

## Notice of Meeting

# Communities, Environment and Highways Select Committee

**Date & time**

Thursday, 23  
January 2020 at  
10.00 am

**Place**

Ashcombe Suite,  
County Hall, Kingston  
upon Thames, Surrey  
KT1 2DN

**Contact**

Ross Pike, Committees  
Business Manager  
Room 122, County Hall  
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**Chief Executive**

Joanna Killian

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike, Committees Business Manager, 020 8541 7368**

### Elected Members

Mr John O'Reilly (Chairman), Mr Andy MacLeod (Vice-Chairman), Mr Saj Hussain (Vice-Chairman), Mrs Fiona White, Mr Mike Bennison, Mr Paul Deach, Mr Jonathan Essex, Mr John Furey, Mr Ken Gulati, Mrs Jan Mason, Mrs Becky Rush and Mr Keith Witham

### TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

- Waste and recycling
- Highways
- Major infrastructure
- Investment/Commercial Strategy (including Assets)
- Economic Growth
- Housing
- Local Enterprise Partnerships
- Countryside
- Planning
- Aviation and Sustainable Transport
- Flood Prevention
- Emergency Management
- Community Engagement and Safety
- Fire and Rescue

- Trading Standards

## AGENDA

- 2 MINUTES OF THE PREVIOUS MEETINGS: 22 NOVEMBER 2019** (Pages 5 - 16)
- To agree the minutes of the previous meeting of the Communities, Environment and Highways Select Committee as a true and accurate record of proceedings.
- 5 SCRUTINY OF REVENUE AND CAPITAL BUDGET 2020/21** (Pages 17 - 38)
- Purpose of report:** To provide details of the budget for scrutiny prior to Cabinet and Council meetings.
- 6 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 39 - 48)
- Purpose of report:** for the Select Committee to review the attached recommendations tracker and forward work programme, making suggestions for additions or amendments as appropriate.

**Joanna Killian**  
**Chief Executive**

Published: Tuesday 14 January 2020

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**MINUTES** of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 10.00 am on 22 November 2019 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 23 January 2020.

**Elected Members:**

- \* Mr John O'Reilly (Chairman)
- \* Mr Andy MacLeod (Vice-Chairman)
- \* Mr Saj Hussain (Vice-Chairman)
- \* Mrs Fiona White
- \* Mr Mike Bennison
- \* Mr Paul Deach
- \* Mr Jonathan Essex
- \* Mr John Furey
- \* Mr Ken Gulati
- \* Mrs Jan Mason
- \* Mrs Becky Rush
- \* Mr Keith Witham

**In attendance**

Denise Turner Stewart, Cabinet Member for Community, Safety, Fire & Community  
Colin Kemp, Deputy Leader  
Mike Goodman, Cabinet Member for Environment and Waste  
Nikki Barton, Councillor

**20 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

None received.

**21 MINUTES OF THE PREVIOUS MEETING [Item 2]**

The minutes were agreed as a true record of the meeting.

**22 DECLARATIONS OF INTEREST [Item 3]**

None received.

**23 QUESTIONS AND PETITIONS [Item 4]**

None received.

**24 CABINET MEMBER PRIORITIES UPDATE [Item 5]**

*[Jan Mason arrived at the meeting at 10.05]*

**Witnesses:**

Denise Turner Stewart, Cabinet Member for Community, Safety, Fire & Resilience  
Colin Kemp, Deputy Leader  
Mike Goodman, Cabinet Member for Environment and Waste

**Key points raised during the discussion:**

1. The Chairman thanked the Cabinet Members for their reports and notes.
2. The Chairman of the Committee stated that the Leader of the Council was dissatisfied with the share of LEP resources that Surrey received. The Chairman asked the Deputy Leader of the council to explain over what timescale the Communities, Environment and Highways Select Committee might be involved in getting better value out of the two LEPs.
3. The Deputy Leader of the Council responded by saying that Cabinet had not had the capacity to put in bids for LEPs and there was no new money coming into them, which had led to lack of certainty. He added that until the future of LEPs had been established, he would not be able to confirm the direction of the council. He highlighted, however, that the Council was building its capability and needed to both put together bids and work together with boroughs and districts to ensure that the County Council's plans were aligned with local plans. The Cabinet Member could not confirm how the Committee could get better value out of LEPs because it was a reactionary process but when appropriate, a discussion with the Committee could take place.
4. The Chairman stated that the committee wanted a reasonable timeframe in which this discussion would take place and the Deputy Leader of the Council suggested that there would be greater clarity after 12 December 2019.
5. A Member of the Committee requested that a list of projects currently funded by LEPs be published. The Deputy Leader responded by saying that a list of projects that had been funded by LEPs existed in the public domain. He also stated that he could not discuss something that hadn't been finalised, but he would be happy to have a non-public verbal conversation with the member to inform her of current funded projects in the area.
6. A Member of the Committee asked whether the Deputy Leader could separate the county bids that were under consideration with the district and borough bids that were under consideration. The Member also

asked the Deputy Leader what was in hand between partnered county and district bids and asked about the status of the HIF bids. The Member also wanted to be informed of the scale of budget that would be required for 2021 to fulfil any bids and regeneration projects that the council wished to make, and over what timescale.

7. The Deputy Leader informed the Committee that nothing would be released with regards to the A320 during purdah. He confirmed that the local plan conversations went well and he was satisfied with the evidence base that the council was putting forward.
8. The Deputy Leader informed the committee that the Guilford HIF bid had been received and announced, and the Woking one had been received. There had been no update on the Tandridge A22. He emphasised that although four bids had been accepted through the first stage, it would not be guaranteed that they would get funded in the second stage.
9. A Member of the Committee stated that the lack of funding for transport to the south east was a major issue and asked the Deputy Leader to update the committee on how council would get devolution in the funding to the south east to improve Surrey's infrastructure.
10. The Deputy Leader responded saying that he estimated that five to ten million pounds would enable him to plan and deliver and more work needed to be done in this area. He further explained that transport for south east was stalled due to a lack of statutory status. The major road network work was ongoing and would be submitted later that year albeit there was still no financial understanding of how much money the council would receive. He concluded that there would be new certainty with the newly elected government.
11. A Member of the Committee raised concerns that the future bus strategy would not facilitate a shift from the use of private car to public transport nor fulfil the place-making agenda. The Cabinet Member for Environment and Waste was asked whether he could assure the committee that the future bus strategy would look for funding and not increase the scale of the roads, rather increase the scale of bus routes.
12. The Cabinet Member for Environment and Waste agreed that the county needed more of its residents to adopt regular use of public transport. The Council was looking into electric buses with borough colleagues and thinking about how bus routes could be linked up to train stations. He stated that the Leader of the Council was aware that the council needed to look at what resources were needed to make this happen.
13. A Member of the Committee stated that bids are hugely resource intensive and asked the Deputy Leader what the resource implications would be for the council and enquired whether it would be worthwhile

establishing a permanent team to apply for funding. The Deputy Leader agreed that the council needed a permanent team to manage funding alongside a core of officers who could both scope out work with members and districts and lead a vision for place making and shaping and creating solutions around the county's towns, roads and communities. Following this, he stated, the council would then need funding to buy in external resources to design each individual scheme. Finally, he highlighted the importance of setting a framework to bring the right people in at the right time and that they were in the process of understanding this. The Deputy Leader was thanked for the work he was doing on Transport for the South East but it was requested that greater transparency of the project was provided and that members should be involved from an earlier stage.

