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Supplementary Agenda

Items: 7 and 9

for the meeting of

THE COUNTY COUNCIL

to be held on

21 MARCH 2023

7 MEMBERS' QUESTION TIME

(Pages 5
- 44)

1. The Leader of the Council or the appropriate Member of the Cabinet or the Chairman of a Committee to answer any questions on any matter relating to the powers and duties of the County Council, or which affects the county.
2. Cabinet Member Briefings on their portfolios.

There will be an opportunity for Members to ask questions.

9 ORIGINAL MOTIONS

Item 9 (i)

Amendment by Liz Townsend (Cranleigh & Ewhurst) to the motion standing in the name of John O'Reilly

(additional words underlined in bold and deletions crossed through)

This Council notes that:

Surrey County Council has a significant role in the design and implementation of new development, particularly in respect of streets and transportation in general. As such, the County Council as the local Highway Authority advises the county's district and borough councils on the transportation implications of applications for planning permission.

The Healthy Streets for Surrey guide, adopted by the Cabinet on 25 October 2022, established the standards that the County Council would expect newly designed streets to meet.

It builds on national guidance but is more detailed and takes into account the existing policies of the County Council. Such policies enable the creation of places that improve the physical and mental health of Surrey residents and reduce their environmental footprint by encouraging cycling and walking more often; streets in which children can play safely; improved air quality; re-greened streets and public spaces; a reduction in residents' transport carbon footprint; and the creation of beautiful, resilient and popular streets that will ultimately require less long-term maintenance.

This Council resolves to:

- ~~I. Request that the Cabinet Member for Transport, Infrastructure and Growth; writes to all district and borough councillors to request they adopt the Healthy Streets Guide, in order to give the guidance additional weight in the planning process. The County Council will support them to adopt it as a supplementary planning document or to incorporate it into their own design guidance/design codes.~~
- ~~II. Renew its regular offer of transportation development planning training to district and borough councils' planning committee members and this will be expanded to include training on the Healthy Streets guidance and approach.~~

(iii)

- I. Implements the existing Street Design Guidance including principles for healthy streets as adopted by the Cabinet on 25 October 2022.
- II. Directs Highways officers to assist and encourage developers with regard to the design and implementation of streets and transport in accordance with the Healthy Streets Guide.
- III. Consults with districts and boroughs to seek their consideration for incorporating in borough/district wide Design Codes or as a material consideration subject to public consultation.
- IV. Ensures Highways officers are incorporating the Healthy Streets Guide in their comments against planning applications and local plans.
- V. Ensures Highways officers facilitate training on transportation development planning to district and borough councils' planning committee members, including training on the Healthy Streets guidance and approach, where required.

MEETING OF THE COUNTY COUNCIL**TUESDAY 21 MARCH 2023****QUESTIONS TO BE ASKED UNDER THE PROVISIONS
OF STANDING ORDER 10.1****MATT FURNISS, CABINET MEMBER FOR TRANSPORT, INFRASTRUCTURE
AND GROWTH****1. JONATHAN HULLEY (FOXHILLS, THORPE & VIRGINIA WATER) TO ASK:**

Can the Cabinet Member give this Council an update on progress towards the development of a new Minerals and Waste Local Plan for Surrey?

RESPONSE:

The Minerals and Waste Development Scheme was approved in May 2022. This envisaged that the Preferred Options consultation of the Minerals and Waste Local Plan would take place in June 2023, with the final adoption of the Plan at the end of 2024.

The outcome of the previous Issues and Options consultation (November 2021 to March 2022) has resulted in unanticipated additional work which will have an impact on the timescale for the production of the Plan.

There is also a need to accommodate the upcoming changes to National planning policy and guidance in the Levelling Up and Regeneration Bill and proposed changes to the National Planning Policy Framework (NPPF) and National Planning Practice Guidance. There are also new regulations made pursuant to the Environment Act 2021, and the outcome of Natural England's review of the Surrey Hills Area of Outstanding Natural Beauty (AONB) boundary to incorporate.

Fundamentally, the call for sites exercise undertaken as part of the Issues and Options public consultation has not identified sufficient suitable land for permanent and strategic waste management facilities to bridge the forecasted capacity gap in Surrey beyond 2035. A subsequent waste site identification and evaluation assessment undertaken by the Minerals and Waste Planning Authority has been unable to identify sufficient sites either. This shortage relates primarily to facilities required to manage the significant volumes of Construction, Demolition and Excavation (CD&E) waste forecast to arise over the plan-period (and beyond). Therefore, there will need to be further assessment work undertaken and another call for sites to address this shortfall, which was not anticipated when the original timescale was adopted.

The Minerals and Waste Policy Team will work with the Cabinet Member to agree a suitable amendment to the timescale and a corresponding variation to the Development Scheme. Whilst the delay to the programme is unfortunate, it is critical that the plan has a robust evidence base and stands up to scrutiny by the Planning Inspectorate.

CLARE CURRAN, CABINET MEMBER FOR EDUCATION AND LEARNING

2. COLIN CROSS (HORSLEYS) TO ASK:

Residents of Effingham are upset with the recent ruling on the planning appeal that permits the construction of 114 houses on a greenbelt area within the village. They are particularly puzzled by the justification for this decision based on the "necessity" for extra school spaces and the support for the growth of The Howard by Surrey County Council (SCC), under the pretext of "Very Special Circumstances".

The process of expanding a school must involve specific steps, including a review and vote by SCC. However, Effingham Parish Council (EPC) is not aware of any such process being conducted. As important stakeholders in the consultation process, the EPC and resident organizations should also have played a significant role.

- a) Therefore, I would like to inquire as to why SCC has officially endorsed the expansion when the required analysis and consultation have not been carried out, and when recent studies conducted for other purposes do not support it?
- b) Furthermore, I would like to understand if SCC plans to engage with local residents on the matter of expansion?

RESPONSE:

The Planning Inquiry ran for eleven days between 20 September to 7 October 2022. The decision of the inquiry on 28 November 2022 permitted the construction of 110 houses. The reasons for this are set out in the decision of the Planning Inspector. The previous public enquiry was held during May and June 2017, permission for the outline scheme was granted by the Secretary of State in March 2018.

The need for school places was only one small part of the [inspector's decision](#) (specifically paragraphs 38 to 47 of the decision report).

The process for expanding a school does involve specific steps, which requires an academy trust to: consult with interested parties, including parents, the public and the County Council; and to create a business case for expansion to the Department for Education (DfE). It does not include a vote by the County Council. The County Council does not have responsibility for decisions taken by academy schools and academy trusts. Decisions including expansions are a matter for the Secretary of State for Education, through the Regional Directors Office. This is set out in response to question b.

In response to the specific questions:

- a) In the statement to the planning enquiry, the County Council supported the rebuilding of The Howard of Effingham school as the proposals are met by the private sector and not through public funding. It is recognised that the existing school premises are not fit for the purpose of meeting modern educational and social needs. There are significant issues in the condition of the building and the replacement of the school would facilitate this. The expansion of places by two forms of entry, 300 11 to 16 pupil places per year group, provides additional places in the area to meet changing demographic need arising from new homes in the locality. The re-build will ensure that there is sufficient secondary education provision in the area.

Analysis reflects the need for additional secondary school places arising from strategic sites in the Guildford area, especially the Wisley Airfield development, of around 2,000 new homes. On this basis there are sufficient grounds to support a change in demography and the need for secondary places in the area into the next decade. The inspector considered evidence challenging a demographic need for expansion through the inquiry process.

- b) As an academy the rules for expansion mean that the Trust must follow the DfE guidance for [Making significant changes to an open academy \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/61442/making-significant-changes-to-an-open-academy). Within the guidelines, the Local Authority should be consulted about area pupil forecasts (pupil place planning) to ensure there is sufficient need. It is for the Trust to engage with residents and not the Council.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

3. JOHN BECKETT (EWELL) TO ASK:

Can the Cabinet Member explain to Members how data on potholes is collected and managed by Surrey County Council?

- a) Are the Potholes categorised and are the corresponding response times recorded by category? How quickly are potholes of different categories typically fixed?
- b) Are reports on repairs, including whether a repair was temporary or permanent, available for Councillors and Residents?
- c) Is data collected on the durability of the repairs?
- d) What is the average durability of temporary or permanent pothole repairs?
- e) Can Members and residents access the data that SCC collects on pothole repairs on its roads per division?
- f) What is the specific process for concrete-based roads as the deterioration mechanisms and urgency of repair is different to standard tarmac roads?

RESPONSE:

- a) All safety defects are categorized in accordance with our Highway Safety Inspection Policy and the corresponding Service Level Agreements for

response times. In summary, a safety defect categorized as a Priority 1 has a response time of 2 hours, Priority 2 has a response time of 5 days and Priority 3 has a response time of 20 days. The Policy documents are available on the following links.

[SCC Highway Safety Inspection Policy Dec 2018 \(surreycc.gov.uk\)](https://www.surreycc.gov.uk/transport-and-highways/safety/scc-highway-safety-inspection-policy-dec-2018)

[Highways Safety Inspection Policy Annex A \(surreycc.gov.uk\)](https://www.surreycc.gov.uk/transport-and-highways/safety/scc-highway-safety-inspection-policy-annex-a)

[SCC Hierarchy Definition Policy Dec 2018 \(surreycc.gov.uk\)](https://www.surreycc.gov.uk/transport-and-highways/safety/scc-hierarchy-definition-policy-dec-2018)

- b) Information is available to Members and residents on our website showing where repairs have been reported and this is updated to show when repairs have been assessed and fixed. Officers can filter the data in our operational system to show whether repairs are temporary or permanent; however, the website does not currently show this information. The contract aim is to always fix the repair permanently at the first visit; however, this is not always possible, particularly when we have a peak in volumes. Typically, less than 10% of repairs carried out will be temporary repairs, but this may increase during peak periods.
- c) We have an Audit & Compliance Team who carry out quality audits on a monthly basis. This information is used at monthly performance meetings between Surrey County Council and our contractors to identify any issues with durability amongst other issues. If repairs are not to the required specification, the contractor will redo the work at their own cost.
- d) Temporary repairs should last 6 months, and permanent repairs are guaranteed for 2 years. If they fail during this time, they are repaired by the contractor at their own cost.
- e) As per the response to question b), Members and residents can use the information on our website to view pothole reports and their status on our website. A new highways IT system is being implemented in April 2023 and this system will enable us to provide more information on potholes and other highways activities to members and residents in the future. A specific area that we understand that is key to members is knowing what has happened and is planned on a divisional basis, and so this is an area that we have focused on improving within the new IT system.
- f) There is no specific process for concrete-based roads, and the Highway Safety Inspection Policy does not distinguish between tarmac and concrete roads. Historically, some concrete roads have had a thin layer of tarmac overlaid on the concrete; however, this can come off over time and patches of concrete show through. These patches are not usually classed as Safety Defects as they rarely meet the intervention level of 40mm. For a longer-term treatment, over the last 2 years we have delivered a programme of “fine milling” on concrete roads which removes the old tarmac layer, seals the joints and returns the roads back to their original concrete. Working with our contractor, we are reviewing what other maintenance treatments we can introduce in Surrey for concrete roads and in addition, we are also working

RESPONSE:

- a) Surrey County Council does not specifically review recharging of aquifers via flood plains in our response to the major planning applications on which we are consulted. However, in reviewing applications for any new development in the county we always prioritise infiltration to ground, and therefore aquifer recharge, as the primary surface water discharge route. Only when infiltration is proven to be unfeasible are applicants allowed to pursue other discharge options. This indirectly prioritises aquifer recharge when technically feasible in all locations across Surrey.

