be adopted in Adur, Arun, and Mid Sussex Districts.

- 5.9 To inform the preparation of local plans and supporting documents, the County Council prepares 'Strategic Infrastructure Packages' (SIP) that identify major schemes needed to support the delivery of the development over the plan period. Such schemes are likely to include priorities that have already been identified through the STIP and LTIP processes, together with new schemes that are identified through the plan-making process.
- 5.10 Most CIL Charging Authorities prepare Infrastructure Business Plans (IBP - or similar) identifying their priorities for spending CIL and S106 over next five years. The County Council has to bid for priority schemes to be included in the IBP and then, when appropriate, to bid for CIL funds to be allocated towards any schemes in the IBP. Therefore, there are no guarantees that CIL funds will be allocated by the CIL Charging Authorities to highway and transport improvements and, therefore, this needs to be taken into account when the deliverability of schemes is being assessed.

Proposed Changes to Legislation

- 5.11 The Government recently consulted on potential changes to developer contribution processes. Most of the regulation changes are of relevance to the CIL Charging Authorities. However, the proposed removal of pooling restrictions (that currently mean that a maximum of five s106 contributions can be used towards a single scheme), would be welcomed. Other changes to CIL processes, including the ability to use s106 and CIL towards the same scheme, would also provide greater flexibility and directly benefit the delivery of County Council infrastructure.

6. Assessment and Delivery of Improvement Schemes

- 6.1 The assessment and delivery of highway and transport improvements follows project management principles, with the approach taken for each scheme adjusted, as necessary, based on its scale and complexity (for example, some stages are combined for smaller schemes). In general, the process is as follows:
- Stage 1: Pre-feasibility – initial assessment of the technical merits of a potential scheme.
 - Stage 2: Feasibility – technical assessment of options and the selection of a preferred option (Gateway 1 on completion).
 - Stage 3: Preliminary design & consultation (Gateway 2 on completion).
 - Stage 4: Business case preparation and appraisal.
 - Stage 5: Detailed design (Gateway 3 on completion).
 - Stage 6: Construction.
- 6.2 The timing of each stage depends upon the availability of staff resources and suitable funding. Stage 1 and 2 are funded through revenue whereas Stages 3-6 are dependent on the availability of capital funding. Furthermore,

schemes that are funded using s106 contributions cannot be assessed or programmed for delivery until such funds have been received, unless the County Council agrees to 'forward fund' developer contributions. Forward funding of developer contributions only takes place in a small number of, typically major, projects where the contributions are secured in legal agreements and there is sufficient confidence that they will be received.

- 6.3 The Annual Delivery Programme (ADP) identifies capital transport improvement schemes (and maintenance schemes) planned for delivery during the coming financial year (i.e. Stage 3 onwards). It also includes the assessment, planning, and design of schemes anticipated for delivery in future years. Accordingly, the indicative forward programmes for the LTIP and CHS inform the preparation of the ADP, which provides transparency about funding and priorities for delivery. Future years will see the publication of an indicative three-five year rolling programme, providing further forward transparency.
- 6.4 The ADP is circulated to CLCs and stakeholders, including the district and borough councils, for their information in winter each year following budget setting. It is also published on the West Sussex Highways webpages.
- 6.5 The Director of Highways and Transport has delegated authority to adjust the ADP to take account of budgetary pressures and any changes in priority arising as a result of network availability, emergencies, or other operational circumstances, in consultation with the Cabinet Member for Highways and Infrastructure and, where appropriate, local Members.

7. Key Issues and Process Improvements

- 7.1 The following section addresses a number of key issues with regard to the processes identified above. It also identifies improvements that are being made to those processes and, where appropriate, it suggests new improvements that should be taken forward.

Development Schemes

- 7.2 As noted above, there is a duty on the County Council to deliver schemes identified in s106 agreements. Some issues have arisen recently where schemes cannot be delivered as originally conceived when the agreements were signed. In some cases, following the receipt of the s106 contributions, the estimated cost of schemes has proven to be been inaccurate when work on feasibility is undertaken or the scope of schemes has changed following further technical work and engagement with local stakeholders.
- 7.3 Therefore, officers are ensuring that the specific schemes identified in s106 agreements, which are part or fully-funded by developers, are feasible, deliverable and properly costed. In addition, the preparation of forward-looking programmes of priority schemes that have been appraised through the STIP and LTIP prioritisation processes, will also help to address this issue.

Prioritisation of Schemes

- 7.4 The LTIP and CHS assessment and prioritisation processes have been in place for a number of years and officers have identified the need for some changes to standardise the approaches taken to such matters. Accordingly, officers are proposing that the separate scoring mechanisms are combined in an expanded version of the existing CHS priority assessment scorecard methodology.
- 7.5 Any scheme that is taken forward for delivery, regardless of whether it has been identified by officers, Members, partners or the community, should have technical merit and contribute to the delivery of corporate aims and objectives.
- 7.6 It is acknowledged that some types of community schemes may be relatively minor when assessed on their own merits and that they are always likely to fall 'below the line' when such schemes are being prioritised. This includes small-scale verge hardening or parking proposals, or minor traffic management schemes in locations where there are no, or very limited, records of crashes and personal injury.
- 7.7 Therefore, it is suggested that consideration should be given to the creation of one-off thematic programmes to deliver small-scale improvements across the County. 'If and when' such programmes are created (following approval by the Cabinet Member for Highways and Infrastructure), they could be funded through a top-slice of the ITB and managed in the same way as Operation Watershed schemes.

Co-ordination of Programmes

- 7.8 Given that potential schemes may be identified through a number of sources, including from communities, through technical studies, and through working with partners, there is a need to ensure that such schemes are taken forward through the most appropriate programme (STIP, LTIP, or CHS) and they are complementary. In some cases, opportunities may be identified to combine or extend schemes to achieve efficiencies or to change the timing of delivery, for example, to ensure that improvement and maintenance programmes are not in competition. There is also a need to ensure that competing demands for financial resources, including the use of unallocated s106 contributions, are managed to ensure that they are allocated to the most suitable project.
- 7.9 Therefore, it is suggested that quarterly co-ordination meetings are arranged and led by the Area Highway Managers to consider schemes within their areas. The meetings should involve officers working on the STIP, LTIP, and CHS programmes, together with officers responsible for the management of developer contributions and the preparation of the ADP.
- 7.10 The Area Highway Managers will be responsible for keeping local Members informed about the outcomes of the meetings and, where appropriate, seeking the views of local Members about competing priorities and, potentially, the use of allocated s106 contributions.

Transparency of Decision-Making

- 7.11 The priorities identified through the STIP process are subject to a Cabinet Member key decision and, therefore, there is transparency about decision-making with regard to strategic schemes.
- 7.12 The CLCs are informed about the outcomes of the CHS prioritisation process and, following the recommendations of the Select Committee in November 2017 (see paragraph 4.4/4.5), local Members are now better informed about the assessment of community highway schemes and the reasons why they might not have been taken forward. Following a thorough review of the website, officers are producing simplified guidance with indicative costings, more guidance on completing the application forms, and case studies of successful schemes.
- 7.13 Although Members are kept individually informed about specific LTIP schemes in their division, there is a need for greater transparency about LTIP processes. This includes ensuring that local Members are kept informed about the progression of potential schemes and the outcome of decision-making, including where schemes are not identified as priorities. Given the proposal to use a single, combined prioritisation process for LTIP and CHS, it is also proposed that Members should be given information about LTIP schemes in the same ways as for the CHS process (as described in paragraph 7.12).
- 7.14 It is also proposed, as far as possible, to align the timetables for prioritisation and decision-making processes, taking account of the corporate business planning and budget cycle. Therefore, in broad terms, the annual timetable will be as follows:
- identification and assessment of potential schemes in winter;
 - prioritisation in spring;
 - any formal governance (for example, for the STIP key decision) will take place in summer;
 - all Members to be informed, via the MIS, in autumn about the outcomes of the STIP, LTIP and CHS decision-making processes; and
 - (as at present) the outcomes of the CHS process to also be reported to the CLCs in autumn.
- 7.15 The prioritisation of schemes informs budget setting in the autumn and the preparation of the ADP. Therefore, the outcomes of that process will continue to be reported to Members (and others) in the winter of each year.

Change Control

- 7.16 There is a need to have appropriate change management processes in place where the scope and/or cost of a priority scheme changes when it is taken forward for delivery. This may be because the original scope and/or estimate was incorrect or where there are opportunities to achieve efficiencies by combining schemes or to achieve greater benefits by extending or enlarging the scope of a scheme.
- 7.17 All changes will be controlled through existing programme and project management procedures and through corporate capital governance.

However, there is a need to address the role that local Members should play in decision-making before substantive changes are made to a scheme and for greater transparency once decisions have been made. Therefore, the views of affected Members will be sought prior to any substantive changes being made through agreed processes. Typically, this would include a change in delivery timescales, a 10% or greater change in scheme cost, changes to funding mechanisms, or a change of scope or intended outcome.

Allocation of Funding

- 7.18 There are competing demands for financial resources for improvement schemes. Some resources, such as s106 contributions and Government challenge funds, can only be used for specific types of schemes in defined areas. There are also some 'givens', for example, the need to fund the delivery of specific schemes named in s106 agreements and priority schemes agreed with Government and key partners. This would include schemes allocated in local plans and other schemes identified in the County Council's Strategic Infrastructure Packages (see paragraph 5.9) and through the local planning authorities' infrastructure business planning processes (see paragraph 5.10).
- 7.19 Other resources, such as the ITB and the County Council's own capital funding, can be used more flexibly for the delivery of agreed priorities. However, at present, there is no mechanism for determining and agreeing the relative importance of competing strategic, local, and community priorities and, as a consequence, how general funding for highways and transport improvements should be distributed.
- 7.20 Therefore, it is suggested that there should be a more transparent process with regard to annual decision-making about the allocation of funding to the various workstreams and that this should be communicated to all Members. As suggested in paragraph 7.7, this could include the allocation of 'top-sliced' funding towards one-off thematic programmes delivering small schemes across the County.

8. Resources

- 8.1 The process improvements identified in Section 7 of this report will be undertaken using existing staff resources.
- 8.2 The Capital Programme 2019/20 to 2023/24 was approved by Full Council in February 2019. This includes a pipeline allocation of £14.777m per year for five years for the ADP, which is subject to an annual key decision by the Cabinet Member for Highways and Infrastructure.

| 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Total |
|----------------|----------------|----------------|----------------|----------------|--------------|
| £ m | £ m | £ m | £ m | £ m | £ m |
| 14.777 | 14.777 | 14.777 | 14.777 | 14.777 | 73.885 |

- 8.3 The ADP identifies capital transport improvement schemes (and highways infrastructure maintenance) planned for delivery during the coming financial year. It also includes the assessment, planning, and design of schemes

anticipated for delivery in future years. Accordingly, once indicative forward programmes for the LTIP and CHS have been identified, they would in part inform the preparation of the ADP.

- 8.4 There is currently no allocation in the Capital Programme for the STIP priorities. Schemes identified as priorities and feasible in the STIP could be prioritised and programmed for delivery in accordance with corporate capital governance in the event of future funding opportunities becoming available, including corporate funding, developer contributions, and Government funds.

Factors taken into account

9. Issues for consideration by the Select Committee

- 9.1 It is suggested that Members consider the key issues identified in Section 7 of this report, note the improvements that are being made to the various processes, and give their views on the new improvements suggested by officers.
- 9.2 Subject to the outcome of the discussion at the meeting, it is suggested that a report is brought back to the Select Committee in spring 2020 to update Members on the progress that has been made in improving the various processes.

10. Consultation

- 10.1 Discussions about the key matters and issues have taken place with officers and Cabinet Member for Environment and the Cabinet Member for Highway and Infrastructure.

11. Risk Management Implications

- 11.1 There are a number of risks associated with the various processes identified in this report, which are addressed through existing programme and project management governance and through corporate capital governance. Some of the suggested process improvements identified in Section 7 of this report, seek to further reduce or minimise risks associated with the management of the various interrelated processes, for example, the co-ordination of the workstreams (to ensure that abortive work is not undertaken).

12. Other Options Considered

This report identifies a number of suggested improvements to various processes relating to the identification, assessment, prioritisation, funding, and delivery of highway and transport improvement schemes. Given the number of processes involved, there are many other approaches that could be taken. However, it is considered that the suggested improvements identified in Section 7 of this report, most appropriately address the substantive issues with such processes.

13. Equality Duty

Not applicable.

14. Social Value

Not applicable.

15. Crime and Disorder Implications

Not applicable.

12. Human Rights Implications

Not applicable.

Lee Harris

Executive Director Economy,
Infrastructure and Environment

Matt Davey

Director of Highways and Transport

Contact: Michael Elkington, Head of Planning Services, 0330 22 26463

Appendices

None.

Background Papers

None.

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| Environmental, Communities and Fire Select Committee |
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| 13 March 2019 |
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|------------------------------------------------------|
| Draft Guidance on Parking at New Developments |
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| |
|-------------------------------------------------------------------------------------------------------------------------|
| Report by Executive Director of Economy, Infrastructure & Environment and Director of Highways and Transport |
|-------------------------------------------------------------------------------------------------------------------------|

Summary

The County Council, in its role as the local highway authority, is a statutory consultee on planning applications that affect the highway. It provides advice to Local Planning Authorities (LPAs) on the transport implications of developments to inform their decision-making. The County Council is also consulted during the preparation of local and neighbourhood plans and may provide advice on the soundness of policies that relate to parking in new developments.

The County Council's current approach to parking at non-residential developments is addressed in 'Standards and Transport Contributions Methodology' (2003), which were last updated in 2003. Parking at residential developments is addressed in the 'Guidance for Parking in New Residential Developments' (2010).

The approaches to parking are in need of review due to changes in national policy, updated census data, and trends that the current approaches do not cater for, such as increasing sales of Electric Vehicles (EVs). Accordingly, the County Council has worked with the LPAs in West Sussex to undertake a review of the current approaches to parking and prepared new draft 'Guidance on Parking at New Developments' (attached as Appendix A to this report).

The Cabinet Member for Highways and Infrastructure will be asked to approve the new guidance in March 2019. Although, it will not supersede adopted policies, the new guidance will inform any future local plans or reviews and it will provide the basis for County Council advice on planning applications.

The focus for scrutiny

Based on the evidence from the supporting data resources, the Committee should consider whether:

- (a) the proposed approach to parking at residential development is appropriate, including the calculation of parking demand in Table 1 and the proposed approaches to disabled persons parking and electric vehicle parking (see Section 5);
- (b) the proposed approach to parking at non-residential development is appropriate, including the initial calculation of parking demand in Table 2 and the proposed approaches to addressing site-specific characteristics and considerations (see Section 7).

1. Introduction

- 1.1 The County Council, in its role as the local highway authority, is a statutory consultee on planning applications that affect the highway. It provides

advice to Local Planning Authorities (LPA) on the transport implications of developments to inform their decision-making. The County Council is also consulted during the preparation of local and neighbourhood plans and may provide advice on the soundness of policies that relate to parking in new developments.

- 1.2 The County Council's current approach to parking at non-residential developments is addressed in 'Standards and Transport Contributions Methodology' (2003), which were last updated in 2003. Parking at residential developments is addressed in the 'Guidance for Parking in New Residential Developments' (2010).
- 1.3 The approaches to parking are in need of review due to changes in national policy, updated census data, and trends that the current approaches do not cater for, such as increasing sales of Electric Vehicles (EVs). Accordingly, the County Council has worked with the LPAs in West Sussex to undertake a review of the current approaches to parking and prepared new draft 'Guidance on Parking at New Developments' (attached as Appendix A to this report), which includes a number of guiding principles.
- 1.4 A number of the LPAs have adopted or draft local plans that set out their approach to parking. Similarly draft or 'made' neighbourhood (or town) plans outline local conditions and, in some cases, propose local parking standards. Each LPA needs to decide how to take forward parking policies. Some authorities are expected to use the County Council's new guidance, while others will prepare their own supplementary planning documents based on the County Council's guidance or similar evidence.
- 1.5 The Cabinet Member for Highways and Infrastructure will be asked to approve the new guidance in March 2019. Although, it will not supersede adopted policies, the new guidance will inform any future plans or reviews and it will provide the basis for County Council advice on planning applications.

2. National Context

- 2.1 In 2011, the Government abolished maximum parking standards; i.e. restricting the number of parking spaces that could be provided with the aim of reducing car ownership.
- 2.2 Paragraph 105 of the National Planning Policy Framework (NPPF, July 2018) states that if LPAs set parking standards, they should take account of the following:
 - a) the accessibility of the development;
 - b) the type, mix and use of development;
 - c) the availability of and opportunities for public transport;
 - d) local car ownership levels; and
 - e) the need to ensure an adequate provision of spaces for charging plug-in and other ultra-low emission vehicles.
- 2.3 Paragraph 106 of the NPPF places the onus on LPAs to justify the use of maximum parking standards, stating that "*Maximum parking standards for*

residential and non-residential development should only be set where there is a clear and compelling justification that they are necessary for managing the local road network, or for optimising the density of development in city and town centres and other locations that are well served by public transport”.

3. Existing Approaches to Parking at New Developments

- 3.1 In 2003, the County Council published supplementary planning guidance (SPG) on ‘Standards and Transport Contributions Methodology’, which set out the parking standards and a contributions methodology for all new developments. Although parts of the SPG have been superseded by national guidance and regulations (e.g. Community Infrastructure Levy Regulations) and other policies, the parking standards for non-residential developments, which were based on national ‘maximum parking standards’ from 2003, are still used.
- 3.2 The sections of the SPG relating to parking at residential developments were superseded by the publication of the ‘Guidance on Parking in New Residential Developments’ in September 2010. That guidance responded to changes in national policy, incorporated local (census) evidence on car ownership, household size/tenure and parking allocation.
- 3.3 The 2010 Guidance includes eight guiding principles against which a proposed development is assessed. It also includes a Parking Demand Calculator, which uses 2001 census data to calculate parking demand for a development using information about the dwelling type (houses or flats), unit tenure (private or council/housing association), the number of habitable rooms and total number of units.

4. Review of Parking in New Residential Developments

- 4.1 The review considered a range of primary and secondary data sources, as a means to provide robust and credible evidence for setting new guidance for West Sussex to meet current demand, availability and parking behaviour. The sources included:
- Census data from the Office of National Statistics;
 - The National Highways and Transport Network Public Satisfaction Survey 2017;
 - TRICS database (where residential surveys exist within West Sussex or relate to the region);
 - Parking beat surveys at a sample of recent developments undertaken in 2018.

Evidence Review

- 4.2 The review considered a number of changing needs for parking at residential developments, including changes in vehicle usage and socio-demographic changes. Over the past five decades, population surveys have shown an increase in the proportion of people over the age of 65 and a reduction in the proportion of those below the age of 65. A higher proportion of people over the age of 65 have disabilities than other age groups. A further change is in

the tendency to hold driving licences later in life with a shift in the average age of ownership of driving licences in the UK.

- 4.3 As a result of these changes and other factors such as reducing costs of travel and increasing economic prosperity, there is likely to be an increase in the demand for parking over time. In order to cater for an ageing population, developers will need to consider adapting new homes in the future, for example, to cater for an increasing proportion of blue badge holders.
- 4.4 The review also identified an increase in the use of Light Goods Vehicles (LGVs) and a reduction in the sale of Heavy Goods Vehicles (HGVs) as a result of changes to shopping habits, including increasing internet shopping. As LGVs are not subject to the same parking controls as HGVs, they are more likely to be parked in residential areas. The South East has some of the highest levels of van ownership, which may affect some areas more than others. Therefore, there is a need to take LGV ownership into account when assessing parking demand and designing parking arrangements at new residential developments.

2011 Census Analysis

- 4.5 The census data shows that vehicle ownership in dwellings of the same sizes and types vary by ward, indicating that vehicle ownership changes by location based on the following nine key indicators of parking demand:
- percentage of houses and bungalows
 - percentage of flats
 - number of cars/vans per household
 - number of households with no car
 - number of households with 1 car
 - number of households with 2 or more cars
 - percentage of households with no car
 - percentage of households with 1 car
 - percentage of households with 2 or more cars
- 4.6 The census data and other supporting evidence, were used to identify the following five 'Parking Behaviour Zones' (PBZ) that share similar characteristics in West Sussex (see Appendix B):
- Zone 1 – Rural: village locations, e.g. West Chiltington, Hickstead;
 - Zone 2 - Peri-rural: large villages or small settlements close to towns e.g. Angmering, Pulborough, Fishbourne;
 - Zone 3 – Suburban: on the edge of small towns, e.g. Horsham, Bognor Regis, Haywards Heath, Littlehampton;
 - Zone 4 – Urban: within towns but not in a central location; and
 - Zone 5 - Dense-urban: within towns and close to a defined town centre or inter-urban railway station.

Residential Parking Beat Surveys

4.7 Parking beat surveys record the number of cars on the road and in driveways in each location, as well as counts for garages, parking obstructions and other vehicle types. Surveys of the following eight residential areas were undertaken in 2018, covering a range of different development characteristics and locations:

- Aldwick East – Arun District;
- Bewbush – Crawley District;
- Chichester South – Chichester District;
- East Grinstead Herontye – Mid Sussex District;
- Funtington Chichester – Chichester District;
- Horsham Southwater – Horsham District;
- Horsham Trafalgar – Horsham District; and
- Rustington Littlehampton – Arun District.

4.8 The results of the surveys supported the following key conclusions, which were used to validate census data analysis and refine the categorisation of wards into PBZs:

- the trend observed in the census data is representative of levels of car ownership across West Sussex observed through the parking beat surveys;
- the maximum level of car ownership in 2017 was consistently less than 2.5 cars per household, and is less than 2 cars per household in Zones 4 and 5; and
- the minimum level of car ownership in 2017 is more than 0.3 cars per household across all zones.

5. Proposed Guidance for New Residential Developments

Residential Parking Demand

5.1 In order to take account of expected future growth in the demand for parking, growth factors have been identified using the Department for Transport’s (DfT) National Trip End Model dataset (i.e. TEMPro) for a forecast year of 2033, as this broadly aligns with the end of current local plan periods. The growth factors were applied to 2011 census data to provide expected levels of parking demand in 2033 for different sizes of dwelling in each PBZ (see Table 1). Accordingly, the expected parking demand per dwelling should be used to calculate the number of parking spaces that should be provided in the design of new residential developments.

| Table 1: Residential Parking Demand (spaces per dwelling) | | | | | | |
|------------------------------------------------------------------|----------------------------------|-------------------------------|----------|----------|----------|----------|
| Number of bedrooms | Number of habitable rooms | Parking Behaviour Zone | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| | | | | | | |

| | | | | | | |
|----|-----------|-----|-----|-----|-----|-----|
| 1 | 1 to 3 | 1.5 | 1.4 | 0.9 | 0.9 | 0.6 |
| 2 | 4 | 1.7 | 1.7 | 1.3 | 1.1 | 1.1 |
| 3 | 5 to 6 | 2.2 | 2.1 | 1.8 | 1.7 | 1.6 |
| 4+ | 7 or more | 2.7 | 2.7 | 2.5 | 2.1 | 2.2 |

- 5.2 To accommodate potential variations in parking demand within a single ward, consideration may be given to varying the expected parking demand by 10% above or below, which is based on the average variation in demand between PBZs. In order to determine whether or not this is acceptable, the applicant will need to provide justification through, for example, the provision of parking beat surveys.
- 5.3 To meet with current and emerging guidance on the promotion of sustainable travel modes and choices, consideration could also be given to reducing the expected level of parking demand by 10%. This is based on DfT’s ‘Smarter Choices’ research that shows reductions in traffic movements can be achieved by up to 10 to 30% where a range of travel choices are available through provision of travel plans, public transport contributions, and other sustainable travel initiatives.
- 5.4 As part of their planning application, applicants will be expected to provide a schedule of parking provision, detailing the number of allocated and unallocated spaces, including garages and EV charging facilities (active and passive). The planning application should include an explanation of how the provision of parking will meet the needs of the development including how these needs are expected to change in the future.
- 5.5 The likely occurrence of parking space obstructions, such as caravans and refuse skips, around 2% (taken from the parking beat surveys), has been taken into account in Table 1.

Disabled Persons Parking

- 5.6 Disabled persons parking spaces should be provided at a minimum of 5% of the total number of parking spaces being provided on the site. For sites with no or low parking provision due to site constraints, justification of exclusion of disabled person parking places should be clearly set out in planning applications. However it is advisable that a minimum of one disabled parking space is provided.
- 5.7 Where specific facilities are likely to attract a higher level of disabled visitors, this should be identified during the planning application process and detailed in transport assessments or access statements. Disabled persons parking should be suitably designed and located to cater for the needs of disabled people. The location of suitable drop-off points should also be specified in transport assessments or access statement to demonstrate how the needs of disabled people have been addressed and to inform planning decisions.

Electric Vehicle Charging

- 5.8 The changing nature of car sales and usage has seen a rise in the sales of vehicles that require electric plug-in charging facilities. The sales of Electric Vehicles (EVs) in West Sussex in 2018 was only 1% of the overall vehicle fleet (dependent on source data). However, the increasing popularity of these vehicle types has seen the DfT forecast that plug-in vehicles will make up between 3% and 7% of all new car sales in 2020. Furthermore, the Government's 'Road to Zero Strategy' sets out an ambition for at least 50% — and as many as 70% — of new car sales to be ultra-low emission by 2030, alongside up to 40% of new vans.
- 5.9 Therefore, in order to respond to changing needs, it is important that developers consider the likely demand for EV charging facilities within new developments, and how this is likely to change over time. Developers should identify ways to cater for this demand within the design of new developments as part of the overall provision of parking facilities. This should include a mix of spaces with 'active' provision, i.e. charging facilities installed and operational, with the remaining spaces to include 'passive' provision for charging facilities, i.e. ducting to allow facilities to be installed at a later stage.
- 5.10 It is proposed that current levels of EV car sales in West Sussex be used as an index against which to base levels of active provision at new developments in 2018. A starting percentage of 20% active EV provision and linear growth between 2018 and 2030 produces a set of yearly EV provision indexes as set out in Appendix C. These values should be used as a guide to the level of 'active' EV charging facilities that should be provided in the year when development is expected to commence.
- 5.11 As the technology is expected to change over time, any standard is likely to become quickly out of date. Therefore, there is no specific technology standard for EV charging facilities. However, the elements of the Guidance on Parking at New Developments that relate to EVs will be kept under review, by taking account of any relevant outcomes from the Executive Task and Finish Group, in relation to the current developing WSCC EV Strategy and, if necessary, will be amended as technology and legislation changes.

6. Review of Parking for Non-Residential Development

- 6.1 It was not practically possible to collect observed data on parking behaviour as a representative sample of non-residential developments, as this would require too large a survey. Therefore, in order to develop new guidance, the following data sources were reviewed:
- Parking & Public Transport – The effect on Mode choice, TRICS/SERPLAN, 1993
 - Employment Densities, English Partnerships, 2001
 - Employment Land Reviews, ODPM, 2004
 - Masterplanning Science & Technology Parks, BRE, 2009
 - Planning for Prosperous Economies, GVA, 2009
 - Employment Density Guide, Homes & Community Agency, 2010

- National Travel Surveys

6.2 The starting point for assessing parking demand at non-residential developments is the land use class system, as each land use class has different parking characteristics. Changes to the land-use classes system since 2003 need to be reflected in a revised approach to parking to ensure that it can be used to assess all planning applications for non-residential developments.

6.3 In addition to land use class, the evidence review indicates that demand for parking at non-residential developments is also determined by a range of factors including the numbers of employees, visitors, customers, operational requirements (e.g. HGV and LGVs) and the location of the development.

7. Proposed Guidance for Non-Residential Development

7.1 Since the publication of the previous standards in 2003, there has been a shift in Government policy and more flexible working practices have been established. The move to a new planning system during 2006 further shifted the responsibility for determining parking standards to individual LPAs and indicates that local circumstances should be taken into account when setting such standards, including the accessibility of the site, the likely demand for parking, and the viability of the site.

7.2 Therefore, although new guidance has been prepared, it should only be used as an initial guide for developers, who should undertake a site-specific assessment and seek to balance operational needs, space requirements, efficient use of land and cost attributed to providing parking and where relevant, attracting/retaining staff (see paragraphs 7.4-7.9).

Non-Residential Parking Demand

7.3 Table 2 sets out initial guidance on vehicular and cycle parking demand by land-use based on the 2003 standards.

| Table 2: Non-Residential Parking Demand | | |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Use Class | Vehicular | Cycle |
| A1 Shops | 1 space per 14sqm | 1 space per 100sqm for staff and 1 space per 100sqm for customers |
| A2 Financial and Professional Services | 1 space per 30sqm | space per 100sqm for staff and 1 space per 200sqm for customers |
| A3 Restaurant and Café | 1 space per 5sqm of public area and 2 spaces per bar (or 5m length of bar for large bars) for staff parking to be clearly designated | 1 space per 4 staff and 1 space per 25sqm for customers |
| A4 Drinking Establishments | As A3 although not defined in 2003 Standards | As A3 |

| | | |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| A5 Hot Food Takeaways | As A3 although not defined in 2003 Standards | As A3 |
| B1 Business | 1 space per 30sqm 500sqm in less accessible areas | 1 space per 150sqm for staff and 1 space per 500sqm for visitors |
| B2 General Industrial | 1 space per 40sqm | 1 space per 200sqm for staff and 1 space per 500sqm for visitors |
| B8 Storage | 1 space per 100sqm | 1 space per 500sqm for staff and 1 space per 1000sqm for visitors |
| D1 Non-Residential Institutions | Site specific assessment based on travel plan and needs | Site specific assessment based on travel plan and needs |
| D2 Assembly & Leisure | As these are D2 uses, those standards should be applied (Part A) 1 space per 22sqm for large scale places of assembly serving more than a local catchment 1 space per 15sqm. | 1 space per 4 staff plus visitor / customer cycle parking |

Site-Specific Characteristics and Considerations

- 7.4 The land use will mean that the amount of commercial vehicle parking will vary greatly between one site and another. The amount of parking should be based on: the land-use; trip rate associated with the development (including base and forecast mode share); and the user group of staff/visitors of the site (including shift patterns).
- 7.5 The number of spaces for LGV/HGVs may also be derived using a similar methodology or compared to vehicle operating licences for similar buildings/operations.
- 7.6 It is the responsibility of the developer to prove that adequate facilities are provided on site for the proposed use, including cycle parking, changing and storage facilities. This may include providing details of the proposed operation of the site once in use such as whether the site will need to store vehicles not in use or on layover periods, the frequency of vehicles visiting the site for deliveries, or the type and size of vehicles using the site.
- 7.7 It should be considered that the staff and visitor ratio of each land use is likely to be distinct to their appropriate class and may change over the life of the building, particularly when occupied by another business. For example, land uses such as retail uses (class A1 - A5), health centres / leisure uses (class D1 - D2) and hospitals (class C2) will generally have two user groups accessing those types of developments, staff/employees and customers/patients. Conversely, land-use types (such as employment uses, class B1 - B8) will generally only be accessed by staff/employees with occasional visitors. Due regard should be paid to the unique characteristics of each land use.

- 7.8 In addition to land use class, the following characteristics should also be taken into account when determining parking arrangements: survey or business data to ascertain the peak parking periods and demand; the geographical location of the site along with the levels of accessibility for non-car mode users; and local data such as Census travel to work data about mode share and information detailed in supporting travel plans.
- 7.9 The area of the site should not result in an under or over provision of parking. The former could result in parking on the public highway and the latter could encourage trips by single occupancy car journeys.

8. Resources

- 8.1 There are no additional resource implications associated with adopting or using the Guidance on Parking in New Developments.

9. Issues for consideration by the Select Committee

- 9.1 Based on the evidence from the supporting data resources, the Committee should consider whether:
- (a) the proposed approach to parking at residential development is appropriate, including the parking demand in Table 1, and the proposed approaches to disabled persons parking and electric vehicle parking;
 - (b) the proposed approach to parking at non-residential development is appropriate, including the parking demand in Table 2, and the proposed approaches to addressing site-specific characteristics and considerations.

10. Consultation

- 10.1 A draft version of the Guidance on Parking at New Developments, Parking Standards Review, Background Evidence report, Parking Behaviour Zone maps and residential parking demand calculator tool were circulated to Local Planning Authorities and members of the Sussex Air Quality Partnership in November 2018. In total, seven responses were received and these have been summarised and are presented in Appendix D. Where appropriate, changes to the draft Guidance on Parking in New Developments have been made in response to the feedback received.

11. Risk Management Implications

- 11.1 There are no identifiable risks to the Council associated with the preparation of new guidance on parking in new developments. However as the guidance has been developed we have considered some specific risks around EV's which has helped shape our approach to EV's. The new residential and non-residential parking standards have been tested by applying them to recent applications to ensure that they produce sensible results.

12. Other Options Considered

- 12.1 An option considered is not to review or update the current parking standards. However, as national policy and guidance has changed since the

last updates and there is a need to respond to changes in consumer habits, such as the growing number of electric vehicles in the vehicle fleet, this is not considered to be a viable option.

- 12.2 A further option considered is to base guidance on the maximum number of vehicles rather than the average number of vehicles that may be associated with new developments. This option would not be consistent with national policy (NPPF paragraph 123) as it would lead to an oversupply of parking spaces at new developments, setting aside land for parking that could otherwise be used for more beneficial purposes. Furthermore, this approach would be difficult to apply in existing urban areas where land is constrained.

13. Equality Duty

- 12.1 The group which could potentially be negatively affected by the proposal are the homeless and those on housing waiting lists as they are most likely to be susceptible to reductions in the amount of affordable housing provided. This proposal is expected to exist alongside planning policies which seek to ensure that adequate affordable housing is provided. The County Council will seek to ensure that adequate affordable housing is provided by ensuring that suitable policies are put in place to secure its delivery when responding to planning policy consultations by local planning authorities.
- 12.2 There will be no material impact of the proposal on individuals or identifiable groups, other than those identified in para 11.1. The parking guidance has been considered in relation to the protected characteristics included in the Equality Act 2010 and, in order for people with disabilities not to be proportionally disadvantaged, the guidance includes provision for parking spaces for people with disabilities.