14. It was queried what liaison the Deputy Leader had had with the LEPs with regards to securing money from them for energy projects and whether the Deputy Leader had been in touch with the Greater South East Energy Hub and, if so, what had been said.
15. The Deputy Leader responded by asserting that the environment needed to be at the forefront of everything the council does. He assured the committee that the LEPs were increasingly focused on environmental issues, future technologies and related skills. He also stated that the energy board was driving a lot of work around renewable energy resources and that he needed to bring himself up to speed on these issues.
16. The Chairman highlighted that the Countryside Strategy had been continually delayed and asked the Cabinet Member for Community Safety, Fire & Resilience when the committee would likely see the strategy for scrutiny so that possible suggestions could be made.
17. The Cabinet Member for Community Safety, Fire & Resilience stated that there were several ongoing pieces of work which were influencing the Countryside Strategy namely the Leader's environment charter, renegotiation of Surrey Wildlife Trust contract and the work of both the Surrey Health and Wellbeing agenda and the Surrey's Greener Future Task Group. The Cabinet Member appreciated that the countryside strategy item had been constantly referred on the agenda but explained that this strategy must be aligned with the aforementioned issues, as ultimately they would inform the countryside strategy. The Cabinet Member stated that the committee could expect the strategy to be on the agenda in 2020.
18. Members expressed concern that planting 1.2 million trees would be insufficient to replace the huge number of trees lost due to Ash Dieback and asked the Cabinet Member for Environment and Waste whether the Council would be looking at alternative methods of carbon sequestration. The Cabinet Member for Environment and Waste stated that whilst the target was 1.2 million, he hoped that this figure would increase and informed the committee that this was being discussed.

19. Members asked the Cabinet Member for Environment and Waste whether Surrey Highways would consider planting trees on the road verges to help mitigate against traffic congestion. Members also relayed that people living on residential streets would like more trees planted on their roads and highlighted that trees are greatly lacking in densely populated residential areas. The Cabinet Member for Environment and Waste reminded the Committee that DEFRA was about to produce its urban tree planting strategy. The Council has been working closely with its highway colleagues and had productive discussions with about how tree planting could be done in the right way.
20. A Member of the Committee raised concerns that the council's climate strategy appeared to bare down on the ability of people who manage the countryside estate to make profit and asked the Cabinet Member for Environment and Waste whether he thought that this was the case. The Cabinet Member for Environment and Waste said he understood the importance of protecting the countryside for future generations. The Cabinet Member for Community, Safety, Fire & Resilience said that they would be careful that the climate strategy would not constrain the ability of the rural economy nor Surrey Wildlife Trust's activity in terms of conservation.
21. The Committee asked the Cabinet Member for Environment and Waste whether any money could be put into removing tree stumps. The Cabinet Member stated he would ask environmental experts whether any of the existing tree stumps could be removed.
22. Members requested that further information on drainage issues be provided and it was agreed that this would be passed onto the Cabinet Member and it would be provided outside of the meeting.
23. The Chairman asked whether the Cabinet Member for Community Safety, Fire & Resilience was happy with any improvements in the performance of the service.
24. The Cabinet Member for Community Safety, Fire & Resilience stated that the first action of appointing a senior team had given stability to the service and the recent inspection letter had reflected very well on the work that had been done. She also stated there had been a lot of activity with on-call and wholtime recruitment. With regards to the FBU dispute, she assured the Committee that a sophisticated communications campaign would manage any risks and that resources and plans were in place should any matters arise and informed Members that the service met regularly with Fire Brigade Union officials and discussions were progressing well. In terms of confidence, the Cabinet Member assured the committee that the service was on target and performing as it should be.

**Actions/further information to be provided:**

- i. Deputy Leader to provide an update on all the outstanding bids with both LEPs, the value of them and the likelihood of getting the resources and capacity in place to deliver them. The deputy leader should break them down into surrey bids, partnered bids between county and borough, and borough and district independent bids.
- ii. Cabinet Member for Highways to send written responses to the questions posed to him to all Members of the Committee.

**Recommendations:**

1. The Select Committee reviews the information contained in this update and offers feedback to the Cabinet Member;
2. The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

*The Chairman agreed to consider Item 6 before Item 5a*

**25 REVIEW OF CHARGES FOR PARKING IN COUNTRYSIDE ESTATE CAR PARKS [Item 5a]**

**Declarations of interest:**

None received.

**Witnesses:**

Denise Turner Stewart, Cabinet Member for Community, Safety, Fire & Resilience

Alan Bowley, Head of Environment

**Key points raised during the discussion:**

1. The Cabinet Member for Community Safety, Fire & Resilience stated that the Council was looking to maximise health and wellbeing in the population of Surrey by encouraging as much use as possible of Surrey's countryside. A cabinet decision was taken in January 2018 to introduce charges at the five busiest countryside sites. In July 2018, it was agreed that a review be undertaken after 12 months of the charges being introduced and, unless significant contribution had been

made to the countryside in terms of income, the charges would be removed. The net income was stated as being £42,000 for Newlands Corner and £61,000 for the wider estate, with £0.3 million in capital costs. The review concluded that the financial benefits of charging to access the countryside was outweighed by extensive physical and mental health and wellbeing benefits, as well as providing quality of life and community interaction for residents. The Cabinet Member stated it was important that access to the countryside not be constrained by fixed financial outlay. She informed the members that the Council was investigating a voluntary payment scheme, as adopted at many National Trust sites. Newlands Corner would be subject to a local access agreement and, in the event of removal of charges, Albury Estate would be required to engage in discussion, which had already commenced. The recommendations were set out in the report and the Cabinet Member asked the Committee whether it had any questions.

2. A Member asked the Cabinet Member for Community Safety, Fire & Resilience to emphasise the point about Newlands Corner not being included in the proposal due to considerable lack of understanding on part of most members of the public that the land was not public property. The Cabinet Member for Community Safety, Fire & Resilience pointed to paragraph 25 of the report where there was explicit reference to the Member's query. The Cabinet Member assured the committee Member that this would be emphasised at the Cabinet meeting.
3. Another Member of the Committee stated that they thought car parking charges should not be scrapped rather lowered to a nominal fee to cover some maintenance costs. The Cabinet Member referred to the National Trust which had a donation system in place and said that she would be looking into the prospect of voluntary contributions in Surrey's countryside estate car parks for which most of the existing infrastructure would stay in place.
4. A Member of the Committee informed the Cabinet Member that he had concerns that scrapping parking charges would be to the detriment of Surrey Wildlife Trust and asked whether the trust would be negatively impacted by this decision and experience a reduction in revenue. The Cabinet Member for Community Safety, Fire & Resilience stated that Surrey Wildlife Trust received the majority of its funding from Natural England and that conversations between the council and Surrey Wildlife Trust were progressing favourably. There would be some withdrawal of responsibility from the Trust which would drive an income stream and thus the cost of managing the countryside could be done for less.

*[Jan Mason left the meeting at 12.14pm]*

5. The Vice Chairman and Chairman asked the Cabinet Member for Community Safety, Fire & Resilience whether it was guaranteed that

the parking charges would not be reintroduced in the medium term and the long term. Both the Cabinet Member for Community Safety, Fire & Resilience and the Deputy Leader assured the Committee that the parking fees would not be reintroduced in the medium-term but could not guarantee the same in the long-term. The Deputy Leader concluded the discussion by reminding the committee that both the health and wellbeing agenda and the environment agenda state that residents should have access to the countryside for their own health.

**Actions/ Further information to be provided:**

No actions identified.

**Recommendations:**

1. The Committee endorses the decision to end car parking charges;
2. The Committee periodically monitors countryside usage to gauge impact on Surrey resident's health and wellbeing.

**26 SURREY'S GREENER FUTURE TASK GROUP REPORT [Item 6]**

**Declarations of interest:**

None received.