The Environment Agency (EA) has Flood Plain and Aquifer Protection measures in place through existing planning legislation, policy and guidance. In considering the EA responses, the Local Planning Authorities make sure development meets the sequential tests to avoid flood plains where possible, and that source protection zones are safeguarded.

- b) The forthcoming Climate Change Adaptation Strategy has identified that water security is a long-term challenge that needs to be prioritised. We have identified that more robust partnership engagement between water companies, landowners, local authorities and other key partners is a priority and will be an area of work undertaken under the strategy.

District and Borough Local Plans and associated Strategic Flood Risk Assessments are already beginning to include assessments of Climate Change Impacts on future flood plain extent, and therefore safeguarding these areas through existing controls on development in Floodzone 3.

Water Companies manage overall water resources in their area through their Water Resources Management Plans. These set out how the Water Companies intend to secure long term water supply to their customers and to protect the environment. Water Companies will play a key role in helping us to deliver the ambitions of the Climate Change Adaptation Strategy and ensuring that we have water security in the future.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

5. ERNEST MALLET MBE (WEST MOLESEY) TO ASK:

I understand that from April 2023, Surrey County Council (SCC) is discontinuing the Roads Parking Agency and the Highway Verge Maintenance Agency with the borough and district councils.

On the Roads Parking Agency, Elmbridge Borough Council is complaining that they will lose up to £400,000 a year, so the change must mean significant increase in highway funds for SCC.

On the Highway Verge Agency, Highways are stating that shrub beds, flower beds, hedge overhangs and roundabouts previously planted by sponsors will not continue to be planted if no longer sponsored.

Planters and summer railing/lamp-post flower baskets and Christmas lamp-post lights are not specifically mentioned.

Further, many verges will no longer be cut and general grass cutting of Highway owned areas will greatly decrease, again effectively producing additional income to the Highways budget.

You will be aware that most borough and district councils have provided and maintained the items listed above.

- a) In view of the increased income which the Highways Department, will now have the benefit of, plus given the amenity benefit of the items listed above, why is SCC not continuing the planting and provision of the items listed?
- b) What is the position on the items above which SCC has not so far mentioned in the communications sent out?
- c) Is it the case that the lack of shrub & flower planting will lower the environmental situation in shopping and community areas which is surely against SCC policies?

RESPONSE:

Under the parking agency agreements, Elmbridge Borough Council were permitted to retain 20% of any surplus after all their costs in running the service had been accounted for. In 2021/22 this was £13,871 and in 2020/21 it was £29,659. While it is accepted that there would have been some efficiencies or cross subsidies Elmbridge may have enjoyed by operating the on-street account on behalf of the County Council, we do not recognise the figure of £400,000 that has been suggested as their loss arising from the new arrangements. Some months ago, the Executive Director wrote to her peer at Elmbridge and I separately wrote to the Leader of Elmbridge to seek further clarification as to how this figure has been determined. We are awaiting a response. However, it is incorrect to assume that the County Council will simply benefit from a substantial unallocated injection of income brought about these changes.

All district and borough councils can continue to manage sponsored roundabouts, and this has been made clear in the communications. Some are choosing to do so. Planters and hanging baskets are a discretionary function traditionally undertaken by the district and borough councils, and there is specific provision in the Highway Act to enable them to do so. While these discretionary functions are not directly related to changes in the grass cutting arrangements, some district and borough councils are now choosing not to continue undertaking them. The County Council, as Highway Authority, has an obligation to ensure the network is maintained in a safe condition. Therefore, planters and other areas will be cut if there is any encroachment or safety issue (such as sightlines); however, we will not maintain beyond this level.

The environmental street scene is important, and where authorities such as Elmbridge Borough Council have chosen to stop maintaining their shopping and community areas, the County Council would very much encourage them to reconsider; however, it is the responsibility of and therefore a decision for the district and borough councils.

CLARE CURRAN, CABINET MEMBER FOR EDUCATION AND LEARNING

6. ROBERT KING (EGHAM) TO ASK:

Does the Cabinet Member believe Labour's policy of free school meals for all primary school children is something Surrey should adopt? And if the Government does not fund local authorities at present to provide this service, we could approach local businesses asking for a contribution to keep children's tummies full?

RESPONSE:

Surrey County Council services, particularly those aimed at children, are at the frontline in supporting families struggling very significantly as a result of the cost-of-living crisis. Even in Surrey, which has prosperous and affluent areas, there are many families who are dealing with increasing financial, social, health and wellbeing pressures as a result of rising food, housing and fuel prices.

For this reason, I recently wrote to both the Chancellor of the Exchequer and the Secretary of State for Education asking them to support our efforts to protect children and families from the cost-of-living crisis. This month's budget statement represented a good step in this direction, with extended relief for household energy bills and record investment to widen access to free childcare for working parents to cover one- and two-year-olds. Equally we welcome the extra £1 billion announced in the autumn statement for the household support fund, of which Surrey will receive £10.6 million. We will be allocating this extra funding to support families who are struggling financially.

I have asked the Government to look again at the issue of families on low incomes who do not meet the eligibility threshold for free school meals. These families too are struggling to buy food in the national context of the rising costs of running a home. The extension of the provision of free school meals to more children in need, both at primary and secondary school, will tangibly contribute to their wellbeing and educational outcomes.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

7. JONATHAN ESSEX (REDHILL EAST) TO ASK:

What is the maintenance backlog for pavements (as opposed to roads) that are the responsibility of Surrey County Council to maintain, and has (or will) Surrey's new Local Transport Plan changed the maintenance priority strategy of pavements?

RESPONSE:

The maintenance backlog for pavements that are the responsibility for Surrey County Council to maintain is approximately £200 million. The backlog is calculated by using condition data and costs of treatments to determine how much it would cost to return all of the asset to an “as new” condition. Not all of the backlog would need full reconstruction some would need lower cost treatments and these calculations are not an exact science. Similarly we would never in reality get to a point where all pavements were at as new condition at the same time, so “backlog” is just a tool to help understand the scale of the issues.

Officers are still considering changes that may need to be made to maintenance policies to align them to our ambitions and new travel hierarchy, set out in the recently adopted Surrey Transport Plan (Local Transport Plan LTP4). Changes being considered include whether we should expand our gritting service to include the de-icing of more pavements. We are also reviewing the Highway Asset Strategy which is used to determine condition outcomes and consequent budget requirements to align the Asset Strategy with the new travel hierarchy set out in the Local Transport Plan. The outcomes of these reviews will help us to determine the required level of investment for pavement maintenance moving forwards. We are planning to discuss recommendations from the review with the Cabinet Member and Highways Reference Group in the summer.

CLARE CURRAN, CABINET MEMBER FOR EDUCATION AND LEARNING

8. CATHERINE BAART (EARLSWOOD AND REIGATE SOUTH) TO ASK:

How much has Surrey County Council had to pay in compensation under their Complaints process in respect of special needs complaints, including alternative provision for non-school attendance? How many cases does this represent?

RESPONSE:

A total of **£182,342.76** has been paid since 1 April 2022. Complaint related financial remedies encompass complaints about both Additional Needs and Disabilities (SEND) and Education and Mainstream Education provision, these include cases of alternative provision and non-school attendance. **£115,625.20** of the £182,342.76 relates to remedies directed by the Local Government and Social Care Ombudsman (LGSCO) following their investigation into the complaint. **£66,717.56** of the £182,342.76 relates to remedies paid at the first and second stage of the local complaint process. Due to the complaint process timeframes the complaints and specifically the acknowledged errors or omissions that led to remedy payments will have occurred 12 to 18 months previously.

There have been 71 total cases of remedy payments, this in the context of 13,000 children with Education, Health and Care Plans in Surrey. In the majority (49) of the cases attracting a financial remedy, the remedy paid fell below £1,000. Some payments include an element of reimbursement of costs and provision incurred as well as financial remedies to recognise any resultant injustice for missed provision.

NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE

9. NICK DARBY (THE DITTONS) TO ASK:

On 22 February 2023, Members of the Planning and Regulatory Committee were presented with a summary of the Reigate Priory Junior School planning application, which was produced by Marengo Communications, a private specialist communication agency, and branded with Surrey County Council's logo.

What was the cost incurred by Surrey County Council in relation to the work of this communication agency, to cover this planning application?

RESPONSE:

The Council engaged Marengo Communications to work with officers on communications activity for the Reigate Priory Junior School planning application. Marengo Communications specialises in providing specific guidance and support to the property sector, with extensive experience in the education sector, and their services were engaged to support the in-house team. It is not uncommon for the Council to engage and contract professional and expert partners for specialist projects that will require a high level of resource, often due to high levels of public enquiries, member interest or technical detail.

The final cost to produce this piece of work was £2,500 which included project management time, copy writing (including amends) and design (including amends).

MARISA HEATH, CABINET MEMBER FOR ENVIRONMENT

10. FIONA DAVIDSON (GUILDFORD SOUTH-EAST) TO ASK:

Surrey County Council has advised that taking back responsibility for environmental maintenance will enable the greener futures agenda to be promoted by, for example, reducing the number of grass cuts on verges to increase plant and insect biodiversity, encourage wildlife and improve carbon absorption. Glyphosate weedkiller is widely acknowledged to be toxic to pollinators, especially honeybees.

- a) Given this commitment to the greener futures agenda will SCC continue to use glyphosate as a weedkiller?
- b) Can you please confirm where and in what circumstances glyphosate weedkiller will be used?
- c) How will pollinator activity be protected where glyphosate is used?

RESPONSE:

We fully appreciate the concern raised about the use of glyphosate and our objective is to reduce use of it as much as possible and eventually stop using it entirely. However, at this point the County Council currently has no other viable alternative to using it to manage weeds whilst alternative options are still being developed by the market. I can confirm that we have actively trialled other options, such as hot foam treatment, but the time taken and indeed, the amount of water needed for such an alternative makes this impractical for a huge area like the highway network.

To reduce use of glyphosate as much as possible we will be undertaking one weed spray per annum to manage weeds on the highway network. This is lower than historic levels and has been introduced as part of our commitment to minimising weedkiller use and supporting the greener future agenda.

Further, weed spraying is and will continue to be targeted and aided by modern technology to only be applied to highway channels where weed growth is identified. This helps to minimise any wider impact. Highway officers will continue to work with colleagues in the Greener Futures team to ensure any further practicable steps are taken to protect pollinator activity.