13. Social Value

- 13.1 The provision of parking spaces provided at a sustainable level, i.e. linked to expected car ownership in parking behaviour zones will ensure that land is used efficiently by avoid over-provision of parking spaces.
- 13.2 As national policy and consumer behaviour changes the popularity of electric vehicles over time, the proposed flexible approach, through use of a mix of active and passive charging facilities, will ensure the County Council guidance will remain up-to-date and, if necessary, responsive to faster rates of change. The shift towards use of electric vehicles is expected to have a positive impact on the environment and social well-being across West Sussex.

14. Crime and Disorder Implications

Not applicable.

15. Human Rights Implications

Not applicable.

Lee Harris

Executive Director Economy,
Infrastructure & Environment

Matt Davey

Director of Highways and Transport

Contact: Paul Eagle (ext. 25298)

Appendices

A: Draft Guidance on Parking in New Developments

B: Parking Behaviour Zones by ward

C: Electric Vehicle space allocation

D: Feedback from Local Planning Authorities

D1: Feedback from Arun Local Planning Authority

Background Papers

None

Appendix A: Draft Guidance on Parking in New Developments

**West Sussex County Council
Guidance on Parking at
New Developments
March 2019**

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1. Introduction

- 1.1 The County Council, in its role as the local highway authority, is a statutory consultee on planning applications that affect the highway. It provides advice to local planning authorities (LPA) on the transport implications of developments to inform their decision-making. The County Council is also consulted during the preparation of local and neighbourhood plans and may provide advice on the soundness of policies that relate to parking in new developments.
- 1.2 This guidance note outlines the County Council's approach to parking at new developments (both residential and non-residential). It should be used to help determine the level of parking at new developments and provides the basis for the County Council's advice to the LPAs in West Sussex on planning applications and the soundness of policies relating to parking at new developments.
- 1.3 It replaces the County Council's previous guidance: 'Standards and Transport Contributions Methodology' (2003) and 'Guidance for Parking in New Residential Developments' (2010).
- 1.4 It should be noted that a number of the LPAs have adopted or draft local plans that set out their approach to parking. Similarly draft or 'made' neighbourhood (or town) plans outline local conditions and, in some cases, propose local parking standards.
- 1.5 Each LPA will decide how to take forward parking policies. Some authorities are expected to use the County Council's new guidance, while others will prepare their own supplementary planning documents based on the County Council's guidance or similar evidence.

2. Background

National Context

- 2.1 Section 9 of the National Planning Policy Framework 2019 (NPPF) highlights the need to consider transport in plan-making and in the determination of planning applications. Paragraph 105 of the NPPF states that if LPAs set parking standards, they should take account of the following:
 - a) the accessibility of the development;
 - b) the type, mix and use of development;
 - c) the availability of and opportunities for public transport;
 - d) local car ownership levels; and
 - e) the need to ensure an adequate provision of spaces for charging plug-in and other ultra-low emission vehicles.
- 2.2 Paragraph 106 of the NPPF places the onus on LPAs to justify the use of maximum parking standards, stating that "*Maximum parking standards for residential and non-residential development should only be set where there is a clear and compelling justification that they are necessary for managing the local road network, or for optimising the density of development in city*

and town centres and other locations that are well served by public transport”.

Local Context

- 2.3 West Sussex is a large county with significant variation in local characteristics from dense urban hubs and large coastal towns to small rural hamlets of three or four dwellings. This variation contributes to wide-ranging demographics, economic situations, and consequently car ownership and parking behaviours amongst West Sussex residents.

3. Structure of the Guidance

- 3.1 The County Council’s approach to parking at new developments is detailed in a set of Guiding Principles and Overarching Guidance in section 4 together with either Guidance on Parking at New Residential Developments in section 5 or Guidance on Parking at New Non-Residential Developments in section 6.

4. Guiding Principles and Overarching Guidance

- 4.1 The following principles set out the County Council’s recommended approach to parking in new residential and non-residential developments and should be used to inform the design of new developments and decision-makers’ consideration of proposals for new development. Unless clearly specified, the Guiding Principles apply to both residential and non-residential developments.

Principle A: Accommodating Parking Demand

- 4.2 Parking provision should be sufficient to accommodate parking demand while exploiting the potential for sustainable travel, minimising adverse effects on road safety, and avoiding increased on-street parking demand.
- 4.3 If parking could reasonably be expected to take place in existing streets, then it will be necessary to demonstrate through a parking capacity survey (see Section 7) that there is sufficient capacity to accommodate the expected parking demand.
- 4.4 Expected levels of parking demand in residential developments should be determined, where appropriate taking account of; location (parking behaviour zone), dwelling size (rooms), parking provision (allocated or unallocated), control/enforcement (charges, etc). Calculation of expected levels of parking demand should normally be based on local or comparable data taking account of forecast changes in demand for the local plan period. Table 2 (Residential Parking Demand) should be used to calculate the parking demand for each development.
- 4.5 Calculation of demand for parking at non-residential developments should normally be based on the land-use; the trip rate associated with the development (including base and forecast mode share); and, the user group of staff/visitors of the site (including shift patterns).

Principle B: Electric Vehicle Charging Infrastructure

- 4.6 'Active' charging points for electric vehicles should be provided at a minimum of 20% of all parking spaces with ducting provided at all remaining spaces where appropriate to provide 'passive' provision for these spaces to be upgraded in future.
- 4.7 Due to the unprecedented scale of change in vehicle manufacturing and sales, the guidance of electric vehicle car parking places should be reassessed when local plans and supplementary planning documents are reviewed to take account of any recent developments in this technology.

Principle C: Sustainable Transport

- 4.8 In some locations, limiting parking provision should form part of a strategy to exploit the potential for sustainable transport. In order to realistically promote lower levels of car ownership and use whilst avoiding unacceptable consequences, all of the following should be available or provided:
- travel plan measures, targeted at reducing car use and thereby reducing ownership levels;
 - high levels of accessibility to non-car modes of travel and to local amenities and facilities; and
 - comprehensive parking controls; i.e. Controlled Parking Zone.

Principle D: Traffic Regulation Orders

- 4.9 In some circumstances, it may be necessary to regulate on-street parking to manage or mitigate the impact of development. If Traffic Regulation Orders (TRO) are required, developers will be expected to fund administration and works costs. In some circumstances, it may be necessary to undertake consultation on TROs to establish the principle of any changes before this can be relied upon.
- 4.10 It may be necessary to prevent residents of new development within Controlled Parking Zones from qualifying for residents and visitors parking permits. Residents could qualify for permits, provided spare on-street capacity exists and the issue of permits will not undermine planning policies and travel plan measures.

Principle E: Design Considerations

- 4.11 Good parking design is as important as providing the appropriate number of spaces. Therefore, developers will be expected to provide balanced, mixed, and flexible parking provision. This should reflect best practice as set out in national guidance, such as 'Manual for Streets', and 'Car Parking: What Works Where', to ensure high quality design of parking provision.
- 4.12 The layout of on-street parking must also comply with 'Traffic Signs Regulations and General Directions (2016)' and, where reasonably practicable, accommodate changes for accessible lifestyle changes.
- 4.13 To ensure that developments function efficiently and as intended, detailed consideration needs to be given to the following at the design stage:

- (a) Providing garages of sufficient size at new residential developments - If garages are provided they should be at least 6m x 3m internally. If garages meet this requirement, they will be regarded as an allocated parking space of 0.5 and calculations of parking demand will take this into account.
- (b) Providing adequate visitor parking at new residential developments - Adequate visitor parking is required and this will be influenced by the level of unallocated parking. Table 2 (Residential Parking Demand) should be used to ensure sufficient visitor parking is provided.
- (c) Where 'active' electric vehicle charging points are provided, if these spaces are dedicated to electric vehicles only, they should be included in the 'total demand' as allocated spaces (see Principle B).
- (d) Likely cycle ownership and storage – Although good cycle storage facilities are important, requirements should take account of dwelling size and type, and have regard to existing levels of cycle ownership. The minimum levels of cycle provision are set out in Table 1. The distinction has been made for cyclists on the basis of space requirements, availability of secure communal storage facilities, and the anticipated occupants of flats.

| Table 1: Minimum levels of cycle provision | | |
|---------------------------------------------------|---------------------------|-------------------------------------------------------------------|
| Type | Dwelling Size | Cycle Provision (per unit) |
| Houses | Up to 4 rooms (1 & 2 bed) | 1 space |
| Houses | 5+ rooms (3+ bed) | 2 spaces |
| Flats | Up to 3 rooms (1 & 2 bed) | 0.5 space (if communal storage otherwise same as 1 & 2 bed house) |
| Flats | 4+ rooms (3+ bed) | 1 space |

- (e) Spaces for people with disabilities – Provision should be consistent with guidance in 'Manual for Streets'.
- (f) Motorcycle parking - Provision should be consistent with guidance in 'Manual for Streets'.
- (g) Space for storage bins at new residential developments – Part H of the Building Regulations suggests storage areas dimensions which are suitable for refuse and recycling bin storage. Development may be required to demonstrate suitable storage to ensure parking provision is available at all times.

Principle F: Sustainable Drainage

4.14 Parking areas should adopt sustainable drainage systems (SuDS) to minimise the risk of flooding in the County, as part of a drainage strategy for the development. This should conform to the SuDS Hierarchy, as follows:

- discharge into the ground (infiltration);
- controlled discharge to a surface water body;
- controlled discharge to a surface water sewer.

Disabled Persons Parking Overarching Guidance

- 4.15 Disabled persons parking spaces should be provided at a minimum of 5% of the total number of parking spaces being provided on the site. For sites with no or low parking provision due to site constraints, justification of exclusion of disabled person parking places should be clearly set out in planning applications. However, it is advisable that a minimum of one disabled parking space is provided.
- 4.16 Where specific facilities are likely to attract a higher level of disabled visitors, this should be identified during the planning application process and detailed in transport assessments or access statements. Disabled persons parking should be suitably designed and located to cater for the needs of disabled people. The location of suitable drop-off points should also be specified in transport assessments or access statement to demonstrate how the needs of disabled people have been addressed and to inform planning decisions.

Electric Vehicle Charging Overarching Guidance

- 4.17 The changing nature of car sales and usage has seen a rise in the sales of vehicles that require electric plug in charging. Although the sales of Electric Vehicles (EVs) in West Sussex in 2018 was 1,593 (depending on source data), which equates to overall vehicle sales of 1% of the overall vehicle fleet (dependent on source data), this is expected to change over time. Actual sales are expected to remain on the same trajectory as the DfT published in 2008; the increasing popularity of these vehicle types has seen the DfT forecast that plug in vehicles will make up between 3% and 7% of all new car sales in 2020.
- 4.18 In order to respond to changing needs, it is important that developers consider the likely demand for electric charging points within new developments, and how this is likely to change over time. Developers should identify ways to cater for this demand within the design of new developments as part of the overall provision of parking facilities. This could include; for example, a mix of spaces with active charging facilities and passive provision, i.e. ducting to allow facilities to be brought into use at a later stage.
- 4.19 The values in Table 2 include provision of EV spaces at new residential developments. To allow for increased sales in EVs over time and an increasing proportion of the overall vehicle fleet, it is proposed that current base levels of EV car sales in West Sussex be used as an index to base levels of active provision for EVs at new developments as set out in Principle B.
- 4.20 The Governments 'Road to Zero Strategy' sets out an ambition for at least 50% — and as many as 70% — of new car sales to be ultra-low emission by 2030, alongside up to 40% of new vans. Taking a starting percentage of 20% active EV provision and using a linear growth between 2018 and 2030, produces a set of yearly EV provision indexes as set out in Appendix B. These values should be used as a guide to the level of 'active' EV spaces to be provided in the year of construction.

- 4.21 As the demand for electric vehicle charging points is expected to change rapidly over time, any standard for electric vehicle charging points is likely to become quickly out of date. Therefore, there is no specific standard for electric vehicle charging points but developers should consider the Guiding Principles when designing parking provision. This guidance will be subject to review in line with the development of technology and relevant legislation.
- 4.22 Developers should ensure that any EV strategy documents at local authority level have been consulted when applying level of EV spaces, for example, Arun District Council's Vehicle Infrastructure Study, January 2018.

5. Guidance for New Residential Developments

- 5.1 In order to take account of expected future growth in the demand for parking, growth factors have been identified using the Department for Transport's (DfT) National Trip End Model dataset (i.e. TEMPro) for a forecast year of 2033, as this broadly aligns with the end of current local plan periods. The growth factors were applied to 2011 census data to provide expected levels of parking demand in 2033 for different sizes of dwelling in each Parking Behaviour Zone PBZ - see Appendix A).
- 5.2 Accordingly, the expected parking demand per dwelling in Table 2 should be used to calculate the number of parking spaces that should be provided in the design of new residential developments.

| Number of bedrooms | Number of habitable rooms | Parking Behaviour Zone | | | | |
|--------------------|---------------------------|------------------------|-----|-----|-----|-----|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | 1 to 3 | 1.5 | 1.4 | 0.9 | 0.9 | 0.6 |
| 2 | 4 | 1.7 | 1.7 | 1.3 | 1.1 | 1.1 |
| 3 | 5 to 6 | 2.2 | 2.1 | 1.8 | 1.7 | 1.6 |
| 4+ | 7 or more | 2.7 | 2.7 | 2.5 | 2.2 | 2.2 |

- 5.3 To accommodate potential variations in parking demand within a single ward, consideration may be given to varying the expected parking demand by 10% above or below, which is based on the average variation in demand between PBZs. In order to determine whether or not this is acceptable, the applicant will need to provide justification through, for example, the provision of parking beat surveys.
- 5.4 To meet with current and emerging guidance on the promotion of sustainable travel modes and choices, consideration could also be given to reducing the expected level of parking demand by 10%. This is based on the Department for Transport's 'Smarter Choices' research that shows reductions in traffic movements can be achieved by up to 10 to 30% where a range of travel

choices are available through provision of travel plans, public transport contributions, and other sustainable travel initiatives.

- 5.5 As part of their planning application, applicants will be expected to provide a schedule of parking provision, detailing the number of allocated and unallocated spaces, including garages and EV charging facilities (active and passive). The planning application should include an explanation of how the provision of parking will meet the needs of the development including how these needs are expected to change in the future.
- 5.6 The likely occurrence of parking space obstructions, such as caravans and refuse skips, around 2% (taken from the parking beat surveys), has been taken into account in Table 2.
- 5.7 The evidence collected to inform the guidance on parking in new residential developments is based on levels of car ownership. Parking beat surveys did not seek to distinguish between resident and visitor vehicles. Demand for visitors to residential dwellings is likely to peak during evenings and weekends so demand should be met at these times. Where parking is unallocated this demand for visitor spaces can be met from spaces that are available due to some residents being away during these times and spaces that are unused as some dwellings will not own vehicles.
- 5.8 Developers should take an approach that is consistent with national research which suggests; *"that no special provision should be made for visitors where at least half of the parking provision associated with the development is unallocated. In all other circumstances it may be appropriate to allow for additional demand for Visitor parking of 0.2/spaces per dwelling"*¹.

6. Guidance for Non-Residential Development

- 6.1 Under the Companies Act 2006, businesses are obliged to minimise their effect on the environment. In support of this obligation and in line with the West Sussex Transport Plan, businesses should promote sustainable travel behaviour by encouraging employees to travel by non-car modes and reducing the number of single occupancy car journeys. To support sustainable travel measures the availability of car parking or cost of use should be carefully controlled.
- 6.2 Since the publication of the previous standards in 2003, there has been a shift in Government policy and more flexible working practices have been established. The move to a new planning system during 2006 further shifted the responsibility for determining parking standards to individual LPAs and indicates that local circumstances should be taken into account when setting such standards, including the accessibility of the site, the likely demand for parking, and the viability of the site.
- 6.3 Therefore, although new guidance has been prepared, it should only be used as an initial guide for developers, who should undertake a site-specific assessment and seek to balance operational needs, space requirements,

¹ DCLG, 2007, Residential Car Parking Research

efficient use of land and cost attributed to providing parking and where relevant, attracting/retaining staff.

- 6.4 Table 3 sets out initial guidance on vehicular and cycle parking demand by land-use class.

| Table 3: Non-Residential Parking Demand | | |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Use Class | Vehicular | Cycle |
| A1 Shops | 1 space per 14sqm | 1 space per 100sqm for staff and 1 space per 100sqm for customers |
| A2 Financial and Professional Services | 1 space per 30sqm | space per 100sqm for staff and 1 space per 200sqm for customers |
| A3 Restaurant and Café | 1 space per 5sqm of public area and 2 spaces per bar (or 5m length of bar for large bars) for staff parking to be clearly designated | 1 space per 4 staff and 1 space per 25sqm for customers |
| A4 Drinking Establishments | As A3 although not defined in 2003 Standards | As A3 |
| A5 Hot Food Takeaways | As A3 although not defined in 2003 Standards | As A3 |
| B1 Business | 1 space per 30sqm 500sqm in less accessible areas | 1 space per 150sqm for staff and 1 space per 500sqm for visitors |
| B2 General Industrial | 1 space per 40sqm | 1 space per 200sqm for staff and 1 space per 500sqm for visitors |
| B8 Storage | 1 space per 100sqm | 1 space per 500sqm for staff and 1 space per 1000sqm for visitors |
| D1 Non-Residential Institutions | Site specific assessment based on travel plan and needs | Site specific assessment based on travel plan and needs |
| D2 Assembly & Leisure | As these are D2 uses, those standards should be applied (Part A) - 1 space per 22sqm For large scale places of assembly serving more than a local catchment - 1 space per 15sqm. | 1 space per 4 staff plus visitor / customer cycle parking |

- 6.5 The land use will mean that the amount of commercial vehicle parking will vary greatly between one site and another. The amount of parking should be based on:

- the developments land-use,
- trip rate associated with the development (including base and forecast

- mode share) and
 - the user group of staff/visitors of the site (including shift patterns).
- 6.6 The number of spaces for LGV/HGVs may also be derived using a similar methodology or compared to vehicle operating licences for similar buildings/operations.
- 6.7 In designing provision for EV charging infrastructure at non-residential developments, there is a need to take account of likely parking behaviour (e.g. expected duration of stays) which could affect the number of 'active' spaces.
- 6.8 In designing provision for disabled persons parking at non-residential developments with over 200 parking spaces, consideration may be given to reducing the percentage of spaces for disabled persons below the minimum level specified in paragraph 4.15 to avoid overprovision of spaces.
- 6.9 It is the responsibility of the developer to prove that adequate facilities are provided on site for the proposed use, including cycle parking, changing and storage facilities. This may include providing details of the proposed operation of the site once in use such as whether the site will need to store vehicles not in use or on layover periods, the frequency of vehicles visiting the site for deliveries, or the type and size of vehicles using the site.
- 6.10 It should be considered that the staff and visitor ratio of each land use is likely to be distinct to their appropriate class and may change over the life of the building, particularly when occupied by another business. For example, land uses such as retail uses (class A1 - A5), health centres / leisure uses (class D1 - D2) and hospitals (class C2) will generally have two user groups accessing those types of developments, staff/employees and customers/patients. Conversely, land-use types (such as employment uses, class B1 - B8) will generally only be accessed by staff/employees with occasional visitors. Due regard should be paid to the unique characteristics of each land-use.
- 6.11 In addition to land-use class, the following characteristics should also be taken into account when determining parking arrangements:
- survey or business data to ascertain the peak parking periods and demand;
 - the geographical location of the site along with the levels of accessibility for non-car mode users; and
 - local data such as Census travel to work data about mode share and information detailed in supporting travel plans.
- 6.12 The area of the site should not result in an under or over provision of parking. The former could result in parking on the public highway and the latter could encourage trips by single occupancy car journeys.

7. Parking Capacity Surveys

- 7.1 This guidance is to assist developers and their consultants when considering the parking implications of new development and when preparing transport

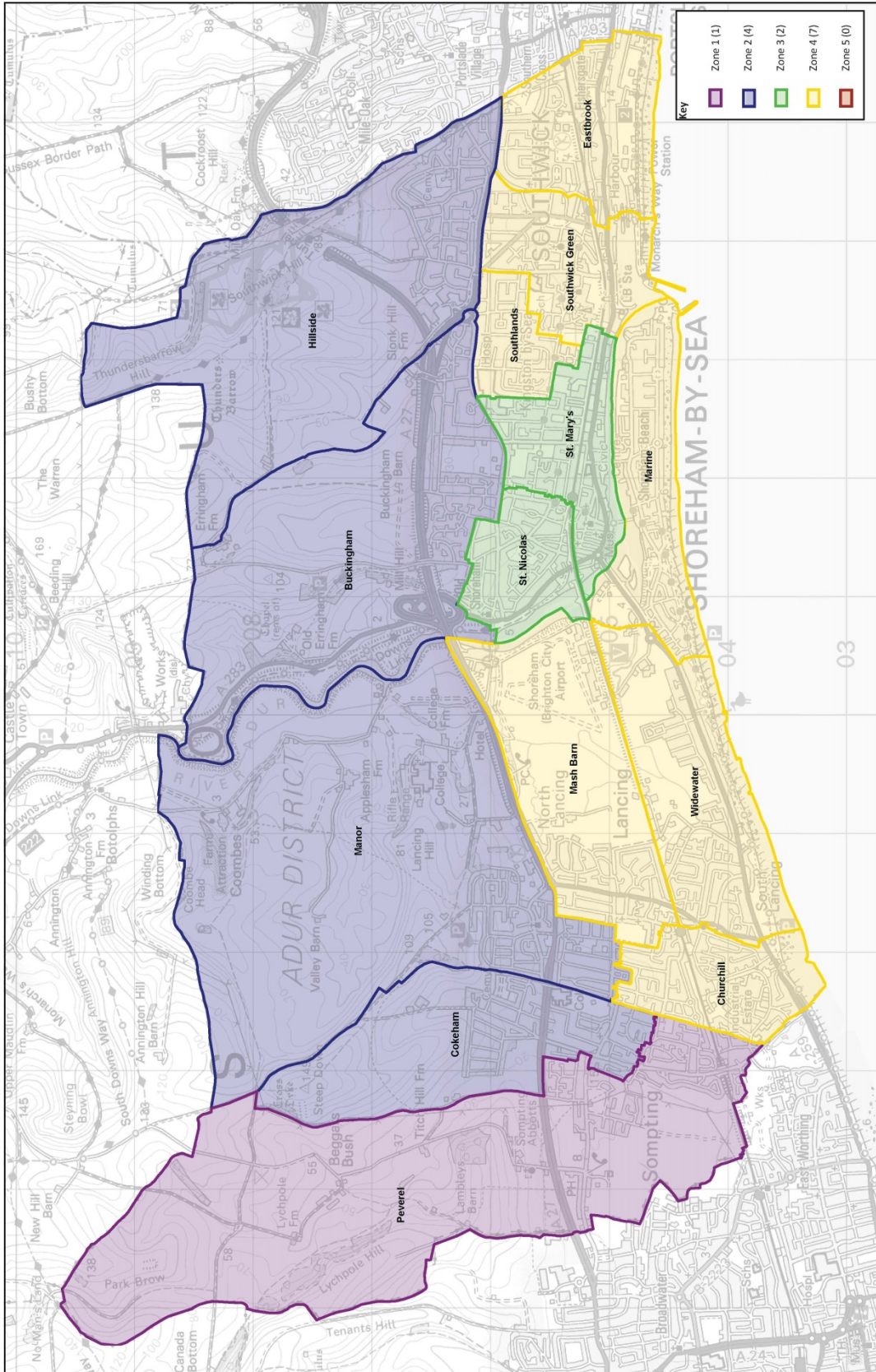
statements and assessments. The guidance seeks to ensure that parking capacity surveys are robust and that information is of a consistent standard, thereby providing a reliable basis for decision-making.

- 7.2 Parking capacity surveys should seek to satisfy the criteria outlined in this guidance and should be agreed with the County Council at the scoping stage for transport statements and assessments. In line with Principle A, surveys are expected to be carried out only when it is reasonably expected that parking will take place on existing streets, and should follow calculation of the expected levels of vehicle ownership and consideration of how this parking can be provided. Surveys are expected to be reported in the form of a short summary report which may form part of a transport statement or assessment.
- 7.3 The geographical area that should be surveyed (the 'survey area') should be proportionate to the impact of the development – determined as the number of vehicles that are expected to park on-street in the surrounding area. The survey area should include sufficient available space to accommodate the number of vehicles expected to be owned by residents of the site and their visitors - see Table 2 (Residential Parking Demand).
- 7.4 The survey area is expected to centre on the development site and should include areas most likely to be used for parking by those living in, or visiting the site and will, therefore, need to have regard to site access arrangements.
- 7.5 Parking capacity surveys should be carried out when usage of available parking space is at its greatest (i.e. peak time) in the survey area. This may include early morning surveys to assess the amount of overnight parking in the area. The duration of the survey will be dependent on the likely impact of the development and whether or not there are existing pressures on parking space in the area. A development that is likely to have a large impact on on-street parking in an area where available space is already well-used or insufficient to meet existing demands, would be expected to carry out an extensive survey throughout the day.
- 7.6 A parking capacity survey should take the form of a beat survey (or similar alternative) where an enumerator walks a planned route at regular intervals recording registration plate details of the parked vehicles. The enumerator should record sufficient information to provide the following information in a summary report (see Table 4 below):
 - the rate of turnover of vehicles on each street expressed as a number of vehicles leaving/arriving per hour;
 - the number of vehicles parked on each street; and
 - an estimate of the parking capacity of each street and a brief explanation of how this was calculated.
- 7.7 If the development is located within a Controlled Parking Zone, the summary report should also provide details of the existing resident permit take-up and/or any waiting lists. This information can be obtained from the West Sussex County Council Parking Strategy Team on 01243 642105.
- 7.8 A summary report of parking capacity surveys should be accompanied by:

- a map displaying the geographical area surveyed at a suitable scale for interpretation
- details of the dates and times of day when survey(s) were undertaken
- details of parking restrictions (Traffic Regulation Orders) that apply in the survey area which are available by using the following link or copying the URL into an internet browser: <http://www.westsussex.gov.uk/apps/tro/>

| Table 4: Example Car Parking Capacity Survey – Summary Report | | | | | |
|-------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------|-------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------|
| Date | 9th August 2017 | | | | |
| Location (street name) | Start time of survey | Rate of turnover of vehicles (veh/hr) | Number of vehicles parked on street | Estimated parking capacity of street (details of calculation provided below) | Details of existing parking restrictions (TROs) |
| Astreet Close | 07:00 | 1 | 5 | 5 | Link to website |
| Astreet Close | 07:30 | 1 | 5 | 5 | Link to website |
| Astreet Close | 08:00 | 3 | 3 | 5 | Link to website |
| Astreet Close | 08:30 | 2 | 4 | 5 | Link to website |
| Astreet Close | 09:00 | 1 | 3 | 5 | Link to website |
| Astreet Close | 09:30 | 1 | 3 | 5 | Link to website |
| Details of parking capacity calculation: Length of available parking area (24m) / Length of vehicle (4.8m) = 5 vehicles | | | | | |

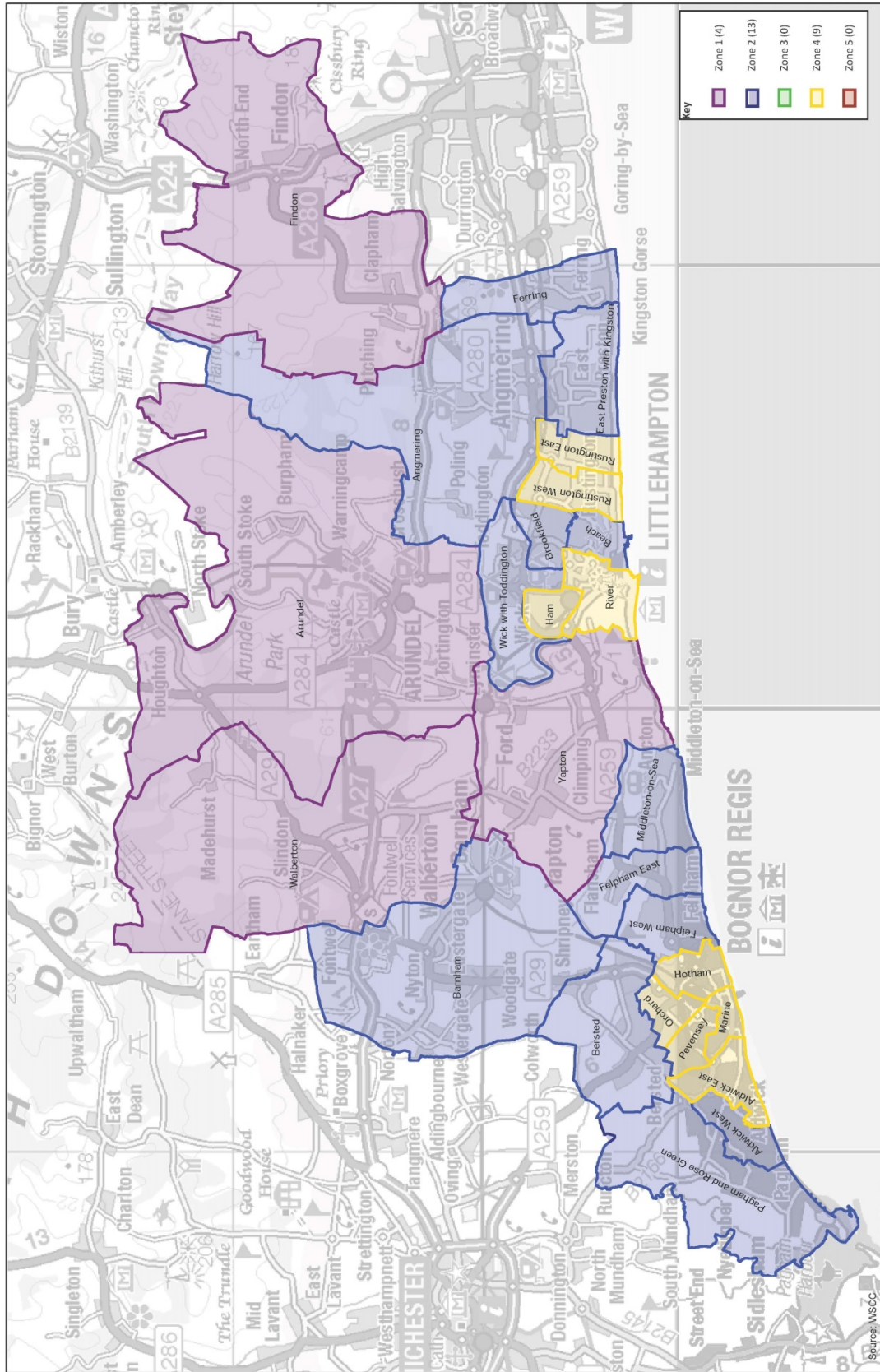
Appendix A: Parking Behaviour Zones by District



wsp
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Parking Behaviour Zones: Adur District

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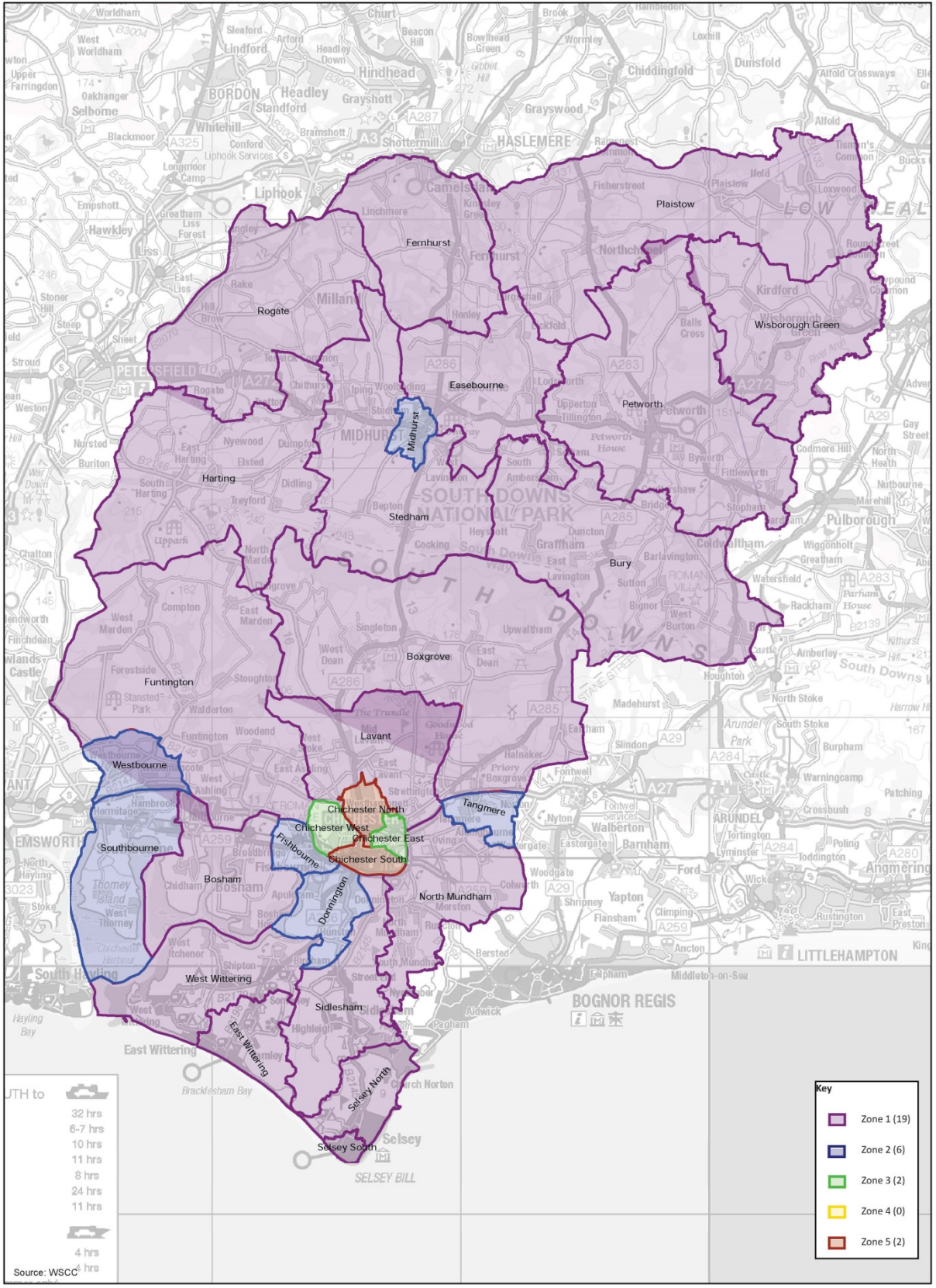