**Witnesses:**

Esme Stallard – Climate Change Project Manager  
Simon Griffin – Partnership Lead. Strategic Commissioning  
Colin Kemp, Deputy Leader  
Mike Goodman, Cabinet Member for Environment and Waste

**Key points raised during the discussion:**

1. The Vice-Chairman summarised the work and final report of Surrey's Greener Future Task group explaining that in light of the declared climate emergency and Surrey's Community Vision, the Task Group had explored actions that the Council could take to tackle climate change. It had been concluded that Surrey County Council's current policies were inadequate and would not help realise the county's net zero carbon by 2050 target. The Vice-Chairman stated that the 'call to action' summarised the recommendations of the Task Group and what the Council should act on in order to develop a more detailed strategy. It was also specified that further and more extensive research would

need to be undertaken in collaboration with partners and residents to form a realistic, costed and inclusive strategy to deliver net zero. To achieve this, it had been suggested that a member reference group be established with involvement from Cabinet.

2. Committee Members reiterated that whilst the report had a strong evidence base and had communicated well the scale and seriousness of the challenge, it was broad in its outlook and failed to set out in detail what actions needed to happen to meet the climate targets.
3. Members suggested a bottom-up workshop approach to engage the public in concerted positive action to fulfil the vision of the Task Group. Members asked the Cabinet Member how they might engage the public and empower them to work together to form part of the solution.
4. A Member questioned whether the Task Group had public acceptance of what it had suggested and asserted that residents must come first. It was suggested that involving schools would be beneficial as engagement of children can encourage adult engagement.
5. Members of the Task Group stressed that there also needed to be a cultural shift within Surrey County Council itself and that all officers and councillors should make positive behavioural changes.
6. It was suggested that engagement with Local Enterprise Partnership (LEP) and with central government to clearly establish Surrey County Council's aims and the cost of meeting the targets of the Greener Future project would be helpful. Concerns were raised that unless enough money was invested, the work of the Task Group would simply remain a report and not be acted upon. Members agreed that significant financial support would be needed to achieve many of the recommendations presented by the Task Group.
7. Members of the Committee stated that there needed to be a modal shift from private to public transport, but this had been inhibited by buses being run by the commercial sector, which lacked incentive to achieve climate and air pollution targets. It was suggested that it would be beneficial to give local authorities the means to implement how buses run and this was something that central government should look at.
8. The Cabinet Member for Environment and Waste thanked the officers who helped the Task Group compile evidence and write the report. He reiterated short-term future action should be twofold: developing a costed strategy, with the Surrey Environment Partnership helping to coordinate work across Surrey's local authorities, and encouraging and enabling residents to take positive action.
9. The Vice-Chairman noted that Mr Essex had put a considerable amount of work into the Task Group and recommended to Cabinet that it should involve Mr Essex in all stages of work regarding Surrey's climate strategy.

10. Officers informed the Committee that in September a joint Surrey Leaders and Chief Executives meeting had made a commitment to work together. A working group was set up to establish a shared set of targets for tackling climate change that the 12 local authorities could then endorse. The committee were also told that there was a shortlist of ten ideas to tackle the community design challenge that had been raised in the Greener Future project.
11. A Member stated that they could not fully support the recommendations made by the Greener Future Task Group in their current format, in particular items seven, nine, ten and twelve, as he did not think that these were achievable. Another Member also disagreed with the recommendations of the Task Group and gave his support to a suggested amendment to the recommendations. The Chairman asserted that it was not possible procedurally for the committee to change the recommendations of the Task Group. He emphasised that the report was evidence based and underpinned by expert recommendations and witness sessions with officers and therefore the Task Group had agreed the recommendations to take forward to Cabinet. It was also stated that there would be an opportunity for debate on the call for action at the Council meeting in December and the Cabinet meeting on 26 November.
12. The Cabinet Member for Environment and Waste endorsed the recommendations of the Task Group because he agreed with the level of ambition in the action plan.

*[The meeting adjourned for five minutes at the Chairman's request]*

13. Following the meeting recommencing, the Chairman invited Committee Members to make amendments to the proposed Select Committee recommendations as follows:
  - a) Endorse the Task Group's findings;
  - b) Recommend the Call for Action on page 37 to Cabinet and Council for approval;
  - c) Recommend that further work is undertaken by Council officers to test the viability and appropriateness of the recommendations listed in Annex 1 and develop policy as a result.
14. A Member stated that if the council simply did what it considered achievable with respect to the declared climate emergency, then it would not meet its targets. The Member asserted that the call for action should be ambitious and subsequently suggested that the third recommendation of the committee be strengthened. He also stated

that the plan needed to be viable and appropriate to the county of Surrey.

15. Mr Furey suggested alterations to the committee recommendations, namely the addition of:
  - a) The report and call for action as endorsed by this committee should be reviewed to determine achievable and sustainable outcomes with a timeline to delivery, as an urgent item.
  - b) Scope the delivery areas that are government led and achievable, accordingly. The general population be reviewed in terms of how the council can work with them to achieve the desired outcomes.
16. The amendment was seconded by Mr Bennison. A vote was taken and the amendment was lost.
17. Mr Essex proposed that the third recommendation be amended to include the word 'sufficiency', and this was agreed.
18. The recommendations were agreed with the addition of the word sufficiency to the third recommendation.
19. The Chairman stated that the call for action would go to full Council and be debated by all 81 members.

*[Fiona White left at 12pm]*

**Actions/ Further information to be provided:**

- i. Feedback on district and borough engagement with respect to how they will all work together to achieve the climate change targets to be provided by the Cabinet Member for Environment and Waste.
- ii. Establishment of a benchmark for Surrey's performance with respect to the climate change targets

**Recommendations:**

1. Endorse the Task Group's findings;
2. Recommend the Call for Action on page 37 to Cabinet and Council for approval;
3. Recommend that further work is undertaken by Council officers to test the viability, sufficiency and appropriateness of the recommendations listed in Annex 1 and develop policy as a result.

**27 SELECT COMMITTEE FORWARD WORK PROGRAMME [Item 7]**

**Key points raised during the discussion:**

1. A Member suggested that the Committee discuss the issue of road safety in Surrey in light of the recently released figures by BBC Surrey that eighteen people are killed or seriously injured every week on Surrey's roads. Members agreed that this figure needed quantifying. The Chairman stated that he would ascertain whether there was scope for serious and credible work for the Committee.
2. A Member told the Chairman that he would like a discussion to scrutinise the bus strategy. The Member also highlighted that the Surrey Environmental Partnership was looking to develop a climate plan and that this was a new policy that should be scrutinised by the committee. He also suggested scrutiny of the new highways maintenance contract.
3. The Chairman agreed that the Member's points should be looked into for inclusion on the Committee's forward work programme.
4. It was requested that the Cabinet Member for Highways be asked about the current status of Project Horizon.

**Actions/ Further information to be provided:**

- i. Submit question to the Cabinet Member for Highways on the status of project horizon.
- ii. Quantification of statistic of traffic-related deaths in Surrey to determine scope for potential future scrutiny.
- iii. The Committee Forward Work Programme be updated to include the proposed agreed scrutiny items.

**28 DATE OF NEXT MEETING: 23 JANUARY 2020 [Item 8]**

The next meeting of the Select Committee will be held on 23 January 2020 in the Ashcombe Suite, County Hall, Kingston upon Thames.