MATT FURNISS, CABINET MEMBER FOR TRANSPORT, INFRASTRUCTURE AND GROWTH

11. ROBERT EVANS OBE (STANWELL AND STANWELL MOOR) TO ASK:

Many of my residents, whilst sympathetic to the aims of the Ultra Low Emission Zone (ULEZ), are concerned about the possible impact on poorer households or people with older vehicles.

Has the Cabinet Member or any officer had any direct face-to-face meetings with the Mayor of London's office to discuss this?

RESPONSE:

The Cabinet Member provided a written response to the ULEZ consultation on the 29 July 2022. This set out 10 points of concern, namely:

1. More data/assessment should be provided on the impacts to Surrey and its residents.
2. The car scrappage scheme must be extended to Surrey residents.
3. The proposal to extend Zone 6 Oyster Card scheme.
4. The need to consider corridors to NHS facilities that are on the border/ consideration to residents that extensively use health facilities within London.
5. Additional and or extended active travel and public transport services must be included in addition to the scrappage scheme to provide suitable alternatives for Surrey residents and not used to offset shortfall in existing TfL funding.
6. Taxi exemption should be extended out to local Surrey taxi services.
7. Key worker exemption should be put in place for those who regularly travel over the border, e.g., nurses, carers, and teachers.
8. Consideration is needed for schools on the border that have pupils coming from both London and Surrey.
9. There is a need for clear signage and publicity around the proposed changes.
10. There is a need to provide additional information on the implementation programme, including when the Council will be informed of responses to representations included in this response, as well as a need to set out opportunities for further engagement to discuss mitigation measures, including campaigns and communications to Surrey residents on when the ULEZ is operational.

The Cabinet Member followed this formal consultation response with a letter to Transport for London on 31 January 2023. This letter stated that the Council had given Transport for London our views on their proposals back in July, but since then Transport for London had announced plans to expand ULEZ London-wide, and that it had done so whilst singularly failing to recognise any of our views and concerns, particularly the requested mitigation for residents and businesses in Surrey. The letter requested that Transport for London urgently consider our views and commence meaningful discussion on mitigation for our businesses and residents.

A virtual meeting with Transport for London, County Council officers and Elmbridge Borough Council officers was held on 21 February 2023. Our concerns on the impacts of a ULEZ expansion on Surrey residents and businesses were once again reiterated to Transport for London. The meeting resolution included the need for Transport for London to provide a written response to these concerns.

Transport for London has since provided a written response, which was received on 7 March 2023. This is being scrutinised and a response is being drafted.

The Council is committed to delivering a greener future, but it must be done in a practical and sustainable way. The impact of an expanded ULEZ on many Surrey residents and businesses will be significant, and we will not stand by and watch that happen with no mitigation offered.

To this end, this Council, as part of a coalition of five local authorities, launched a Judicial Review on 16 February 2023, challenging Transport for London and the Mayor of London's decision to expand ULEZ to outer London boroughs. This legal action is being taken forward by the London boroughs of Bexley, Bromley, Harrow and Hillingdon along with this Council following Transport for London's announcement in November 2022 that it would push on with proposals to expand the scheme in August 2023 despite strong opposition from across outer London and beyond, including concerns over how it is being delivered.

The coalition will challenge the expansion in the High Court on five grounds:

1. Failure to comply with relevant statutory requirements
2. Unlawful failure to consider expected compliance rates in outer London
3. The proposed scrappage scheme was not consulted upon
4. Failure to carry out any cost benefit analysis
5. Inadequate consultation and/or apparent predetermination arising from the conduct of the consultation.

MARISA HEATH, CABINET MEMBER FOR ENVIRONMENT

12. LIZ TOWNSEND (CRANLEIGH & EWHURST) TO ASK:

The reduction in the use of pesticides, particularly glyphosate, is of great interest to my residents, not only because of the possible carcinogenic impacts on human health, but also because of the negative impact on pollinators like our honeybees

and bumblebees. As Surrey County Council is taking back the grass cutting contract as from 1 April 2023 in my division.

Could the Cabinet Member please advise what named pesticides they intend to use for the removal of weeds; how many litres of pesticide they are intending to use annually, and in which year Surrey are aiming to eradicate the use of any harmful pesticides?

RESPONSE:

I can confirm that the County Council has trialled alternatives to glyphosate which unfortunately have not proven practical for the scale at which we operate. However, when we take back verge maintenance from April of this year, we intend to minimise the number of general weed spray treatments to just one per annum from 2023/24 onwards, which should result in a reduction in the previous 2500 to 3000 litres per annum used in recent years.

Glyphosate is currently the most effective and only viable weed control on the market for the purpose of highway verge maintenance, and whilst we strive to minimise the use of it, there is a balance that needs to be made between keeping the highway in safe condition and managing the costs and practicality of using alternatives. Weeds are not just unsightly but can damage the network.

However, I can reassure the Member that officers will continue to monitor developments in the industry, and when a viable alternative is developed, will reassess our use of glyphosate.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

13.HARRY BOPARAI (SUNBURY COMMON & ASHFORD COMMON) TO ASK:

As a new County Councillor, I was surprised and puzzled to learn that in spite of holding more than £150 million of reserves, the Council wants to offload some of its highways' responsibilities onto residents, through its Community Highways Volunteering Scheme.

Will the Cabinet Member please advise:

- a) How many groups/individuals have so far taken on any of the prescribed activities across the county and specifically in my division of Sunbury Common and Ashford Common?
- b) How much money has the scheme saved the Council to date and what is the expectation for future savings?
- c) At what point will the County Council step in to carry out this maintenance in locations where no groups/residents have volunteered to get involved?

RESPONSE:

Surrey Highways developed the Community Highways Volunteer scheme, launched in 2020, to support residents and community organisations to work together with the Council's highways team to enhance their local areas.

Both Surrey County Council and residents recognise the value of our environment and want to ensure that our communities are kept looking at their best. This scheme was not designed to offload responsibilities; on the contrary, it was instead developed to allow interested and willing volunteers to get involved in supporting local priorities. Our website has been updated to ensure there isn't any confusion.

The scheme was initially launched in partnership with the Merrow Residents Association who were already very active in their area, providing a framework and the necessary support, particularly with regards to safety, for those carrying out activity on and around the highway.

Whilst take up has not been as widespread as we would like, there has been interest shown by several parishes and residents associations across the county. I can confirm that there have been no approaches from the Sunbury Common & Ashford Common division.

I can confirm that this scheme is absolutely not intended to make savings, as Surrey Highways continues to carry out all its duties and responsibilities.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

14. MARK SUGDEN (HINCHLEY WOOD, CLAYGATE AND OXSHOTT) TO ASK:

I thank the Deputy Cabinet Member for Highways for his recent update to Members on the imminent, new on street parking arrangements due to commence on 1 April. In particular, I welcome that an Automatic Number Plate Recognition (ANPR) car is being fitted out, initially to help with school run parking enforcement.

Could the Cabinet Member advise:

- a) How the NSL recruitment drive for Civil Enforcement Officers (CEOs) is progressing?
- b) Whether one ANPR fitted car will suffice for the whole of Surrey?
- c) As the Government has not yet published the results of its 2020 pavement parking consultation, whether CEOs will have any authority to address obstruction of the footway where there are not any no waiting restrictions present?

RESPONSE:

NSL's recruitment process has been progressing well, there have been a good number of applicants for available positions so far and we should be well placed to hit the ground running. This process is progressing through the selection process, and the recruitment will continue until all available positions are filled.

Our new countywide enforcement contract initially specifies the provision of one ANPR camera vehicle to gauge its effectiveness. This is an improvement from the current position whereby to date, it has not been possible to arrange for the provision of a camera vehicle that could be used across the whole county. All enforcement resources, including camera vehicles, come at a cost so it is necessary to evaluate the associated cost/benefit analysis to continually assess the effectiveness of all such resources. Additional vehicles can be specified if they are found to be cost effective.

The Department for Transport (DfT) carried out a consultation about measures that could be introduced to prevent pavement parking outside of London. Further information is available in this link: [Managing pavement parking - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/managing-pavement-parking)

SCC supported Option 2 in the consultation, creating a civil enforcement offence of 'unnecessary obstruction of the pavement'. This would allow us to enforce serious instances of obstruction and to manage situations where pavement parking is an acceptable practice due to the space constraints of many residential roads.

However, the DfT have not published a response to the consultation yet or made any changes to national legislation in this area, and so CEOs are currently unable to enforce pavement parking in the absence of waiting restrictions. That said, we do carry out regular parking reviews that can sometimes assist in tackling this problem.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

15. JOHN BECKETT (EWELL) TO ASK: (2nd Question)

With Surrey County Council making the decision to pull on street parking and verge maintenance back in house having such wide-ranging impacts on the district and borough councils and residents, why has the Select Committee not been kept informed regarding the detail of the agreements with third parties, the details of what will and will not be provided and how these changes will be advised to residents? Currently different the district and borough councils have different levels of service regarding on street parking enforcement. Can you please confirm that you have looked at what best practice is across Surrey to ensure that the new contract with Marston Holdings Limited represents levelling up and not levelling down so that we are ensuring that none of our residents will be left behind.

I understand that this project is consistently developing and appreciate the updates from Cllr Jordan Beech and by the time this question is addressed at County Council some of these issues may have been answered.

- a) What are the Key Performance Indicators (KPIs) for the contract?
- b) Does the Cabinet Member think that a 5-day response time to issues raised by residents and Councillors is acceptable?

- c) Please can you advise when full details of the new regime will be made available to Members and the district and borough councils?

RESPONSE:

As the Member will be aware, the district and borough councils each managed parking differently, and indeed it is one of the objectives of the new contract to improve overall performance and consistency countywide. Officers have asked the district and borough councils to identify and share any specific enforcement problem areas in their districts, so they can be built into our new enforcement operational plans.

The Communities, Environment & Highways Select Committee considered the new approach at their informal meeting in September 2022, and it is expected that the Select Committee will be involved in scrutinising the contract performance once it is operational.

The key KPIs relate to:

- Providing sufficient enforcement staff to achieve the enforcement levels required
- Meeting response times against enforcement requests
- Completing activities in agreed timescales (e.g. permit request/renewals and PCN processing)
- Minimising complaints and errors (particularly associated with issuing and processing PCNs)
- Minimising downtime of software/back office systems and camera equipment.

The new Parking Enforcement Team will monitor these KPIs as well as contract expenditure/income at regular meetings with the new supplier, providing reports as needed.

Responses to Member enquires (submitted via the dedicated email) are dealt within a target response time of 10 working days. Our new Service Level Agreement for general public enquires within the Environment, Transport and Infrastructure (ETI) directorate is being reduced from 28 days to 15 working days from this Spring. Enquires relating to penalty charge notices are considered according to national guidelines, the details of which can be found [here](#).

