

Appendix 1

Traffic Regulation Orders - Action Plan

Council approved version - 15 October 2024

To understand why the issue arose and take steps to ensure it does not happen again.

It is proposed that all actions are monitored through the Audit and Governance Committee. Please note Key below.

No	Action	Progress / Next steps	Lead officer	When
1.0	Resourcing Restitution			
1.1	Stand up a team to provide additional capacity to refund PCNs to motorists according to the Restitution Scheme	Specific working group established. Restitution Scheme to be approved by Council on 15 October.	AD (P,T &PP)	15 October onwards
1.2	Make website page Live		AD (P,T &PP)	16 October
1.3	Keep under review the Restitution Scheme to ensure that it meets its stated objectives and that customers are recompensed in an efficient and effective way.	Report progress on restitution to Audit and Governance Committee together with any changes made to the Scheme of Restitution.	AD (P,T &PP)	21 Jan 2025 A&G Ongoing
1.4	Monitor agreed metrics to assess <ul style="list-style-type: none">Number of website hitsCalls to customer services takenNumber of claims submitted via online formNumber of claims verifiedNumber of refunds actioned within 28 daysNumber of cases not resolvedValue of refunds issued	Monitor effectiveness and take up of the restitution process.	ED DEGNS AD (P,T &PP) Dir of Finance	16 October onwards

No	Action	Progress / Next steps	Lead officer	When
1.4	Advise Audit and Governance Committee on the success of the Restitution Scheme and when it should close.	Future action once success of the scheme can be measured.	AD (P, T &PP)	21 Jan 2025 A&G Ongoing
2.0	Remaking of Traffic Regulation Orders			
2.1	Subject to Council's agreement on 15 October publish consultation notices on those TROs with identified defects.	Review has commenced to remeasure the on-street restrictions and to reconcile with proposed restrictions in the TROs.	AD (E & CS)	16 Oct 2024 onwards.
2.2	Consider objections raised on the proposed TROs and publish Officer Decision Notices to confirm outcome in each case.	Awaiting publication of proposals.	ED DEGNS	Follows item number 2.1
2.3	Update Traffic Management Sub Committee on the progress for each of the TROs which has to be remade.	Progress reports scheduled for TM Sub Committee on: 27 November 2024 16 January 2025	AD (E & CS)	27 Nov 2024
2.4	Communicate with residents and motorists to advise when enforcement recommences on affected sites.	Advise TM Sub Committee of intended communications on: 27 November 2024 (and if required) 16 January 2025	AD (E & CS)	27 Nov 2024
3.0	Future Assurance			
3.1	Ongoing investigation into, and monitoring of, existing TROs to identify errors while Digital TRO project is mobilised. Establish shared data files between Network Management, Parking Enforcement and Legal to	Central files established for TRO identified for further investigation. Any queries will result in suspension of enforcement while TRO are investigated and rectified if necessary.	ED DEGNS	Ongoing

No	Action	Progress / Next steps	Lead officer	When
	<p>capture TROs with suspected errors and initiate process for rectification and track progress.</p> <p>Any errors will be rectified through Traffic Management Sub Committee at the earliest opportunity.</p>			
3.2	Digital TRO project will be commissioned by the Transformation and Efficiency Board and monitored through the Council's Project Management governance. Progress to be reported through Audit and Governance.	<p>Project initiated - October 2024</p> <p>Project team established - October 2024</p> <p>Funding identified for Phase 1 software and surveys (capital programme approved).</p> <p>Procurement on system and surveys to commence Q4 2024/5</p> <p>Project duration c. 18 months</p>	ED DEGNS	Progress reported quarterly via A&G
4.0	Governance Arrangements			
4.1	Ensure that Audit and Governance Committee and TM Sub Committee receive reports as envisaged in this Action Plan	<p>Updates scheduled for:</p> <p>27 Nov 24 – TM Sub Committee</p> <p>16 Jan 25 – TM Sub Committee</p> <p>21 Jan 2025 – Audit and Governance</p>	AD (L & DS)	27 Nov 24
4.2	Ensure reports to TM Sub Committee follow the Council's report clearance process enabling appropriate oversight and tracking of officer decisions	<p>Review scheduled for:</p> <p>27 Nov 24 – TM Sub Committee</p>	AD (L & DS)	27 Nov 24
4.3	Review the basis on which all Committee decisions are followed up to ensure they have been put into effect.	<p>A review of delegated decisions since October 2022 has already been instigated.</p> <p>A new process will be put in place to monitor progress of all prior decisions made by councillors.</p>	AD (L & DS)	Jan A&G

No	Action	Progress / Next steps	Lead officer	When
4.4	Undertake a review of Corporate Governance against the CIPFA / SOLACE code to ensure that all the necessary policies and procedures which could help have been identified and strengthened.	This will be undertaken after the working practices review in DENGs.	AD (L & DS)	To be agreed by Audit and Governance Committee
5.0	Review of TRO Process and Team Capacity			
5.1	Commission a review of working practices and capacity as regards Traffic Regulation Orders and Enforcement and associated areas in DEGNS to ensure that lessons are identified.	A review of staff culture, working practices and capacity is required to allow all staff involved to reflect on and learn from the circumstances which led us to this point. This is being commissioned. A second audit report (below) will follow up with a review of any management changes to procedures and systems arising from the Review.	ED DEGNS	Review commissioned October 2024
5.2	Present a report on effective systems and processes to a future Audit and Governance Cttee		Chief Internal Auditor	Follow up audit Q2 25/26
6.0	Support for Staff			
6.1	Discuss TRO issue with staff in Directorate, to keep in mind the well-being of staff in the wider service who may be affected by the reputational impact of this situation.	Executive Director led briefings for affected teams.	ED DEGNS	Progress reported via A&G
6.2	An engagement and communications campaign will be launched to enable staff to feel supported and able to speak up when they are aware of errors, poor practice or improvements that could be made.	The Council has established systems for Whistleblowing, staff supervision 121s, exit interviews, internal audits etc, but they did not help in this situation. Further engagement and communications work will be done with staff and managers across the Council to support the Team Reading values.	Chief Executive	Report progress to 21 Jan 2025 A & G

Key

AD (P,T &PP) – Assistant Director for Planning Transport and Public Protection

AD (E & CS) – Assistant Director for Environmental and Commercial Services

AD (L & DS) – Assistant Director for Legal and Democratic Services

AD (PP & CS) - Policy Performance and Customer Services

A&G – Audit and Governance Committee

CIA – Chief Internal Auditor

Dir of Finance – Director of Finance

ED DEGNS – Interim Executive Director for Economic Growth and Neighbourhood Services