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Parking Behaviour Zones: Arun District

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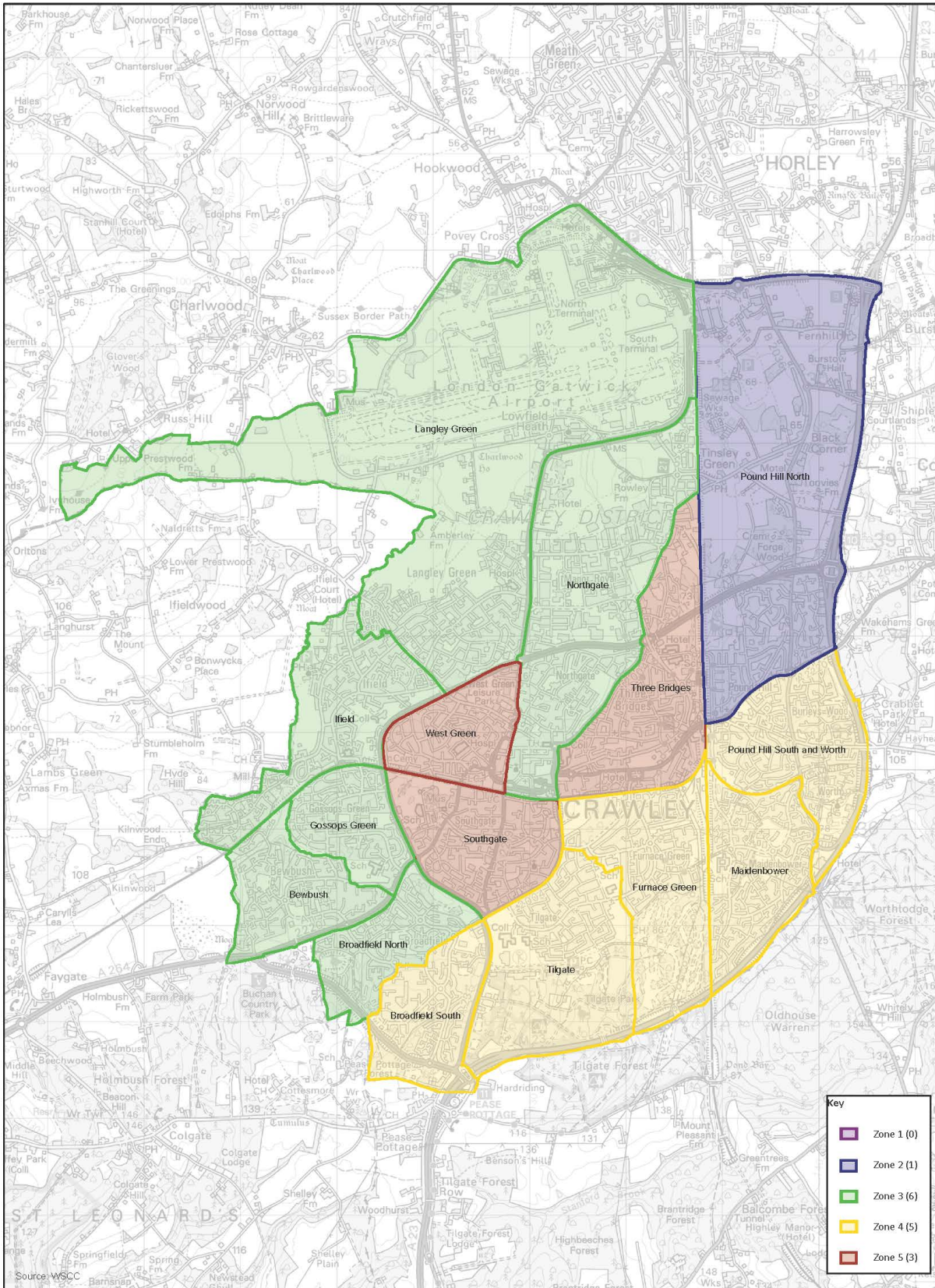


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Parking Behaviour Zones:
Chichester District

WSP 1:135,000



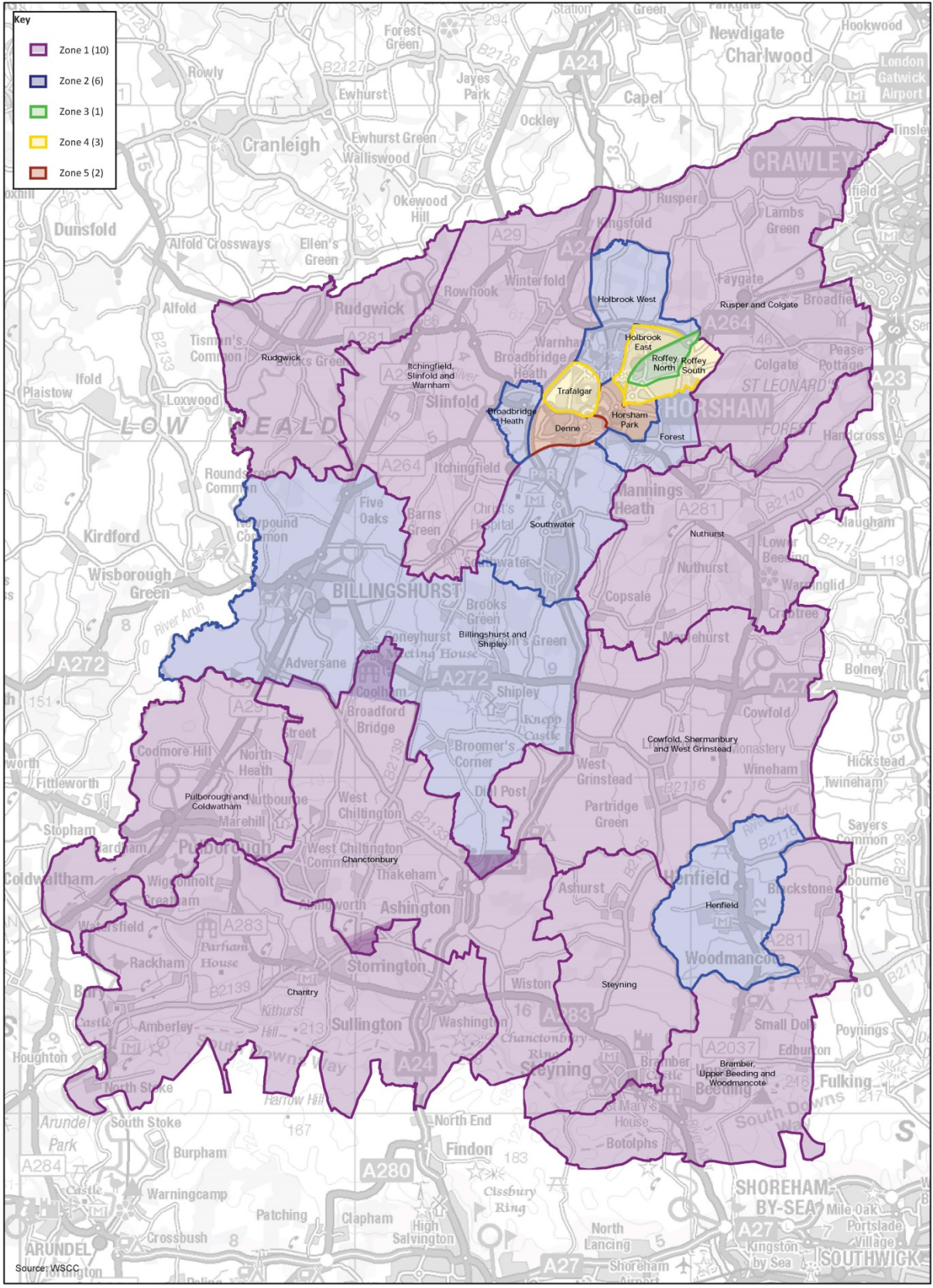


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Parking Behaviour Zones:
Crawley Borough

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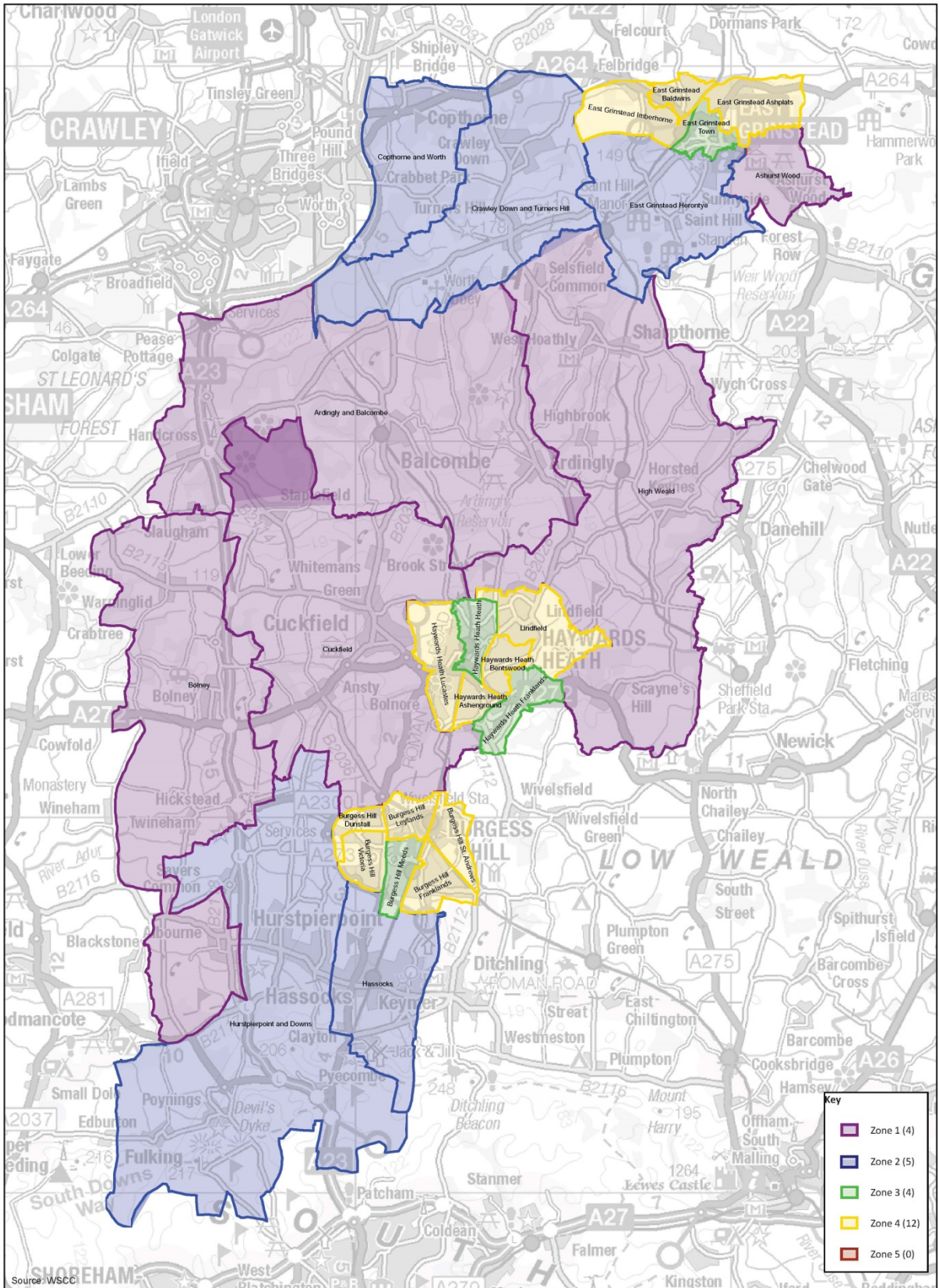


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**Parking Behaviour Zones:
Horsham District**

wsp 1:100,000

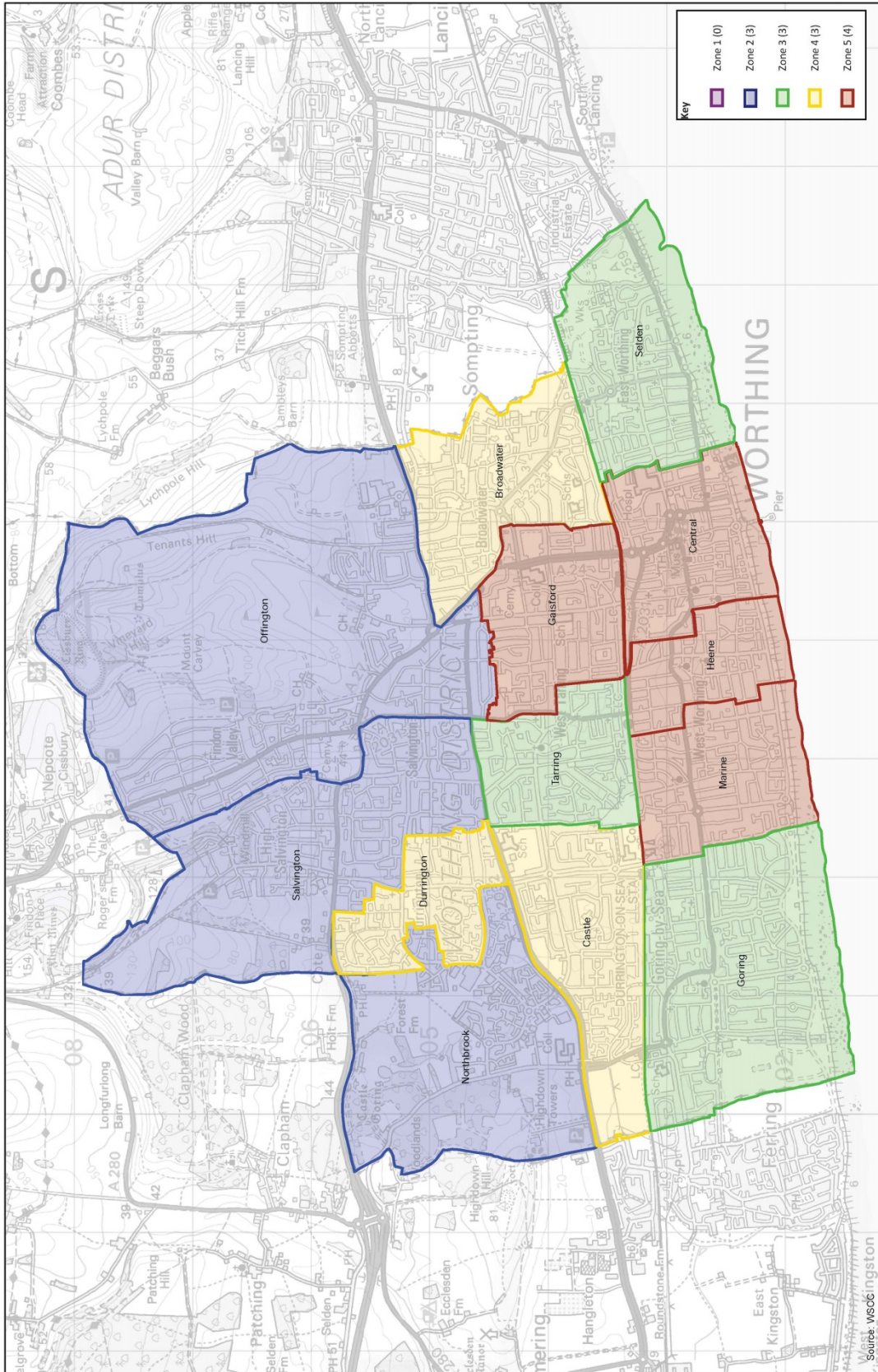




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Parking Behaviour Zones:
 Mid Sussex District





WSP
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Parking Behaviour Zones: Worthing Borough

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Source: WSCC/ingston

Appendix B: Electric Vehicle Space Allocations

| Year | % Growth Index | % Spaces for active EV charging facilities |
|-------------|-----------------------|---------------------------------------------------|
| 2018 | 0 | 20 |
| 2019 | 4 | 24 |
| 2020 | 8 | 28 |
| 2021 | 13 | 33 |
| 2022 | 17 | 37 |
| 2023 | 21 | 41 |
| 2024 | 25 | 45 |
| 2025 | 29 | 49 |
| 2026 | 33 | 53 |
| 2027 | 38 | 58 |
| 2028 | 42 | 62 |
| 2029 | 46 | 66 |
| 2030 | 50 | 70 |

Appendix B: Parking Behaviour Zones by ward

See separate PDF

Appendix C: Electric Vehicle Space Allocation

| Year | % Growth Index | % No. of 'Active' EV Spaces |
|-------------|-----------------------|------------------------------------|
| 2018 | 0 | 20 |
| 2019 | 4 | 24 |
| 2020 | 8 | 28 |
| 2021 | 13 | 33 |
| 2022 | 17 | 37 |
| 2023 | 21 | 41 |
| 2024 | 25 | 45 |
| 2025 | 29 | 49 |
| 2026 | 33 | 53 |
| 2027 | 38 | 58 |
| 2028 | 42 | 62 |
| 2029 | 46 | 66 |
| 2030 | 50 | 70 |
| 2031 | 53 | 73 |
| 2032 | 56 | 76 |
| 2033 | 59 | 79 |
| 2034 | 63 | 83 |
| 2035 | 66 | 86 |
| 2036 | 69 | 89 |
| 2037 | 72 | 92 |
| 2038 | 75 | 95 |
| 2039 | 78 | 98 |
| 2040 | 81 | 101 |
| 2041 | 84 | 104 |
| 2042 | 88 | 108 |
| 2043 | 91 | 111 |
| 2044 | 94 | 100 |
| 2045 | 97 | 100 |
| 2046 | 100 | 100 |
| 2047 | 103 | 100 |
| 2048 | 106 | 100 |
| 2049 | 109 | 100 |
| 2050 | 113 | 100 |

Appendix D: Feedback from Local Planning Authorities

| WSCC Parking Standards Guidance note - Consultation with D&B's Thursday 1st November to Friday 9th November 2018 | | | |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | |
| Consultees | District & Borough | Response | WSCC response |
| Officers | Adur-Worthing | <p>We welcome the proposal for the provision of 'active' electric vehicle (ev) charge points at a starting rate of 20% of all parking spaces in relation to residential, retail (supermarkets), Office/industrial, and other Commercial land uses. We believe the starting rate of 20% shows ambition alongside a mechanism to increase the rate of provision as the ev market grows. The standard will assist us in our efforts to increase the provision of ev charge points as a way of improving local air quality and also assist the delivery of actions within our two local air quality management plans. We also welcome the inclusion of a requirement to provide ducting at all remaining spaces where appropriate to provide 'passive' provision for these spaces to be upgraded in future. However we question the inclusion of the phrase "where appropriate" and suspect this will be used by developers to avoid having to provide passive ducting. We therefore recommend some guidance is provided to accompany this phrase. We also note no mention of on-street charging. Whilst not the responsibility of developers, the issue of on street charging needs to be looked at in tandem with developments to ensure appropriate charging facilities are made available.</p> | <p>Thanks you for your response to our proposed parking standards guidance document. Please see my previous response to EV representation, in the most part. With regards to your reference to on-street charging, I believe that there is some Strategy work being developed at County on this and whether this is something County wish to pursue, but is not at a stage that can be included in our proposed guidance document. There are also issues around maintenance costs and risks around safety, which again I think the Strategy work will consider.</p> |

| | | | |
|-----------------|-------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Officers</p> | <p>Arun</p> | <p>See separate response. Appendix D1</p> | <p>Many thanks for providing an update to your response following your DC Committee meeting. We are collating all the responses and summarising into a single document, so I should be able to provide an overall set of responses, following the submission of our Draft A select committee report in early December. I have already made some amendments to the guidance document including, NPPF references, clarifying that this guidance will replace both the current Residential & Non-residential guidance into a single document, linking paragraph references and reference to Arun District Council, Vehicle Infrastructure Study, January 2018, following your initial response. If I may, I would like to pick up on the updates you have now provided: Electric Vehicle Charging – While we are pleased that you tend to agree with our overall EV approach, we note that you are suggesting alternative % provision for ‘active’ charging, and we welcome alternative views on this challenging topic. The % values in Appendix C have been derived from and linked to potential future EV car sales to allow the provision of EV charging points to take account of the expected increase in EV’s. While we have applied a linear approach to this, and we welcome your alternative % provisions, it would be helpful to us in justifying a different approach if you could provide any information to support the values by year that you are proposing. Suggested amendment to Table 3 – Agree that rounding the numbers makes it easier to apply and avoids the example you provided, however the values shown in Table 3 are based on</p> |
|-----------------|-------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | |
|-----------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <p>the review process and evidence base undertaken by WSP, if we change these values (and appreciate these are small increments) they will not be defensible or relate to the review. There is also some flexibility in the guidance around applying increase or decrease in target parking provision on a site by site basis. SPD or Guidance – I can confirm that it is the Counties intention to keep this document as guidance, if District & Boroughs wish to develop their own SPD’s then we would welcome this.</p> |
| <p>Officers</p> | <p>Horsham</p> | <p><i>Timescales for this is really tight. I support the need for developers to undertake surveys where they propose on street parking to understand if there is existing capacity to accommodate on street parking. I also support the commentary which sets out the need to ensure good design in development (para 2.19) - the NPPF is much clearer now that we can refuse on this basis, and that is helpful for us going forward. Reference to para 130 of the NPPF in this respect might be helpful. Provision of Electric Vehicles together the ability for other spaces to be upgraded in the future is also supported - this will help the Council to address air quality issues in the District and contribute to the need to work towards lower diesel vehicle numbers. What I am not clear on however is the statement in 2.12 - this requires the use of the West Sussex Parking Demand calculator to understand expected level of vehicle ownership. This is what our</i></p> | |

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| | | <p><i>Members are going to query and at the current I don't fully understand how this has changed compared with the existing. (This maybe in the other documents but I really don't have time to the fine detail). A summary on this somewhere would assist us with this point (I accept it would not be contained in the new guidance itself. Finally I note that table 3 sets out the new standards. It looks as if HDC is only covered by zones 1 -3. Again I don't know how this compares to existing standards and this is again a question Members will ask. Could this be provided please? (I accept it would not be contained in the new guidance).</i></p> | |
| <p>Officers</p> | <p>Horsham</p> | <p>Can an Exec Summary be provided please? Is there any evidence for the first sentence in para 2.4 "As the demand for electric vehicle charging points is expected to change rapidly over time". Para 1.5 of doc says "The County Council has taken a strongly evidence-led approach to parking". Para 2.2 says vehicle sales of electric cars are currently 1% of the fleet. What size developments will be expected to provide Electric Charging points? Maybe it's elsewhere in the doc? Where is the key for the 4 different zones in Horsham in Appendix B in terms of zone allocation? Is Roffey North in 5 and Trafalgar/Holbrook east/Roffey South in 4? IS there that much of a difference? Really a DM question – but does Table 3 on p. 9 produce sensible results?! Similarly, does Table 4 on p.13 use sensible standards for non-resi developments?</p> | <p>Hi Mark, Many thanks for your response to our draft Parking Standards guidance. I have set out below a response to your questions, I hope this helps. In regards to providing an Executive Summary, as this is a guidance document it is important that users read the whole document, we have looked at what other authorities have done and although we have only looked at a small sample none of these include an Executive Summary. Evidence to suggest EV numbers will increase overtime, Government figures suggest a 3% to 7% share of EV sales by 2020, para 2.2 references the Government "Road to Zero Strategy". With regards to minimum size of development we do not state a minimum size of development, but do suggest a minimum of 20% 'active' with the remaining spaces being 'passive' provision. As with normal parking spaces we do not state a minimum size of development before parking spaces should be provided. Key</p> |

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| | | | <p>to the Parking behaviour zones is shown in the top left hand corner of the PDF, if you are referring to a list of wards in each of the 5 zones, this is not provided as it should be clear from the figures, but appreciate where small zones are closely grouped it can be difficult. There is a list of wards to zones in the “background information” worksheet of the “demand calculator”. Roffey north is in zone 3, Trafalgar, Holbrook East and Roffey South are all in zone 4. The zone allocation is based on the set of criteria, there is a 10% variation that can be applied, but it is up to the developer to justify any changes. The parking space allocation presented in Table 3 and 4 is based on the evidence presented in the accompanying WSP report, these values are similar to existing standards.</p> |
| <p>Officers</p> | <p>Mid Sussex</p> | <p>Dear Paul and Nigel, Sorry for the delay in replying to you; we appreciate the extra time. I have reviewed the draft parking standards guidance document. I don't have any specific comments on the draft guidance as I don't know enough about the details and methodology of the parking standards guidance or the background to this document. I did spot something though; page 13, Use Class A2 - Under the 'Cycle' column, I think there is a number missing at the beginning to state the number of cycle spaces for staff. I think the main issue for us is that we are currently using parking standards set out in an adopted Developments Infrastructure and Contributions SPD (July 2018) : https://www.midsussex.gov.uk/planning-building/supplementary-planning-documents/. In addition a number of made neighbourhood plans have parking standards. These should be the starting point for parking standards for developments in Mid Sussex. As such Table 1 of existing local policy in WSP</p> | <p>Many thanks for your response to our proposed parking standards guidance document. We note your reference to a possible emission on page 13, and will address accordingly. I also thank you for pointing out the incorrect wording and reference in the Policy section of the WSP Evidence base report.</p> |

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| | | <p>background evidence document is out of date and completely misses out the neighbourhood plans. It may be that when the Development Infrastructure and Contributions SPD is reviewed, we will change to use the parking standards outlined in the emerging WSCC parking standards guidance. This will need to be subject to discussion, agreement and possibly consultation.</p> | |
| <p>officers</p> | <p>Crawley</p> | <p>As I previously mentioned to Paul Eagle, our window for looking at this was only until today due to annual leave reasons. I've looked quickly over the documentation and am content that the proposed guidance is broadly along the lines previously indicated. I note that the requirement re electric charging points has been increased to a baseline of 20%, with the other spaces being required to have ducting for future points. Just two queries/points: - For Crawley at least the map is more confusing because of some inconsistency between the colours of the wards and the colours of the ward boundaries. On first glance it looks like only West Green is in Zone 5, whereas Three Bridges and Southgate are too. This is likely to confuse applicants for sites in the latter two wards. It may be simpler to get rid of the ward boundaries or make them black or white or some other colour that doesn't denote the zone. - The proposed B1 business parking standard states '1 space per 30sqm 500sqm in less accessible areas'. This reads as if less accessible areas only need 1 space per 500sqm or floor area, which can't be right? Looking back to the 2003 document the 500sqm originally seems to have been a threshold above which the standard was applicable. It would be good if the new document could be clear on this.</p> | <p>Many thanks for your observations, we can look at the way the zones are presented, and review the B1 reference.</p> |

Agenda Item 7

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| Officers | Adur-Worthing | <p>Sussex-air welcomes the proposal for the provision of 'active' electric vehicle (ev) charge points at a starting rate of 20% of all parking spaces in relation to residential, retail (supermarkets), Office/industrial, and other Commercial land uses. We believe the starting rate of 20% shows ambition alongside a mechanism to increase the rate of provision as the ev market grows. The standard will assist local planning authorities in their efforts to increase the provision of ev charge points as one way of improving local air quality and also assist the delivery of actions within local air quality management plans. We also welcome the inclusion of a requirement to provide ducting at all remaining spaces where appropriate to provide 'passive' provision for these spaces to be upgraded in future. However we question the inclusion of the phrase "where appropriate" as we suspect this may allow developers to provide reasons to not provide passive ducting. We therefore recommend some guidance be provided to accompany this phrase.</p> | <p>Thank you for your response to our proposed Parking Standards, we note your positive response to level of EV provision, and we also acknowledge your concern around the "where appropriate" wording and will amend this accordingly.</p> |
|----------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Appendix D1: Feedback from Arun Local Planning Authorities

Arun District Council Officer Response to WSCC Guidance on Parking at New Developments - November 2018

The Draft WSCC Guidance on Parking at New Developments has been sent to West Sussex local planning authorities for comment by 9th November.

Arun District Council understand that the guidance will replace the WSCC Guidance for Parking in New Residential Developments (September, 2010) with the intention of ensuring that it is up to date in relation to national policy and also aims to address feedback which has said that the 2010 guidance is too complex to use.

Arun District Council also understands that the guidance will also replace the Standards and Transport Contributions Methodology Supplementary Planning Guidance (2003) thereby providing guidance on parking for both new residential and commercial developments.

The preparation of the draft guidance is supported by evidence contained in the WSCC Parking Standards Review Background Evidence (WSP, May 2018). The evidence considers the changing needs for parking since 2010 as well as residential data analysis which cover parking behaviour zones for residential development. The evidence base also reviews non-residential parking standards which were set out in the 2003 SPG. The evidence base also covers the increasing uptake of low emission vehicles and the requirement to adapt to this technological change.

Updated ADC comments on the draft Guidance is provided below. These have been prepared following Development Control Committee on 14th November 2019. Updates have been provided in red.

Comments:

1. Policy Context

The draft guidance needs to be clear that since the evidence base document was prepared by WSP (May 2018), the NPPF, 2012 has been replaced by the NPPF, 2018. For example, paragraph 2.1 of the Draft Guidance refers to para 39 of the National Planning Policy Guidance which is now found under paragraph 105.

It also needs to be highlighted that the paragraph has been changed to replace the fifth bullet point with criteria 'e)' need to ensure adequate provision of spaces for charging plug-in and ultra-low emission vehicles.

Finally, the draft guidance needs to clearly set out that it is the intention of WSCC that this guidance will replace both the 2010 Parking Guidance and the 2003 SPG.

The NPPF, 2018 includes a new paragraph (106) which limits the use of maximum parking standards. It states that they should "only be set where there is a clear and compelling justification that they are necessary for managing the local road network or for optimizing the density of development in city and town centres". Although the guidance allows for 10% flexibility in the standards, it does not clearly address this requirement either under the policy context in Section 1 or under Principle D or subsequently Principle E. The draft guidance needs to set out a clear vision for its approach in relation to how development densities will be accommodated in the future.

2. Parking Behaviour Zones and Table 3

The parking zones seem rudimentary in that they simply follow parish/ward boundaries. Parking character within a parish/ward will differ greatly. The best examples of this are between Zone 4 and 2 in Littlehampton and Bognor Regis.

Similarly, it doesn't seem the zones take any account of proximity to train stations and sustainable transport options. This is potentially problematic with paragraph 3.2 identifying that a 10% variation above or below the expect level of demand will be allowed where justification is presented. But we have scenarios in which houses on either side of the same road vary in parking demand by up to 64%. The draft guidance also has the scenario in River ward where half of the ward is on the other side of the river and should arguably fall within Zone 1.

3. Electric Vehicle Charging

Having considered the different approaches between ADC and WSCC on this matter, ADC consider that it would be beneficial to adopt the approach taken forward through the WSCC Parking Guidance. Adopting the same standards makes sense in terms of reducing complexity for decision makers and the development industry. However, before the standards are finally agreed by WSCC, ADC would like to take this opportunity to request that WSCC considers in more detail, the principles adopted by the ADC Vehicle Infrastructure Study which links EV Charging Provision to development type/housing mix (it should be noted that the ADC approach was prepared in consultation with WSCC). By reviewing the evidence, there may be a middle-ground to be achieved using the outcomes of both studies. ADC would also like to ask that the WSCC evidence base is updated to clearly detail the reasons for taking a % based approach to provision rather than taking account of development types/housing mix.

Finally, suggest that the % that are actually provided with full facilities as opposed to ducting should be 20% in 2018, 30% in 2023 and 50% in 2028, 100% in 2033. This is simpler than appendix C.

The Section under Electric Vehicle Charging needs to make reference to the ADC Vehicle Infrastructure Study which was agreed at Full Council on 10th January 2018. The ADC Vehicle Infrastructure Study will be used in conjunction with the WSCC Parking review guide (once published), the ADC Local Plan Policy QE DM3 and any other relevant policies in the Development Plan. Therefore it is important that it is cross referenced in the WSCC Parking Standards and Guidance.

Whilst we appreciate that any standard for electric vehicle charging points is likely to become quickly out of date, it is equally important to at least set some standard with a caveat to cover change over time. The use of electric vehicles is an important measure in reducing emissions locally and therefore the provision of necessary infrastructure which promote the use of such vehicles is essential. We would therefore recommend that the guidance needs to include a requirement for Electric Vehicle charging points.

In Section 4 of The ADC Vehicle Infrastructure Study it sets out how infrastructure should be provided in new development in Arun:

| Provision of Parking Bays & Charging Points for Ultra-low emission vehicles (ULEV) in New Development (including Conversions) | |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Houses ^[1] | One charging point per house with garage or driveway |
| Flats (<50 units) ^[2] | One parking bay marked out for use by electric vehicles only, together with charging infrastructure and cabling. |
| Flats (>50 units) ² | Further dedicated charging bays totalling 2% of the total provision. |
| Other Development (<50 Bays) ² | One parking bay marked out for use by electric vehicles only, together with charging infrastructure and cabling. |
| Other Development (>50 Bays) ² | Further dedicated charging bays totalling 2% of the total provision. |
| Phasing | Standard provision (as set out above) could be supplemented by the installation of groundwork / passive wiring at the commencement of development in order to enable further installation to match demand. |

Where a development includes the delivery of parking spaces which are on-street (eg estate renewal schemes), EV charge points should be delivered to the same standard as those set out.