Meeting ended at: 12.25pm

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**Chairman**

# **Communities, Environment & Highways Select Committee**

Page 17

## **2020 – 2025 Budget Scrutiny**

### **23/01/2020**

# Context

- Last year - A budget that didn't rely on Reserves and helped stabilise our finances
- This year - Moving from short to long term: **investing for impact** and for financial sustainability
- Next year - Outcome focused and comprehensive medium-term plan
- Significant progress towards financial stability and good performance
- Plus the injection of additional resources from Central Government, once again mean **no use of Reserves**, and a more medium-term and investment based outlook
- Continuing medium-term challenges:
  - Uncertainty about funding levels from 2021
  - Continuing high demand for services
- A refreshed Organisation Strategy and Phase 2 Transformation

## OUR FOCUS FOR THE NEXT 5 YEARS 2020 - 2025

We are changing and improving what the Council does and how it delivers services to reflect the ways in which our residents and communities now live their lives. We are now a year into our transformation to become a leading council. We are ambitious about our future and here we outline where our focus lies in the years ahead.

<p><b>Tackling inequality</b> Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy for everyone.</p> 	<p><b>Supporting independence</b> Helping residents help themselves and each other within their community.</p> 	<p><b>More joined up health and social care</b> Integrating health and council services so they're more effective, efficient and seamless for residents.</p> 	<p><b>Creating a greener future</b> Tackling the causes of climate change and become a carbon-neutral county as soon as possible.</p> 
<p><b>Embracing Surrey's diversity</b> Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity.</p> 	<p><b>Partnership</b> Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities.</p> 	<p><b>Supporting the local economy</b> Investing in the infrastructure Surrey needs to build a strong and resilient economy.</p> 	<p><b>Digital revolution</b> Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.</p> 

Page 19



### OUR VALUES: we care about -

-  our residents
-  being excellent
-  being open
-  working together
-  respecting others

### THE PRINCIPLES GUIDING OUR WORK:

- 1** Focus on ensuring no one is left behind
- 2** Take a fresh approach to working in partnership
- 3** Support people to help themselves and each other
- 4** Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges

To read a full list of our achievements from the past year and to read our Organisational Strategy in full, please go to [www.surreycc.gov.uk](http://www.surreycc.gov.uk)

# Transformation Programme 2020 - 2025

There are 28 individual programmes across different stages: 13 are continuing and 15 are newly introduced into the transformation programme

Discover & Define

Design & Develop

Deliver

PEOPLE

Adults with learning disabilities and autism  
\*\*NEW\*\*

Health and social care integration  
\*\*NEW\*\*

Working differently with communities  
\*\*NEW\*\*

Domestic abuse \*\*NEW\*\*

Preparing for adulthood

Libraries and cultural services

Accommodation with care and support

Adult social care practice improvement

Adult social care market management

Adult mental health (including staff transfer) \*\*NEW\*\*

Family resilience

SEND transformation (including transport)

PAGE 20

Greener future \*\*NEW\*\*

Countryside \*\*NEW\*\*

Economic growth \*\*NEW\*\*

Rethinking transport

Rethinking waste \*\*NEW\*\*

Improving infrastructure \*\*NEW\*\*

Creating Environment, Transport and Infrastructure \*\*NEW\*\*

Community protection (including Surrey Fire and Rescue Service Transformation)

ORGANISATION

Data insights \*\*NEW\*\*

Digital

Agile workforce

Customer experience

Transforming our core business processes  
\*\*NEW\*\*

Land and property \*\*NEW\*\*

Becoming more entrepreneurial \*\*NEW\*\*

Moving closer to residents

# Headline Capital Schemes to commence 20/21- 24/25

**Over £650M invested in the County**  
(c£530m over the medium-term)

**Highways** - Further **£92M** of spend to improve and maintain our highway network which includes 3000 miles of road, over 3000 miles of pavements; from a deteriorating to steady state.



**Extra Care**-up to 165 units across first three planned extra care sites, with an estimated pre-planning land value of £5.5M. SCC capex of **£1.8M**. Total investment of **£7.3M**. Future phases to deliver up to 725 units.



**SEND** - Up to **£31M** on specialist provision and a new SEND school. Further phases in future years.

**Parsons**  
**River Thames Flood Alleviation Scheme - £237M and Wider Surrey Flood Alleviation Scheme - £33M** to protect thousands of homes and businesses from the risk of flooding.



**Schools Basic Need** - SCC will invest a further **£70M** to provide school places.

**Community Investment Fund - £100M** fund to regenerate high streets and visible investment in communities over the medium term.



**Greener Futures** – Various projects including a Solar Farms; EV charging point pilot; ULEV purchases and electrification of various transport services, including. Total spend **c£84M**.

**Improved Access to the Countryside** – Maintenance and improvements to the rights of way network and visitor improvements totalling **£3M**.



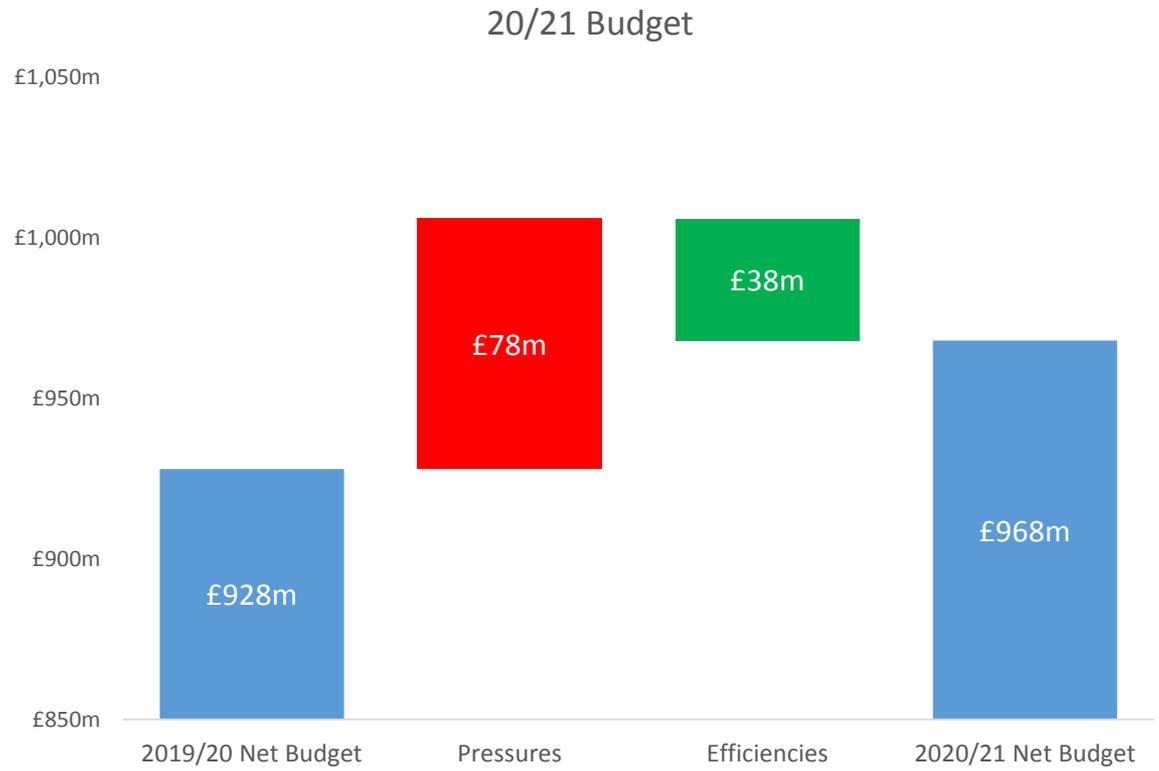
# Draft Funding announcements from Central Government