On-street parking is a County Council function and will now be managed by the County Council. While communication with the district and borough councils is key, any information they need in terms of process will be available via our website. The Parking and Traffic Enforcement Team are providing a Member Development Session on the operation of the new arrangements to all County Council Members on 27 March. Further updates and communication will also be provided to Members once the contract has gone live via but not limited to pre-existing means such as the bi-weekly communications email sent to all district and borough councils,

the monthly Members communication from Councillor Beech, the ETI newsletter, etc.

To date, communications around these contracts have gone out via the Council website, several articles and social media including posts on Nextdoor. A toolkit was also provided to district and borough councils and communications were sent out to the town and parish councils on 6 March 2023.

NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE

16. CATHERINE POWELL (FARNHAM NORTH) TO ASK: (2nd Question)

It is good news that the Gasifier at the Eco Park has been declared as operating at its full capacity and that SCC has agreed that SUEZ will continue to operate the Gasifier, which has a capacity of 55,000 tonnes per year of general waste for an additional 5 years.

The Surrey Environmental Partnership report for the year 2020-2021 shows that 212,651 tonnes of Surrey's waste were turned into energy with 66.2% being processed in the UK and the remainder treated outside the UK.

The capacity that the Gasifier represents is clearly important to Surrey's ability to treat its waste within Surrey.

Given the lead time to design, construct and commission any facility that might replace the Gasifier is longer than 5 years, what contingency arrangements are Surrey considering, particularly given the relatively short period that the Gasifier has been operating and the uncertainties around its reliability?

RESPONSE:

As noted in your question, Surrey County Council currently sends over 200,000 tonnes of material to energy from waste facilities each year.

Officers are currently in the process of procuring 150,000 tonnes per year of energy from waste capacity from October 2024 for a term of up to 15 years and the contracts will have flexibility in terms of the maximum and minimum tonnages that can be delivered to the offtake providers. It is expected that this waste will continue to be treated in a number of different energy from waste facilities in the South East of England as is the case currently but the exact locations will be set out in the successful contract bids.

In the event that further capacity was needed in the future, we would either procure this from the market or use the flexibility to absorb it within our existing contracts.

There are no plans to build further energy from waste capacity within Surrey.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

17. ROBERT KING (EGHAM) TO ASK: (2nd Question)

Can the Cabinet Member set out how we are getting value for money with our present Highways contractor and if any cost analysis between other local authorities has been done recently to see if an in-house service or alternate contractor could be cheaper when repaving our roads?

RESPONSE:

Prior to tendering the Highways Term Maintenance Contract, the Council undertook extensive research and benchmarking both with other Local Authorities and inputs from the provider market on a variety of different delivery models including the option of an in-house function. The overwhelming evidence directed us to the contract model selected which was presented to and approved by Cabinet in October 2020. Whilst there are examples of Council's operating in house delivery teams, many of these are by District and Borough councils delivering Grounds Maintenance in parks and recreational areas and are often on a relatively small scale compared to the delivery of the range of Highways Maintenance services.

The tender carried out in 2021 allowed us to carry out a market test covering both the way services are delivered and to compare the costs between potential providers. Having completed a complex and extensive tender in the very recent past we can have a reasonable level of confidence in the value for money at the present time. We do, however, closely monitor work being delivered to ensure quality standards are being met as expected along with accuracy of invoicing and payments.

Comparisons of costs with other Local Authorities can be difficult as service standards or specifications are often different between organisations. The cost analysis undertaken in 2021 as part of the procurement process between potential suppliers provides a degree of assurance as different Contractors were evaluated against the same set of requirements and specifications. Further cost analysis will take place as part of the new contract arrangements, for example, the contract includes a provision to undertake an annual Value for Money review with pricing and benchmarking reviews in the fourth year, which is repeated at regular intervals over the life of the contract.

The governance model includes a wide range of scrutiny and oversight from officers overseeing work on a day-to-day basis and monthly performance reviews to a Strategic Board attended by the Executive Director and Cabinet Members.

MARK NUTI, CABINET MEMBER FOR ADULTS AND HEALTH

18. JONATHAN ESSEX (REDHILL EAST) TO ASK:

(2nd Question)

- a) For new residential adult social care placements, does Surrey County Council ensure that the Care Quality Commission (CQC) inspection rating for homes is Good or Outstanding, as is the case for Surrey County Council's new children's home placements, rated by Ofsted?
- b) How many residential care placements does Surrey County Council have currently? Please give a breakdown of this number by the latest CQC inspection ratings for the homes they are in.
- c) How does Surrey County Council assess the quality of placements for homes where the last CQC inspections was longer than 18 months ago or where the management of the residential care home has changed?

RESPONSE:

- a) I would like to thank the Member for considering the quality of care provided by the provider market to our residents.

I can confirm that placements are normally suspended where a service is rated as Inadequate. If a new placement is needed in a home that has been rated as 'Requires Improvement', then the Brokerage team or placing social worker checks the Quality Assurance Risk Log and liaise with the relevant Area Quality Assurance Manager with regard to the status of the service and suitability for the placement.

- b) I can confirm that at present, the Council has 2,329 residential placements, and a further 1,554 nursing care placements, totalling 3,883 placements altogether.

Breaking this down by CQC rating and being able to report on this in an automated way is something that Adult Social Care are presently working on as part of a recently revised mandatory data set which we will be submitting to the Department of Health and Social Care (DHSC).

Until we have fully tested and rolled out this new system, we are unfortunately unable to provide an accurate and reliable breakdown of this number by the CQC inspection ratings at short notice.

I would be happy to provide this as a written response, given further time to allow officers to carry the necessary data validation checks.

- c) The Quality Assurance Manager or officer will normally visit a home when there is a change in management, to introduce themselves and meet the manager, and the Quality Assurance Team and Commissioning colleagues will maintain ongoing relationships with the providers and services in their respective areas. This is done through routine monitoring visits, contract management, and monitoring mechanisms such as regular meetings and assessments of Key Performance Indicators.

The Council is currently implementing a new care market management system which will enable us to build on our exiting approach and roll out an even more comprehensive and structured approach to market oversight. This will consist of regular quality assessments for each service including the period of time since the last CQC inspection, which will be one of multiple risk metrics tracked by the system.

CLARE CURRAN, CABINET MEMBER FOR EDUCATION AND LEARNING

19. CATHERINE BAART (EARLSWOOD AND REIGATE SOUTH) TO ASK: (2nd Question)

In light of the Planning and Regulatory Committee's recent decision to reject the proposed relocation of Reigate Priory Junior School to the grounds of Woodhatch Place, can the Cabinet Member please share what the Council is doing now to consider alternatives at other locations:

- a) redevelopment/new build at the existing Reigate Priory Junior School site;
- b) consideration of two smaller sites north and south of Cockshot Hill, which may be federated to Dovers Green Infants School and Holmesdale Infant School;
- c) other options.

Can the Cabinet Member clarify to what extent they are having discussions with the Department for Education about the redeployment of Government funding to underpin these alternatives?

RESPONSE:

Following the Planning and Regulatory Committee decision we are considering the feedback and will be issuing communications on our next steps at the earliest opportunity.

- a) Due to the age, setting and various heritage designations of the existing building, it is not viable to undertake the works required to bring the site up to the required size and standards. To ensure the future sustainability of the school, it must be relocated.
- b) The decision to relocate Reigate Priory was the result of the Department for Education (DfE) condition review, identified through the Priority School Building Programme 2 (PSBP2). The PSBP2 funding from DfE is only available for improving the current provision, and not changing the educational provision across the area.
- c) There are currently no other identified viable options to relocate Reigate Priory Junior School.

At the heart of the relocation proposal is the desire to provide the best possible education and start in life for local children. Following the Planning and Regulatory Committee's decision to refer the planning application back to officers, we are considering the views recorded and will issue a further update in due course.

TIM OLIVER, LEADER OF THE COUNCIL

20. ROBERT EVANS OBE (STANWELL AND STANWELL MOOR) TO ASK: (2nd Question)

The Government has recently announced that an additional £842 million is to be allocated to councils to enable support to be given to vulnerable households in face of the current cost of living crisis; especially to help those families struggling with food and energy costs.

How much of this fund is Surrey likely to receive and how will it be distributed?

RESPONSE:

The Household Support Fund is an important part of our wider ongoing work supporting residents facing increasing cost of living pressures. This includes working closely with partners to understand areas of need and identify shared opportunities, targeting communications so that communities are aware of the support available to them, and opening a network of Warm Hubs where people can drop in, get warm, and meet others, as well as access free energy-efficiency advice.

Surrey will be receiving an allocation of £10.6m relating to the Household Support Fund. We intend that this will be distributed in a similar way to previous rounds which takes a comprehensive, multi-partner approach that spreads the offer far and wide to reach as many residents in need as possible. This includes:

- Vouchers to children on Free School Meals during all school holidays
- Support through Early Year settings to families in need
- Support to children in care and care leavers
- Payments to families supporting Children with Complex Needs
- Support through open access mechanisms like the Surrey Crisis Fund
- Top ups to foodbanks who are supporting residents with food and fuel
- Utilising the strength of our specialist charities to reach deeper into communities and support those communities that may not otherwise access support, ensuring No one is Left Behind, for example Surrey Coalition of Disabled People, Surrey Minority Ethnic Forum, Action for Carers, Stripey Stork amongst others
- We will continue to respond to what data is telling us and focus our resources accordingly, e.g. a focus on disabled people and carers.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

21. LIZ TOWNSEND (CRANLEIGH & EWHURST) TO ASK: (2nd Question)

I note that the Council is not proposing to collect any of the grass cuttings following mowing but is planning to spread them 'evenly across the surface' even though, it is widely acknowledged that the removal of grass cuttings plays a major role in promoting and maintaining species-rich vegetation and biodiversity on verges. I am

therefore very pleased that trials of vehicles that can both cut and collect grass are already taking place:

Could the Cabinet Member please advise when they are intending to bring in a cut and collect process, what trials are currently taking place and where, and what they will be doing to ensure that the scattered grass cuttings do not get dispersed all over the roads and pavement and clog up the drains?

RESPONSE:

Any cuttings dispersed on the footways or roads after mowing will be blown back onto the verge. This has been standard practise in Surrey for many years and is also the standard approach of many highway authorities across the country. We acknowledge and understand there are some advantages to removing grass cuttings; however, there is also a need to consider and manage the additional financial and carbon costs associated with raking up, loading, transporting and disposing of grass cuttings should such an approach be taken.

That said, trials of vehicles that can both cut and collect grass are ongoing and being monitored in other areas such as West Sussex. Officers will continue to monitor these trials; however, there is no intention to introduce a cut and collect service for highway verges at this time.

KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

**22. JOHN BECKETT (EWELL) TO ASK:
(3rd Question)**

With the change to the parking arrangements, from the first of April, will Surrey County Council be sending a representative to share and learn from best practices at the PATROL forum. The PATROL forum is currently attended by many of the district and borough councils who are now losing this responsibility. How will the outcome be shared with Members?

