

Appendix 2

Traffic Regulation Orders - Action Plan

Monitoring version – updated for Sept 2025

Please note Key below.

No	Action	Progress / Next steps	RAG	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.	Closed	AD (P,T &PP)	15 October onwards
1.2	Make website page Live	Website launched as envisaged on 16 October.	Closed	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.	Progress on restitution was reported to Audit and Governance Committee in Jan, April and Sept 24. Now recommended to close the Scheme of Restitution.	Closed	AD (P,T &PP)	25 Sept 2025 A&G
1.4	Monitor agreed metrics to assess <ul style="list-style-type: none"> Number of website hits Calls to customer services taken Number of claims submitted via online form Number of claims verified Number of refunds actioned within 28 days Number of cases not resolved Value of refunds issued 	Initial fortnightly TRO Task Group monitored effectiveness and take up of the restitution process. Progress was reported to Audit and Governance Committee as envisaged.	Closed.	ED DEGNS AD (P,T &PP) Dir of Finance	16 Oct 24 – July 2025

No	Action	Progress / Next steps	RAG	Lead officer	When
1.4	Advise Audit and Governance Committee on the success of the Restitution Scheme and when it should close.	25 September 2025 – scheme now recommended to close. This does not preclude motorists from making a claim directly to Parking Services.	Closed	AD (P,T &PP)	25 Sept 2025 A&G
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.	All complete.	Closed	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.	All complete	Closed	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.	Updates have been provided at each TMSC. Updates will continue in the light of the newly discovered issues. Notwithstanding that, this item has achieved its intended aim.	Closed	AD (E & CS)	27 Nov 2024 onwards
2.4	Communicate with residents and motorists to advise when enforcement recommences on affected sites.	All complete. See Report to A&G in Sept 2025 for details of completed schemes and enforcement advice.	Closed	AD (E & CS)	27 Nov 2024 onwards
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 capture TROs with suspected errors and initiate process for rectification and track progress.	The TROs have been monitored and the systems put in place have highlighted a small number of issues which were reported to TMSC. It is expected that any future issues will get picked up as part of Digital TRO project.	Closed	ED DEGNS	Ongoing only as part of Digital TRO

No	Action	Progress / Next steps	RAG	Lead officer	When
	Any errors will be rectified through Traffic Management Sub Committee at the earliest opportunity.				
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.	A&G to determine future monitoring of Digital TRO project.	Closed	ED DEGNS	Progress reported quarterly via A&G since Jan 25
4.0	Governance Arrangements				
4.1	Ensure that Audit and Governance Committee and TM Sub Committee receive reports as envisaged in this Action Plan	27 Nov 24 – TM Sub Committee 16 Jan 25 – TM Sub Committee 6 March 25 – TM Sub Committee 21 Jan 2025 – Audit and Governance 09 April 2025 – Audit and Governance 11 June 2025 – TM Sub Committee 11 Sept 2025 – TM Sub Committee 25 Sept 2025 – Audit and Governance – proposed final report.	Closed	AD (L & DS)	27 Nov 24 onwards
4.2	Ensure reports to TM Sub Committee follow the Council's report clearance process enabling appropriate oversight and tracking of officer decisions	27 Nov 24 – TM Sub Committee (completed) 16 Jan 24 – TM Sub Committee (completed) 6 March 25 - TM Sub Committee (completed) 11 June 25 – TM Sub Committee (completed) 11 Sept 25 – TM Sub Committee (completed)	Closed	AD (L & DS)	27 Nov 24 onwards

No	Action	Progress / Next steps	RAG	Lead officer	When
4.3	Review the basis on which all Committee decisions are followed up to ensure they have been put into effect.	A new process has been put in place to monitor progress of all prior decisions made by councillors: new decision tracking section added to all agenda.	Closed	AD (L & DS)	Jan A&G
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 DEGNS.	Future action – date to be confirmed.	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.	Closed Report received in April 2025 at A&G.	ED DEGNS	Review commissioned October 2024. Reported April 2025
5.2	Present a report on effective systems and processes to a future Audit and Governance Cttee	Scheduled for after the APSE Review (now completed) and to take place in Q2 25/26.	In progress as of Sept 25	CIA	Will report to future A&G
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.	Done	ED DEGNS	Progress reported via A&G

No	Action	Progress / Next steps	RAG	Lead officer	When
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.	Case study at All Staff Briefings and a 'Speak Up' campaign have been undertaken.	Closed	Chief Executive	Progress reported via 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