- Draft funding was announced on 20<sup>th</sup> December (called the Provisional Settlement) - broadly followed our planning assumptions
- It was largely a roll forward of the 2019/20 position and provided additional funding for:
  - Adults Social Care (£14.2m)
  - Children with SEND (£13.5m)
- A new Social Care Precept of 2% (=£14.6m) and Council Tax threshold of 1.99% (=c£16m)

# Key Budget Highlights for 20/21

- Additional **c£38M plus £13.5M SEND** from Provisional Settlement, one-year only – waiting on Final Settlement in Jan 2020 to confirm
- Total net funding of **£968M**
- Pressures of **£78M** – including pay and contract inflation
- Efficiencies of **£38M**, of which £24m to be delivered by Transformation
- Future year funding remains very uncertain - **provisional gap of c£160M by 24/25**

Page 23



# Budget build 19/20 to 20/21 by Directorate

- New funding, additional pressures, pay and contract inflation as well as efficiency proposals identified through the budget process = **Net Budget for 2020/21 of £968M for SCC**

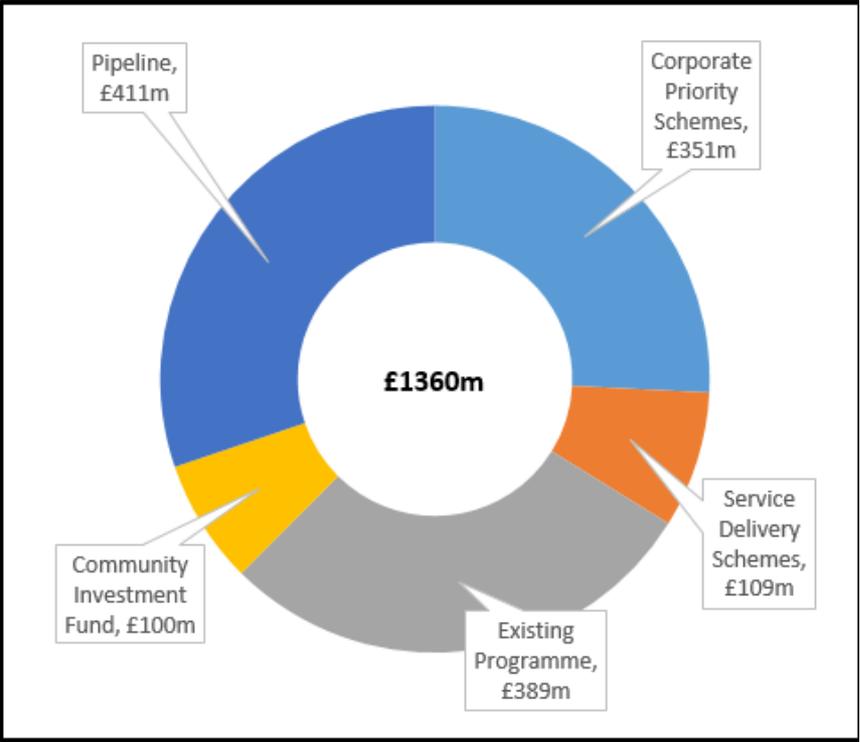
Directorate	2019/20 £m	Pressures £m	Pay Inflation £m	Contract Inflation £m	Efficiencies £m	2020/21 £m
Children, Families, Learning & Culture	243.7	5.7	3.0	3.8	-12.0	244.2
Public Health	30.2	0.3	0.0	0.0	-0.3	30.2
Adult Social Care	363.9	11.7	1.4	7.4	-12.3	372.1
Environment, Transport & Infrastructure	162.6	4.8	1.3	3.5	-4.0	168.2
Transformation, Partnerships & Prosperity	16.9	2.9	0.3	0.1	-1.0	19.1
Resources	65.7	2.6	0.9	1.2	-4.1	66.3
Central Income & Expenditure (1)	45.6	27.1			-4.4	68.2
<b>Total Net Expenditure</b>	<b>928.6</b>	<b>55.0</b>	<b>6.8</b>	<b>16.1</b>	<b>-38.1</b>	<b>968.4</b>
<b>Total Funding</b>	<b>-928.6</b>					<b>-968.4</b>

Note (1) The increase in CIE from 19/20 to 20/21 is mainly attributable to the following increases: £7.5m Transformation Fund, £5m Feasibility Reserve, £10m additional Contingency and additional MRP. This will be further detailed in the final report

# Proposed Capital Programme 20/21 – 24/25

- Capital Programme continues to be developed; **c£1.4B** over the period
- **Corporate Priority Schemes** - £351M including SEND, Highways, River Thames, Extra Care
- **Service Delivery Schemes** - £109M of projects being finalised
- **Pipeline Schemes** - £411M of projects at early stages
- **Community Investment Fund** - £100M of schemes to be developed
- **Current Programme** - £389M

Page 25



9 • Detailed programme to be presented in January Budget Report



# **Environment, Transport & Infrastructure and Community Protection Group**

Page 26

# Environment Transport & Infrastructure - Context

Key drivers for Environment Transport & Infrastructure (ETI) include:

## Highways & Transport

- Managing the network and supporting sustainable transport solutions
- Maintaining and improving our existing infrastructure, including significant additional capital investment (slide 21)
- Focus on long term investment in strategic transport infrastructure to build a strong and resilient economy

## Environment

- Revised National Planning Policy Framework
- Environment Bill - A Green Future: Our 25 Year Plan Improve the Environment
- Resources and Waste Strategy
- Climate Emergency – National Target to be carbon neutral by 2050
- Scrutiny Task Force Call to Action, recommending a Climate Change strategy and action plan, a key recommendation being that ‘Surrey County Council will be zero carbon across our organisational emissions by 2030’

# Community Protection - Context

Brought together recently, the Community Protection Group (CPG) includes Surrey Fire & Rescue Service, Trading Standards, Emergency Management, Health & Safety, Military Covenant and Resilience. At its core, this group is positioned to work together to deliver against the Council's 2020-2025 Corporate Strategy and the 2030 Community Vision.

Partnership working, starting with services within Surrey County Council, will be core to the success of the group and prioritising our most vulnerable residents.

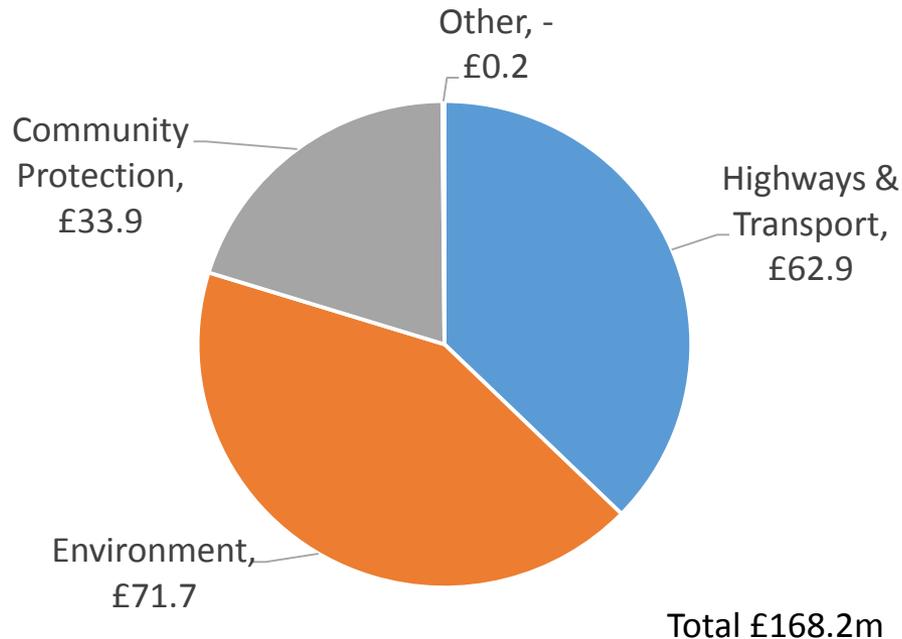
Page 28 External partnerships with the boroughs and districts will also be key to protecting people, places and premises, particularly to enable better working with businesses to support the Surrey economy.