RESPONSE:

The Cabinet Member for Transport, Infrastructure and Growth previously was the Council's representative on the PATROL Committee. Following the change in portfolio responsibilities, the representative will now be the portfolio holder, and or, the Deputy portfolio holder for Highways. The district and borough councils should be able to remain members of PATROL as they carry out Civil Parking Enforcement within their own off-street car parks.

Information about PATROL can be obtained directly from the forum's [website linked here](#). Relevant information from PATROL will also be included in reports to Members about parking enforcement activity.

MATT FURNISS, CABINET MEMBER FOR TRANSPORT, INFRASTRUCTURE AND GROWTH

**23. ROBERT KING (EGHAM) TO ASK:
(3rd Question)**

Does the Cabinet Member agree with me that the Number 8 bus service from Heathrow to Slough calling at Egham, Egham Hythe and Englefield Green is now hitting airport workers and residents coming back from trips or work as the last service to leave Heathrow is 19.20. Will he approach the operator with me to get a return to late night services to support shift workers and customers to shift out of their cars and get back to the bus?

RESPONSE:

First Berkshire reduced the early and late journeys on their commercial service (route 8) in October 2022. First Berkshire did so as they considered these journeys were no longer commercially sustainable.

However, since that time, Carlone service 442 operating daily between Staines, Stanwell and Heathrow has been enhanced with funding from Heathrow Airport Limited. Route 442 now provides more journeys in the early morning and late evening to and from Englefield Green and Heathrow, thus providing an alternative to those journeys previously operated by First Berkshire's route 8.

In the morning, service 442 now offers four journeys between 03.15 and 04.45, whereas previously there were three journeys between 02.56 and 04.56.

In the evening, there are four journeys back to Englefield Green from Heathrow between 20.20 and 23.20, whereas previously there were two journeys at 20.15 and 21.05.

The 442 replacement journeys are more frequent, have later journeys from Heathrow and are more reliable. Patronage is growing on route 442 at these times, whereas there were no signs of growth on route 8. In fact, discussions are already taking place on possible further timetable improvements in the summer to cater for the extra demand.

As part of the funding from Heathrow Airport Limited, the route 442 accepts First Berkshire return tickets between common points i.e. Heathrow to Staines, Egham and Englefield Green. It also accepts First Berkshire's monthly tickets between journeys that start or finish between Englefield Green and Thorpe Road, Sainsbury's.

In summary, on the basis that service 442 offers more journey opportunities in the morning and evening, I would contend that residents and airport workers actually have more bus-based travel options rather than an overall reduction now than previously.

Local bus services are vital in supporting residents to access essential services, such as employment, education and training, health care and essential food shopping, whilst helping the economy of Surrey to thrive and ensure no one is left behind. Buses are also key to our work in encouraging residents to travel more sustainably, helping to reduce carbon emissions. However, common with many economic sectors, bus services have been impacted by the Covid pandemic, which has resulted in lower levels of patronage and changed travel patterns. In response, the Council has been working hard with the bus industry to build back bus patronage. The Council is committed to supporting local bus services and has increased revenue support for service delivery by more than £2.1 million in recent years, alongside a capital investment of £49 million to improve operational performance and service quality.

SINEAD MOONEY, CABINET MEMBER FOR CHILDREN AND FAMILIES

24. JONATHAN ESSEX (REDHILL EAST) TO ASK: (3rd Question)

Surrey has recently decided to increase provision of children's homes in Surrey to at least 80% in line with its sufficiency policy (for Surrey's children in Surrey County Council's care to be looked after in Surrey) and to reduce the exorbitant prices paid for children placed in many of the homes run by the private sector. The Welsh Government has recently consulted on stopping the placement of children in for-profit children's homes for current and new providers by 2027.

[\(https://www.communitycare.co.uk/2022/08/22/welsh-government-consulting-eliminating-profit-making-provision-children-in-care/\)](https://www.communitycare.co.uk/2022/08/22/welsh-government-consulting-eliminating-profit-making-provision-children-in-care/).

Will the Cabinet Member also consider such a shift to support the development of not-for-profit children's homes in Surrey?

RESPONSE:

Surrey County Council is committed to creating Surrey homes for Surrey children, in line with its sufficiency strategy, and Cabinet was pleased to strengthen its commitment to this in November 2023 by endorsing the longer-term ambition that every looked after child has a choice to remain in Surrey, where this is appropriate to their needs.

We believe that this means working towards enabling 80% of looked after children to live in Surrey. Whilst some progress is being made, we acknowledge there is more to do to get close to reaching this ambitious level, and for children's homes in particular - with currently around 35% of these placements for children made in Surrey. This is why the Cabinet has allocated a further £18 million of capital to establish an additional 24 beds in children's homes in the county, on top of three Surrey County Council homes already in development - two of which are planned to become operational in 2023.

Whilst these SCC-owned homes will be central to our strategy, the current level of growth needed in the county means we will also need to work in partnership with high-quality third sector and private providers to create a similar level of new

provision funded by capital external to the council. In doing this, we will target providers who share SCC's values and commitment to enable the best possible outcomes for our looked after children, including appropriate not-for-profit providers. We also need to be mindful of the challenging national context we are operating within, which was reconfirmed in government's new *Stable Homes, Built on Love: Implementation Strategy and Consultation* (published in February). The shortage of provision nationally but particularly in areas like Surrey, alongside the varied and diverse needs of Surrey's children, means that we need continue to work with a range of different providers to find the best homes we can for our looked after children.

MARISA HEATH, CABINET MEMBER FOR ENVIRONMENT / NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE

**25. CATHERINE BAART (EARLSWOOD AND REIGATE SOUTH) TO ASK:
(3rd Question)**

How does the Council determine the carbon cost of the items in its Capital Programme? How is the minimum carbon cost route established, for example by comparing the carbon cost of demolition and new build with refurbishment of existing buildings?

RESPONSE:

Surrey County Council is developing a sustainability policy across all capital building projects for approval by Cabinet in the next four to six months. The initial focus will be SCCs own capital buildings projects with the intention of extending to Surrey infrastructure projects by the end of the year. The policy will set out specific targets to limit operational carbon emissions in line with industry best practice. Carbon emissions will be calculated at each stage of the project following industry standard methodologies to inform design decisions.

Currently, operational energy and carbon emissions are calculated and assessed on all capital building projects. The carbon emissions and their costs are calculated and then qualitatively evaluated on all greener futures retrofit projects as part of value for money appraisals. Potential carbon emissions are an increasing influence on decision making associated with capital projects but have to be balanced with other considerations such as benefit to the service, value for money, future proofing and programme constraints.

Surrey County Council's policy and approach to embodied carbon (carbon from production of building materials e.g. steel and concrete) and the merits of new build versus refurbishment will be reviewed as part of the process for developing the new sustainability policy for capital projects. It should be noted that when a building is demolished up to 90% of materials may be recycled.

It is recognised that with major infrastructure projects, embodied carbon, is the main source of emissions. However, addressing embodied carbon could result in a significant increase in costs which will need to be considered as part of the decision-making process. Major projects such as the River Thames Scheme will be used to

form a body of knowledge through evaluating embodied carbon as part of the design process which will then be used to inform future capital investment.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Denise Turner-Stewart

PORTFOLIO: Deputy Leader, Communities and Community Safety

Surrey Fire and Rescue Service:

- 37 new wholetime firefighters were welcomed to the service at the beginning of the year.
- His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) return in March for their third full inspection.
- The Fire Brigades Union announced members had voted to accept a national pay offer on 6 March.
- The Community Survey, part of the new Community Risk Management Plan development, had over 1,000 responses with Instagram polls used to encourage participation from 18 to 24 year-olds.
- Chief Fire Officer, Dan Quin, has been appointed National Fire Chief Council's Road Safety and Road Rescue Lead.
- Recent campaigns include Come Home Safe, aimed at young males - gaining almost 86,000 hits on social media; the annual Safe Drive Stay Alive performance, attended by 9,308 young people, and Biker Down to support motorcycle users.

Trading Standards: The team have been working to protect young people from unsafe vapes; sales have risen rapidly, with marketing targeting younger people and many products do not comply with safety legislation. The service has dealt with over 70 complaints about illegal sales to young people, carried out 9 under-age sale test purchasing operations resulting in 6 illegal sales, and seized over 5,500 non-compliant vapes.

Community Link Officers: CLOs continue to build connections in communities, working closely with Members, district and borough councils, wider partners, and residents to understand the views and ambitions people have for where they live and enabling them to make great things happen. Activities include 'Let's Talk' events which provide a chance meet the community using data in a fun and engaging way such as the valentine themed 'Love Ockford!' event held on 14 February at St Mark's school, Godalming.

Local Area Coordinators (LACs): Our first four LACs are active in Sheerwater & Maybury (Woking), Hurst Green (Tandridge), Horley Central and West (Reigate & Banstead), and Old Dean & St Michaels (Surrey Heath), where they are working with over 100 residents in need of support. We are starting to see positive impacts of this long-term approach, which helps people become healthier, happier, more connected members of their community. With Surrey Heartlands funding, the team will expand to another four key locations: Goldsworth Park (Woking), followed by Holmwoods (Dorking), Stanwell (Spelthorne) and Stoke (North Guildford).

Libraries: They saw a 22% increase in visits in December and January vs the same period last year. This includes strong use of the warm welcome offer to support residents through the cost-of-living crisis. Responding to feedback and working collaboratively with local banks, the service is investigating more bank pop-up banking sessions, as well as how we can provide more general financial support for residents.

Voluntary, Community and Social Enterprise: It has been confirmed there will be a further year of Household Support Fund (£10.6m coming to Surrey in April) and we will continue to work with partners to distribute this and reach some of our most vulnerable residents. The demand on charities is increasing and in response to this, the County Council has tried to add an inflationary uplift to contracts and grants wherever possible.

Active Surrey: Planning is underway for the Easter Holiday Activity and Food programme which will offer 13,000 places to young people on free school meals to be able to access free holiday camp provision, including a hot meal at 143 venues across all districts and boroughs throughout the county.

Your Fund Surrey: Three more projects have been approved. Oxshott Scouts and Guides were awarded £1.18m to create a new community hub. Friends of Kenyngton Manor were awarded £190k to purchase playground equipment to be maintained by Spelthorne Borough Council. Camberley Men's Shed were awarded £14k to purchase equipment for their new facility, which already has 75 people on a waiting list. The new community fund, YFS – small community projects, launched on 20 February. Each Member has £50k to spend on community projects in their division by 2025. MCA applications for 2022/2023 closed on 31 January. Almost 400 applications were received and over 95% of the total allowance is allocated.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Rebecca Paul

PORTFOLIO: Levelling Up

County Deal Update: At the start of 2023, the Leader wrote to the Secretary of State expressing Surrey's interest in initiating discussions for a Level 2 County Deal, based on the Government's Devolution Framework. The letter set out the rationale behind Surrey's proposals which include a Single Surrey Growth and Investment Fund, a Surrey Growth and Enterprise Hub, Devolved Skills Functions and Budget, a Lead Climate Change Authority for Surrey, a Surrey Infrastructure Investment Plan, and the integration of Local Enterprise Partnerships (LEP). The letter confirmed that no significant changes to the Council's governance arrangements would need to be made for a Level 2 deal. At present, the County Council is still awaiting a response from the Department of Levelling Up, Housing and Communities.