4. Size of parking spaces and the role of garages

Under section 1.2 of the evidence base document, the changing dimensions of modern cars has been identified as an issue that should be taken into account as part of the design of a new development. However, this point has not been incorporated into the guidance. This also relates to the size of garages. Hasn't the research undertaken by WSP shown that garage sizes should be increased in the guidance?

In addition, from the research, it seems that modern cars need a garage larger than 6mx3m internally to ensure that they can easily be used for a car (based on the evidence in 1.2 of the WSP report). The draft guidance states that "if garages meet this requirement, they will be regarded as an allocated parking space of 0.5 and calculations of parking demand will take account of this." (para. 2.20 a)). This is a change in guidance from 2010 which states that a garage should be regarded as one parking space if they meet the size requirement.

The consequence of reducing the contribution that a garage makes to the overall parking provision will result in developers not providing garages at all as they do not count as a full parking space. It is considered detrimental to discourage garages from being incorporated into the overall design of a development because they can offer an important solution to reducing on-street parking. Secondly, how can a garage represent 0.5 of a parking space? If residents use their garage for storage, then it can't be used for parking 50% of the time. There should be a requirement for slightly larger garages (to make them usable spaces for parking modern cars) and for them to count as a parking space.

5. Flooding

Principle H is considered too simplistic given that drainage is a continual issue, it would be better if it referred to specific guidance as has been done in a number of the other principles.

[1] Recommended installation of 16A or higher Type 2 charger (minimum requirement standard 3 pin 13A charger)

[2] Dedicated free standing weatherproof chargers

Agenda Item 7

Even if it referred to the SUDs hierarchy it would be better;

1. Discharge into the ground (infiltration);
2. Controlled discharge to a surface water body;
3. Controlled discharge to a surface water sewer.

6. Demographics

Disabled parking is covered by referring to Manual for Streets but can we make sure that the guidance is explicit that any home that is a designated age friendly unit or wheelchair friendly unit has both parking spaces and garages which are of sufficient size. As written it's not that clear.

There is no consideration of care homes, sheltered accommodation or carers. Given demographic of parts of the county, this is an important type of residential use that should be addressed in the guidance.

How does the guide deal with changing family dynamics and economics which mean that young people are staying at home for longer and are therefore needing to park at their parent's home?

7. Application of the Guidance to Planning Applications and Likely Impacts

In table 4, it is not clear what "1 space per 15 sqm" is for.

Under Recommended levels of cycle, how does 0.5 of a space work?

Under recommended levels of demands for new residential developments, how does 2.7 of a space work? It would benefit everyone if the numbers were whole numbers and not left for officers to negotiate rounding up or down of numbers.

Demand for visitors to residential dwellings is likely to peak during evenings and weekends so demand should be met at these times. Where parking is unallocated this demand for visitor spaces can be met from spaces that are available due to some residents being away during these times and spaces that are unused as some dwellings will not own vehicles. In reality, this is not what happens nor is it logical. It would be useful to recommend the need to provide visitor spaces.

Paragraph 2.18 – is this the only solution? Shouldn't the developments therefore require enhanced parking provision on site? Should this be aligned to policies on design in para 2.19 e.g. under croft parking etc.? This approach is not consistent with Principle G.

Suggested amendment to Table 3:

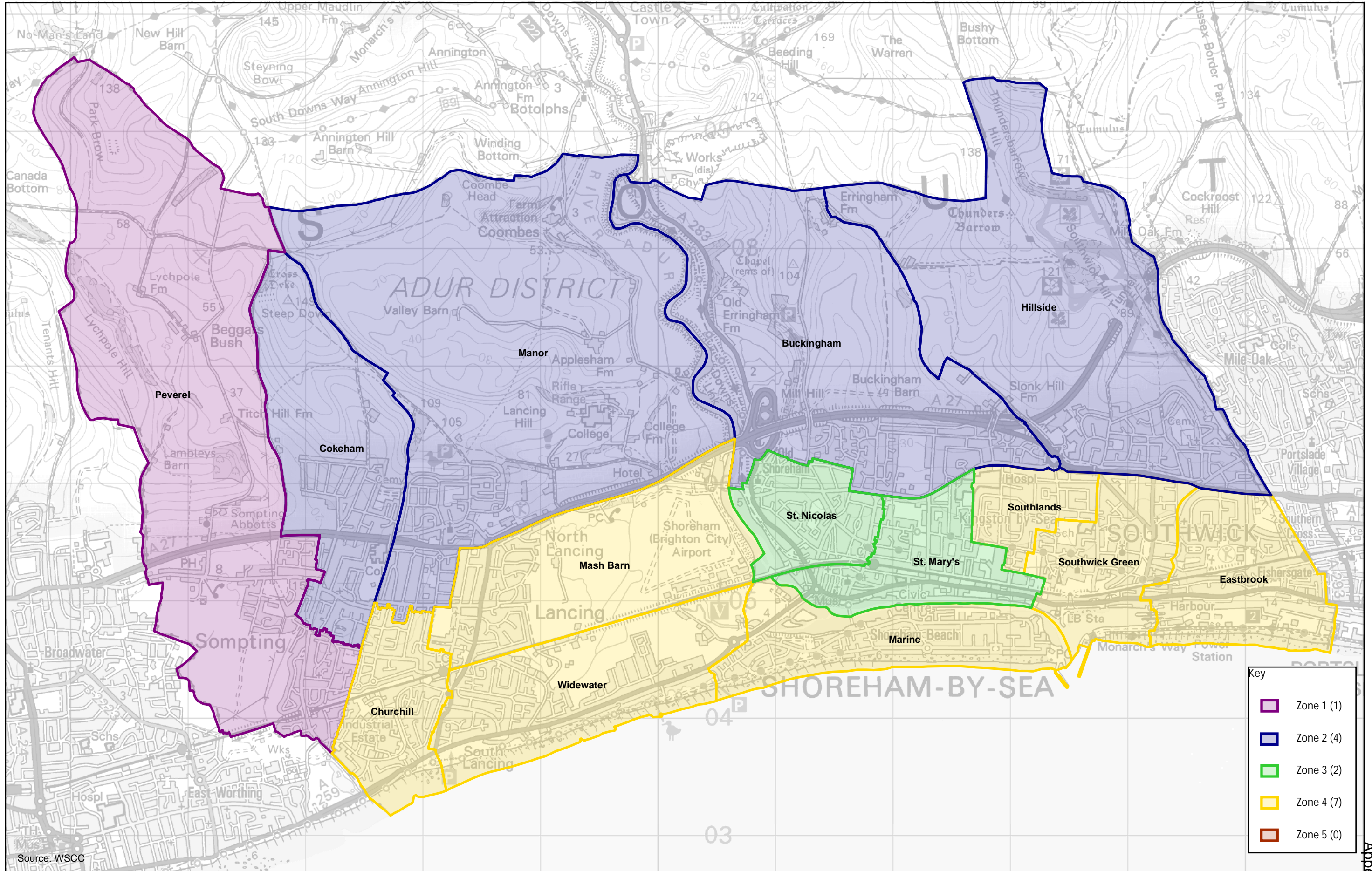
The Director of Place has suggested that 1 space per bedroom for 3+ beds would be appropriate. However, an alternative would be round up the provision to the following. Rounding up (.3 upwards) also makes it much similar to use from a users perspective. We don't want to get into discussions about how 27 spaces are allocated to 10 4-bed units. It's much simpler to say that each has 3 allocated spaces.

| Number of bedrooms | Number of habitable rooms | Parking Behaviour Zone | | | | |
|--------------------|---------------------------|------------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | 1 to 3 | 2 | 2 | 1 | 1 | 1 |
| 2 | 4 | 2 | 2 | 1 | 1 | 1 |
| 3 | 5 to 6 | 2 | 2 | 2 | 2 | 2 |
| 4+ | 7 or more | 3 | 3 | 3 | 2 | 2 |

8. Technical Points

- Paragraph 1.5; 5th bullet should it say Parking “based”? Not “beat”
- Unclear why Brookfield and Beach are Zone 2 but Rustington West and East are Zone 4
- Sign-post required from paragraph 2.3 ‘passive provision’ to paragraph 2.14
- Page 3 Footnote 4 appears to be awaiting evidence on EV sales – when will this be available?
- Link required between paragraphs 2.13 and 2.14 relating to EV%
- Please clarify whether this guidance will be consulted upon to become an SPD or whether it'll remain as a guidance document

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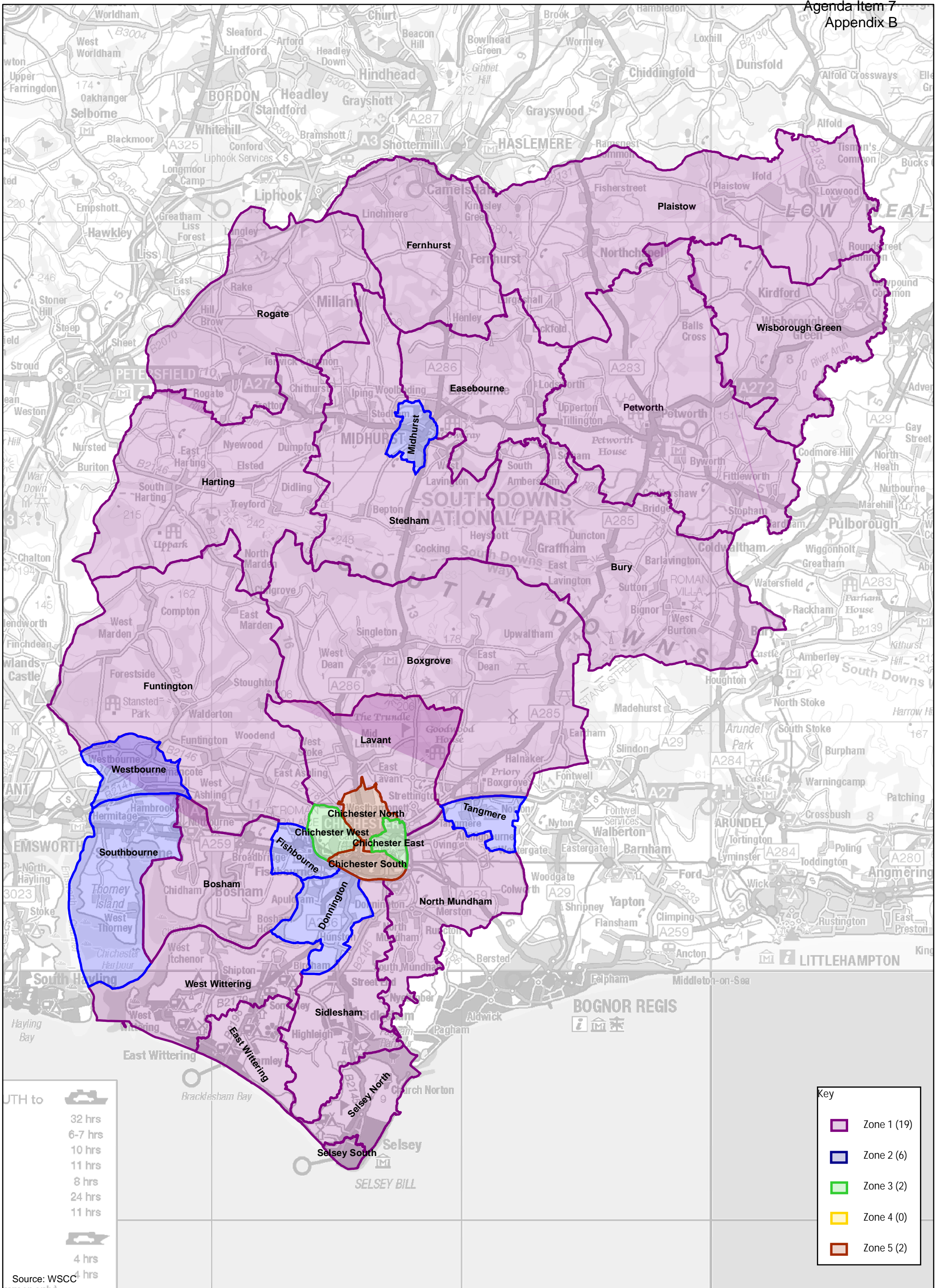
Source: WSCC

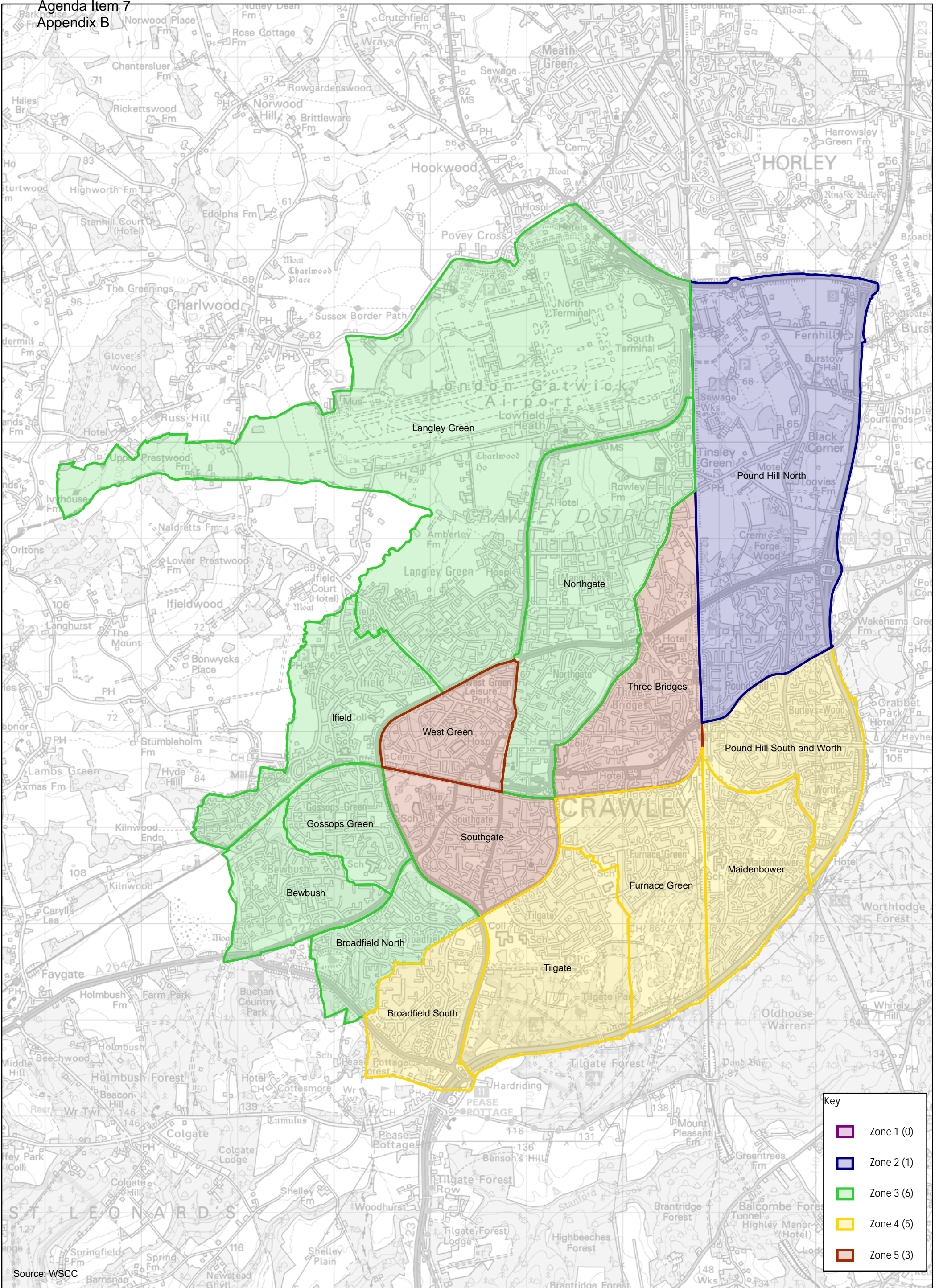
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Regional Parking Zone Allocation. Adur District. Appendix C-1

WSP 1:30,000



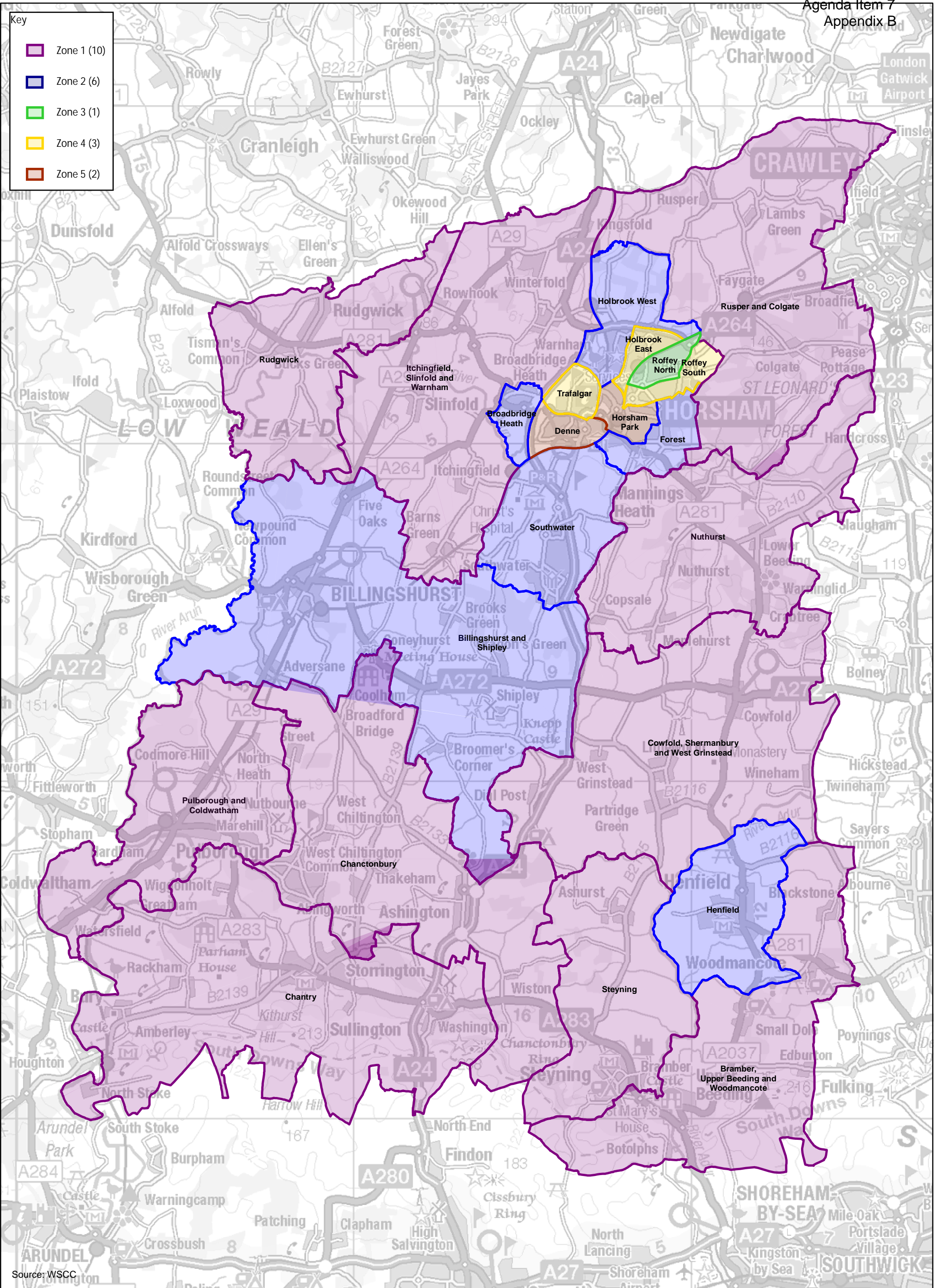


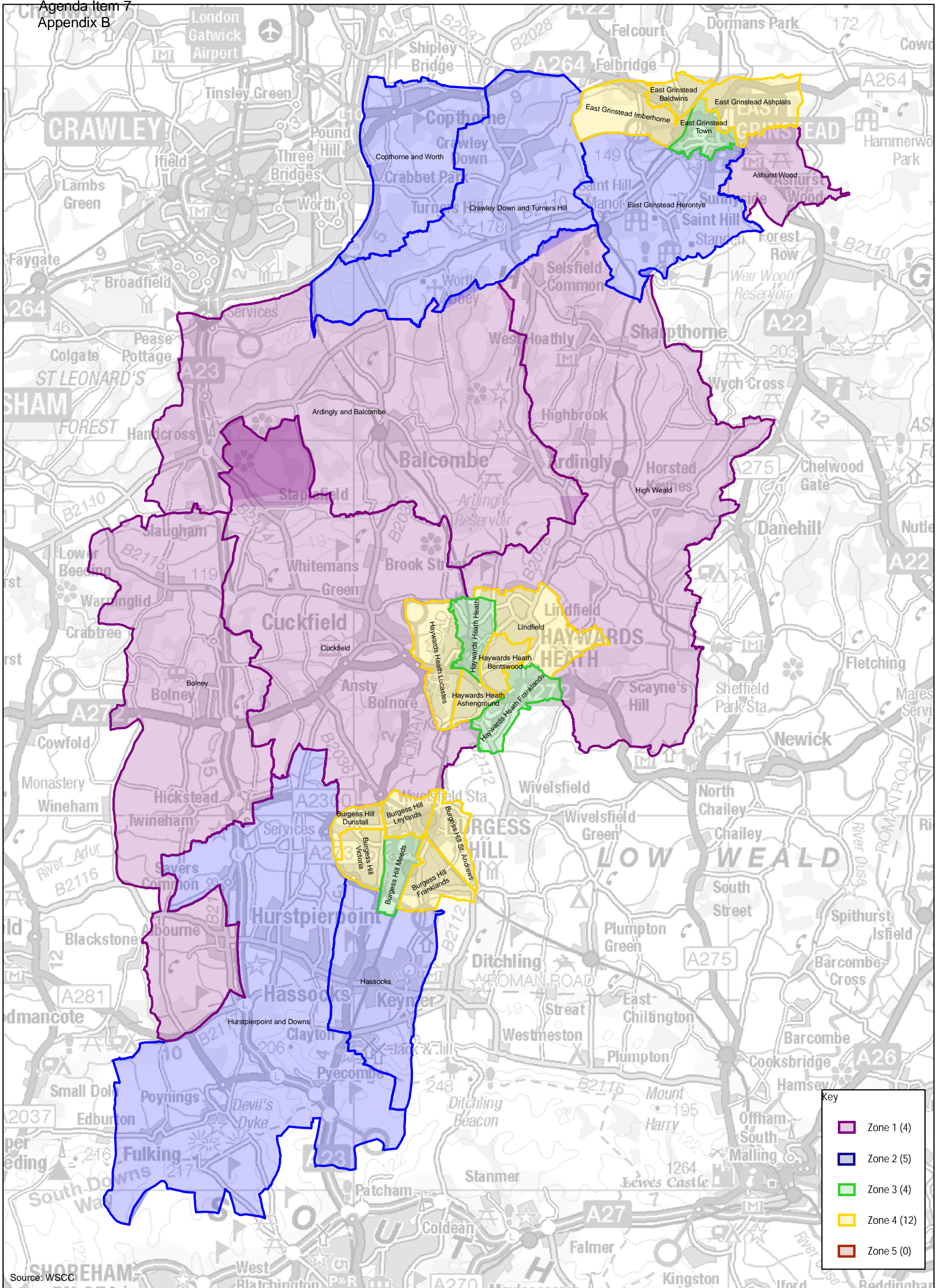


| Key | |
|-----|------------|
| | Zone 1 (0) |
| | Zone 2 (1) |
| | Zone 3 (6) |
| | Zone 4 (5) |
| | Zone 5 (3) |

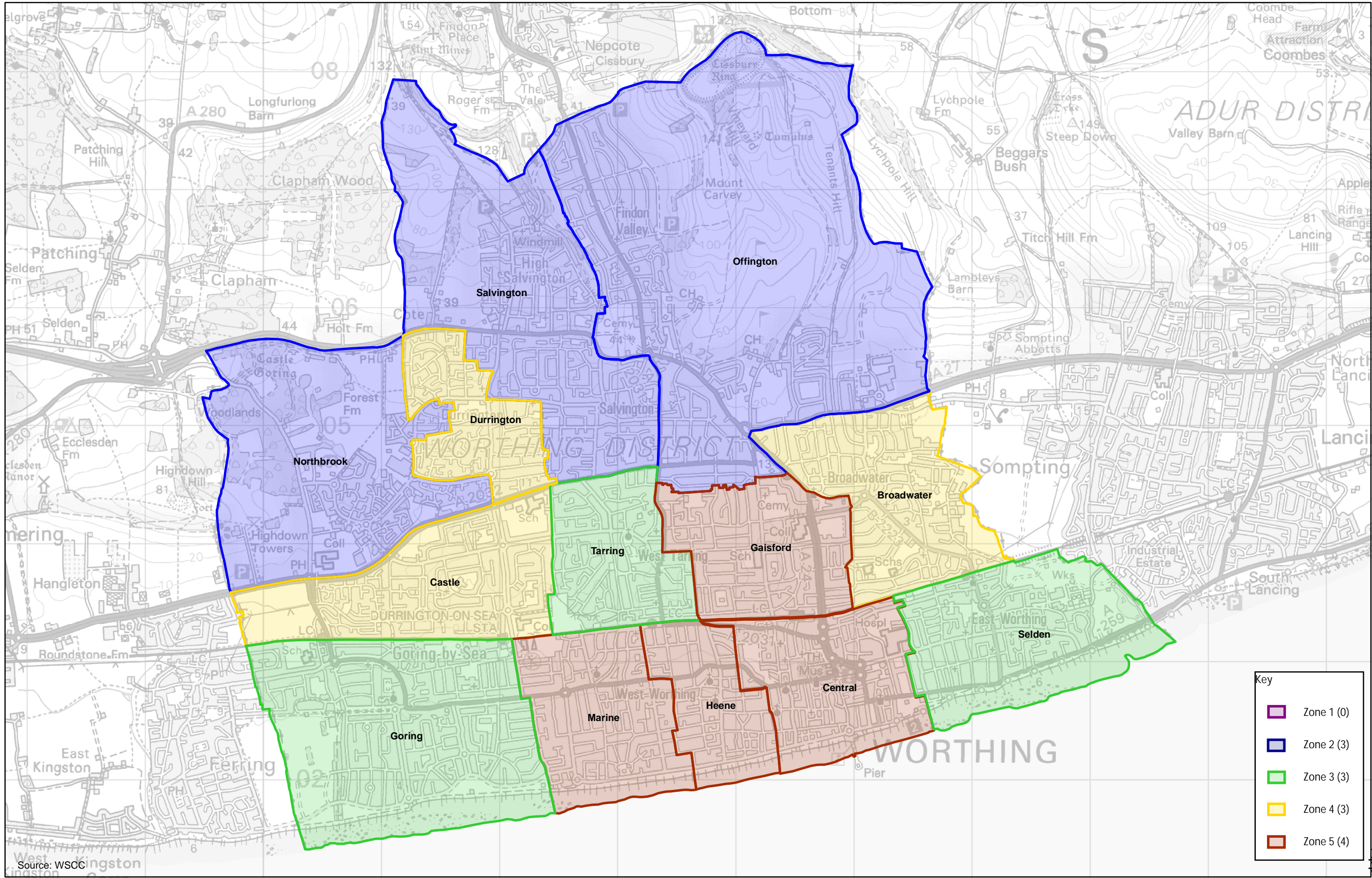
Source: WSSC







Source: WSCC



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Regional Parking Zone Allocation. Worthing Borough. Appendix C-7



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|-----------------------------------------------------------|
| Environment, Communities and Fire Select Committee |
| 13th March 2019 |
| Community Hubs and plans for Worthing Library |
| Report by Director of Communities |

The focus for scrutiny is:

- To understand the background of the Community Hubs programme as an element of the council's transformation.
- To consider the Strategic Principles which set the framework for the community hubs programme.
- To review the resident and member engagement and consultation undertaken for the first community hub in Worthing Library
- To consider the financial implications particularly regarding the capital budget and the amount required to make Worthing an effective prototype.

The Committee will also wish to consider what the proposal will mean for residents and communities and how any changes will affect workforce and both internal and partner organisations.

1. Background

- 1.1 As part of the Council's commitment to the building of stronger communities a programme to 'unlock the power of community' has been developed as part of the Council's transformation agenda.
- 1.2 A component of this approach is the more effective utilisation of the council's front facing buildings to promote and enable greater community resilience. This builds on the role of libraries as focal points for community activity in localities.
- 1.3 To develop the approach a set of strategic principles which will be used to frame the development of the programme have been

agreed by the Cabinet Member for Stronger and Safer Communities. (Decision Report Appendix 1)

- 1.4 The report as above also includes the implementation of a Community Hub in Worthing library as the first hub, to test the concept and create a showcase site.
- 1.4 Public engagement has been undertaken at Worthing to test local views as to the proposal to remodel the Library and integrate services currently provided in the Crescent Road Children and Family Centre, Registration Services from the Borough Council offices and the Find it Out Services in Marine Parade. A presentation of the community feedback is attached. (Appendix 3)
- 1.5 A detailed Business Case for the programme is being developed. This is being regularly revised and the current strategic version is attached (Appendix 2).
- 1.6 Member involvement has been via the establishment of a Member led Project Board which has met four times to date and additional consultation has been ongoing with the Cabinet Members for Safer, Stronger Communities and Children & Young People.
- 1.7 In addition, in relation to the Worthing showcase Community Hub there has been ongoing consultation with the local Worthing Borough members.

2. Proposal

- 2.1 The Committee is invited to consider and comment on the Business Case prior to final Transformation Board approval on 25th March 2019.

3. Resources

- 3.1 The business case provides detail on the financial implications of the proposal and how these fit with budget planning. Members may wish to comment on these elements of the proposal.

4. Issues for consideration by the Select Committee

Given its strategic remit, the Committee is invited to focus on the following areas:

- The strategic principles of the programme
- Benefits realisation
- The rationale for using this project to sustain services in communities, rationalise physical assets and optimise the workforce
- Corporate and service risk management linked to the proposal
- Financial implications and plans to manage
- The potential impact on residents and service users (report of Worthing Engagement attached as Background Paper)
- Plans for re-provision of library services during any planned closure of the library building in Worthing.
- Future development of the project
- How the Community Hubs project aligns with the review and redesign of the Council's Early Help offer.

Appendices

| | |
|------------|--------------------------------------|
| Appendix 1 | Cabinet Decision Report |
| Appendix 2 | Strategic Business Case |
| Appendix 3 | Report on Worthing public engagement |

Rachel North

Director of Communities

**Contact: Lesley Sim (033022 24786) or
Russell Allen (033022 24792)**

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|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Cabinet Member for Safer, Stronger Communities | Ref No: SSC7 18/19 |
| Date 22nd January 2019 | Key Decision: Yes |
| Community Hubs and plans for Worthing Library | Part I |
| Report by Executive Director Communities & Public Protection and Director of Communities | Electoral Division(s): Worthing Pier All |

Summary

The current financial situation for all local authorities requires an ambitious and imaginative approach to service planning and the use of public assets to avoid arbitrary service reductions.

The County Council's aim is to support strong self-reliant communities. The West Sussex Plan recognises that to make real change happen we must empower people to help themselves. We complement this ambition with a commitment to make our services more effective. Many of our buildings and the services we provide in them do not match aspirations for our community, are not fit for the future and inhibit services being delivered holistically with customers in mind.

This report describes a proposal to develop a programme to create a number of community hubs where multi-purpose, community led services can be delivered - with our partners - to improve access to services, outcomes and overall wellbeing of our communities. Hubs can bring people together from various community groups and help them build relationships and support networks. They are also a good use of local public assets and an efficient and effective use of resources.

The Community Hub Strategy aims to combine services 'under one community roof' for the benefit of our communities, whilst making the best use of our assets to provide existing (and new) services in fewer, cost effective buildings. This report explains the framework of principles and design aims to achieve this ambition.

To test the model it is proposed to make the first hub in Worthing Library and to pilot a range of the ideas at this site to inform future phases. Community engagement in Worthing has been undertaken and a positive response received from local people.

The report seeks to confirm the delivery of the Worthing scheme and the steps needed to achieve it, to define the scope and aims of the Community Hub Strategy and the role of a Member Group that will oversee the programme.

West Sussex Plan: Policy Impact and Context

- **Best start in life** through sustaining valued services to families. Collocating these services, integrating the staff and volunteers to design even more effective support, particularly for the most vulnerable in the community
- **Independence for later life** through modernising the building's internal design allowing increased daytime activities that help reduce social isolation.

- **A strong, safe and sustainable place** is supported by making more spaces that can be used by voluntary and community groups
- **A council that works for the community** as these proposals will increase efficient use of assets and freeing some for disposal or other use.

Financial Impact.

The capital programme has £5m allocated for Community Hubs (previously labelled 21st Century Libraries).

Based on information available to date there is assurance that the proposals for Worthing can be delivered within reasonable costs and that revenue savings will result through a reduction in the corporate estate.

For the future strategy, the principle is that after allowing for capital investment/financing costs, the roll-out of community hubs will generate revenue savings and capital contributions. This principle will be developed further as an integral part of the strategy, and further roll-out of the community hubs approach will be considered as part of future budget planning processes as appropriate.

Recommendations

- 1) To approve the strategic principles underpinning the Council's approach to developing community hubs and set out in paragraphs 4.2-4.3.
- 2) To approve the implementation of the first community hub scheme to remodel Worthing Library.
- 3) To approve the relocation of services and temporary closure of Worthing Library for a period required to enable the timely delivery of the scheme
- 4) To approve the relocation of the registration service from Worthing Town Hall and the Children and Family Centre and Find It Out Centre to the newly remodelled community hub
- 5) To confirm the terms of reference of a member project board to support the development and implementation of the community hubs strategy (Appendix 1)

PROPOSAL

1. National Context

- 1.1 Across the UK it is known that a large number of libraries and children and family centres have closed or are planned for closure with others affected by reduced hours of opening. At the same time a range of social problems including reported levels of loneliness and social isolation, a lack of access to digital skills and children starting school without essential skills have increased.
- 1.2 National research has also shown that access to universal, safe and effective civic spaces that enable people to engage and participate with one another

can play a critical role in supporting the overall health and well-being of individuals and communities.