Through the current transformation programmes and the improved coordination of services within the Community Protection Group we will be in a perfect position to improve:

- The safety of vulnerable adults and children in their homes;
- Information and assistance available to the public around protecting themselves from risk, such as fire and rogue traders. Also, enabling people to be more resilient in order to help residents help themselves and others in their communities; and
- Working with businesses around enabling greater understanding of risk, such as Health & Safety, and the impact that incidents and accidents can have on their operation.

# ETI & CPG – Where is the money spent (1)

2020/21 Revenue Budget by Service £m



## **Highways & Transport £62.9m**

includes:

- Highway maintenance
- Local bus services
- Concessionary fares

## **Environment £71.7m**

- includes:
- Waste management
  - Countryside & Environment
  - Planning

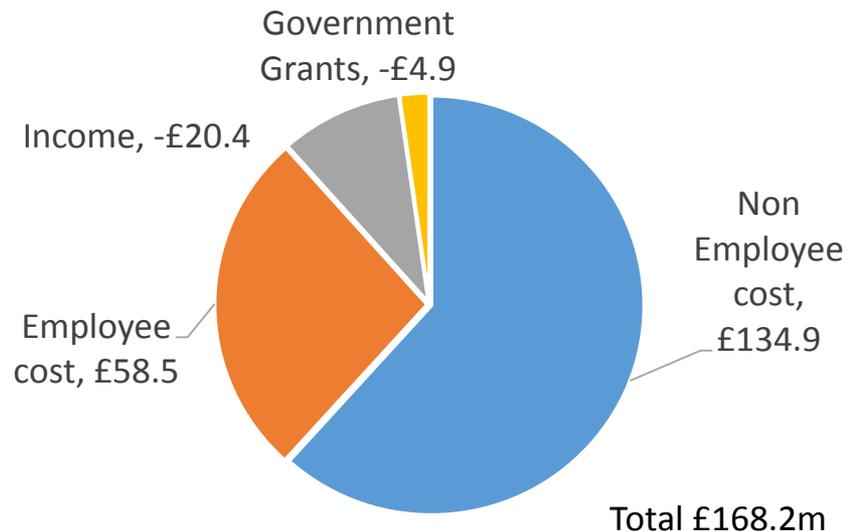
## **Community Protection Group £33.9m**

includes:

- Surrey Fire & Rescue Service
- Trading Standards
- Emergency Management
- Health & Safety, Military Covenant

## ETI & CPG – Where is the money spent (2)

2020/21 Revenue Budget by Expenditure Type £m



**Non-Employee costs £134.9m** includes contracts for services including waste management, highway maintenance, local bus subsidies, concessionary fares

**Employee costs £58.5m** including firefighters

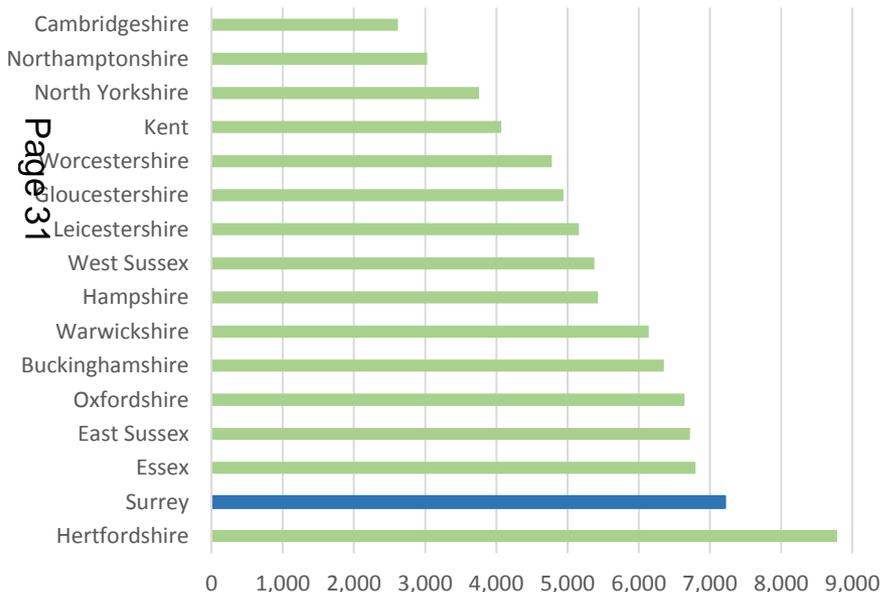
**Income -£20.4m** includes parking enforcement (offset by costs), highways fees and charges, streetwork permits, developer fees, and recovery of costs.

**Government grants -£4.9m** includes Fire pensions grants, Bus Service Operator Grant, and Bikeability cycle training grant.

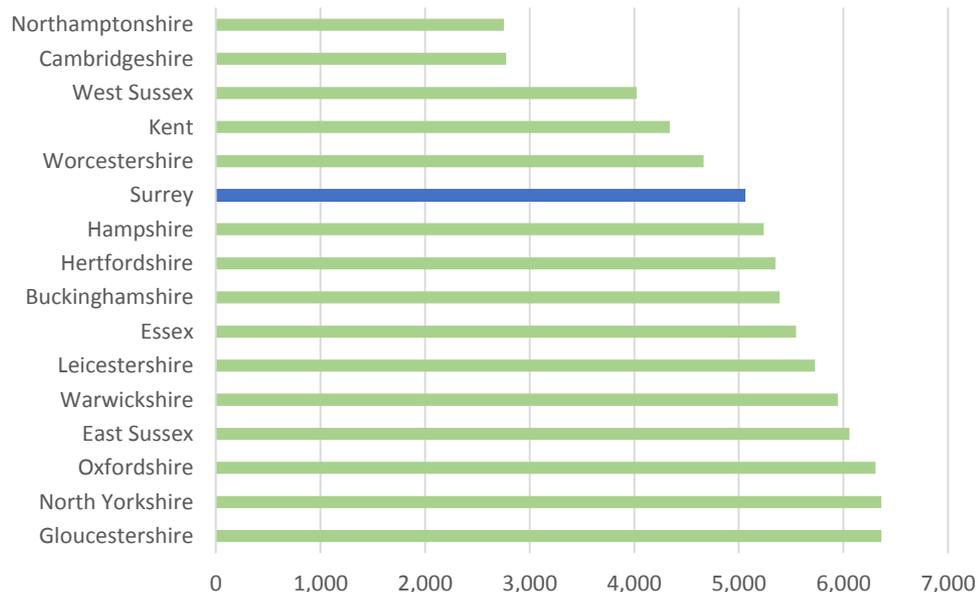
# Benchmarking - Highway Maintenance

As a result of benchmarking analysis, a review of expenditure was undertaken and £5.3m of repairs reclassified as capital. The graphs below show SCC's highway maintenance spend for 2017/18 compared to the nearest neighbour grouping *after adjusting for capitalised repairs*. These show that SCC's spend is relatively high per mile, but lower per vehicle mile travelled.