Update on Levelling Up Bid: The allocation of levelling up funding (round 2) from central government was recently announced, with more than 100 projects across the country given a share of £2.1bn. Three bids were submitted in Surrey: Tandridge District Council bid for £8.6m to bring improvements to Caterham Valley and Caterham on the Hill including improved public realm space and flood alleviation measures, Woking Borough Council sought £3.8m to develop a Sheerwater health and community campus, and the County Council submitted a £12m bid towards improving bus facilities, cycling, and walking in the east of Woking. Disappointingly, no funding was awarded to Surrey, but we will look to apply again in future rounds of funding.

Data Strategy Update: The programme continues to make good progress. Focus this year has been on introducing new data capabilities to the organisation, for example implementing new data quality and data catalogue tools, establishing new governance which will enable more organisational and conscious decision making, as well as developing some key tools like [the key neighbourhoods](#) information and the Surrey Index. In addition, the introduction of best practice around data quality has been supporting some key pieces of work for the organisation. So far 63 data quality dashboards have been developed which analyse more than 950,000 rows of data/records. These are being actively used to identify and resolve data issues that impact council activity. Work is ongoing to develop our insight capability by identifying cross directorate strategic projects and working in multidisciplinary teams.

Equality, Diversity, and Inclusion: A recent event outside a Surrey school has given us all a stark reminder of the challenges faced by some of our minority groups in Surrey and the need for more to be done to tackle racism. As a Council we want to do all we can to ensure our communities are welcoming places where all can succeed and thrive. We also seek to achieve the same thing within our own workforce. As a direct result of this terrible incident, staff working for Surrey County Council have shared their own experiences of racism, and those of their children and loved ones, in the workplace, in our communities, in education, and in their work with clients. We hope to take the learnings from this session to bring positive change.

We are working closely with partner organisations and communities to help improve community cohesion, inclusion and belonging. As an employer, we have recently commissioned a workforce review focussing on race and ethnicity which will be launched in the coming weeks. The guidance for staff experiencing discrimination from people accessing our services and the new Ending Bullying and Harassment Policy have been launched. We are also facilitating safe spaces for staff from minoritised ethnic groups to come together to share their experiences and to receive support from colleagues and senior leaders. Importantly, the workforce development offer is being reviewed with a specific focus on opportunities for managers and leadership development to ensure colleagues can progress and thrive across the organisation. The leadership scheme will be a key part of this.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: David Lewis

PORTFOLIO: Finance and Resources

2023/24 Budget and Medium-Term Financial Strategy to 2027/28: This was approved by Council on 7 February, including a Council Tax increase of 2.99% (made up of 0.99% increase to core Council Tax and the raising of a 2% Adults Social Care Precept).

2022/23 Budget Update: At Month 10, the Council is forecasting a full year overspend of £2.4m against Directorate revenue budgets. This is an improvement from previous months, including an improvement in the Home to School Travel Assistance (H2STA) position. In recognition of the challenging economic climate and the impact of rising inflation, it has been agreed that the remaining £17m corporate contingency budget be applied. This reduces the underlying forecast position of a £19.4m overspend to £2.4m, enabling Directorates to focus on implementing mitigating activities to reduce this remaining forecast overspend, before the end of the financial year. The Capital Programme Budget was re-set at month 9, to £210m, to reflect a more accurate position based on deliverability, taking into account known delays and in-year approvals. At month 10, the forecast against this re-set budget was £201.4m, representing a net decrease of £8.6m.

External Audit of the Statement of Accounts: The Audit & Governance Committee approved the 2021/22 Statement of Accounts on 8 March 2023, subject to a final technical review by the External Auditors. The Pension Fund Accounts for 2021/22 were approved at the same Committee and Grant Thornton issued the necessary documentation to Surrey based borough and district councils in respect of their own Statement of Accounts. Work has already started on the 2022/23 closing procedures, with draft unaudited accounts due by the end of May 2023.

Internal Audit: Reviews completed in the third quarter included a mixture of planned and unplanned audits, schools audit, grant certification work, and irregularity work. Overall, of the 18 formal assignments finalised (excluding irregularity work), 1 received 'substantial assurance', 9 received 'reasonable assurance' (including 4 schools), 2 received 'partial assurance' ('Social Value in Procurement', and 1 school), and 2 were grant certification assignments. There were also 4 reports issued in the period without opinions relating to advisory type work where Internal Audit provides input and support to development initiatives or projects and programmes as they are progressing. Management have agreed actions for improvement for all audit reports requiring them, and we will follow up on progress in due course.

Transformation: Chair of the Transformation Assurance Board has transferred to David Lewis from the Leader, and ownership of the Transformation Programme is moving from the Leader to sit under Cllr Lewis within the Finance and Resources portfolio. Current issues are the ongoing labour market and recruitment challenges impacting ability to recruit and retain high calibre managers, and inflation and increases in the cost-of-living will mean that not all transformation efficiencies will be achieved in 22/23.

Member Development: Work is planned to refresh the strategy and programme, with the support of the Member Development Steering Group. Following the May AGM, all Members will be invited to a mid-term 1-1 session with Democratic Services.

Digital Business & Insights (DB&I): This is over halfway through the testing phase and making good progress. Core functionality works, and attention is now on the quality of data migration from SAP. As with any programme of this scale, there are some issues, but they are being managed well. We are on track for a June go live.

IT&D: Work has been undertaken to update Cabinet on project activity. This includes explaining the breakdown of the 'types' of projects that are delivered which include Run, Grow and Transform. This was well received, and a commitment was made from officers to continue engagement with Members, so that they are sighted, assured and able to explore the detail of projects where necessary. The first few months of 2023 have seen successes in the Transformation space including the Go Live of MySurrey (the personalised intranet) and community-based working platform. The Digital team have continued to develop the Digital Operating Model which aims to bring together existing organisational change practices with human centre design techniques to modernise and enhance service delivery through innovative uses of digital, data and technology. The discovery element of the digital approach continues to gain traction in supporting cross organisation initiatives including the H2STA and ASC Front Door Discovery work.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Natalie Bramhall

PORTFOLIO: Property and Waste

Capital Projects and Delivery & Receipts:

- **Children's Homes:** Homes at Epsom and Walton complete and handover to Service in April. Dorking planning application will be presented to the Planning and Regulatory Committee in March. The Shaw Family Centre in Woking complete in June. Search underway for 6 new properties to provide 24 places for Care Leavers.
- **SBN:** Oakwood Secondary School, we have delivered 8 permanent classes providing 150 new places.
- **Reigate Priory Junior School:** The Planning and Regulatory Committee reviewed the application in February. The application was not approved; referred back to enable challenges to be addressed.
- **St Peters and St Pauls CE Primary:** The Planning and Regulatory Committee confirmed approval for the application.
- **SFRS:** New Fire & Rescue Stations at Lingfield and Chobham submitted for planning end of March.
- **SFRS Fire House and Training Facility:** The training facility and new Reigate Fire Station at Wray Park was presented to MPB in February, support for all schemes confirmed. Papers to Cabinet in April.
- **Permanent Mortuary:** Presented to MPB on 23 February, preference to proceed with a facility solely delivered by SCC, although this will not prevent further conversations with the university.
- **Hubs update - Sunbury:** Planning application to be submitted 17 March. **Weybridge:** Hubs Board confirmed the preferred development option and most comprehensive refurbishment. Weybridge papers to Cabinet in June. **Staines:** Detailed design underway, to Cabinet in May.
- **Pendell GRT Site:** The Planning and Regulatory Committee reviewed the application in January. The decision was deferred to enable the Committee to visit the site.
- **Libraries Transformation Programme:** The five priority libraries underway for Epsom, Guildford, Redhill, Woking, and Staines have been reviewed to reduce costs.
- **ASC:** Short breaks at Lakers (Woking) and Squirrels (Banstead) to Cabinet in March. Mental Health report to Cabinet in April. DBFO (Design Build Finance Operate) - Pond Meadow in planning with Guildford Borough Council. The remaining 5 DBFO projects are progressing with evaluation of tender responses.

Disposals – Surplus Declarations/ Core Disposals:

- **Coxbridge Farm, Farnham:** Heads of Terms being finalised, and some site survey activity in hand as we seek to conclude terms with a major house developer with our joint landowners. We seek to conclude terms that would enable a receipt over a 24-month period as well as finalise a S106 agreement. A full report to Cabinet is now anticipated for April.
- **Capital Receipts Programme 2022/23 – 2025/26:** As assets are being brought forward for confirmed disposal, we continue to forecast over £100m of sales through to 2025/26. We are due to complete on the sale of Pixham Lane Dorking on 17 March taking the full year of receipts to £44m with forecasts for 2023/24 above £25m and 2024/25 above £10m.
- **Marketing activity- Consort House, Redhill:** Despite low market interest and nationally decreasing values for secondary vacant offices, we have secured several bids and now negotiating with one specific party on a freehold sale basis. We anticipate fully vacating the asset by end of May also securing business rate reliefs to mitigate holding costs. The disposal would be subject to a Cabinet decision.
- **Dormers in Caterham and Former Glenthornes site, Staines:** Both are being marketed with bids likely to close around Easter with an encouraging level of enquiries. Any disposals would be subject to a Cabinet decision.
- **Karibu Epsom and former Hillside/ Portesbery Camberley:** Marketing agents are being appointed and we anticipate commencement of marketing over the next quarter.
- **St Faiths** - Leasehold disposal completing 14 March. **Woking Town Hall office** - Leasehold disposal 31 March.

Acquisitions

- Over the past quarter, we have been negotiating to secure two assets to support our approved SEND and AP programmes with terms agreed to secure an asset in Deepcut and a land parcel in Woking both of which remain subject to approvals through our formal governance processes.
- Recent commissions to acquire up to six 4/5-bedroom houses to support our approved CFLL Care Leaver programme, and to also secure a new 7/8-bedroom children's homes are being actioned.

- Following the recently announced (1 March) Stage 1 DfE funding for an SEMH free school/future academy project, the team is providing advice on required Heads of Terms for delivery of a North Surrey site.
- The team is supporting the review of the Edge, Haslemere, a leisure centre being handed back to Surrey County Council by Waverley at the end of June.

Agile Office Estate: In December, Cabinet approved the final part of our Agile Office Estate strategy, The final piece will have a core corporate hub in each quadrant of the county. Woodhatch Place in the Southeast and Dakota in the Northeast are already functioning well. Over the next few months, we will continue our work to source new core hubs to bring the same quality of healthy, modernised, flexible space for our staff and residents in the Northwest and Southwest of the county. To provide some context to the scale of this work, last year the programme saw over 600 staff relocate to new agile workspace in Woodhatch Place. Over this next year the programme will see another c.600 staff relocate to new facilities, with agile workspace for a further c.2500 by the end of the programme in 2025/26.