2. Local Context

- 2.1 Across West Sussex there are already vibrant, engaged and supportive communities which enhance the experience of local people and create strong, sustainable and resilient places for people to live. The County Council recognises its role in enabling the appropriate environment to support local people to be active and to give communities the space and services to thrive.
- 2.2 Libraries in West Sussex already provide space for a range of public and voluntary sector partners delivering health, information, advice and guidance, cultural and heritage services. Similarly, children's centres work with partners that deliver health, early education and parenting support activities. The County Council has maintained a network of 36 libraries and 45 children's centres despite ongoing, significant challenges to its finances.
- 2.3 The longer term sustainability of the Council's estate will be increasingly difficult to maintain, raising the prospect of a need to consider closure and reductions in service to some communities. This can be mitigated by focusing on doing more with existing buildings to safeguard and maintain essential front line services for residents.
- 2.4 This commitment includes a recognition of the breadth of support which is already offered through the libraries and children and family centres which builds greater individual and community strength. These activities including activities for people to come together to connect, the availability of access to new digital technology and skills, advice around employment and welfare support. Maintaining and enhancing these opportunities for local people is central to the Council's approach.

3. Community Hubs

- 3.1 The County Council has already committed to a transformation programme (Unlocking the Power of Community) to remodel the way the Council works to prioritise the active building of stronger communities. The programme has already introduced a crowd funding platform to support access to greater external funding for community projects and a redesigned internal resource to better support local communities.
- 3.2 In addition, the Council has reset its commitment to working with the voluntary and community sector by co-producing and agreeing a set of new 'Partnership Principles' and is introducing a transformative approach to adult social care to improve outcomes by having strength based conversations with individuals and their families which connects them to local resources.
- 3.3 The community hubs approach builds on these foundations to begin to consider how the physical buildings held by the County Council can also play their part in providing the environment to enable the active strengthening of local communities. Central to the commitment is to reimagine the space within county council buildings, such as libraries or children and family

centres to allow for a full range of front line services to be delivered under one roof and to rationalise the number of county buildings in a location.

- 3.4 This approach effectively confirms an existing direction of travel already in train by the County Council to look to combine services where possible which has been incremental over recent years. In East Grinstead and more recently Findon children and family services are already integrated within the library to improve customer access and to remove duplication. Both examples have been well received resulting in increased satisfaction for local people, higher levels of footfall and positive feedback from staff.
- 3.5 Recognising that some of the County Council's existing buildings are traditional in their design given their age of construction this new developing approach provides an opportunity to reimagine how space can be used to create greater flexibility to meet a variety of uses. The re-modelling of existing buildings could allow for greater sustainability measures to future proof these facilities, reducing running costs and carbon footprint.
- 3.6 There would be a need for an investment programme to enhance and improve the facilities available in these existing spaces. This investment would be supported by the release of redundant buildings and the associated reductions of costs in maintaining multiple facilities.
- 3.7 To support an effective framework to develop this thinking a set of high level principles has been designed to create a framework to aid implementation. This will include an ability to test the concepts to illustrate the 'art of the possible' and to build on the experience as hubs are developed.
- 3.8 Worthing Library has been identified as the first community hub and local community engagement has helped shape the services which can be offered from this location. Learning from this site will allow effective testing of the ideas and to support the development of a wider programme across West Sussex.

4. Strategic Principles

- 4.1 It is prudent to agree a set of overarching principles which will set a clear framework for the approach to community hubs which can be used to support the necessary more detailed work, adaptable for the complexity of the county's environment and the variety of communities within it. Aligned to the principles will be the learning from the first community hub in Worthing where several of the ideas will be evaluated to further support the implementation of a wider programme.
- 4.2 The following key principles set the boundaries for the Council's approach and will form the basis on which to develop the programme.
 - i) To rationalise the number of buildings we operate from by integrating existing local services under one roof where possible
 - ii) To create modern, flexible, accessible spaces that bring communities together to increase participation and build resilience

- iii) To enable services in hubs to accommodate other local, public or commercial services where practicable and appropriate
- iv) To protect services in hard to reach communities through use of satellite sites, mobile teams and other mechanisms for outreach work
- v) To reduce duplication and improve co-location and collaboration/joint working with partners
- vi) To ensure our hubs are fit for the future and environmentally sustainable.
- vii) To secure a return on capital investment by reducing net running costs ensuring the financial sustainability of community hubs

4.3 In addition a set of criteria to assess the suitability of locations across the county has been developed. These criteria are based on the following overarching factors:

- population density and deprivation factors:
- the level of current and likely future local service demand
- the proximity of County Council assets in the location
- a value for money assessment for the assets and service redesign;
and
- the ease of implementation of a scheme.

4.4 These criteria will be used by the Member Project Board to ensure they are effective in supporting the future identification of sites for community hubs as the programme develops and lessons are learnt.

4.5 Member Project Board

4.6 A Member Project Board has been established to oversee the programme and its development. The Membership and Terms of Reference for the Board are attached at Appendix 1. It will be responsible for overseeing the detailed work to develop the approach. The Board will use the strategic principles and the learning from the hub in Worthing to oversee delivery of the community hubs programme.

4.7 Benefits will be tracked across the delivery phase and learning utilised to inform the programme's future development. The Board will also develop a detailed implementation plan for Worthing and the future sites as identified by the criteria to create a pipeline for future community hubs. Also central to the work of the Board will be the delivery of a robust and effective engagement strategy with local communities.

Worthing Library

Background

- 5.1 To test the community hub concept a site has selected to act as the first hub. This site will allow for the ideas contained within the potential programme to be properly evaluated to inform any wider implementation across the county. It is recognised that the Worthing site is in a large urban area and thus the solutions in this location will be defined to an extent by the nature of the surrounding community and its needs. It gives an opportunity to test some of the ideas and to showcase the 'art of the possible' to support the work to develop a wider programme.
- 5.2 The library in Worthing has thus been selected using the broad criteria described as above. The library is also located within an area adjacent to other civic buildings where significant investment and redesign is planned.

Engagement and Consultation

- 5.3 As a key component to the opportunity in Worthing Library extensive community engagement and consultation with residents has been undertaken. This engagement included face to face conversations in the 3 different locations, an online survey and events for groups held to discuss relevant issues taking place over the summer, ending on the 24th September 2018. Overwhelming support was received from local people and stakeholders, and many suggestions were made as to ways to further enhance local services through the integration into a community hub
- 5.4 Following the high level of support expressed through the engagement processes architects were commissioned to carry out an initial feasibility study on bringing together services in a modernised and refurbished library building, using feedback from the community engagement.
- 5.5 This initial feasibility proposal has then been used to conduct a more formal consultation exercise with local people and stakeholders to create a new integrated community hub by integrating services into the one building. This consultation ended on the 10th December 2018 and again evidenced strong support for the approach with 77% of those who responded supported the proposal to create a community hub in Worthing.

6. Proposal Details

- 6.1 Feasibility work has been commissioned to re-model the library building in Richmond Road, to create a community hub, to provide adequate space to re-provide activities currently undertaken at the children and family centre, registration service and find it out centre. This work confirms the space is adequate to allow for a remodelled internal layout to accommodate the additional services whilst retaining the essential areas of quiet study and community activity space already highly used within the current building.
- 6.2 Proposals also indicate that it is possible to enhance the level of service available in the space by utilising creative design to allow for a new outdoor space not currently available within the site.
- 6.3 Only initial costings have been estimated at this stage to enable a complete remodelling of the current Library building to incorporate the space of the children and family and find it out centre services appropriately within the

building and to create a new form of integrated and flexible community space to support the building of stronger communities.

- 6.4 Next steps will involve detailed work to determine the exact nature of the works required and the detailed reconfiguration of the building, to allow for a thorough implementation plan to be developed.
- 6.5 The rationalisation of 2 sites which are currently leased to the County Council, and the repurposing or disposal of a freehold property are central to the scheme alongside additional benefits in reductions in future service demand by investing in enhanced and integrated community facilities for the local community. Benefits realisation work to accurately map the prevention of future service demand through an enhanced integrated community offer is in development. These assumptions will be tested as part of the prototype assessment to inform the wider potential strategy.
- 6.6 Initial indications suggest that work to refit and remodel the Library into a community hub would require approximately 6 months temporary relocation and closure to make the optimal use of resources. This would entail the re-provision of a temporary library to serve the people of Worthing and the appropriate relocation of staff currently based in the building. Additional work to determine the detail of these arrangements is required before any work can be commissioned.
- 6.7 At this stage in the process initial indications suggest potential opening of a new library in the Spring of 2020.

7. Financial (revenue and capital) and Resource Implications

- 7.1 Co-location of services and the associated asset rationalisation/disposal of facilities present the opportunity to improve cost-effectiveness and achieve budgetary savings. The full business case will cover these. In particular, decisions are yet to be made on the operating model for the Worthing hub.
- 7.2 Alongside the detailed design, further consideration of the operating (revenue) costs needs to be undertaken, building up the budget accordingly. For the purpose of this report a simple approach has been adopted, identifying where possible, any new cost pressures and anticipated savings. These are predominantly linked to property/facilities management, i.e. rent, rates and utility savings. Additional work will cover aspects such as potential workforce savings due to co-location or business process changes and possible increase in facilities management/ maintenance and renewal / service related costs etc. relating to the new facility. These will be addressed in finalising the detailed business case, prior to the scheme progressing, to ensure sound due diligence and risk management.
- 7.3 The Capital programme contains a provision of £5m for the delivery of the Community Hubs projects. The development of a new Community Hub will follow the established capital budget process and be a subject of a future Cabinet Member decision report seeking permission to procure the required capital work once the business case is prepared.

8. Human Resources, IT and Assets Impact

- 8.1 The proposal includes the integration of staff teams currently operating separately in the different buildings to optimise the capacity available for specialist support. There is an expected reduction in overall FTE across the services involved but this will form part of the detailed design. Initial work with staff and trade unions has been scoped.

9. Legal Implications

- 9.1 The leases on the buildings to be released will be examined to confirm the timings necessary to align with the implementation plans for the remodelled library hub. The arrangements with Worthing Borough Council for the facilities for the Registration Service will be similarly planned

10. Risk Assessment Implications and Mitigations

| Implications | Mitigation |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key delivery milestones are not achieved causing delay. | Development of high level and detailed plans; close monitoring and scrutiny of progress made; regular reporting to the project board; and routine validation of planning assumptions made. |
| | |
| Loss of public support | Keep local communities engaged throughout the planning and implementation stage. |
| Cultural barriers to new ways of working | Work with teams to raise awareness of the benefits of change and share best practice and learning on community hubs. |
| Insufficient resources to devote to implementation | Set out resources required in detailed implementation plan, understand other organisational priorities and resource pinch points, and ensure resource conflicts are surfaced early and appropriately funded. |
| Data required to demonstrate benefits realisation is not baselined or available. | Secure all relevant data at the outset, identify and plug data gaps, profile benefits and actively track these |
| Community hubs are too small or inflexible to deliver a wide range of services. | Establish hub requirements during planning stage, engage key internal and external stakeholders in the design and put in place appropriate approvals process. |

8. Other Options Considered

- 8.1 Not remodelling the offer across our library and children services would lead to a likely reduction in buildings and opening hours in a piecemeal fashion. Given the importance the Council puts on universal front line services which

can build individual and community strength the option to redesign the way these services can be integrated and safeguarded is a preferable option.

9. Equality and Human Rights Assessment





A full assessment of the equality impact is attached at Appendix 2

10. Social Value and Sustainability Assessment

A complete social value and sustainability assessment has been completed A summary is included below

| Theme/subsection | Result | Applicable Questions |
|---------------------------------------------------|-------------------|----------------------|
| Best Start in Life | Very positive | 100% |
| Strong, Safe and Sustainable Place | Slightly positive | 100% |
| A Healthy Place | Very positive | 100% |
| A Safe Place | Neutral | 67% |
| A Sustainable Environment | Neutral | 67% |
| A Place of Culture, Heritage and Beauty | Neutral | 100% |
| A Prosperous Place | Slightly positive | 63% |
| A Place where businesses thrive | Neutral | 33% |
| Infrastructure that supports a successful economy | Slightly positive | 67% |
| A great place to live, work and visit | Very positive | 100% |
| Independence for Later Life | Slightly positive | 100% |
| A Council that works for the community | Slightly positive | 100% |

Appraisal criteria

| | |
|-------------------------------------------------------------------------------------|------------------------------|
|  | 50% or above positive impact |
|  | 0 - 49% positive impact |
|  | Neutral impact |
|  | Negative impact |

11. Crime and Disorder Reduction Assessment

None as there is no proposed change to service delivery.

Contact Officer: Rachel North, Director of Communities, Tel: 0330 2224896

APPENDICES

1. Member Project Board Terms of Reference
2. Equality Impact Assessment

APPENDIX 1

Members Project Board Terms of Reference

Executive Project Board: Community Hubs

1. Project Board Members:

Members: Kevin Boram (Chairman), Member for Shoreham South and Adviser to the Cabinet Member for Finance
Viral Parikh (Vice Chairman), Member for Bourne and Adviser to the Cabinet Member for Adults and Health
Paul Marshall, Cabinet Member for Children – Start of Life
Debbie Kennard, Cabinet Member for Safer, Stronger Communities

Officers: Rachel North, Director of Communities
Hayley Connor, Head of Integrated Prevention and Earliest Help (IPEH)
Lesley Sim, Head of Libraries, Heritage and Registration
Russell Allen, Lead Manager Library Service
Elaine Sanders, Acting Head of Assets
Megan Muddell, Community Hubs Project Manager

2. Purpose

The purpose of the Project Board is to:

- Provide project oversight of the Council's Community Hubs project to provide timely and cost efficient delivery
- Confirm the aims of the project and endorse the plan for its methodology and delivery
- Provide direction and recommendations to the officers responsible for delivery
- Ensure the project objectives are clear and achievable, have an outcomes-focus and provide value for tax-payers money
- Monitor project timelines and delivery and give direction as required
- Review consultation and engagement feedback
- Have oversight of any budgetary implications (savings and costs) of the project and ensure delivery of the project is consistent with the budget
- Explore and examine the risks arising from the project and how they can be mitigated

- Ensure there are clear and appropriate communications and engagement with local members to be involved where a hub is in their division, as well as with relevant interested parties, including members of the Council and external partners
- Make recommendations to the relevant Cabinet Member or other decision-maker for the delivery of the project

3. Methodology

- The Project Board will meet 6-weekly between December 2018 and March 2019, at which stage it will review the frequency of its meetings. It will also carry out work in between meetings, including briefings, visits and research.
- Other members and officers will be invited to contribute to the Project Board's work, to give evidence and attend meetings as appropriate. It will be particularly important to involve other Cabinet Members where the project affects their portfolio areas (e.g. Adult Social Care).

4. Timetable

- The Project Board will hold its first meeting in December 2018, following which a detailed timetable for its work will be developed and incorporated within this Terms of Reference.
- The first phase of its work (to March 2019) will focus on:
 - a) The implementation of the first community hub at Worthing Library; and
 - b) The development of a longer-term strategy for community hubs across the county
- It is envisaged that the Project Board will operate for the lifetime of the Community Hubs Strategy (i.e. up to implementation across the County), which may be three years.
- The purpose and terms of reference of the Project Board will be reviewed annually.

5. Support and Reporting arrangements

- Officer support for the TFG will be provided by Democratic Services. Nick Burrell, Democratic Services Senior Adviser, will be the lead officer for this until March 2019, when support arrangements will be reviewed.

APPENDIX 2 – Equality Impact Assessment

| | |
|-------------------------------|--------------------------------------|
| Title of proposal | Worthing Community Hub |
| Date of implementation | |
| EIR completed by: | Name: Julie Robinson Tel: X 25803 |

1. Decide whether this report is needed and, if so, describe how you have assessed the impact of the proposal.

Whilst the fundamental services being offered will not be changing, there is potential impact on some groups through moving services into one location.

An EIR is therefore required in relation to providing services to community groups and particularly with those with mental health issues and learning difficulties. Pregnant women also reported concerns about the change to location.

Information relating to protected and other groups has been gathered through community engagement, surveys and feedback from teams working in specific areas.

From the demographic data from our public consultation, 17% considered themselves to have a disability, with 9% non responses. 5% of responders stated they have a mental health condition. No responders identified as having a learning disability.

10% of responders were pregnant or had been pregnant within the previous 26 weeks.

2. Describe any negative impact for customers or residents.

The move of location of services has the potential to create anxiety issues for those who have learning difficulties or mental health issues utilising a big, busy space, where currently services are provided in smaller, quieter locations. The impact may be that there are behavioural issues, stress and anxiety symptoms or users become disconnected from services.

Those responders who were or had been recently pregnant raised concerns regarding privacy. This may mean that they do not feel able to discuss specific issues or may not attend vital health meetings.

Implementing the construction works on this building may require the Library building to be closed for approximately six months.

The proposed mitigations or solutions to these are detailed in section 7.

3. Describe any positive effects which may offset any negative impact.

There are significant positive impacts of this project:

- Accessing a number of services all in one building will provide the opportunity for those who are accessing just one service to find out about and access other services they may not have been aware of.
- There may be less stigma attached to accessing a library than a CFC or Find It Out centre, which may open the services up to a wider audience.
- There is evidence that intergenerational mixing improves outcomes for both young and older people and a shared space will facilitate this.
- The Library is more visible than some of the smaller units and is seen in the community as a 'safe space'. This may encourage more people to access services.
- A more integrated workforce, bringing together library, children's services and health staff under one roof, plus links with community and voluntary sector staff and volunteers, is more likely to facilitate cross-agency and team working.

4. Describe whether and how the proposal helps to eliminate discrimination, harassment and victimisation.

The library is already a safe, welcoming and neutral space, providing services for a wide range of residents, with no eligibility criteria or referral required. Integrating services for families, including pregnant mothers, young people and older people at risk of social isolation, means we can extend the principle of universal access, a key factor in reducing discrimination, harassment and victimisation.

Library staff undertake a range of specialist training to enable them to meet the needs of specific groups (e.g. Dementia Friend training, training to support people with Asperger's or autistic spectrum conditions); this training can be extended to include staff from the children's services and health workforces too.

5. Describe whether and how the proposal helps to advance equality of opportunity between people who share a protected characteristic and those who do not.

Through providing all of our services in one space we are able to deliver a fair environment.

The range of services that will be available in this building will reach out to groups equally This allows services to provide an equal and improved offer in a multifunctional unit where everybody is welcome. It will improve the opportunity for interaction

between those who share a protected characteristic and those who do not.

6. Describe whether and how the proposal helps to foster good relations between persons who share a protected characteristic and those who do not.

This building will be designed following community engagement through focus groups and the public engagement. Libraries are a renowned community space where people can feel safe. By proposing to move our services under one roof this allows the stigma that may be associated with other locations to be eradicated. It allows people to access more than one service which may not have been available in separate locations. This has been addressed in question 5

The shared space will provide significant opportunity to communicate, bring people together and educate on individuality and equality.

7. What changes were made to the proposal as a result? If none, explain why.

- **Temporary closure of the Library to allow construction work**
Services will be temporarily located in other venues to allow construction work to take place. The project includes plans to work with community groups and residents to reduce impact and ensure continuation of service provision.
- **Access to one building. Mental wellbeing of being able to go to different sites** – Designing this space with the community will be key. The space will be re-designed to ensure people feel they have their own space in the building, but also feel welcome to use any area as appropriate. This must be identified as a safe space for all our customers. The space must also be fit for purpose so people feel it is right for them to be there.
- **More people in the library-** We have worked extensively with our architect and the services providers to review the zoning in the library. The internal layout plans have been designed to provide appropriate separation of some activities (e.g. waiting area for Registration where some customers will be bereaved, separate from play space for younger children using Children & Family centre services). This will also be reviewed with focus groups following the consultation.
- **Those who are pregnant have raised concerns regarding privacy-** This is critical to involve in the re-design of the children's library. This will be reviewed with the architect and the focus groups in place to ensure this is addressed. We have previously adapted Findon library into a community hub. MILK! Is currently offered within this space and we will work with our colleagues to review how this has worked well and how we can adapt for a bigger space like Worthing.
- **This proposal does not reduce the services available however may reduce duplication-** There needs to be partnership working within this site to ensure the

services value what their colleagues provide. However through clever scheduling and partnership communication, opportunities will be identified to reduce duplication.

8. Explain how the impact will be monitored to make sure it continues to meet the equality duty owed to customers and say who will be responsible for this.

Following our consultation focus groups are being established to help us review the initial plans.

We will introduce a stakeholder panel to ensure we monitor the outcomes of this proposal.

A robust benefits profile will be developed and monitored, which will include non-financial benefits relating to community outcomes. In addition, this project is to be monitored by Members, which will include the Cabinet Member for Children & Young People and Safer, Stronger Communities. Part of their remit includes to monitor the impact of the Community Hub on residents in Worthing, including their access to services.

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STRATEGIC BUSINESS CASE



| | |
|-----------------------------|-----------------------------------------|
| Initiative Name: | Community Hubs |
| Initiative/Project Manager: | Transformation Portfolio Office (TPO) |
| Programme | Whole Council Design Theme: Community |
| Senior Responsible Owner: | Rachel North |
| Version | 2.0 ISSUE |

Document History

| Version | Date | Author | Summary of Changes made | Initials |
|---------|----------|--------------|--------------------------------------------------------------------------------------|----------|
| v0.1 | 16.12.18 | Ravi Dhindsa | Development of draft strategic, commercial and management case | RD |
| v0.2 | 19.12.18 | Ravi Dhindsa | Inclusion of executive summary and relevant document appendices | RD |
| v0.3 | 20.12.18 | Ravi Dhindsa | Insertion of economic and financial case | RD |
| v0.4 | 21.12.18 | Ravi Dhindsa | Incorporation of CEO comments, amended financial case and some stakeholder feedback | RD |
| v0.5 | 03.01.19 | Ravi Dhindsa | Incorporation of stakeholder feedback | RD |
| v0.6 | 11.01.19 | Ravi Dhindsa | Incorporation of stakeholder feedback and remodelling costs | RD |
| v0.7 | 14.01.19 | Ravi Dhindsa | Incorporation of revised financial case | RD |
| v0.8 | 18.01.19 | Ravi Dhindsa | Incorporation of stakeholder feedback to economic case | RD |
| v1.0 | 18.01.19 | Ravi Dhindsa | Issue in standard TPO format | RD |
| v1.1 | 04.02.19 | Ravi Dhindsa | Incorporation of stakeholder feedback and additional material to support recommended | RD |
| v1.2 | 18.02.19 | Ravi Dhindsa | Updated economic case and supporting appendices | RD |
| v1.3 | 22.02.19 | Ravi Dhindsa | Further revisions to economic case and appendices | RD |
| v2.0 | 28.02.19 | Ravi Dhindsa | Incorporation of stakeholder feedback | RD |

Contributors and Reviewers

| Name | Role |
|----------------------|--------------------------------------------------|
| Rachel North | SRO, Director of Communities |
| Russell Allen | Lead Manager, library service |
| Lesley Sim | Head of Libraries, Heritage and registration |
| Chris Ellis | Service Lead, Early Help |
| Elaine Sanders | Head of Assets |
| Matt Hall | Capital programme manager |
| Hayley Connor | Head of Early Help |
| Nadine Muschamp | Head of Finance |
| Carrie O'Rourke | Early years consultant, Early Help |
| Jerry Dillon | Head of Development |
| Daire Casey | Business development manager (Energy) |
| Margaret Enstone | Senior advisor, Sustainability |
| Sean Odonnell | Family support team lead – Early Help (Worthing) |
| Justin Burns | Worthing library manager |
| Nick Burrell | Senior Advisor, Democratic services |
| Charlene Hornsey | Early Help Hub system lead (Worthing) |
| Steve Read | Director of Energy, Waste and Environment |
| Andi Guinea | Strategic finance manager |
| Matt Wigginton | Head of Procurement |
| Simon Guild | Asset management work stream lead (MDC) |
| Neil Thomas | Principal insight analyst |
| Asset Hub | Forum |
| Member Project Board | Forum |

Document Approval

| Name | Role | Approval Date | Initials |
|----------------------|-------|---------------|----------|
| Member Project Board | Forum | 06.03.19 | MPB |
| Transformation Board | Forum | 25.03.19 | TB |

1. Executive Summary

Across West Sussex, we have vibrant, engaged and supportive communities which enhance the experience of local people and create sustainable and resilient places for people to live.

As a County Council we recognise our role in creating the appropriate environment to support local people to be active and to give those communities the space and support to thrive. That's why we are committed to making effective use of our buildings – particularly libraries and children's centres, which at the heart of our communities, deliver valued services and outcomes, to support the priorities in The West Sussex Plan.

The current financial situation for all local authorities is dire with many already closing libraries and children's and family centres to balance their books.

We believe there is a different sustainable solution that can continue to maintain services for the community.

Our policy is to protect frontline services and build strong self-reliant communities.

In The West Sussex Plan we recognised that we are only as strong as our communities and to make real change happen we need to empower those living in them to help themselves. We have been fortunate that our robust financial management has helped protect important community buildings to support local people so far.

However, many of our buildings and the facilities we provide, do not match our aspirations for our community, are not fit for the future and inhibit services being delivered holistically with customers in mind.

This means we face two significant challenges.

Firstly, rising demand and pressures on our services are increasing the prospect and potential for service reductions to some communities.

This is a national trend. Already, we have seen a 10.3% reduction in libraries since 2011¹. Recent press reports also suggest that as many as 1,000 Children and Family Centres have closed across the UK since 2009.²

¹ Financial Sustainability of Local Authorities 2018, published by the NAO

² <https://www.independent.co.uk/news/uk/home-news/uk-sure-start-children-centres-closures-government-understating-decline-report-family-support-a8288076.html>

Secondly, the long-term sustainability of our buildings will be difficult to maintain.

Currently, we use around 85 buildings across the county to provide universal and specialist services for libraries, Children and Family Centres and Find It Out Centres. Historically, the council's estate has grown over a period of time so it is therefore no surprise that these buildings vary significantly in terms of state of repair, ownership, restrictions and cost.

One commonality is that many of our buildings are located within close proximity. This is also unsurprising as our services have been targeted at those local communities with the highest level of demand (specifically for location of libraries) and deprivation (primarily for selection of locations for Children and Family Centres and Find It Out Centres).

To solve both these problems in a sustainable way, we want to create community hubs where multi-purpose, community led services can be delivered - with our partners where possible - to improve access to public services, outcomes and overall wellbeing.

In other words, we want to implement our strategy for Unlocking the Power of Community.

By moving away from the traditional model of separate buildings for libraries, Children and Family Centres and Find It Out Centres, we can provide the best local service 'under one community roof' where possible. This will help bring people together from various community groups and help them form new relationships and support networks. Hubs are also a good use of local assets and an efficient and effective use of resources. It will enable us to develop effective people strategies through, for example, multi-skilling and providing hot desks within the community.

Combining and co-locating services is not a new concept. Indeed, community hubs are a smaller, local equivalent to the national initiative for One Public Estate. A wide range of services are already being provided in hubs by local authorities across the country. The County Council itself has also created joint library and Children and Family Centre buildings in East Grinstead and Findon, which are good examples of community hubs on a smaller scale.

It should be noted that a future hub could be a former library; Children and Family Centre; or Find It Out centre. A number of factors will need to be considered to determine hub suitability, including space sufficiency for providing specialist – as well as universal – services.

To create community hubs, we have a number of options available to us.

We can choose to do nothing. In the short-term this would mean our investment in our estate would be low. However our long term maintenance costs will continue to climb until they become unaffordable.

We could invest in the creation of a single community hub to test the concept and inform our future thinking. Based on work over the past few months, we could select Worthing Library – applying a range of criteria – to showcase the art of the possible in reimagining community space.

The results of our recent consultation in Worthing show overwhelming support from local people for this initiative. High level of demand and deprivation in the area, under-utilised building space, few constraints to reconfigure the building and the opportunity to consolidate services currently located in close proximity make this a low risk, high return option.

The scale of benefits achievable under this option will be limited to the Worthing locality. However, in recognising these proposals are radical and complex for West Sussex, it could be prudent to test benefits before considering a wider roll out.

We could create multiple community hubs. We know the concept is tried and tested nationally. By selecting our biggest opportunities for co-location and combining services we could achieve benefits from rationalising a proportion of our estate while preserving fundamental services for local communities.

We have developed criteria to allow us to make informed decisions on selection of future hubs. These criteria factors in demand, financial costs/benefits as well as applying local insight. Applying criteria to select a number of desired community hubs means this option provides an opportunity for a mixed estate of community hubs and buildings from where dedicated services operate. This option would require further due diligence at periodic intervals – possibly applying a phased approach – before proceeding with any future hubs.

Finally, we could implement a county-wide community hub model. An analysis based solely on proximity of buildings has recently been carried out. The council has established precedence for applying criteria based on a three mile radius, for example this is currently used to determine eligibility for school assisted transport. However, taking into account local sensitivities and a steer from members a two mile radius was applied.

If we set aside any specific specialist service requirements, this option could present an opportunity to reduce our estate by around 43 buildings. Applying a three mile radius increases this number by approximately 11 buildings.

Although the concept of community hubs is tried and tested elsewhere³, we have yet to determine whether it is the right model for our local communities. This option is radical but would deliver the greatest financial return. It will also require significant commitment and investment over a number of years to implement.

Recommendation

Option 3 - Investing in the creation of multiple community hubs in our top 10 ranked locations across West Sussex is our preferred option.

Subject to the outcome of detailed feasibility planning, we anticipate seeking investment up to a ceiling of £9.3m plus 10% contingency – a total of £10.2m – to create ten community hubs in West Sussex, including our first community hub in Worthing.

At this stage and to advance the project, we are seeking approval to commence detailed planning for the three additional hubs to implement phase 1 of our model for multiple community hubs. This includes carrying out necessary building condition surveys, feasibility and viability surveys.

2. The Strategic Case

2.1 Strategic overview/fit

Across West Sussex, we have vibrant, engaged and supportive communities. We want to make sure that as a County Council we give those communities the space and support services to thrive.

At the heart of our communities are our libraries and Children and Family Centres. Unlike many authorities, in West Sussex we have maintained our network of community spaces, in spite of ongoing, significant challenges to Local Authority finances. However, it is anticipated that the longer term sustainability of this estate of public buildings will be increasingly difficult to maintain, raising the prospect of closures and potential reduction in services to some communities.

There are statutory duties on Local Authorities to provide libraries and Children and Family Centres. The County Council must ensure "*a comprehensive and efficient Library Service accessible to all persons desiring to make use thereof*" (Library and Museums Act, 1964) and for children's centres, it must "*include arrangements for sufficient provision of children's centres to meet local need*" (Childcare Act, 2006).

³ Some examples include: Winchester Discovery Centre (Hampshire), Colchester Library (Essex), The Ameina Centre (Bedfordshire), Soho Victoria Friends and Neighbours (West Midlands), Levenshulme Inspire (Lancashire), Caxton House Community Centre (London).

⁴ This is in addition to the £34k already spent on viability and feasibility in 2018/19.

Both libraries and Children and Family Centres have a strong culture of working with partners and stakeholders for co-production and co-delivery of services. Libraries in West Sussex already provide space for a range of public and voluntary sector partners delivering health, information, advice and guidance, cultural and heritage services. Similarly our children's centres work with partners that deliver health, early education and parenting support activities.

Children's and Family Centres are multi agency units delivering health, education and parenting outcomes for children, young people and families. The majority of work carried out by the Early Help service is at level 2, 3 and 4 – in other words more complex family support cases up to the cusp of social care interventions⁵.

Young people aged between 11 and 25 can drop into a Find It Out Centre to get advice and information. Centres can be used for a Youth Emotional Support (YES) assessment, which is a free service for young people (aged between 11 and 18) looking for support with their wellbeing. If there is an issue that a Find It Out Centre cannot help with, they put young people in touch with other services that can help as well as provide free internet access.

It should be noted that the Early Help Service is currently undergoing a review. There is a possibility that the assets in scope of this business case could be impacted by the Early Help Review. This will be closely monitored to ensure alignment and manage double counting or erosion of benefits.

Unlocking the Power of Community (UPoC) was established as a transformation approach in June 2017. The programme was designed to change the nature of the relationship between the council and its community to one which actively works 'with' local people to support them to do more for themselves.

The creation of community hubs was at the heart of this approach.

⁵Early Help universal services across the county include over 200 midwife clinics per week, 120 health visitor sessions per week and parenting skills. Higher level services include 150 1:1 YES sessions per week, regular Youth Interventions, returning home sessions, sexual and sexuality advice sessions, 200 supervised contact sessions per week.

Community hubs:

- Most commonly operate out of buildings, from which multi-purpose, community-led services are delivered.
- Often host other partners and access to public services. These co- location approaches are an efficient and effective use of resources.
- Are in themselves a good use of local assets, and the model can help to underpin an enterprising and resilient community.

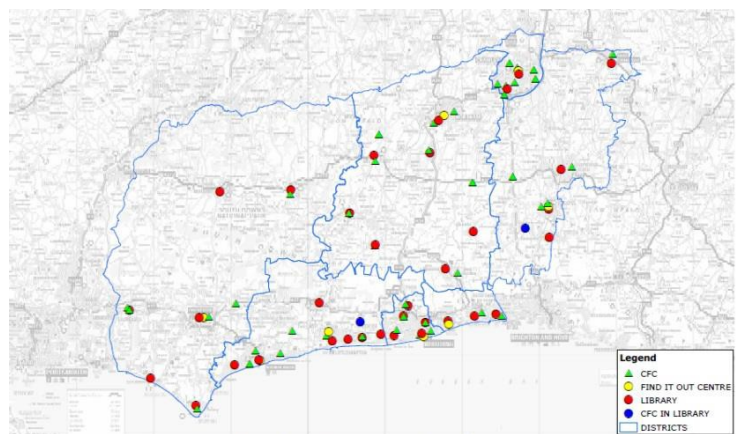


One of the key outputs from this programme was the development of a community hub strategy to reimagine how as a County Council we use our buildings to actively support stronger communities.