£ per mile



£ per million vehicle miles



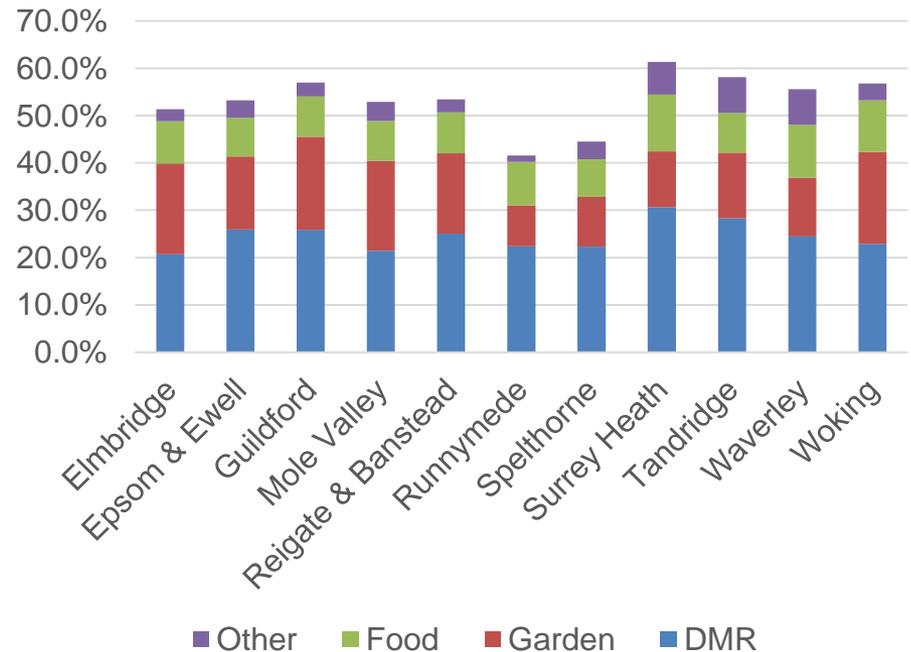
Spend is influenced by many factors e.g. road length/condition/usage, rural/urban mix, and differences in service delivery costs across the country.

# Benchmarking – Waste & Recycling

Comparison of recycling rates across Surrey shows significant variances. An efficiency of £0.5m is included in the 2020/21 budget from greater incentivisation and recycling/minimisation campaigns. A 1% reduction in residual waste equates to a cost reduction of c.£0.3m.

	Index of multiple deprivation - higher figure = more deprived	Household - waste sent for recycling (tonnes)
Elmbridge	7.5	51.4%
Epsom and Ewell	8.5	53.2%
Guildford	9.4	57.0%
Mole Valley	8.9	52.9%
Reigate and Banstead	10.3	53.5%
Runnymede	10.9	41.6%
Spelthorne	13.2	44.5%
Surrey Heath	7.7	61.4%
Tandridge	10.6	58.1%
Waverley	7.1	55.6%
Woking	9.9	56.8%

Recycling Tonnages by District & Borough



# ETI & CPG budget summary

Budget movement	£m	Comments
<b>Prior year budget</b>	<b>162.6</b>	
<b>Growth pressures</b>		
Contract inflation	3.5	Where contractually required
Pay inflation	1.3	Assumes 2% uplift to salaries, and that the cost of incremental progression is managed within the wider budget (e.g. through staff turnover).
<b>H&amp;T: Strategic Transport Review</b>	1.6	Decision taken not to implement Transport efficiencies, which were included in the 2019/20 budget.
<b>Environment: Community Recycling Centres (CRCs)</b>	0.6	Decision taken not to implement changes at CRCs, which were included in the 2019/20 budget.
<b>H&amp;T: Street lighting private finance initiative (PFI) contract changes</b>	1.4	The 2019/20 budget included a one-off efficiency from contractual changes.
<b>H&amp;T: Bus Service Operator Grant (BSOG)</b>	1.1	The 2019/20 budget included use of surplus transport grant, which is partially one-off.
<b>Community Protection: Fire &amp; Rescue contingency crewing</b>	0.1	The Home Office require that Fire & Rescue services have appropriate contingency arrangements in place.
<b>Total growth pressures</b>	<b>9.6</b>	
<b>Efficiency proposals</b>	<b>(4.0)</b>	See next slide
<b>Final 2020/21 budget</b>	<b>168.2</b>	

The ETI and CP revenue budget envelope increases from £162.6m in 2019/20 to £168.2m in 2020/21.

# ETI & CPG efficiency proposals

Description	2020/21 £m	Comments
<b>H&amp;T:</b> Street lighting LED conversion	0.4	Conversion of street lights to LED will be implemented over 3+ years and energy efficiencies are expected to grow accordingly.
<b>H&amp;T:</b> Concessionary fares volumes	0.6	The volume of concessionary journeys has reduced in recent years, and this is expected to continue.
<b>Environment:</b> Countryside estate/visitor economy	0.1	Developing the countryside offer to include events, concessions, catering, etc.
<b>Environment:</b> Reduce waste management costs	0.5	Reduce waste management costs through a combination of incentivisation and recycling/minimisation campaigns.
<b>H&amp;T:</b> Network management	0.7	Review of network management to support the Council's environmental aims and encourage sustainable modes of transport. Includes implementation of the revised parking Policy and further measures to be developed.
<b>H&amp;T:</b> Highway enforcement	0.2	Additional enforcement, e.g. of bus lanes, will help to ensure journeys are more reliable thereby supporting sustainable transport choices.
<b>Community Protection:</b> Fire efficiencies	1.5	Collaboration opportunities and modernisation of the service in response to the recommendations of HMICFRS.
<b>Total efficiencies</b>	<b>4.0</b>	

# ETI & CPG – key budget assumptions

## Transformation & Feasibility funding

- Slide 4 sets out the Council's five year transformation programme. Transformation funding of c.£2.5m and feasibility funding of c.£1.7m are sought in 2020/21 to support priorities including:
  - Resources & waste management: including rethinking the way waste is managed with partners across Surrey; refocussed waste minimisation and recycling campaigns
  - Renewable energy: supporting the introduction of renewable energy in council buildings & businesses (e.g. LoCASE), and investigating the potential for a solar farm
  - Rethinking transport: supporting the introduction of low emission vehicles into community transport and bus sectors, developing a more coordinated approach to air quality and emissions
  - Protecting and enhancing our environment including facilitating the planting of 1.2m new trees by 2030
  - Developing a long term major infrastructure plan and pipeline of schemes
  - Supporting the procurement of the new highway maintenance contract
  - Supporting modernisation of the Fire service in response to the recommendations of HMICFRS

## Waste management

- Waste tonnages and prices are broadly similar to 2019/20 (540,000 tonnes)

## Fire

- In response to the Inspection the budget allows for investment in Business and Community Safety and the implementation of a new response model. The revenue budget is supported by additional capital investment
- Court of Appeal ruling that national changes to Fire and other pension schemes were discriminatory. Expected that cost of rectifying will be funded by Government

# ETI & CPG – key budget risks & issues

**Prior year budget reductions:** A number of reductions and efficiencies were not fully delivered in 2019/20 including income and contracts reviews (c.£0.6m), and the 20/21 budget assumes that these are delivered in full.

**Countryside:** The budget assumes that any financial impact from changes to the Surrey Wildlife Trust contract can be contained within the overall ETI budget envelope.

**Waste:** Implications of the Resources and Waste Strategy.

**Fire:** Fire Brigade Union currently have a trade dispute with SFRS. This has resulted in industrial action and could possibly affect the implementation of the new response model.

**Fire pensions:** Fire staff were not notified of their right to join the modified pension scheme, which has now closed. The council is now required to fund a separate mirrored scheme, currently estimated at £3.5m. A provision of £3m was set up in 2018/19. In addition, we have received confirmation that additional 10% flexi hours allowances are pensionable, which creates an estimated ongoing pressure of up to £0.1m per year.