Extra Care/DBFO: The Extra Care Housing Programme is on track to deliver 725 affordable units. Each of the phases are as follows:

- **Phase 1a, Pond Meadow, Guildford (59 Units):** Project has progressed well so far with a strategic partner and their building contractor appointed. Development has stalled in the Planning process. Planning approval was expected in December 2022 but has been held up due to concerns around the available amenity space. Strategic partner is working through this with the Guildford local planning authority. Once secured the development will move forward to construction.
- **Phase 1b, Salisbury, Lakeside, Brockhurst, Bentley & Pinehurst (309 units):** Strategic partner tender is in negotiation stage and progressing on programme. An appointment is anticipated end of May 2023. Outline planning applications have been submitted for Regulation 3 determination for four of the five sites with the final application due to be submitted in March. The phase remains on programme.
- **Phase 2, Confidential Three sites (200 units):** Three sites have been assessed as suitable following a robust RIBA Stage 0 – Strategic Definition appraisal. Approvals have been secured for the completion of RIBA Stage 1 – feasibility and this stage has commenced. Anticipated that the three sites will be presented to Cabinet this summer to seek approval to proceed. Route to market being assessed and will be determined by the commercial appraisal.
- **Phase 3, Future sites (c.157 units):** Preparation for identifying appropriate sites to deliver the remaining demand of Extra Care Housing underway, envisaged that these will be identified early 2024.

Facilities Management:

- **Energy Management:** Continued good progress with several operational initiatives to reduce energy consumption across the corporate estate. Energy use in all Council buildings other than schools in 2022 was down by 12% compared to the previous year.
- **The Capital Maintenance FMR Programme:** Good progress has been made for the year to date as 89 projects have been completed this financial year with another 14 in construction and an additional 14 currently being mobilised. The draft programme for FY23/24 has been developed in liaison with Services and awaits approval from the Capital Programme Panel.
- **Transformation:** The Strategic Transformation of the Authority's FM services is on schedule and progressing well. Bidders on the Hard and Soft FM contracts are submitting their Invitation to Tender proposals on 6 April 2023 and we will appoint suppliers in July 2023. Contracts commence in October 2023, following a 3-month mobilisation period. New in-house team appointed in March 2023.

Waste: Much progress has been made on resetting the contractual relationship with the county's waste contractor, Suez, with the agreement between the parties to extend the current contract and to resolve the ongoing dispute about the Eco Park. Suez will be asked to continue to operate the Eco Park and the four waste transfer stations for up to five years beyond the end of the current contract, with the Council having the option to end the service sooner. Separately, the Council has made progress in agreeing an Infrastructure Strategy which will see the potential for new recycling waste treatment facilities and improved facilities for bulking up waste and has also launched a procurement exercise to secure new residual waste disposal services. Through the Surrey Environment Partnership (SEP), the Council has adopted the joint ambition for waste set out in 'SEP 2025' and is working closely with the district and borough councils of Surrey to improve recycling rates.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Matt Furniss

PORTFOLIO: Transport, Infrastructure and Growth

Skills & Economy: In the last month we have responded to a number of DIT (Department of International Trade) enquiries including: Skeleton Superbattery (UK wide), HCMed Innovations- Taiwanese laboratory, Aplomb Works - India. The March One Surrey Growth Board meeting focused on the emerging Innovation Delivery programme, and CoSTAR and place-based impact acceleration partnership funding bids are in process to support the programme. To progress the work to revitalise town centres, the strategic town prioritisation has been completed with a shortlist of 10 towns identified. The Economy and Growth Team will start partnership conversations with local partners to try to implement this approach in Chertsey and Leatherhead town centres. The Surrey Skills Leadership Forum appointed a new Chair (Mike Brennan) and has held its first meeting of 2023. Work is continuing alongside the Local Skills Improvement Plan (LSIP) to develop employer-led demand for new training provision.

Infrastructure: Projects set out in the first 3 phases of the Surrey Infrastructure Plan continue to be progressed and move to the implementation stage. The rolling programme has 18 live schemes being designed and implemented from this year with a further list of over 35 schemes in the feasibility stage, including a dedicated programme focussing on flood alleviation and towns and villages. In addition to Surrey's own plans, infrastructure delivered by external organisations such as Highways England, Network Rail, major utility companies, and private developments are mapped to explore opportunities for collaboration and to minimise disruption.

Buses: A public and stakeholder consultation on the future of bus services in Surrey received over 2,600 responses, which have been used to shape a series of new and exciting initiatives. On 28 March, Cabinet is set to approve four new Digital Demand Responsive Transport schemes, building upon the hugely successful Mole Valley Connect model. In addition, a number of time expired bus contracts are being retendered, alongside the modification of 11 routes with extremely low patronage caused primarily by changed travel patterns post Covid.

Cabinet is also set to agree a new half price bus fare scheme for all residents aged 5 to 20. This will be launched at the end of June, when Government's £2 flat fare scheme ends. Our targeted investment will ensure younger people can keep using the bus, helping them to access education, training and their first job. Young people will apply for a smartcard, which will be issued free of charge, removing a potential financial barrier to accessing this excellent new initiative. All of this is in addition to an agreed investment of £49m for more zero emission buses and minibuses, more real time passenger information and more bus improvement and priority measures. This serves to demonstrate the Council's strong commitment to public transport and improving services for residents.

Healthy Streets: Create Streets was commissioned in 2020 to undertake a review of the street design and layout of recent residential developments in the County. They were then subsequently commissioned to refresh and update the County Council's street design guidance so that it accords with current thinking. On 25 October 2022, Cabinet endorsed The Healthy Streets for Surrey Guide and agreed adoption of the guide as County Council policy for the design of streets in all new developments in the county. The refreshed approach to street design will support active travel and movement, seek to enrich the County's biodiversity and to support happy, healthy, and sustainable lives.

All Surrey borough and district Local Planning Authorities are strongly encouraged to endorse the guide and associated design code via their respective planning committees. The Guide and code use three layers of prescription to mandate how important an element is to meet the primary objectives of the community: must, should and could. The County Council's Transport Development Planning Team will work with developers at the pre-application stage of new developments to embed the design code in new proposals.

The SCC Placemaking Group is leading a Department for Levelling Up, Housing and Communities (DLUHC) Pathfinder project to present the Guide as a 'live' digital design code in late spring 2023. During the project, a Design Council Review Panel was pleased to see a County Council and Highways Authority taking such an ambitious approach with place-shaping at its heart. Local communities and the Surrey borough and district councils will be able to use Surrey's digital guidance to help develop the highways and transportation elements of their own more detailed, place specific design codes. This is being trialled in partnership with Reigate and Banstead Borough Council, which is developing a design code for the Redhill to Horley A23 corridor through the same DLUHC Pathfinder funding stream.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Kevin Deanus

PORTFOLIO: Highways and Community Resilience

Coroners Services: We are experiencing an increasing number of referrals to the coroner with 3,663 received in 2022, compared to 3,499 the previous year. In December 2022, the service received a record number of referrals in a single month - 416.

Following a critical incident being declared by Health colleagues in December 2022 due to pressures on the NHS, hospitals within Surrey closed their mortuaries to community deaths. Recognising the significant impact of this on bereaved families who have had a loved one referred to the Coroner, Surrey County Council and the Surrey Coroner's Service implemented its contingency plan and opened a temporary mortuary facility at Bagshot. Since opening in late December, 478 deceased persons have been cared for here. With winter pressures on the health system now easing, it is planned to stand down the facility by end March 2023.

Despite increased demand, the service is performing well with cases being allocated to an officer within an average of two days from point of referral, and families being contacted within one day once a referral has been made. However, given recognised national pressures in relation to mortuary capacity and pathology services, along with a rise in the number of community deaths believed to be partly due to people having reduced access to GPs and other medical practitioners following the pandemic, we are accelerating plans to improve our mortuary infrastructure within Surrey to address these challenges and to provide the best possible service for the deceased and bereaved families in the county.

Emergency Management and Resilience Team: The current focus for the Emergency Management and Resilience Team (EMRT) is planning and responding to a number of risks and threats coming out of the Winter period and into Spring linked to a changing climate and global financial crisis. This includes, but is not limited to, the following areas of work:

- The cost of living for our staff and residents
- Monitoring any industrial action affecting delivery of services to residents, including Surrey Fire Rescue Service (SFRS), Education and Health partners
- Risk to utility supply, focusing on electricity provision
- Extreme weather including flooding and storms, with a focus on responding to the recent Cold Weather Level 3 alert
- Ongoing impacts from COVID-19 and other seasonal respiratory diseases and supporting the necessary Rule 9 requests for the COVID-19 Public Inquiry
- Any new restrictions for avian flu and the ongoing risk of outbreaks in wild and domestic flocks
- Building resilience into our response to a major incident by identifying and training a pool of loggists to provide the administration/ loggist support for SCC and the Surrey Local Resilience Forum (SLRF)
- Supporting the SFRS with the upcoming inspection from HMI with input into service resilience and Safety Advisory Groups
- Mitigating the risk of continued protracted and concurrent incidents

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Jordan Beech
PORTFOLIO: Highways

LED rollout: This has continued with over 81,000 units converted by the end of February. Works are currently paused owing to the worldwide shortage of some of the electrical components. We expect conversions to restart in April and are scheduled for completion in Autumn 2023 assuming that supply can be maintained. So far, the project has saved over 4.500 tonnes of carbon.

Road and Pavement Programme Update: The planned maintenance programmes for roads and pavements is still in progress, as we head towards the end of the financial year. This financial year to date we have now designed and delivered over 400 schemes, including major road resurfacing, patching, local structural repairs, surface treatments and pavement works. The team have worked incredibly hard alongside our new term maintenance contractor and are making good progress with the design and preparations for next year's planned maintenance programme with the Walk Talk Build process. We have already requested permits for road space for the scheme, so will be working to secure delivery dates.

Pothole updates: Winter months generally result in an increase in potholes due to the combination of wet and cold weather. We are dedicating additional resources to address the increased potholes on our roads at this time and currently have between 25 and 30 gangs repairing potholes every day, which is considerably more than we would have during the summer months.

Please continue to help us by reporting issues through our [website](#). This way we can capture all the information we need to enable us to locate and identify your report without further delay. You can also see if your issue has already been reported. If it has then it is in hand and there is no need to report it again.

Parking Enforcement: Preparations for the new parking service are going well though there is still a lot to finalise in the coming weeks. Current highlights are: "Changes to Parking" page now live on SCC website, NSL are fitting out their 3 operational bases in Redhill, Esher and Guildford, an all-electric vehicle fleet will be ready by 1 April, enforcement routes and schedules are being planned, NSL have an extensive recruitment drive for CEOs and recruitment into our new internal Parking Enforcement Team is ongoing.