Our strategy is:

1. To meet the demands and opportunities of a modern society we can combine services 'under one community roof' for the benefit of our communities;
2. To move away from the traditional model of separate buildings for libraries and children and family centres in order to provide the best community based service;
3. To make the best use of our assets

Currently, we have 43 designated Children and Family Centres, 33 libraries, 3 buildings combining library and Children and Family services and 6 Find It Out Centres across the county.



Countwide CFCs, Libraries, and Find It Out Centres

Approximately, 227 staff are based in libraries. 550 staff⁶ (a combination of WSCC and NHS) are based on the Children and Family Centres, mostly delivering higher level services, and Find It Out Centres.

The creation of community hubs formalises existing good practice in some of our buildings; provides an opportunity to bring together staff from different council and local health teams, making for a more integrated and effective service; and rationalises our estate.

Implementing our community hub strategy will contribute towards achievement of a number of priorities in The West Sussex Plan, which will be evidenced through improvement to around 40 corporate performance measures shown in Appendix A.

Our strategy is consistent with The West Sussex Way; integral for rising to our financial, performance and culture challenges, and consistent with the national steer that co-locating services in universal and safe spaces is instrumental to building community resilience in anticipation of a smaller public service.⁷

Furthermore, our proposal aligns to the WSCC Asset Management Strategy approved in 2018, which has the following strategic objectives:

1. To plan and manage property as a corporate resource for the benefit of the people of West Sussex
2. To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future
3. To acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities
4. To use land and buildings to stimulate development and growth
5. To promote joint working where it will provide benefit for service delivery and in securing efficiencies

⁶ It should be noted that Early Help and Health staff are not tied to buildings as a member of staff may operate across 3 or 4 locations.

⁷ For example, a national Government Task Force has been established to enable delivery of the recommendations from the Independent Library Report for England and to build upon and add value to existing good practice, partnerships and other activities that are already supporting public libraries. It also promotes libraries to national and local government and to potential funders, and creates a strong and coherent narrative around the contribution public libraries make to society and to local communities.

2.2 Strategic Principles

Our strategic principles include:

1. We will not reduce – or hinder access to – existing services
2. We will rationalise the number of buildings we operate from by integrating services under one roof where possible
3. We will create modern, flexible, accessible spaces that bring communities together to increase participation and build resilience
4. We will work towards expanding services in hubs to accommodate other local, public or commercial services where practicable and appropriate to do so
5. We will protect services in hard to reach communities through operation of satellite sites, mobile teams and other effective delivery mechanisms to improve outreach work
6. We will work more efficiently and effectively to benefit from reduced duplication, co-location, different conversations and more collaboration/joint working with partners
7. We will ensure our hubs comply with all necessary legal obligations, are fit for the future and environmentally sustainable
8. We will deliver services in an affordable and cost effective manner
9. We will secure a return on our capital investment by reducing our net running costs ensuring the financial sustainability of community hubs
10. We will take advantage of other local strategies and initiatives being carried out by other community service providers and their impact on the Council's community services

2.3 Objectives

The key project objectives include:

1. To test our overarching strategy with our first phase of community hubs. This will aid our thinking on how we can optimise our community space and enable us to gradually extend our service offer (as One Council and together with partner organisations) using the suite of community tools and resources implemented over the past year through the Unlocking Power of Community programme.

2. To implement (in parallel) quick win opportunities for co-location and/or combining services on a smaller scale to preserve assets; and take advantage of estate rationalisation opportunities identified through the viability studies already commissioned and completed in December 2018 and in line with our asset strategy.
3. To carry out due diligence to determine the feasibility of a strengthened community hub model across the county based on agreed asset review criteria ensuring optimum benefits for communities and return on investment.

2.4 Risks, dependencies and constraints

The main risks to the project and planned mitigation activity are listed below.

1. Delivery milestones are not achieved because estimated timescales are unrealistic and therefore delay implementation. This risk will be mitigated through development of planning assumptions to inform our high level milestones and detailed implementation plan. Understanding the impact of these assumptions and regular validation to ensure they hold true will be implemented as a key control.
2. Costs for fit out works for phase 1 community hubs overrun due to unforeseen circumstances. All costs incurred will need to be closely monitored and reported to understand variances (and causes thereof) to effectively manage the budget. A 10% tolerance has been established and agreed by the Transformation Board for escalation reporting purposes.
3. Potential loss of public support could undermine the rationale for community hubs and result in the council being unable to implement changes. This risk will be mitigated through a consistent, co-ordinated and timely communications campaign designed to maintain public support. In parallel, local communities will be actively engaged and consulted on any proposed changes to the location of services.
4. Cultural barriers to new ways of working by our staff may prohibit effective implementation and erode expected benefits. Mitigation activity for this risk will include a culture change initiative to raise awareness of the benefits of change, put in place specific change interventions to gain buy in and support and a concerted effort to share best practice and learning on community hubs in comparable organisations.
5. Insufficient organisational capacity or resources to devote to implementation. Our detailed implementation plans will set out the resources required, when and for how long. This will be overlaid against other organisational priorities to ensure delivery can be sequenced effectively. Governance via the Transformation Board and Members Project Board will ensure priority resource conflicts are surfaced early and appropriately funded.
6. Data required to demonstrate benefits realisation is not baselined (or data quality prohibits baselining activity) making it difficult to attribute benefits to the

programme. Greater community resilience is likely to reduce demand for traditional services. However, adequate tracking of this demand reduction requires sophisticated methodologies. Risk mitigation activity includes securing all pertinent data at the outset, identifying and plugging data gaps, developing benefit profiles and actively tracking benefits in accordance with our agreed benefits management strategy.

7. Community hubs are too small or inflexible to deliver the range of services expected eroding stakeholder support and prohibiting longer term ambition for wider co-location of services. This risk will be mitigated through clear establishment of requirements as part of any building reconfiguration phase with appropriate governance arrangements for approvals.
8. The Early Help service is re-modelled at a different pace and agenda to the community hub strategy leading to an erosion of benefits. A clear understanding of the planned service review and impact will aid the development of a contingency plan. Hubs will remain an enabler for potential service changes. In addition, we could explore alternative options for co-location (other services) on a hub by hub basis to effectively mitigate risk.

The main dependencies for the project and proposed management action include:

1. Fit out works for phase 1 community hubs and subsequent community hubs is dependent on the quality of suppliers appointed through the Multi-Disciplinary Consultancy contract to support the delivery of the council's Capital Programme and Asset Management Strategy. This dependency will be managed through appointment of a client side project manager (working on our behalf) to ensure works are completed to time, cost and quality expectations
2. Early Help has contractual obligations e.g. in respect of the Healthy Child Programme and Youth Emotional Support (YES) that determine operational priorities and focus. This dependency will be managed by understanding the operational and/or resource pressures impacting on the project.
3. Short-term budget pressures on Early Help could result in deviation from the community hub strategy (and potential benefit erosion) if there is pressure to review Children and Family Centre assets independently of our overarching implementation approach. All key stakeholders are aware of this dependency and are working closely together to understand the impact of in-year budget pressures on our plans. This has also been escalated to ELT for discussion and steer on management of conflicting priorities.
4. The ranked preference for shortlisting assets/buildings suitable for community hubs may be dependent on subsequent viability and/or feasibility studies. This dependency is being managed initially through the creation of a central asset register for application of review criteria to all assets in scope of the project. Initial ranking will determine where additional viability or feasibility studies need to be considered. A full audit trail of how these studies impact on shortlisted assets will be retained.

The main constraints for the project are:

1. Operational – Services in scope of the project have operational requirements (statutory and non-statutory) to deliver. Children’s Services are specifically subject to OFSTED inspections that could constrain activity and/or resources.
2. Financial – Currently, only £5m is allocated for implementation of community hubs within the capital programme. It is noted that this could be a specific constraint for phase 1 community hubs but not on the wider programme of work.
3. Property – Depending on the asset/building there are likely to be specific legal/contractual constraints that could impact our ability to rationalise our estate and achieve capital receipts from disposal or lease cost savings. For example, lease terms and conditions, including break or determination provisions, shared occupation on a school or academy site, ownership, restrictive covenants and user clauses, financial clawback penalties, recovery of financial investment or other legal, financial or physical constraints.

3. The Economic Case

3.1 Critical Success Factors

- Strong political engagement and support for the community hub vision and strategy as well as its translation into delivery
- Effective community engagement and consultation for delivery of the community hub strategy
- Available capability and capacity (internal or external) to provide effective programme/project management and implementation support
- Availability of timely (internal or external) advice/consultancy/support, e.g. legal, finance, procurement, commercial, HR, building planning and design, valuation and estates, land and property information and asset records
- Clear accountability, responsibility and governance arrangements in place
- Effective and transparent communication between all parties including internal/external stakeholders, delivery partners

3.2 The Options

The table below provides a summary of the main options appraised as part of this business case.

| Option | Description |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Option 1 – Do nothing | Continue to operate the Council’s 43 designated Children and Family Centres, 33 libraries, 3 combined libraries and Children and Family Centres and 6 Find It Out centres as they are, from both a service and location perspective |
| Option 2 – Single Community Hub Implement Community Hubs model at the top ranked location | Identify the single most appropriate location using set criteria and consolidate services from multiple assets within a 2- mile radius to create a single community hub in the county, providing services aligned to the community hubs strategy |
| Option 3 – Multiple Community Hubs Implement Community Hubs model across multiple locations based on top 10 ranking | Identify the most appropriate locations using set criteria and consolidate services from multiple assets within a 2- mile radius to create multiple community hubs across the county, providing services aligned to the community hubs strategy |
| Option 4 – All assets replaced with community hubs Implement Community Hubs model across all locations | Consolidate services from all in-scope assets (85 physical assets) across the County and replace them with community hubs, providing services aligned to the community hubs strategy |

3.3 Options Appraisal Approach

A systematic and layered approach has been applied to the options appraisal process to help inform a ranked list of the most appropriate locations and their communities that would benefit from the implementation of the Council’s community hub model.

The following data sets have been used to help inform the options appraisal process:

- Property asset analysis data
- Asset type/usage
- Asset tenure
- Asset square footage
- Asset location
- Potential net capital receipt value - *where available*
- Population density
- Deprivation indices
- Asset proximity analysis

The following types of Council assets are in scope for each appraised option:

- Libraries
- Children and Family Centres
- Combined Children and Family Centres
- Find It Out centres

Those assets, which are being reviewed through the One Public Estate (OPE) programme, are currently excluded from the scope of this business case.

The following key principles have been applied to the options appraisal process:

- Locations for community hubs are identified and determined by the presence of libraries and Children and Family Centres as they are recognised as key universal and safe community spaces in West Sussex
- In-scope assets within a 2-mile radius of an identified location will be considered for consolidation
- Population density and deprivation indices will contribute towards the ranking order of potential community hub locations

The following assumptions (which will require regular review and challenge to ensure they hold true) have been made as part of the options appraisal process:

- Consolidating assets within a 2-mile radius of an identified location will not negatively impact accessibility/social value for residents
- Multiple assets within a 2-mile radius of an identified location can be consolidated into a single asset and the rest can be disposed of
- Book valuations from 2013 to 2016 have been used to make assumptions on potential capital receipts – these values cannot be relied upon to give true market values and the assumption is these are only indicative values pending a full market valuation for each property highlighted for disposal
- Implementing community hubs in locations with high population density and greater levels of deprivation would offer the most value to the community and return on investment for the Council
- Existing assets will be converted into community hubs
- Capital costs for the conversion of existing assets into hubs can be categorised into 3 brackets
 - £2,000,000 for sites that require significant capital works and investment plus 10% contingency
 - £1,000,000 for sites that require some capital works and investment plus 10% contingency

- £500,000 for sites that require minimal capital works and investment plus 10% contingency

The following steps have been applied in order to identify and rank potential locations for the implementation of the Council's community hub model:

1. Asset proximity analysis undertaken to identify locations where multiple assets exist within a 2-mile radius
2. Assets within a 2-mile radius of each other grouped together
3. Tier categorisation applied to existing assets
4. The asset with the largest square footage within each group identified as the one to be retained as a potential community hub, with the rest marked for potential disposal/termination of lease
5. Population density and deprivation indices data recorded against location
6. Asset tenure data recorded against grouped assets
7. Potential capital receipt and clawback data recorded against grouped assets (where available)
8. Potential implementation capital costs (three cost brackets based on assumed level of building works) recorded against grouped assets
9. Annual revenue cost (maintenance and utility, excluding staffing) recorded against grouped assets (where available)
10. Asset review criteria and scoring applied to data recorded against grouped assets in order to derive a ranked list of potential locations for the implementation of community hubs

It should be noted that buildings that are due to surrender leases or be demolished have been excluded for community hub evaluation purposes. Services provided in these buildings will be considered for quick win delivery as potential opportunities to test elements of co-location.

All buildings – unless specifically excluded – will be treated in scope of the project and therefore out of scope for One Public Estate (OPE).

The table below details the asset review criteria and associated scoring to be applied to all buildings in scope as **primary** criteria. This criteria provides a **building lens** and focus on current metrics for demand, cost, implementation and local insight.

| Type | No. | Criteria | Score | | |
|-----------|-----|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------|
| | | | 1 Point | 2 Points | 3 Points |
| Demand | 1 | Tier | Tier 5 or 6 Library or CFC/FIOC equivalent | Tier 3 or 4 Library or CFC/FIO equivalent | Tier 1 or 2 Library or CFC/FIO equivalent |
| | 2 | Proximity to nearest other Council Asset(s) | 0 or 1 asset within a 2 mile radius | 2 assets within a 2 mile radius | > 2 assets within a 2 mile radius |
| | 3 | Population Density | Low | Medium | High |
| | 4 | Deprivation Level | Low | Medium | High |
| Financial | 5 | Asset tenure | Short leaseholds (less than 25 years) | Freehold with restrictive covenants/uses or long leases (25+ years) | Freehold |
| | 6 | Net Capital Receipt from disposal of property declared surplus to operational service use or lease cost savings | Positive capital receipt less clawback or no clawback | Neutral capital receipt less clawback or leasehold | Negative capital receipt less clawback |
| | 7 | Annual Revenue Costs (excl. staffing) | Opportunity to reduce budget pressures up to £5K | Opportunity to reduce budget pressures by between £5K and £10K | Opportunity to reduce budget pressures by over £10K |
| | 8 | Investment Cost | Significant investment | Immediate opportunity with some investment required | Immediate opportunity with minimal or no investment required |

| | | | | | |
|---------------|----|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------|
| Timing | 9 | Implementation Timetable | Implementation period > 2 years | Implementation period > 1 year but < 2 years | Implementation period < 1 year |
| | 10 | Space Utilisation | <p>Scoring for local insight will take the form of a block score to either negatively or positively influence points awarded against criteria (maximum 3 points per local insight criteria).</p> <p>These points can range from 0-9 and will be the subjective element of the asset assessment.</p> <p>In practice, this could elevate or demote certain assets from a ranked list for community hub suitability.</p> | | |
| Local Insight | 11 | Impact on Local Communities (based on availability of other local services) | | | |
| | 12 | Commitment from key stakeholders and partners | | | |

Once primary criteria was applied, **secondary** criteria was applied to the long list to provide a **community hub lens**. This focused on potential future metrics for demand, demographics, growth plans and other relevant operational factors.

| | | | | | |
|--------------------|----|--------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Secondary criteria | 13 | Future demographics | Minimal or no change projected for local demographics | Some change projected for local demographics | Significant change projected for local demographics |
| | 14 | Reach (customer base) | CH will be in the wrong place to meet future demand | CH will be within reach of communities it serves to meet future demand | CH will be in the right place to meet future demand |
| | 15 | Availability of car parking facilities | Very limited availability or access to car parking facilities within close proximity | Some availability or access to car parking facilities within close proximity | Significant availability or access to car parking facilities within close proximity |
| | 16 | Annual revenue savings from grouping as a Hub | <£100k | £100k - £250k | >£250k |
| | 17 | Opportunity to reconfigure to accommodate new services | No or limited opportunity to reconfigure internal area | Some opportunity to reconfigure internal area | Significant opportunity to reconfigure internal area |

| | | | | | |
|--|----|---------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|
| | 18 | Opportunity to extend to accommodate new services | No or limited opportunity to extend to accommodate new services | Some opportunity to extend to accommodate new services | Significant opportunity to extend to accommodate new services |
|--|----|---------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|

Finally, upon application of secondary criteria, **tertiary** criteria was applied to the long list to provide a **demand lens**. This will focus on anticipated hotspots for demand and growth across West Sussex to validate whether our community hubs are in the right location to ensure futureproofing insofar as is practicable.

A future community hub model based on our preferred option and a wholesale community hub model across West Sussex is shown further below in the economic case.

3.4 The preferred option

The table below provides an appraisal summary for each option:

| Option 1 | Do Nothing – Retain all assets as-is |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advantages | No upfront capital investment |
| Disadvantages | Unsustainable revenue costs Missed opportunities for capital receipts Non-alignment to community hub strategy Non-alignment to asset strategy Does not support West Sussex Plan priorities |
| Conclusion | Option discounted |
| Option 2 | Single Community Hub – Implement Community Hubs model at the top ranked location |
| Advantages | Alignment to community hub strategy Alignment to asset strategy Contributes towards West Sussex Plan priorities Reduction in revenue costs Opportunity for capital receipts/lease savings Reduced estate and carbon footprint in a specific place Opportunity to develop a physical asset to support future communities in a specific place Improved outcomes and customer experience for service users in a specific place Opportunity to reduce demand through greater focus on prevention and early intervention for communities in a specific place Ability to use the hub as a base for delivering other |

| | |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Council services in due course |
| Disadvantages | <p>Delaying potential benefits across other locations within the county by developing only one community hub</p> <p>Limiting our opportunity to test overarching concept for community hubs by only selecting one location – e.g. difference in community needs, investment needs across the county</p> |
| Conclusion | This is a low risk option that enables us to test and inform our overarching concept and approach towards the implementation of the community hub model. |
| Option 3 | Multiple Community Hubs – Implement Community Hub model across multiple locations based on top 10 ranking |
| Advantages | <p>Alignment to community hub strategy</p> <p>Alignment to asset strategy</p> <p>Contributes towards West Sussex Plan priorities</p> <p>Reduction in revenue costs</p> <p>Opportunity for capital receipts/lease savings</p> <p>Reduced estate and carbon footprint across multiple places</p> <p>Opportunity to develop physical assets to support future communities across multiple places</p> <p>Improved outcomes and customer experience for service users across multiple places</p> <p>Opportunity to realise greater financial/non- financial benefits associated with the community hub model</p> <p>Opportunity to reduce demand through greater focus on prevention and early intervention for communities across multiple places</p> <p>Ability to use multiple hubs to deliver other Council services in due course</p> |
| Disadvantages | <p>Requirement for greater investment upfront (or phased)</p> <p>Greater financial/non-financial risks to implementing an untested model in West Sussex</p> |
| Conclusion | This is the preferred option. Based on the potential benefits associated with the community hub model, this business case recommends exploring this option further by conducting detailed appraisal and analysis of opportunities to develop |

| | |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | multiple community hubs across the county. |
| Option 4 | All assets replaced with community hubs – Implement Community Hub model across all locations |
| Advantages | <p>Contributes towards West Sussex Plan priorities</p> <p>Reduction in revenue costs</p> <p>Opportunity for capital receipts/lease savings</p> <p>Reduced estate and carbon footprint across multiple places</p> <p>Opportunity to develop physical assets to support future communities across multiple places</p> <p>Improved outcomes and customer experience for service users across multiple places</p> <p>Opportunity to realise greater financial/non-financial benefits associated with the community hub model</p> <p>Opportunity to reduce demand through greater focus on prevention and early intervention for communities across multiple places</p> <p>Ability to use multiple hubs to deliver other Council services</p> |
| Disadvantages | <p>Significant investment requirement</p> <p>Significant financial/non-financial risks, operational, strategic and reputational</p> <p>May not be the right blanket model for West Sussex</p> <p>Potential overlap and duplication of activity with the One Public Estate programme</p> <p>Constraining our ability to make best use of our estate in order to meet future service demands</p> <p>Significant resourcing requirements</p> |
| Conclusion | <p>This opportunity has not been wholly discounted and will require further due diligence. The potential impacts of risks associated with this option are considered to be too aggressive to either accept or mitigate against at this point in time. The cost of this option in all likelihood would also need to be tested to ensure it provides value for money.</p> |

The preferred option following the options appraisal exercise is option 3.

Multiple Community Hubs

Implement Community Hub model at multiple locations based on top 10 ranking.

21st Century Services Community Hubs

Worthing Public Engagement
October 2018

002.002

Overview

We are taking a fresh look at how we offer services to the Worthing community, including the library, children and family centre and registration services.

In August and September we asked you for ideas about moving some council services under one roof at the library building in Richmond Road.

From the feedback:

- 70% of online respondents agreed with bringing the Children and Family Centre into Worthing Library.
- 72% of online respondents agreed with bringing the Find It Out Centre into Worthing Library.
- 69% of online respondents agreed with bringing in the Registration Services into Worthing Library.

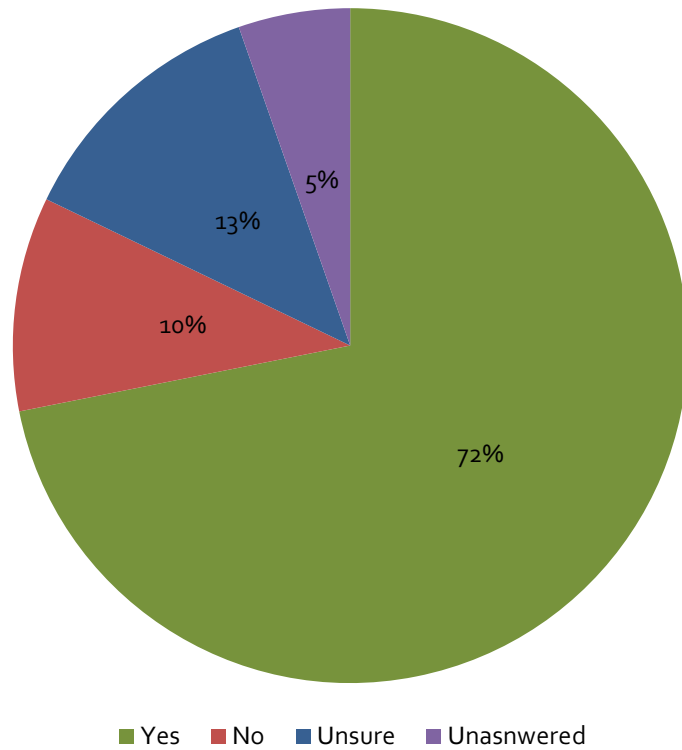
The library building was opened in 1974 and there have been lots of changes over the years, but this project has offered the opportunity for the county council to do a much larger scale review of how this significant community space in the heart of the town is used.

Worthing Public Engagement

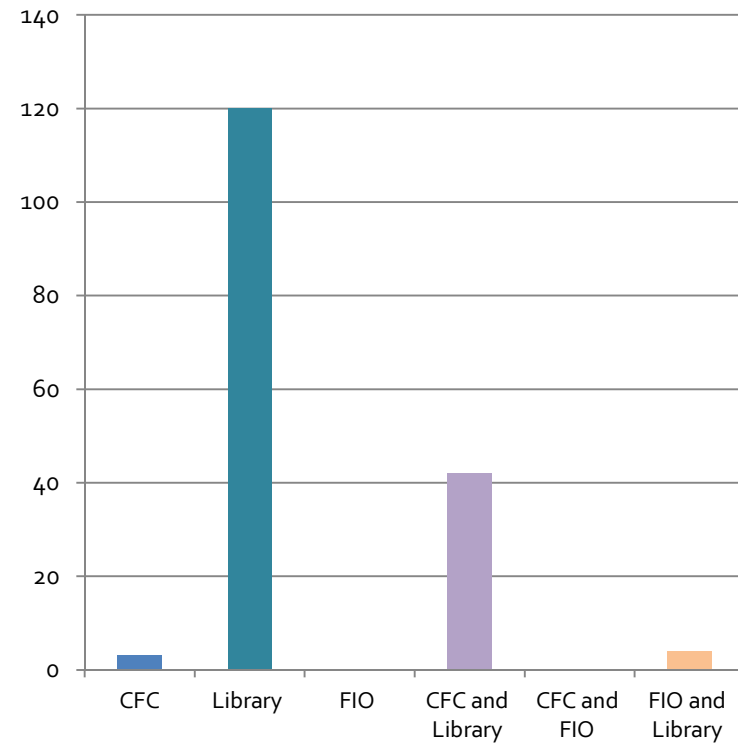


Conversations with the community

Do you agree with the principle that keeping our services under one roof we will be able to provide a more efficient, effective and sustainable service?

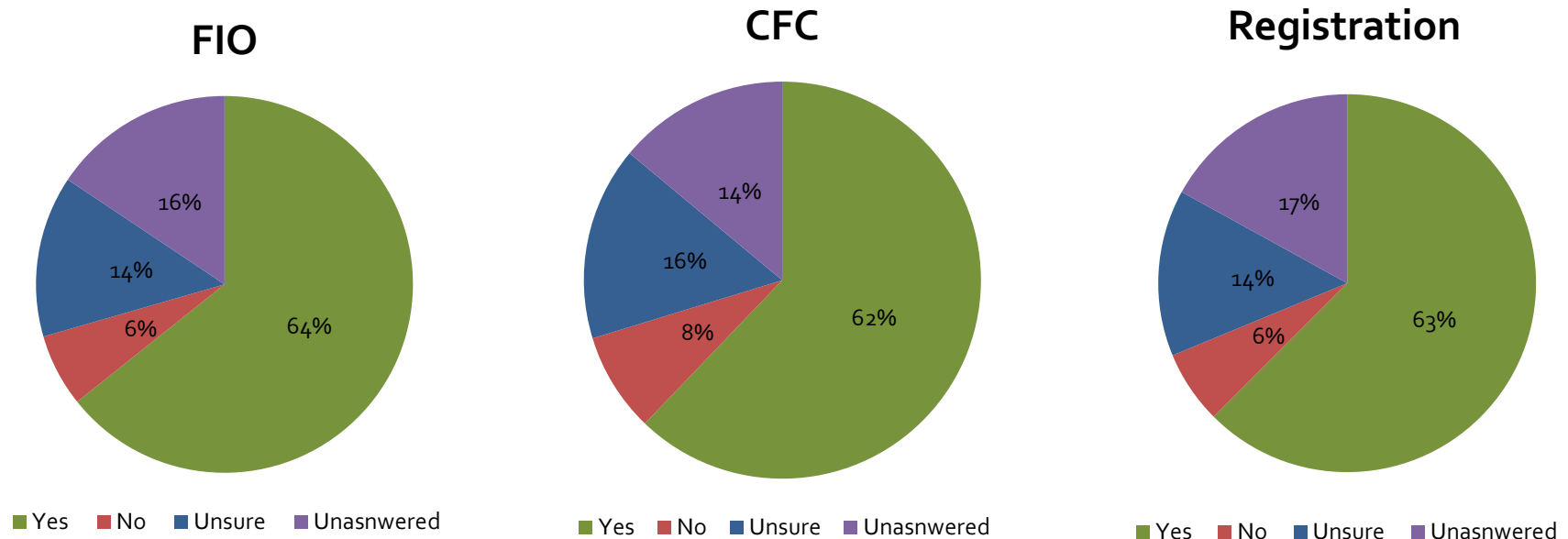


Which services do you use? ((No. of Respondents))

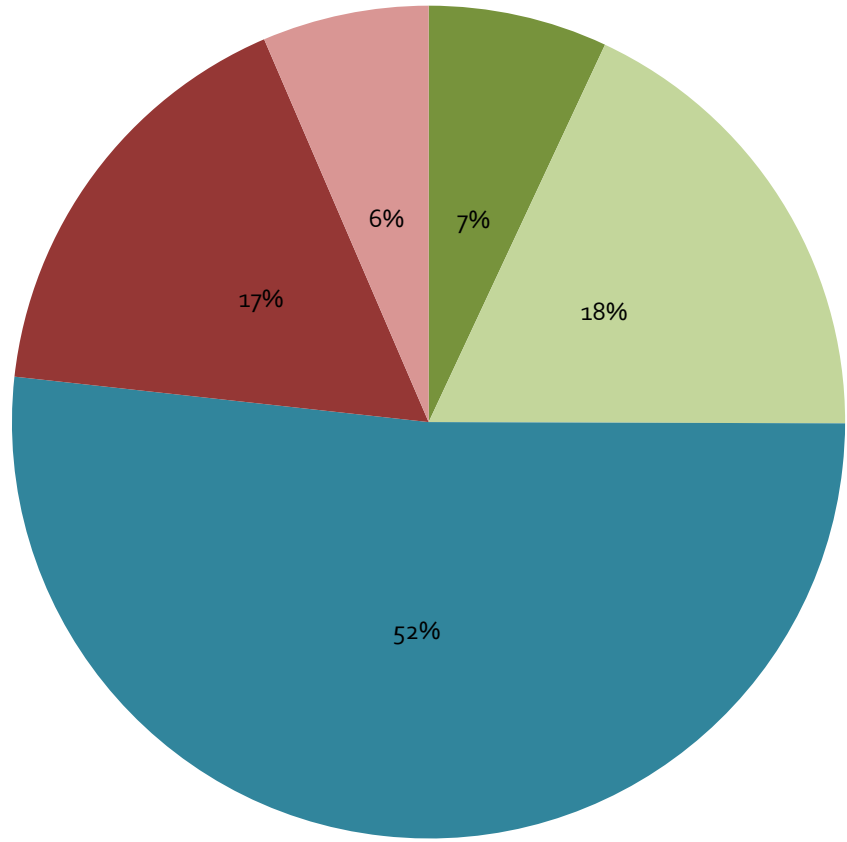


Conversations with the community

We have considered bringing these three services under one roof. Do you support this?