**Pay costs:** Cost pressures could arise as a result of ETI's planned staffing review. Budgeted pay inflation does not cover the cost of pay progression.

# Proposed Capital Programme 20/21 – 24/25

ETI and CPG capital programme continues to be developed; and includes investment of **c.£467m** over the MTFS period including:

- River Thames flood alleviation scheme and wider flood alleviation measures £150m
- Highway maintenance £166m (an increase of £92m)
- Maintaining & improving other highway assets £89m (an increase of £56m) including:
  - Bridges and structures £43m
  - Traffic signals £15m
  - Drainage £13m
  - Illuminated street furniture £11m
  - Safety barriers £7m
- Fire vehicles & equipment £15m (an increase of £6m)
- Rights of way and improved access to the countryside £3m
- As well as existing programmes including street lighting LED conversion (£16m) and local highway schemes (£10m).

The programme also includes a “capital pipeline” of schemes under development, **c.£222m**, including major transport infrastructure and schemes which support creating a Greener Future including waste and recycling infrastructure, solar energy, and supporting the introduction of low emission buses and vehicles.

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# Communities, Environment and Highways Select Committee

23 January 2020



## Forward Work Programme and Actions and Recommendations Tracker

The Select Committee is asked to review its draft forward work programme and actions and recommendations tracker which is attached.

<b>Recommendation:</b>
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That the Select Committee reviews the attached forward work programme and recommendations tracker, making suggestions for additions or amendments as appropriate.

<b>Next Steps:</b>
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The Select Committee will review its forward work programme and actions and recommendations tracker at each of its meetings.

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**Report contact:** Ross Pike, Committees Business Manager

**Contact details:** 020 8541 7368, [ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

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**COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
2020**

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The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed and reported to the committee, it will be removed from the tracker.

<b>Date of meeting</b>	<b>Item</b>	<b>Recommendations/ Actions</b>	<b>Update/Response</b>	<b>Responsible Officer/Member</b>
22 NOVEMBER 2019	CABINET MEMBERS PRIORITIES UPDATE [Item 5]	<p>The Communities, Environment and Highways Select Committee,</p> <ul style="list-style-type: none"> <li>I. The Select Committee reviews the information contained in this update and offers feedback to the Cabinet Member;</li> <li>II. The Select Committee considers where it may add value to the Cabinet Member’s work through scrutiny and scopes topics as required.</li> </ul>	<ul style="list-style-type: none"> <li>I. Noted</li> <li>II. Noted</li> </ul>	
22 NOVEMBER 2019	REVIEW OF CHARGES FOR PARKING IN COUNTRYSIDE ESTATE CARPARKS  [Item 5a]	<p>The Communities, Environment and Highways Select Committee,</p> <ul style="list-style-type: none"> <li>I. The Committee endorses the decision to end carparking charges;</li> <li>II. The Committee periodically monitors countryside usage to gauge impact on Surrey resident’s health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>I. The Committee’s endorsement has been forwarded to the Cabinet Member for Community, Safety and Resilience.</li> <li>II. TBC</li> </ul>	

**COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
2020**

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<p>22 NOVEMBER 2019</p>	<p>SURREY'S GREENER FUTURE TASK GROUP REPORT</p> <p>[Item 6]</p>	<p>The Communities, Environment and Highways Select Committee,</p> <ul style="list-style-type: none"> <li>I. Endorse the Task Group's findings;</li> <li>II. Recommend the Call for Action on page 37 to Cabinet and Council for approval;</li> <li>III. Recommend that further work is undertaken by Council officers to test the viability, sufficiency and appropriateness of the recommendations listed in Annex 1 and develop policy as a result.</li> </ul>	<ul style="list-style-type: none"> <li>I. The Select Committee endorsed the Task Group's findings.</li> <li>II. The task group's final report with recommendations as considered at Council Meeting on 10 December and was approved. It has been added to the forward work programme.</li> <li>III. TBC</li> </ul>	
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**COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
2020**

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<p>22 NOVEMBER 2019</p>	<p>FORWARD WORK PROGRAMME  [Item 7]</p>	<p>The Communities, Environment and Highways Select Committee,</p> <p>I. Submit question to the Cabinet Member for Highways on the status of project horizon.</p> <p>II. Quantification of statistic of traffic-related deaths in Surrey to determine scope for potential future scrutiny.</p> <p>III. The Committee Forward Work Programme be updated to include the proposed agreed scrutiny items</p>	<p>I. The Committee's request has been forwarded to the Cabinet Member for Highways.</p> <p>II. TBC</p> <p>III. TBC</p>	<p>Democratic Services</p>
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# Communities, Environment and Highways Select Committee Forward Work Programme 2020

Communities, Environment and Highways Select Committee (Chairman: Mr John O'Reilly, Committees Business Manager: Ross Pike, Democratic Services Assistant: Bryony Crossland Davies)

Date of Meeting	Scrutiny Topic	Description	Outcome	Lead Officer/ Responsible Member
<b>24 March 2020</b>	Update on the Surrey Fire & Rescue Service's Improvement work	Committee agenda item to follow-up on the service's progress against its improvement plan and the measures set out in its 2019 consultation.	Assurance that progress is being made and that the service is able to monitor and measure its performance.	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience  Steve Owen-Hughes, Director - Community Protection & Emergencies  Sarah Kershaw, Chief of Staff, Community Protection Group
<b>Items to be Scheduled</b>				
<b>TBC</b>	How the Council plans for infrastructure investment	Potential task group to understand how current council processes and identify any areas for improvement	Greater understanding of current processes strengths and weaknesses. Possible recommendations to improve	

# Communities, Environment and Highways Select Committee

## Forward Work Programme

### 2020

	including bidding for funds		capability to Cabinet	
<b>TBC</b>	Surrey Countryside Estate Strategy	Pre-decision scrutiny of the Council's new strategy for the countryside estate.	TBD – to include making recommendations to Cabinet on the direction of the strategy.	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience  Alan Bowley, Interim Head of Environment
<b>TBC</b>	Future Bus Strategy	<i>In development</i>		
<b>TBC</b>	Transport for the South East	This is a regional body undertaking work to develop a strategic, integrated transport system in the south east. This has potential impacts for Surrey's economy, environment and society.		Colin Kemp, Deputy Leader of the Council
<b>TBC</b>	Road safety in Surrey	Quantification of statistic of traffic-related deaths in Surrey to determine scope for potential scrutiny.		

# Communities, Environment and Highways Select Committee

## Forward Work Programme

### 2020

<b>TBC</b>	Surrey Environmental Partnership new climate plan	<i>In development</i>		
<b>TBC</b>	Highways maintenance contract	A Member Reference Group has been reviewing and offering views on the council's plans for a new contract. The final options would be scrutinised by the Committee.		Matt Furniss, Cabinet Member for Highways  Lucy Monie, Director – Infrastructure & Delivery
<b>Task Groups</b>				
	Highways Maintenance Contract	To scrutinise, challenge and validate officers' recommendations as to what the optimal model and performance measurements for the future Highways Core Maintenance Contract will be upon re-procurement in 2021, taking into consideration quality of delivery and value for money.	The design work for the contract will have implications on the maintenance of the road network of Surrey. Designing a contract which delivers the best value for money will have significant benefits to Surrey.	John O'Reilly, John Furey, Ken Gulati, Andy Macleod, Keith Witham

# Communities, Environment and Highways Select Committee Forward Work Programme 2020

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## Standing Items (to be considered at each formal Select Committee)

- **Update on Cabinet Member priorities-** For the Select Committee to receive an update on work that has been undertaken by Cabinet Members and areas of priority work/focus going forward