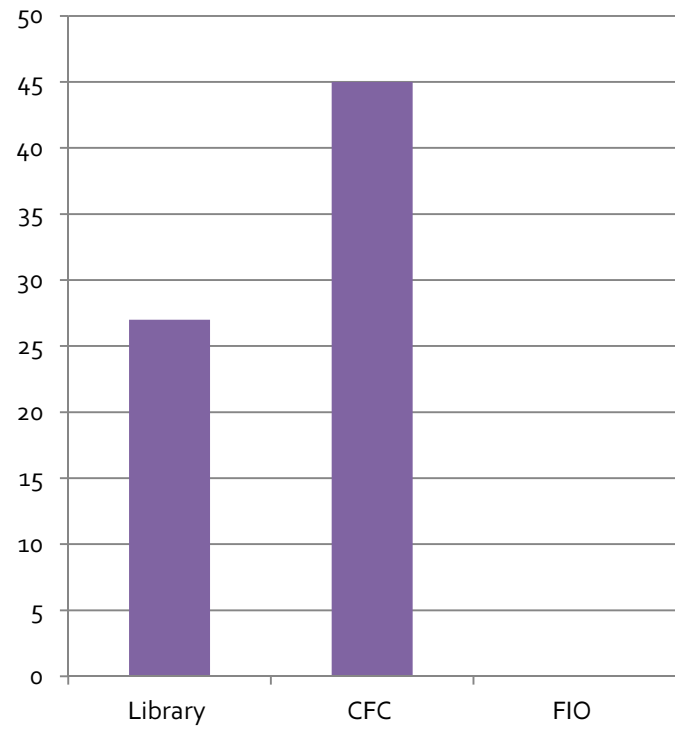


Leaflets received



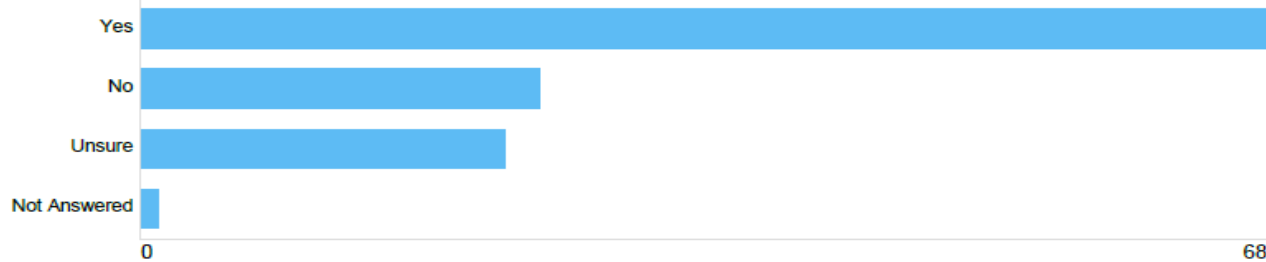
Strongly Agree Agree Neither Disagree Strongly Disagree

No. of leaflets received from each building



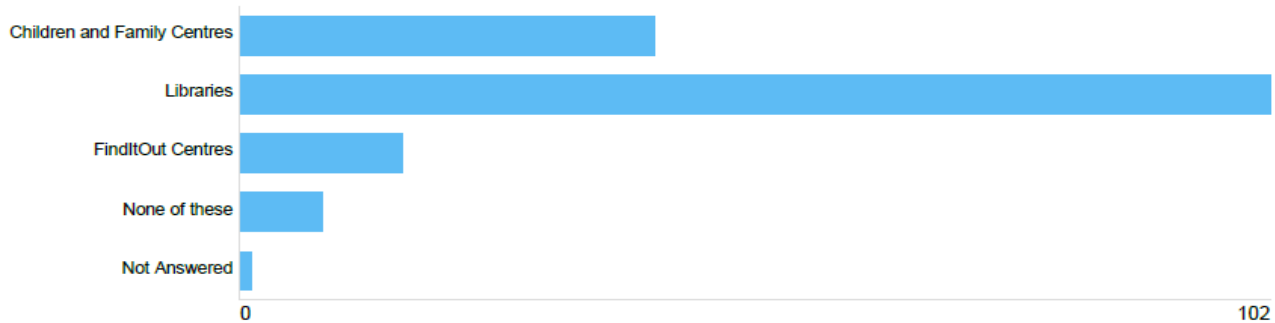
Online consultation response

We believe that by keeping all of our services under one roof we will be able to provide a more efficient, effective and sustainable service. Do you support this idea in principle?



| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 68 | 59.13% |
| No | 24 | 20.87% |
| Unsure | 22 | 19.13% |
| Not Answered | 1 | 0.87% |

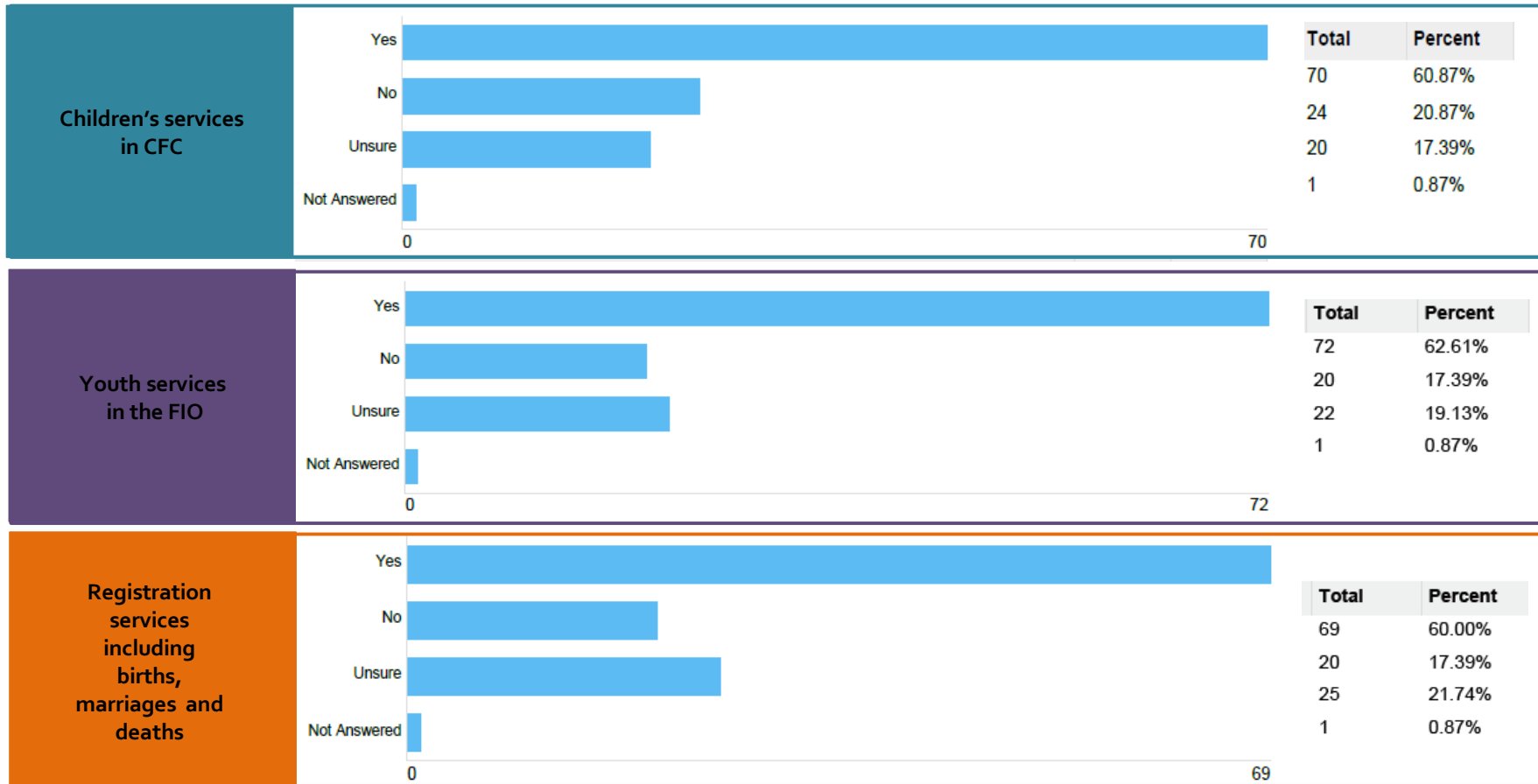
Which of the following do you use? Please select all that apply



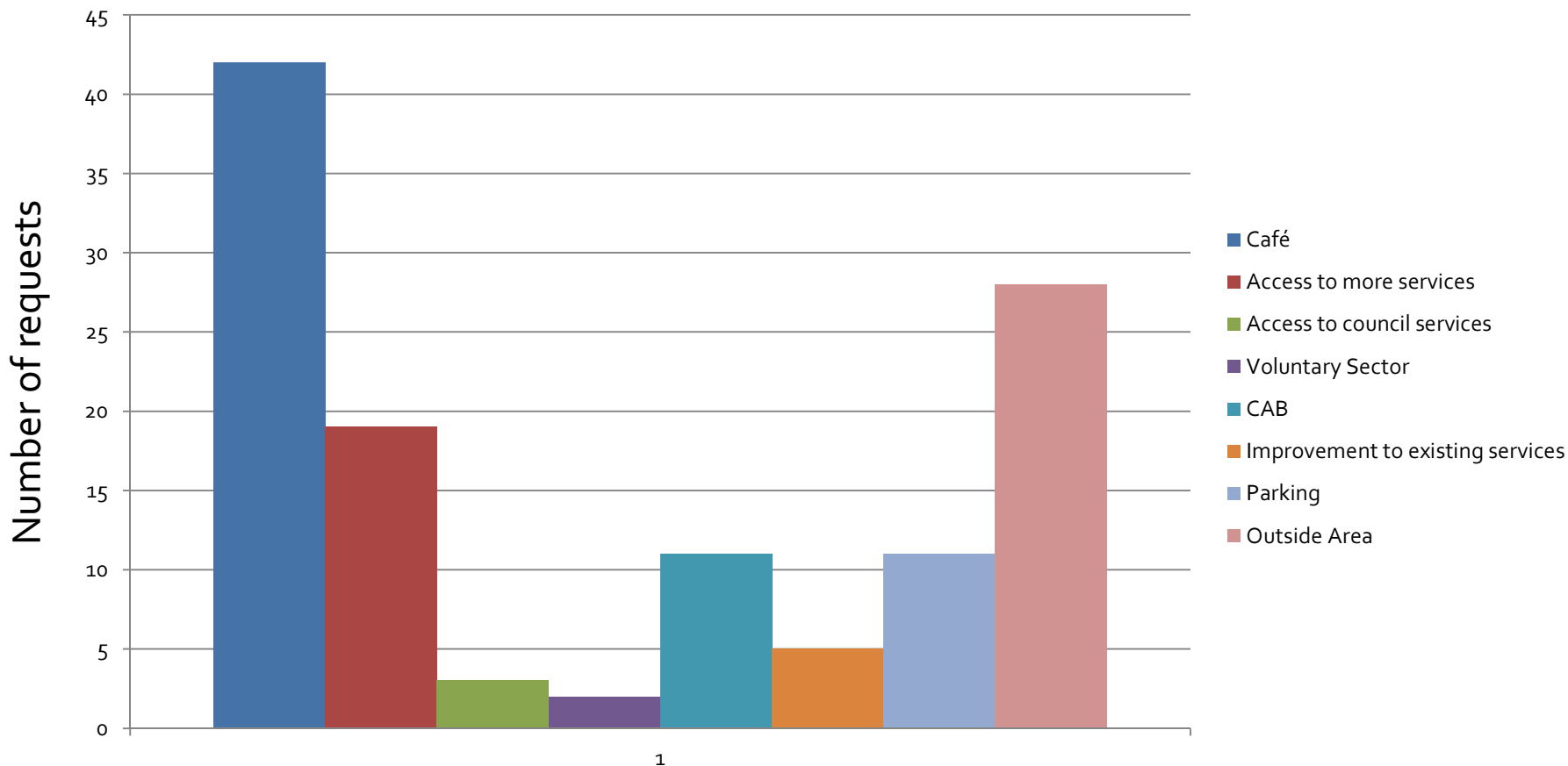
| Option | Total | Percent |
|-----------------------------|-------|---------|
| Children and Family Centres | 41 | 35.65% |
| Libraries | 102 | 88.70% |
| FindItOut Centres | 16 | 13.91% |
| None of these | 8 | 6.96% |
| Not Answered | 1 | 0.87% |

Online consultation response

We have considered bringing these three services under one roof. Do you support this?



What did the Worthing Community ask for?



Issues and concerns raised by the community

- How will you manage the noise in the building?
- Please can you ensure there is privacy for breastfeeding mums?
- Can there be a garden?
- Will there be zoning so everybody has their own space?
- Can you ensure that there is privacy for people registering a death
- Will there be parking available for any users? For example clinical staff
- Will there be space to be who you are if you are noisy or quiet

A few comments received

- Sounds really sensible! An opportunity to improve broader access to direct services
- Each service would benefit from being together providing you make local residents aware. It would make much better use of the building
- We appreciate the opportunity to discuss this- feels like you really care!
- Good idea to protect services. lots under one roof is good
- I think it's a wonderful idea and would be more convenient under one roof
- Bringing communities together is what this feels like; so from birth to elderly, everyone has to feel that there is something meaningful being offered in this space.
- A central hub makes it easier for people to be aware of what is there, also locating things in a library removes any potential stigma from seeking sensitive information etc. I like the idea that the library becomes a broader centre of information.
- I think having all the council services in one building is a great idea. Children's centre would be good as would a café. Maybe more comfy seating in Library and more tables for children to sit at. Maybe a tourist information in the building and gift shop. Having the museum linked to the Library would encourage more people to visit it. Anything that secures the Libraries future is good.

A few more comments received

- Bringing communities together is what this feels like; so from birth to elderly, everyone has to feel that there is something meaningful being offered in this space.
- Libraries could learn a lot when it comes to design. Layout and feel from bookshops - why do they have to be such quiet places ?
- There needs to be greater opportunities for teenagers in Worthing to discourage involvement in the growing drug problems of the town.
- The more people that come in, it keeps the library network alive
- Can you do this project while protecting everything you already do?
- Each service would benefit from being together providing you make local residents aware
- It would make much better use of the building
- Its very ambitious to bring children's and youth into the same space. Good to have a one stop shop to access services under on roof. It would be amazing if it could be done and keep everyone happy
- It would help people help one another. Help people have more contact with others, create a better community
- Rationalism is good but not at the expense of genuine service
- We appreciate the opportunity to discuss this- feels like you really care!
- Word hub is too official. First impressions really count

Requests for Services in the Worthing Community

- Parcel drop off
- WIFI
- Confidential space
- "Jelly tots "
- Services for children with grandparents
- Young People activities
- Tourist centre
- Music retailers
- Reading and performing plays
- Men in sheds
- Jigsaw puzzle lending
- Family history
- Tech for children
- Games
- Local info
- Access to water
- Local info
- More homely furniture
- Creative learning activities
- Military and veteran space
- Better furniture
- Recycling
- Museum
- Sensory material
- Student space
- Technology zone
- Craft work
- GP
- Men in sheds
- Information centre
- Better signage
- Book break
- Drama groups
- Post box
- Painting room
- Evening club
- Mobile phone courses
- Creative writing
- Food bank
- Sensory space
- Playgroup
- Toilets
- U3A space, camera clubs, kids clubs, extended family sessions, making learning
- Sessions for older children
- Rooms for events
- Messy play

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Environment, Communities and Fire Select Committee

13 March 2019

Business Planning Group Report

Report by Chairman, Business Planning Group

Executive Summary

Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee. This report provides an update to the Committee of the BPG meeting held on 20 December 2018, setting out the key issues discussed.

Recommendation

The Environment, Communities and Fire Select Committee is asked to note the contents of this report and endorse the Committee's Work Programme for 2019/20 (attached as appendix A).

1. Background

1.1 The Business Planning Group (BPG) met on 20 December 2018 with Mr Barrett-Miles, Mr Baldwin, Mr Jones and Mr S Oakley, in attendance to undertake work planning on behalf of the Committee.

1.2 Among the issues discussed:

- **Total Performance Monitor (portfolio-specific elements)** – No issues for scrutiny by the Committee or referral to Performance and Finance Select Committee were identified.

- **Electric Vehicle Strategy**

Members were briefed on the Cabinet Member for Environment's plans for an EV Strategy, including an update on the authority's fledging EV fleet, which user feedback had shown to have been well received. Following consideration of the timeline for the strategy development work, it was agreed that the Committee would preview the strategy in November 2019. Areas of concern included the role of the council, the forecast demand for electric vehicles, and the benefits accruing to the authority in respect of the costs.

- **Fire and Rescue Service (FRS) Performance Management**

Members were given an overview of the latest FRS Performance data as set out in the Operational Performance Report (attached as Appendix B). No areas of concern were identified.

Since HMICFRS was due to publish its draft inspection report in May, an item to consider the findings was added to the June meeting agenda.

- **Highways-related Infrastructure and Developer Contributions**

Planning for the item (due to be on the ECFSC agenda for 13 March) was undertaken. In particular, members set out the following concerns:

- Some Highways Managers had previously felt that they had limited input to Local Highways Schemes, and members would also like to see more money spent in these areas.
- Members often felt 'locked out' of the process and would like more involvement, but believed the current system didn't allow for it. This included the notification of any changes in availability of S106 funding for particular schemes.

2. Work Programme Planning 2018/19 and 2019/20

- 2.1 Informed by officers from the relevant service areas, BPG members considered the Work Programmes for 2018/19 and 2019/20.
- 2.2 The output from this discussion is summarised in the revised work programme at Appendix A (2019/20) which reflects any subsequent decisions or alterations made since the meeting.

3. Equality Duty

- 3.1 An Equality Impact Report is not required for this report as it deals with internal matters only.

Andrew Barrett-Miles

Chairman, Environment, Communities and Fire Select Committee

Contact: Ninesh Edwards, Senior Advisor, 03302 222542

Appendix A - Environment, Communities and Fire Select Committee
Work Programme 2019/20

Appendix B - WSFRS Operational Performance Report

Background Papers - None

Draft Work Programme 2019/20

| Select Committee Meeting date | Subject/Theme | Objectives/Comments |
|-----------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09/05/19 (Project Day) | Halewick Lane Energy Storage Project | Key decision preview. To include consideration of the overarching strategy. To also cover changes to Gov feed-in tariffs for solar schemes. To include overview of issues identified by the Business Planning Group (including whether battery storage could be extended to other schemes) |
| | Road Safety - Safer Sussex Roads Partnership | To focus on performance outcomes and the quality of partnership work. To compare the performance of the partnership with neighbouring and comparator authorities. |
| | Major Events Protocol | To scrutinise the draft protocol, particularly in the light of learning from the 2018 Velo event. |
| | New Arrangements for Community Grant Funding | Following the decision in spring 2019, to review how effectiveness of the scheme, to potentially include feedback from users of the new process |
| | Work to Mitigate the loss of Educational Services Provided by the Prevention Team | Following Committee preview of a decision to withdraw the educational services provided by the Prevention Team, the Committee to scrutinise the work under way to mitigate the loss of funding, including work on securing sponsorship being led by the Commercial Team |
| | Economy Growth Plan - Action Plans | As requested by ECFSC at its 31 Jan meeting. To include an update on the Bold Ideas |
| 20/06/19 | Review of IRMP Action Plans | |
| | HMICFRS Inspection Report | Following expected of the draft findings in May 2019 |
| 20/09/19 | | |
| | | |
| 07/11/19 | Electric Vehicle Strategy | |

Draft Work Programme 2019/20

| | | |
|-----------------|-----------------------|----------------------------|
| | Waste Strategy Review | As/when one is forthcoming |
| 13/01/20 | | |
| | | |
| 05/03/20 | | |
| | | |

West Sussex Fire & Rescue Service 2018-19 Quarter 2 Operational Performance Report



Foreword

West Sussex Fire & Rescue Service's aim is to keep our communities safe.

The priorities for the service are set by West Sussex Fire & Rescue Authority (FRA).

These priorities form the basis of our Integrated Risk Management Plan, which identifies and assesses all foreseeable fire and rescue related risks that could affect our communities.

As Chief Fire Officer, I am required to provide performance data to the Environment, Communities and Fire Select Committee (ECFSC) so they can monitor the service's performance.

We have agreed a set of 13 key performance indicators to enable the committee to scrutinise how well the service is performing.

These indicators are measured against agreed standards and are designed to make sure we continually improve as a service.

We will update ECFSC on a quarterly basis.

This report covers the financial year from April 2018 to March 2019.

The performance data will show whether we are on track to meet our targets or if an areas needs improvement. Where improvement is needed then an action plan will be put in place.

A glossary of terms is attached as an appendix to this document. Further information, reports and performance data is available at

www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-rescue-service/performance-plans-and-reports

Gavin Watts, Chief Fire Officer



Our Performance

Activity Overview

During this financial year so far (April to September 2018) West Sussex Fire & Rescue Service (WSFRS) attended 4966 incidents in West Sussex with 891 being categorised as critical incidents.

Particular items for discussion this quarter:

Average Incidents Per day.

The average incidents per day have shown a slight increase in the first two quarters. The FRS will watch the next two quarters and identify any trends that may indicate the reason for this increase. It is also possible quarter three and four may show a decline over the winter months.

| | Past 4 years historic (annual) data | | | | 2018/19 | | | | |
|----------------------------------|-------------------------------------|---------|---------|---------|---------|------|----|----|------------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Q1 | Q2 | Q3 | Q4 | Cumulative |
| Critical Special Services | 748 | 765 | 771 | 1007 | 243 | 322 | | | 565 |
| Critical Fires | 739 | 732 | 800 | 734 | 161 | 165 | | | 326 |
| All Incidents in West Sussex | 8566 | 8552 | 8842 | 9241 | 2308 | 2658 | | | 4966 |
| Average incidents per day | 23.5 | 23.4 | 24.2 | 25.3 | 25.4 | 28.9 | | | 27.1 |

13 Key Performance Indicators and measures

| # | Indicator | Measure/ target |
|----|------------------------------------------------|--------------------|
| 1 | Critical Fire Incidents | Measure |
| 2 | 1 st Appliance attendance time | Target |
| 3 | 2 nd Fire appliance attendance time | Target |
| 4 | Both appliance attendance | Measure |
| 5 | Critical special service attendance time | Target |
| 6 | On call duty system availability | Target |
| 7 | Accidental dwelling fires | Measure |
| 8 | Dwelling fires no smoke alarm | Target |
| 9 | Accidental Dwelling fire injuries | Measure |
| 10 | Safe and well checks | Target |
| 11 | Deliberate fires | Measure |
| 12 | Fires in commercial property | Measure |
| 13 | Fire kept to room of origin | Measure |

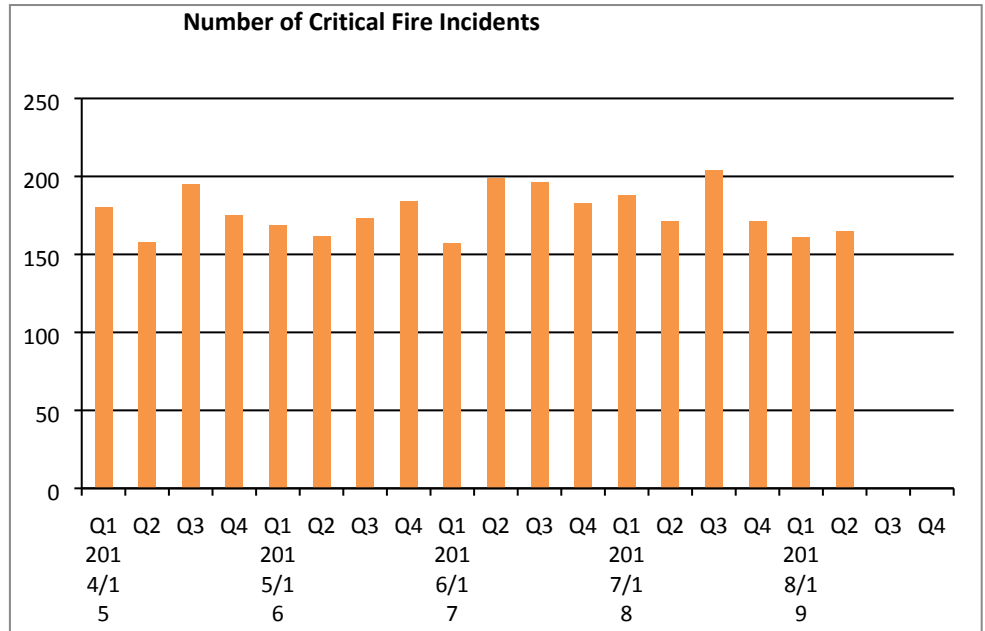


Critical Fire Incidents

No statistically significant trend over the last years.

For consistency, month on month critical fire data since 2014 has been re-extracted using improved, less time consuming, methodology. Therefore there may be small differences from previously published month on month data.

Local Measure



There is an average of around two critical fire incidents per day in West Sussex this quarter (1.8 for this quarter). All our Prevention and Protection activity is aimed at reducing this number of fires.

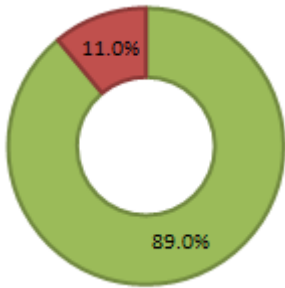


1st fire appliance attendance time

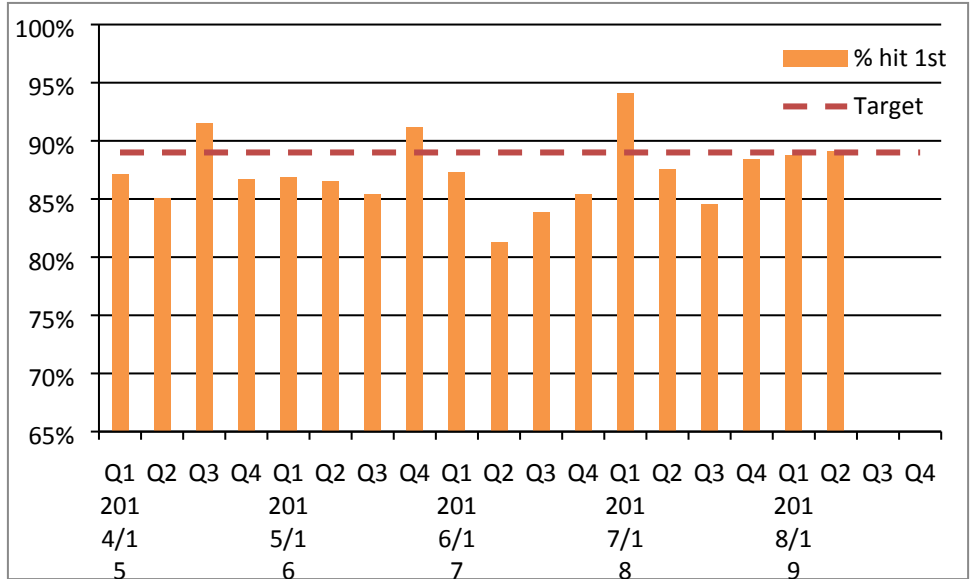
Target 89%

On Target.

Pass rate for all incidents since April 2018 to end of Q2 is on target at 89.0%



Local Target



Action Plan

This quarter, out of 165 critical incidents there were 18 incidents where the first fire engine missed its attendance targets. The FRS Response Team managers will continue to closely monitor and improve the attendance standards by addressing the reasons for any failures.

Analysis of all calls this year has shown the two factors most likely to lead to a failed Emergency Response Standards are 'availability of On Call System fire engines' and 'long travel distances' to rural areas.

Since this standard was set, 11 fire engines have been removed from service and this has made achieving this target more demanding for FRS Response.

FRS Operations are focussed on increasing On Call System availability as per the KPI within this report.

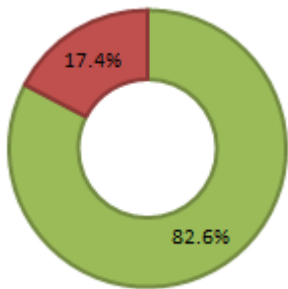


2nd fire appliance attendance time

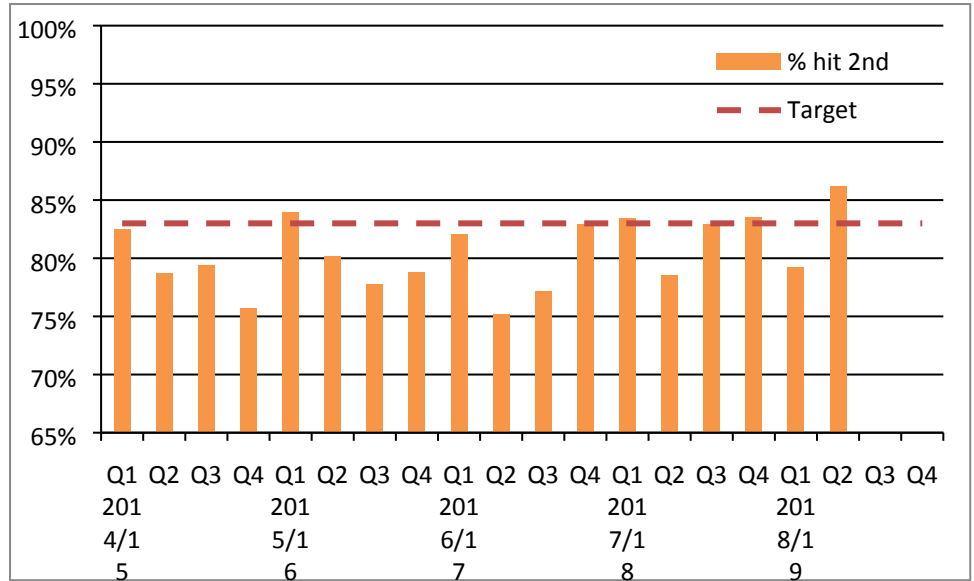
Target 83%

Exceeded Q2 target.

The Cumulative Pass rate for all incidents since April 2018 to end of Q2 is 82.6%, only slightly below target.



Local Target



Action Plan

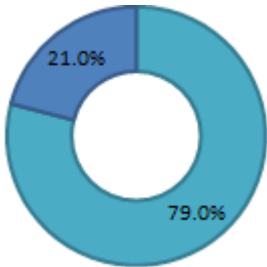
Quarter 2's performance exceeded the target. There were a total of 94 incidents; and the second appliance missed this standard on 13 occasions.

Whilst the reasons for failure are similar to first appliance attendance KPI. The removal of 11 fire engines since these standards were set has made this KPI more demanding. As fewer fire stations have 2 pumps and the second pump needs to come from further away.

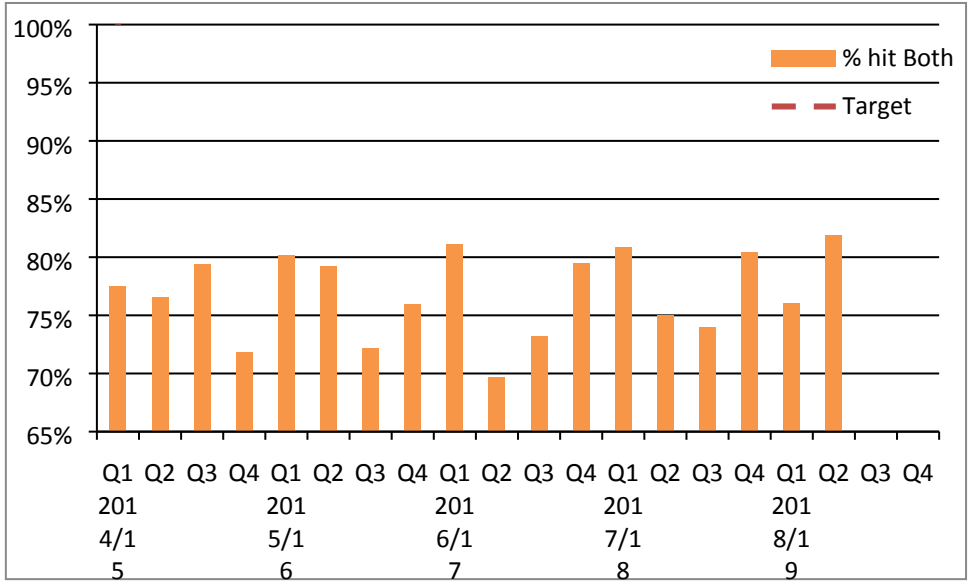


Both fire appliances attendance time


The WSFRS Emergency Response Standard sets a benchmark of 79% for both appliances.



Local Measure



This is a measure of incidents at which both the first and second pump achieve their respective response standard times. The reasons for failures are described in the previous KPIs.

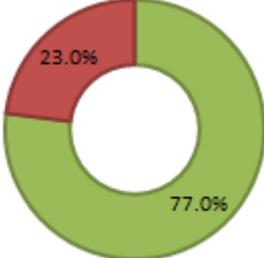
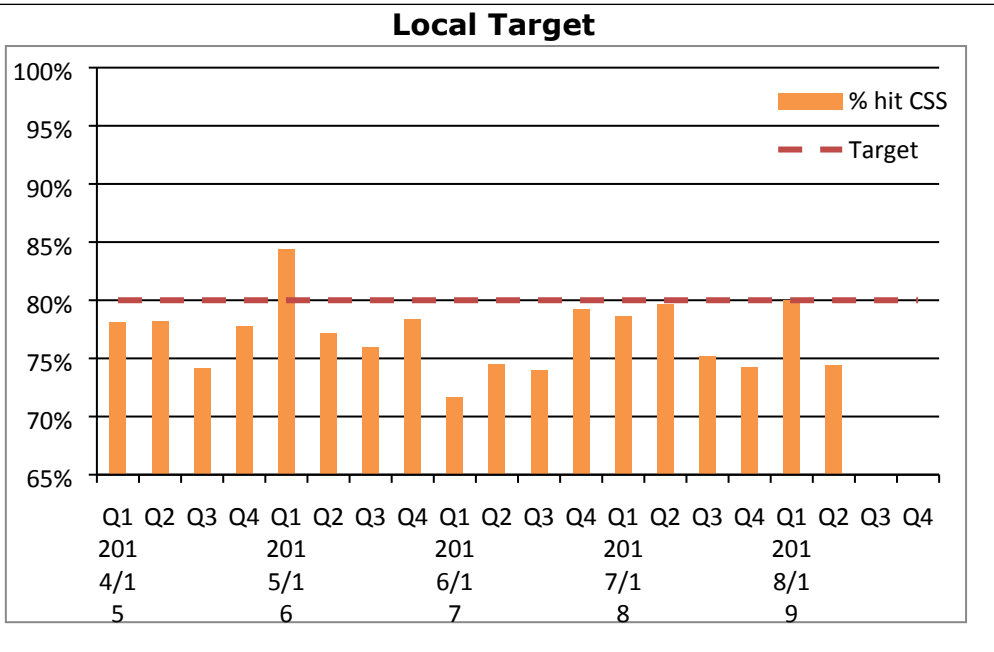


Critical special service 1st appliance attendance time

Target 80%

Quarter 2 Target not achieved.

Cumulative Performance for 2018 77.0%, which is below target

Action Plan

Analysis of this KPI has highlighted that 'long travel distances' are a key theme. This is as Road Traffic Collisions on remote rural roads are the most numerous incident type within this KPI.

There is a single Emergency Response Standard of 13 mins for this KPI as these incidents occur across the whole road network.

This is also reflected in the fact that long call handling times in Fire Control feature as a reason for delayed response, confusion from 999 callers as to their location and what has happened delaying the mobilising process. We will continue to work with the Sussex Control Centre to reduce call handling times.

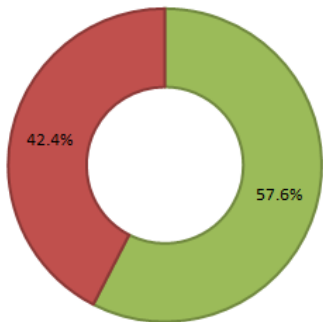


**On Call
 Duty
 System
 Appliance
 Availability**

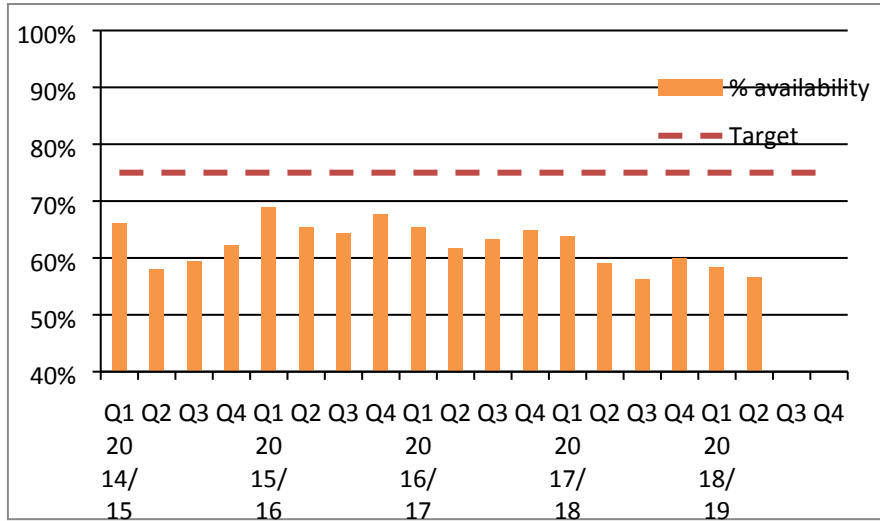
Target 75%

Below target

Cumulative availability rate since April 2018 to end of Q2 is 57.6%, below target.



Local Target



Action Plan

The AM Response is ensuring that managers in response do everything to support, OCS teams to maximise their availability through local management.

However as the OCS is vital to our service delivery, The ACO is leading the 'OCS Project' to identify and deliver improvements to the OCS model in WSFRS.

This project will be linked to a Members Task and Finish Group which has been commissioned by the ECFSC. Recommendations from this group will form the mandate for the OCS Project.

This is an on-going issue nationally, particularly in rural areas where people often leave their home village or town to work elsewhere. This provides a challenge for recruitment during week day and weekend day times.

Accidental dwelling fires

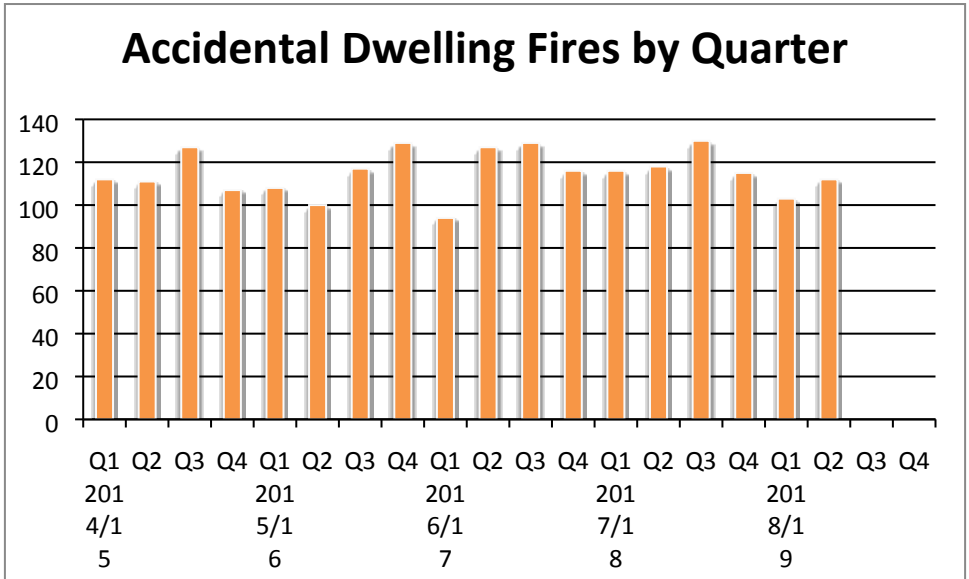


This measure records how many fire incidents in dwellings

that were not deliberate. This category may include sheltered housing, caravans, houseboats etc. where they are permanent dwellings.

National Measure

Accidental Dwelling Fires by Quarter



Response Managers will constantly monitor this KPI and analyse the data for trends and themes that can inform the Prevention activities of WSFRS.

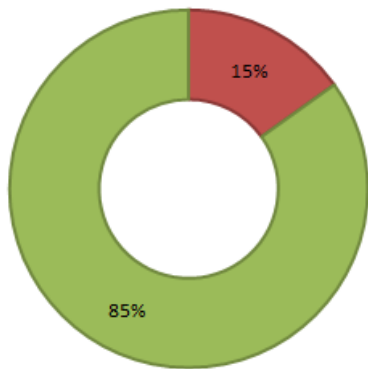


Dwelling fires no smoke alarm

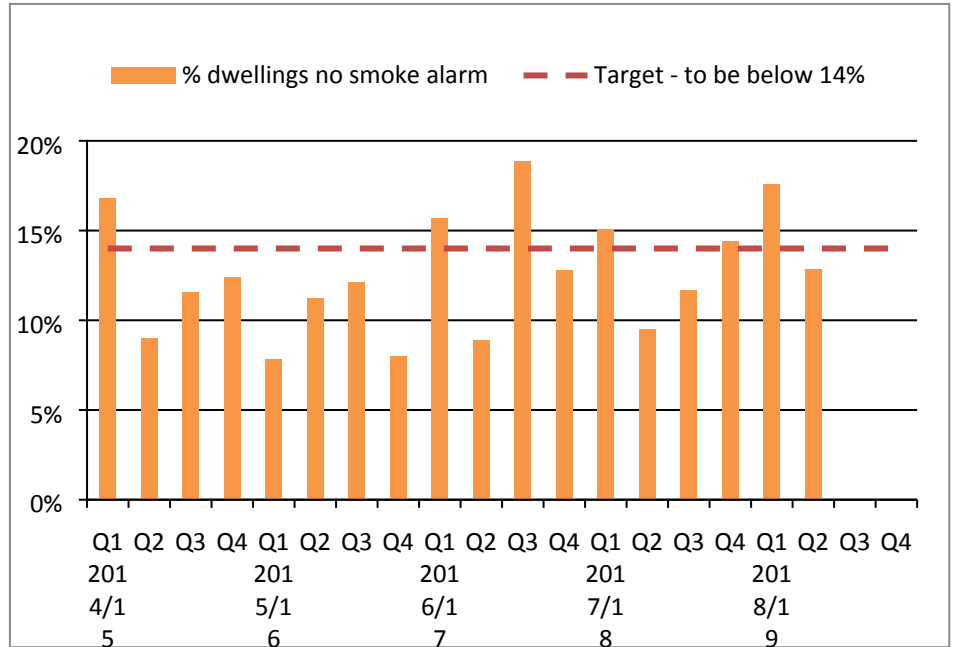
Target 14%

Quarter 2 below target

Cumulative Rate for all dwelling fires since April 2018 to end of Q2 is above target at 15%.



Local Target



Action Plan

There were 15 dwelling fires in Q2 18/19 where there was no smoke alarm.

Working smoke detectors are proven to give early warning of a fire and thereby save lives and reduce fire damage. That is why we are committed to ensuring all dwellings have smoke detectors.

Our media team continuously support this message and home fire safety work will always work to achieve this. The Safe and Well visits delivered assist in this KPI.

Response Crews will visit neighbouring dwellings and carry out 'Close Call' prevention activities after fires and fit smoke detectors to neighbours who don't have them.

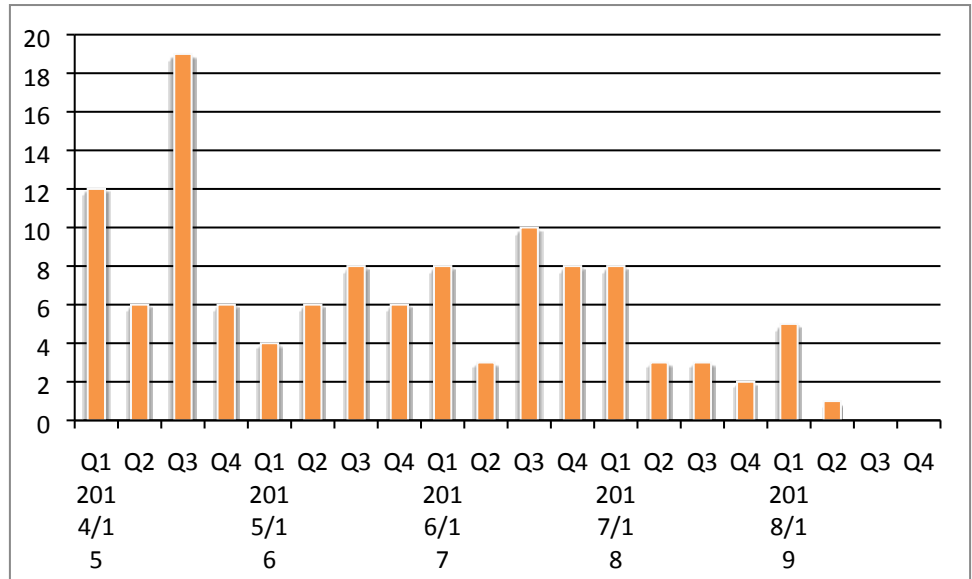
Accidental Dwelling fire injuries



This measure records how many injuries resulted

from non-deliberate dwelling fire incidents, where the victim attended hospital. Instances of first aid given at scene and precautionary checks are not included in this measure.

Local Measure



All our work in prevention, protection and response is focussed on trying to achieve 'zero fire deaths and injuries'. Therefore we analyse all incidents at which people are injured to inform our strategies.

Whilst we have been successful at reducing the number of fires and their consequences. This KPI is also influenced by the Ambulance Trust changing their processes to treat more people at scene and not conveying them to hospital.

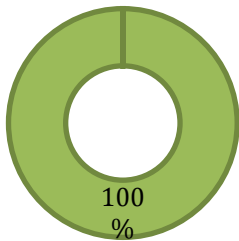
Safe and well checks



Target:

Annual target of 4000 for those at the highest risk.

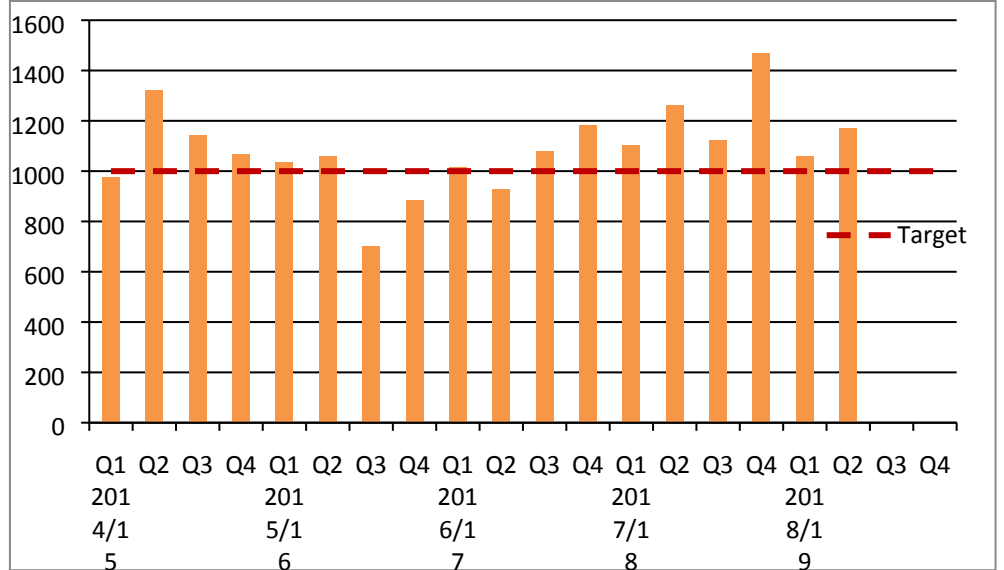
Quarter 2 exceeded target



The cumulative total from April 2018 to Q2 is 2230 exceeding the target

Delivery in the first 5 months since April 2018 has been good and as a result the mid-year target has been exceeded despite low delivery in month 6. Delivery was lower than the same period in the previous year due to reduced staffing levels.

Local Target



Action Plan

WSFRS are committed to delivering Safe and Well Visits which are a way to look holistically at the risks to the safety and health of our residents.

Operational crews deliver many of these to residents, however the highest risk Safe and Well Visits are conducted by trained specialists.

These specialists are able to provide care lines, emergency pendants and specialist kit for disabled residents.

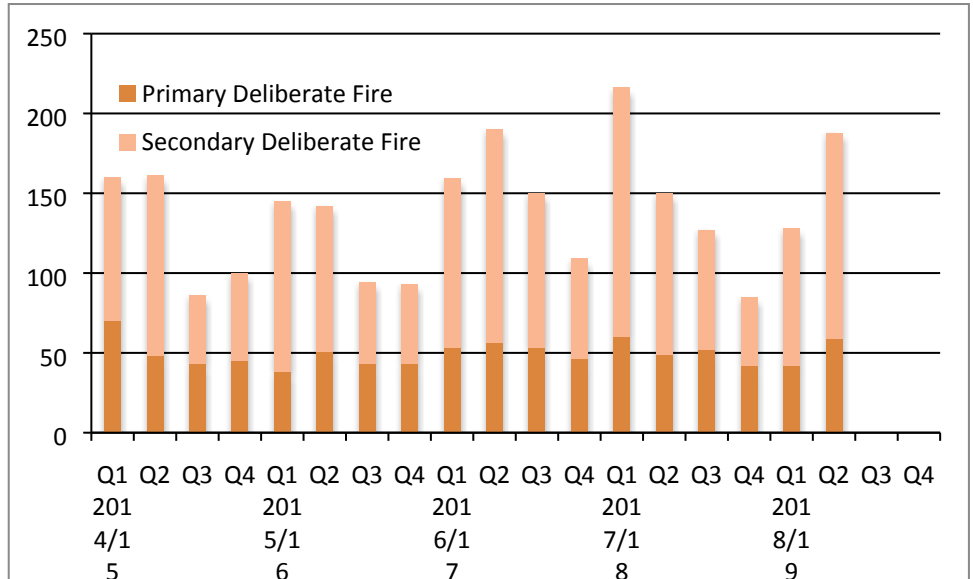
We have evidence of fires being detected by care line equipment we have installed; which allowed for an immediate response and harm being prevented.



Deliberate Fires

Primary fires are more serious fires and include any non-derelict property, fatalities, casualties or where more than five fire engines have attended. Secondary deliberate fires such as bins and rubbish fires tend to be a highly seasonal type of incident, greatly affected by the weather. The numbers of incidents are nearly always higher in the warmer, dryer months of spring and summer.

National Measure



Response Managers will constantly monitor this KPI and analyse the data for trends and themes that can inform the Prevention activities of WSFRS

For every fire WSFRS identify a probable cause and when this is identified as Arson we will investigate and liaise with the Police.

Each year we are involved in a number of criminal investigations and prosecutions of arsonists.

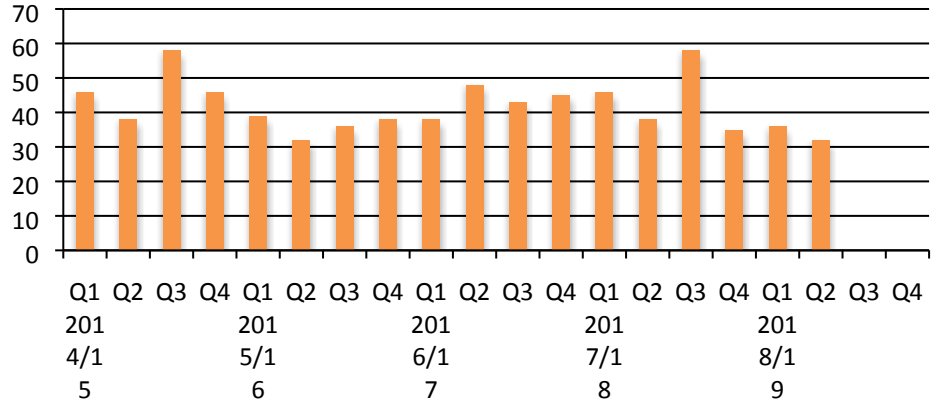
Fires in commercial property



This measure records how many fire incidents have occurred in non-domestic premises. We call them "commercial" here to distinguish them from dwellings. This category includes hospitals, care homes, schools, shops and places of entertainment.

National Measure

Number of Fires in Commercial Premises by Quarter



The Business Fire Safety (BFS) team will lead on follow up interventions in commercial premises. This allows BFS to identify when and how we should be supporting businesses and enforcing the Fire Safety Order 2005.

Fire kept to room of origin



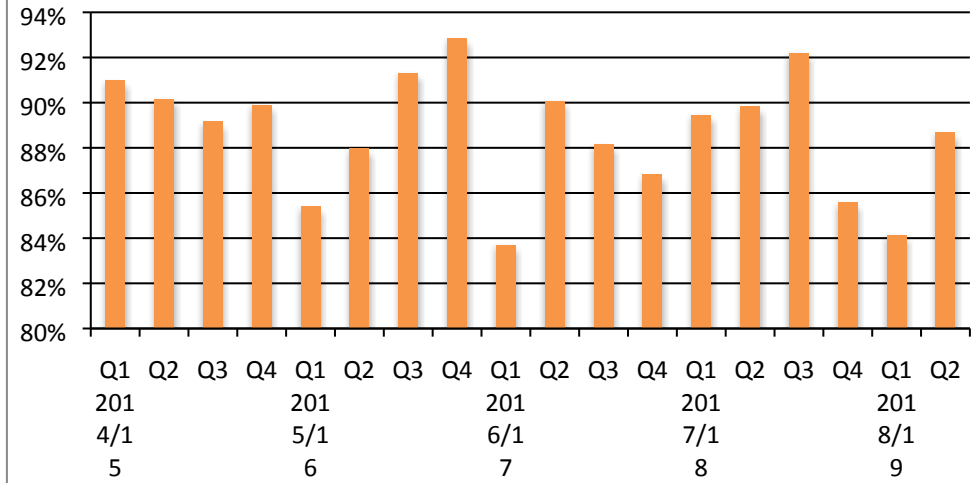
This item measures the percentage

of incidents where a fire incident attended within West Sussex was contained to the room in which the fire was suspected to have originated.

Dwellings Only.

National / local Measure

% Fires Kept to Room of Origin



This is a measure only-presented as background context.

In Q2, of 106 relevant fires, 94 (89%) were confined to the room of origin.

FRS Response is examining every incident where the fire spreads from the room of origin to establish how we can best positively improve this measure.

Our analysis of the fires that have spread shows the biggest common factor is a delayed 999 call to the FRS, giving the fire time to grow and spread.

Therefore our communications strategy will develop public awareness on fitting smoke detectors and calling 999 immediately.

Glossary of terms

Critical Incidents

Critical Incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment.

In general terms critical incidents are those with a higher risk of harm to people or property

Critical Fire

A fire incident that involves a threat to life or property.

Critical Special Service

A critical special service is a more serious non fire incident such as a Road Traffic Collision, or a person trapped in machinery

Emergency response standards

The emergency response standards West Sussex were agreed through consultation with the public in 2008. The standards, for Critical Incidents, include call handling time for Fire Control Operators to receive 999 calls, gather incident information and mobilise the quickest available fire crews and measure to time of arrival, using our fire risk map we set a more challenging performance standard for higher risk areas.

On Call System (OCS)

Formerly known as Retained Firefighters, these are part time staff who provide an agreed level of 'on-call' cover for emergencies via a pager system. Maintaining OCS staffing levels is an on-going issue nationally, particularly in rural areas where people often leave their home village or town to work elsewhere.

Deliberate Fires

The majority of deliberate fires in West Sussex are fires to refuse. Deliberate fires include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an individual's own property, others' property or

property of an unknown owner. Deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971

'**Dwelling**' means a property that is a place of residence i.e. occupied by households, excluding hotels, hostels and residential institutions. Includes non-permanent structures used solely as a dwelling, such as houseboats and caravans.

Dwelling fires no smoke alarm

A monthly measure of the percentage of dwelling fires in West Sussex where it is recorded that there is no smoke alarm present.

Safe and Well checks

Safe and Well Visits are considered to be an effective way of greatly improving safety within people's homes.

We use our staff work with other agencies to carry out these visits, giving general safety advice and fitting smoke alarm and equipment where appropriate.

Fire kept to room of origin

This is a measure of incidents where the fire did not spread (by burning or heat) from the room it started in. Education to the public on fire escape plans and in the delivery of our evidenced based firefighting project will help preventing fires and assist in them staying in the room of origin, but there can be several factors involved beyond our control. This is measured for dwellings only.

More information is available at <https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-rescue-service/performance-plans-and-reports/>



Forward Plan of Key Decisions

Explanatory Note

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

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website www.westsussex.gov.uk and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

Key decisions are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with 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 | The title of the decision, a brief summary and proposed recommendation(s) |
| Decision By | Who will take the decision |
| West Sussex Plan priority | See above for the five priorities contained in the West Sussex Plan |
| Date added to Forward Plan | The date the proposed decision was added to the Forward Plan |
| Decision Month | The decision will be taken on any working day in the month stated |
| Consultation/ Representations | Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when |
| Background Documents | What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents 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 |

For questions about the Forward Plan contact Helena Cox on 033022 22533, email helena.cox@westsussex.gov.uk.

Published: 1 March 2019

A Prosperous Place

Leader

| Burgess Hill Growth Programme - Approval of Place and Connectivity Programme Funding Agreement | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Mid Sussex Growth Deal, WSCC working in partnership with Mid Sussex District Council, identifies a set of priorities for economic growth in the area. The Coast to Capital Local Enterprise Partnership (LEP) has approved an allocation of £10.9m of Local Growth Funding to support the delivery of growth in the area based on a business case that promotes the delivery of a Place and Connectivity Programme. A programme of measures has been prepared that meet the aspirations identified in the business case and was approved by the LEP Investment Committee in December 2018. This programme of measures requires a funding agreement to be completed to support subsequent delivery of schemes and drawdown of the Local Growth Funding allocated by the LEP.</p> <p>The Leader will therefore be asked to agree the funding and resourcing arrangements to support the completion of a Funding Agreement with the LEP and subsequent delivery of the projects identified in the Burgess Hill Growth Programme – Place and Connectivity programme.</p> | |
| Decision By | Ms Goldsmith - Leader |
| West Sussex Plan priority | A Prosperous Place |
| Date added to Forward Plan | 21 December 2018 |
| Decision Month | March 2019 |
| Consultation/ Representations | Local Members Representations can be made concerning this proposed decision to the Leader, 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 | Duncan Barratt Tel: 033 022 23875 |
| Contact | Katherine De La Mora Tel: 0330 022 22535 |

Cabinet Member for Highways and Infrastructure

| Guidance on Parking in New Developments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Council provides guidance on parking in new residential and commercial developments to inform the determination of planning applications by Local Planning Authorities (LPA). It addresses the amount of car and cycle parking that is expected to</p> |

be provided and includes advice to developers and the LPAs on the highway impacts of parking provision in new developments.

The current guidance was last reviewed in 2010 (residential), and 2003 (commercial). There is a need to review the current guidance to ensure it is fit for purpose, up to date and consistent with current national planning policy and guidance. A review of the current guidance has been undertaken in consultation with the LPAs to provide an updated evidence base and recommendations on which the new guidance will be based.

The Cabinet Member for Highways and Infrastructure will receive a report on the review of current guidance and be asked to approve the Council's updated Guidance on Parking in New Developments.

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| Decision By | Mr Elkins - Cabinet Member for Highways and Infrastructure |
| West Sussex Plan priority | A Prosperous Place |
| Date added to Forward Plan | 7 August 2018 |
| Decision Month | March 2019 |
| Consultation/ Representations | Local Planning Authorities in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken. |
| Background Documents (via website) | None |
| Author | Paul Eagle Tel: 033 022 25298 |
| Contact | Judith Shore Tel: 033 022 26052 |

Cabinet Member for Highways and Infrastructure

Procurement of Contracts for Winter De-icing Salt and Gritter Fleet

The supply of de-icing salt and the provision of a gritter fleet is critical to ensuring the County Council can meet its statutory duty to maintain the highways and to ensure that, so far as is reasonably practicable, safe passage along a highway is not endangered by snow or ice. The contracts awarded for these services in 2018 are due to end and new contracts are required for winter 2019/2020.

The Cabinet Member will be asked to:

1. approve the commencement of the procurement process for a winter de-icing salt contract and a contract for the provision of a leased gritter fleet (both twelvemonth contracts); and
2. delegate authority to the Director of Highways and Transport to enter into the contracts, and to extend, if appropriate, in accordance with the Council's Standing Orders on Procurement and Contracts.

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| Decision By | Mr Elkins - Cabinet Member for Highways and Infrastructure |
| West Sussex Plan priority | A Prosperous Place |
| Date added to Forward Plan | 27 February 2019 |
| Decision Month | March 2019 |
| Consultation/ Representations | Executive Director of Economy, Infrastructure and Environment Director of Finance, Performance and Procurement Director of Law and Assurance/Principal Solicitor Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken. |
| Background Documents (via website) | None |
| Author | Chris Barrett Tel: 033 022 26707 |
| Contact | Judith Shore Tel: 033 022 26052 |

Cabinet Member for Highways and Infrastructure

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| Strategic Transport Investment Programme (2018/2019) | |
| <p>In July 2013, the Council established a Strategic Transport Investment Programme (STIP) to identify and develop strategic (i.e. larger than local) transport schemes that are needed to support sustainable economic growth in the county. A long list of potential schemes was identified at that time, largely building on technical work to prepare local plans and these schemes were prioritised.</p> <p>The STIP has been reviewed periodically since 2013 and consideration is again being given to adding new priorities for investment and also removing schemes that are no longer considered to be priorities. Consultation has taken place with elected members and other stakeholders who were invited to put forward suggestions to inform the review. As the majority of funding for strategic transport projects will be subject to scheme appraisal in line with Department for Transport guidance, any new potential priorities will be appraised using a similar standardised approach.</p> <p>The Cabinet Member for Highways and Infrastructure will be provided with an update on progress with current priorities and recommended to approve a revised Strategic Transport Investment Programme list of priorities, including the need for feasibility work on schemes in 2019/20.</p> | |
| Decision By | Mr Elkins - Cabinet Member for Highways and Infrastructure |
| West Sussex Plan priority | A Prosperous Place |
| Date added to Forward Plan | 7 August 2018 |

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| Decision Month | March 2019 |
| Consultation/ Representations | Local Members, Local Planning Authorities and other key stakeholders were invited to put forward suggestions Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken. |
| Background Documents (via website) | None |
| Author | Paul Eagle Tel: 033 022 25298 |
| Contact | Judith Shore Tel: 033 022 26052 |

Cabinet Member for Highways and Infrastructure

Highways and Infrastructure 2019/20 Forward Works Programmes and Annual Delivery Programme

The Highway Infrastructure Asset Management Policy and Strategy communicates West Sussex County Council's approach to highways infrastructure asset management, setting out the decision making framework for the maintenance of the roads in West Sussex. Corporate processes are also in place for the identification, assessment, and prioritisation of local and community highway and transport improvements. The rolling Forward Programmes for Highway Maintenance, Local Transport Improvement Programme (LTIP), and Community Highway Schemes (CHS) identify and prioritise future maintenance and improvement needs across the County Council's highway asset groups. These forward programmes inform the future Annual Delivery Programmes.

The Highway Maintenance, LTIP and CHS Forward Programmes provide robust and reliable information to identify the future maintenance need, or transport infrastructure improvements to be carried out within the next three to five years. The programmes are used to support forward financial planning and communicate the anticipated planned maintenance and transport improvements to elected members, County Local Committees, local West Sussex businesses and residents.

The Annual Delivery Programme is developed and prepared from the integration of the Forward Programmes each year during autumn for approval in advance of the start of the new financial year. It prioritises maintenance and improvement schemes taking into account available funding for delivery and the relative need.

The Cabinet Member for Highways and Infrastructure will be asked to approve the 2019/20 Annual Delivery Programme acknowledging the prioritisation set out in the Forward Programmes.

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| Decision By | Mr Elkins - Cabinet Member for Highways and Infrastructure |
| West Sussex Plan priority | A Prosperous Place |
| Date added to Forward Plan | 14 December 2018 |

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| Decision Month | March 2019 |
| Consultation/ Representations | <p>The County Local Committees will be informed and asked to note schemes in their specific areas (anticipated during the February/March 2019 round of meetings).</p> <p>Internal consultation in development of the draft Forward Works Programmes and Annual Delivery Plan including asset owners and programme leads within the Highways and Transport service. The draft Forward Works Programmes will be presented to the Highways and Transport Capital Hub for review.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p> |
| Background Documents (via website) | None |
| Author | Rowan Sheppard Tel: 033 022 23627 |
| Contact | Judith Shore Tel: 033 022 26052 |

A Strong, Safe and Sustainable Place

Cabinet Member for Environment

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| West Sussex Minerals and Waste Development Scheme 2019-2022 | |
| <p>The County Council is required to prepare a Minerals and Waste Development Scheme which sets out how the County Council will prepare the minerals and waste local plans and other policy documents over a rolling three-year period. The current Scheme covers the period 2018-2021 and needs to be updated; the decision report will consider the revised Scheme for the period 2019-2022.</p> <p>The Cabinet Member for Environment will be asked to approve the West Sussex Minerals and Waste Development Scheme 2019-2022.</p> | |
| Decision By | Mrs Urquhart - Cabinet Member for Environment |
| West Sussex Plan priority | A Strong, Safe and Sustainable Place |
| Date added to Forward Plan | 27 February 2019 |
| Decision Month | March 2019 |
| Consultation/ Representations | <p>Informal consultation with the South Downs National Park Authority</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by</p> |

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| | the beginning of the month in which the decision is due to be taken. |
| Background Documents (via website) | None |
| Author | Rupy Sandhu Tel: 033 022 26454 |
| Contact | Judith Shore Tel: 033 022 26052 |

Director of Fire Service Operations and Chief Fire Officer

Commence procurement of replacement vehicles for Fire and Rescue Flexi-Duty System (FDS) staff

The Fleet Asset Management Plan 2018/19 – 2022/23 sets-out a five-year rolling programme of Fleet and Asset renewal across the Council, including for the Fire and Rescue Service (Decision Report ref: SSC14 17/18)

As part of this programme, 30 vehicles allocated to staff in the Fire and Rescue Service are due for replacement in the financial year 2019/20. These vehicles are provided to staff to support operational cover through a Flexi Duty System (FDS).

The total value of the purchase of vehicles, including emergency service conversions and livery, is expected to be approximately £750,000.

As part of decision SSC14 17/18, the authority to award contracts for vehicle and equipment purchases has been delegated to the Chief Fire Officer and Director of Operations.

On this basis, the Chief Fire Officer and Director of Operations will be asked to approve the commencement of a procurement process to replace the current vehicles using an agreed specification.

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| Decision By | - Director of Fire Service Operations and Chief Fire Officer |
| West Sussex Plan priority | A Strong, Safe and Sustainable Place |
| Date added to Forward Plan | 6 February 2019 |
| Decision Month | March 2019 |
| Consultation/ Representations | Representations concerning this proposed decision can be made to the Director of Operations Chief Fire Officer, 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 | Paul Mace Tel: 033 022 25443 |

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| Contact | Erica Keegan Tel: 033 022 26050 |
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Director of Fire Service Operations and Chief Fire Officer

| Award of Contract for the provision of 7 x Fire Appliances | |
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| <p>In March 2018, the Chief Fire Officer and Director of Operations agreed to commence the procurement for six Fire Appliances and award the contract to the successful bidder (OKD5 17/18).</p> <p>In December 2018, in order to meet operational requirements, the number of appliances to be procured was subsequently amended to seven. Information about this approach was circulated in the Members Information Service (Briefing Number 51).</p> <p>A procurement process, compliant with West Sussex Standing Orders and European Union Procurement Directives, is currently underway. Following the completion of the procurement process, the Chief Fire Officer and Director of Operations will be asked to award the Contract for the seven fire appliances to the successful bidder.</p> | |
| Decision By | - Director of Fire Service Operations and Chief Fire Officer |
| West Sussex Plan priority | A Strong, Safe and Sustainable Place |
| Date added to Forward Plan | 6 February 2019 |
| Decision Month | April 2019 |
| Consultation/ Representations | Representations concerning this proposed decision can be made to the Director of Operations Chief Fire Officer, 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 | Paul Mace Tel: 033 022 25443 |
| Contact | Erica Keegan Tel: 033 022 26050 |

Cabinet Member for Environment

| Halewick Lane Energy Storage Project |
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| <p>The project forms part of the agreed objectives of the Your Energy Sussex (YES) partnership by increasing and enabling the expansion of renewable energy generation in the county as well as developing the low carbon economy and reducing CO₂ emissions. It also supports the outcomes identified in the approved Energy Strategy. The project will also facilitate a much needed re-development of the site, with the existing buildings being demolished and the site fully secured. The site has in recent</p> |

years suffered problems with safety, break-ins and vandalism.

Since 1 April 2014 the YES team has been working to develop a significant pipeline of energy related projects including:

- The imminent completion of Westhampnett solar farm with 4 mega-watts of energy storage on site,
- Development of Tangmere Solar farm, which is now complete,
- Installation of commercial scale PV (photovoltaic) systems on schools and third party roofs including at Goodwood Aerodrome,
- PV systems for 225 houses owned by Crawley Borough Council, and
- For Adur & Worthing councils, installation of gas central heating systems in houses served by a newly installed gas main.

Generation of income for all the energy schemes will be achieved through the Council's energy purchaser (N-Power) selling power on its behalf, maximising the income opportunities available as an energy generator. The dual expansion of solar generation and stand-alone battery storage is a key part of the YES energy project pipeline, with solar farms and battery storage continuing to represent a relatively low risk investment for capital.

The Cabinet Member will be asked to approve the development of the previous Sompting Waste Destructor site (Halewick Lane, Sompting) into a battery storage facility.

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| Decision By | Mrs Urquhart - Cabinet Member for Environment |
| West Sussex Plan priority | A Strong, Safe and Sustainable Place |
| Date added to Forward Plan | 14 August 2018 |
| Decision Month | May 2019 |
| Consultation/ Representations | Member for Sompting and North Lancing, Sompting Parish Council, District councillors, resident engagement session planned for North Lancing and surrounding area, South Downs National Park Authority Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken. |
| Background Documents (via website) | Full planning documentation (when submitted - October 2018) |
| Author | Tom Coates Tel: 033 022 26458 |
| Contact | Judith Shore Tel: 033 022 26052 |

A Council that works for the Community

Executive Director Economy, Infrastructure and Environment

Procurement of a Water Retail Supplier

Summary

A retail market for the provision of water and wastewater has opened and an opportunity exists for the County Council to procure a single water retail supplier to bundle and manage the services for its corporate estate received from six different wholesale suppliers.

The key benefits of this procurement involve (a) a lower overall cost for water and wastewater services (b) more accurate and timely invoicing (c) streamlined query management processes and (d) opportunities to identify water efficiencies.

Recommendations

That the commencement of a competitive procurement using a Framework Agreement offered by Crown Commercial Services is approved and the award and extension to the contract, if appropriate, is made in accordance with the County Council's Standing Orders on Procurement and Contracts.

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| Decision By | Lee Harris - Executive Director Economy, Infrastructure and Environment |
| West Sussex Plan priority | A Council that Works for the Community |
| Date added to Forward Plan | 19 February 2019 |
| Decision Month | March 2019 |
| Consultation/ Representations | Cabinet Member for Corporate Relations Cabinet Member for Environment |
| Background Documents (via website) | None |
| Author | Steven Fall Tel: 033 022 23265 |
| Contact | Suzannah Hill Tel: 033 022 22551 |