Environmental Maintenance: Contractors are now in place for all 11 areas in readiness for 1 April. There is no TUPE impact. "Changes to grass cutting page" now live on SCC website and there is also a dedicated box on the SCC home page under "News and Updates". Programmes are being finalised and will be shared on website once available with the caveat they are subject to weather conditions and operational requirements.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Marisa Heath

PORTFOLIO: Environment

Reducing Carbon and Saving Energy: A new energy advice tool has launched to provide bespoke advice to residents on grants and support. The Council's Sustainable Warmth Scheme has provided low income 523 homes with energy efficiency and low carbon heating and has been extended to September 2023. The Council has obtained £12m grant funding for the next two years to provide low income off-gas homes with energy efficiency and low carbon heat measures. The LoCASE programme has supported 171 SME businesses with grants for energy efficiency and low carbon measures and is ending this summer. To date £1.2m grant funding has been awarded to Surrey businesses saving over 860 tonnes of CO₂e. We are working closely with borough and district colleagues to develop an energy and carbon reduction loan scheme for SME businesses to replace LoCASE. Working in partnership with Waverley and Guildford Borough Councils and Tandridge District Council, we have drawn in £1.2m funding from Government's Shared Prosperity Fund to support rural businesses with a package of funded measures.

Surrey County Council's 2030 Carbon Reduction Target: The Council is in the process of installing energy efficiency, solar PV, and low carbon heating in 5 buildings in the corporate estate and 5 schools through Government's Public Sector Decarbonisation Scheme (PSDS3a). We were awarded a further £6m grant funding (from PSDS3b) to decarbonise a further 14 buildings in the SCC corporate estate and 12 schools. The Council is currently undertaking feasibility assessments for ground mounted solar farms at 5 council owned sites and are developing a Power Purchase Agreement contract (PPA) which could enable the Council to install solar on the rooftops of Surrey schools and buildings, where the Council has a landlord. Officers are currently developing a Greener Futures Finance Strategy which is due to go to Cabinet in June which will set out how the Council's 2030 net zero carbon target will be funded.

Local Nature Recovery Strategies (LNRS): After the Council's appointment as Responsible Authority for the local strategy is confirmed, the County Council will work collaboratively with key partners and local communities. In preparation the Council has focused on capacity building, governance, early stakeholder engagement, and developing the evidence base. Secondary legislation is expected in Spring 2023, outlining requirements and procedures for the LNRS, and key milestones for preparing the strategy will be set out after this.

Increasing Biodiversity: The Council has recruited an Ecology Officer to specifically oversee works on site, including the decline in ash tree health. On sites owned by the Council, it works in partnership with Surrey Wildlife Trust to enhance their biodiversity at all levels. Current site-based projects where large-scale actions are taking place to enhance nature include heathland restoration at Ockham and Wisley Commons, exploring the proposal for a National Nature Reserve in West Surrey to conserve and enhance heathland and woodland, hedge planting at Norbury Park along a beeline along the Mole Gap between Leatherhead and Dorking and expanding a woodland area on farmland in West Park.

Climate Change Adaptation Strategy: The draft strategy is now beginning its round of consultations and scrutiny prior to approval in early summer 2023. We are already seeing the impacts of climate change on our communities, services, and infrastructure. The future will bring regular hotter, drier summers with warmer, wetter winters having cross-boundary and cross-sectoral effects. We are working closely with district and borough and other external partners to ensure that the strategy sets out the actions required to create a fully resilient and adapted Surrey by 2050.

Flood Risk Management: Significant groundworks have been taking place over the last 18 months to create three wetland ponds that provide storage at times of high rainfall to reduce the risk of flooding in Woking. We are developing guidance for incorporating sustainable drainage into non-major developments and to be used by Local Planning Authorities (LPA's). We are also working with the LPA's to develop the criteria and appropriate training to support them with this work which will be directed at reducing and preventing flooding in areas of highest risk.

River Thames Scheme: The project team have held a series of workshops with planning and regulatory officers, district and borough and county Members, and representatives from local interest groups to look at the landscape and green infrastructure opportunities the scheme could provide. The discussions were focussed on the potential for recreation and green open space, habitat creation, active travel, and landscape. The output from these workshops will help inform the options to be taken forward ahead of further public consultation on the scheme later in the year.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Paul Deach

PORTFOLIO: Environment

Communication & Engagement: Communications activities have continued to focus on support for residents amid the cost-of-living crisis and using this engagement to also deliver greener future objectives. Campaigns have featured energy saving tips, promotion of the sustainable warmth grant, the launch of warm hubs, and most recently, an energy saving tool. A broad range of communication channels have been used to deliver messages. I'd like to give a huge thanks to members for sharing the council's social media posts and therefore helping to contribute to our enormous reach.

Some recent highlights include:

- **Warm Hubs** – social media posts have now reached over **41,000 people**. We have driven over 9,300 people to warm hubs pages on our website and a Surrey Matters article also proved popular with 4,596 people clicking through for more information.
- **Sustainable Warmth Grant** – organic social media posts have reached over **54,000 people**. This has included targeted posts aimed at residents in Surrey's 21 areas of deprivation and resulted in over 3,438 click throughs to the application page.
- **Greener Matters Newsletter** – sign ups have continued to increase. Since it was refreshed and re-branded, we have seen a **125% increase in subscribers**.
- **Lost wedding ring at Community Recycling Centre** – our social media post highlighting a lost and found wedding ring at Farnham's community recycling centre became the council's **most popular social media post ever**, with over 7,000 likes and over 300 positive comments.

Land Management: The value of Surrey's natural capital and ecosystem services was valued at £534m a year in 2019/20. Surrey Nature Partnership estimates more than 30% of its ecosystem services are in decline. Whilst 51% of protected landscapes in Surrey are considered in favourable and 49% in a recovering condition, none of its water bodies are considered good, with all the rivers flowing through them rated as either moderate or poor. Surrey County Council owns or manages over 1.8% of Surrey's land. To support national targets set by the Environment Act (2021) at a local level, the Council is working with consultants to draft a Land Management Policy which is expected to be presented to cabinet in the Autumn. Over the next 12 months The Natural Capital Group will be working with the Council's Land and Property Team to better understand the opportunities to optimise outcomes from the natural assets the Council owns and manages. A Land Asset Management Plan will then be produced, setting out how its assets can support the key performance indicators set out in its Land Management Policy.

The Council has been working closely with the Food, Farming and Countryside Commission to create a bottom-up approach to the government's land use framework being prepared by DEFRA. The provision of a land use framework detailing land attributes and qualities at a county level will provide a valuable decision-making tool for drafting the Land Asset Management Plan.

The Council's holistic approach to land management is being trialled at Norbury Park where the vision has been published [Norbury Park - Our Vision: A Better Place For Nature and Enjoyment \(surreycc.gov.uk\)](https://www.surreycc.gov.uk) and a more detailed land management plan is now underway.

Working towards our Target to Plant 1.2 million trees: This year SCC's own tree planting target of 57,500 trees has now been achieved, with the final projects in process. This season we have coordinated and sourced community volunteers for over 20 community planting events supporting schools, charities, and Parish Councils' delivering best practice planting schemes. In total we have donated over 17,000 trees to be planted within our communities. We're also delivering large scale projects supporting our tenant farmers creating new hedgerows, woodland creation, supporting biodiversity and wildlife connectivity. Our new webpages are due to be launched shortly, with an interactive map enabling residents and stakeholders to plot their own planted trees and follow the progress of our ambitious project.

Newlands Corner: The Council's Visitor Improvement Programme has continued at Newlands Corner with the resurfacing of a woodland path north of the visitor centre over the last few weeks. The 'All Access' route has been smooth-surfaced to enable wheel chair users and buggies to use the walk and two new benches installed to provide resting points. This part of the project has been funded by the Surrey Hills Landscape and delivered in partnership with the Albury Estate and Surrey's Coalition for the Disabled. A launch is planned for 29 March.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Mark Nuti

PORTFOLIO: Adults and Health

Discharge from hospital: Our Adult Social Care (ASC) teams in the five acute hospitals have continued to work in partnership with health colleagues, throughout the difficult winter months, to ensure people are discharged as soon as it is safe to do so. The teams continue to work with individuals and their families to enable people to return to their own homes if possible. ASC is working with Impower in two acute hospitals (Royal Surrey and East Surrey) to understand the flow and usage of community hospitals and whether there are opportunities to use them more effectively.

Delivering the Accommodation with Care and Support Strategy: Work continues to deliver affordable Extra Care Housing (ECH) at Pond Meadow, Guildford. The development and housing management strategic partner, Pond Meadow Ltd, submitted their detailed planning application in 2022 and planning determination is expected shortly. Meanwhile tender submissions are being evaluated to identify a strategic partner to deliver affordable ECH at five sites across Surrey. Outline Planning Applications have been submitted for four of these sites and the remaining application is planned to be submitted this month.

Vision and Culture Change: Communication and engagement on culture change continues with staff at all levels of the ASC directorate. The service has been collaborating with staff and our user and carer strategic partners to refresh the ASC vision statement to reflect what good will look like over a 3-year horizon. Staff have suggested and voted for a new vision strapline '*Supporting people to live their best life*' to sum up what ASC is all about.

Budget: At the end of January 2023, a £2.1m overspend was forecast against ASC's £403.3m 2022/23 budget. The main driver of this forecast overspend is £14.5m of additional pressures on ASC's care package budget across all client groups due to challenges in delivery of budget efficiencies (linked to market pressures and capacity challenges), increased costs of care and rising assessed fees and charges debt. These care package pressures are forecast to be partially mitigated by £3.3m of staffing budget underspends and £9.1m of budget recovery actions taken by the service. The position has improved from a forecast £5m overspend in October 2022 and the service is actively working to get as close to balancing the budget by year end.

At the end of January 2023, a balanced outturn was forecast against Public Service Reform & Public Health's £35.4m 2022/23 budget. The Public Health service is also continuing to manage the deployment of the £10.6m of the remaining Contain Management Outbreak Fund monies that remained unspent by March 2022.

Carers: The carers innovation fund offers one-off grants (funded by the Better Care Fund and awarded by the Joint Carers Commissioning Group) to start or grow innovative projects to support unpaid carers to improve their health and wellbeing. Recipients are asked to develop a sustainable model beyond the duration of the funding. Nine grants have been awarded in 23/24, including £24,799 to Mobilise for a 6-month pilot (April - October 2022) for 'Online Carer Identification & Support'. This digital marketing campaign targeted individuals likely to be carers in Surrey through their caring-related online search terms and campaigns on social media platforms (Facebook, Instagram). Content was then developed to appeal to their needs such as a Carers Allowance checker, peer support, blogs, videos and podcasts. The project discovered 14,617 carers, engaged with 1,305 and supported 406 carers.

Surrey All Age Mental Health Improvement Fund (MHIF): Close working between the Mental Health: Prevention Oversight and Delivery Board (MHPODB) and the MHIF is now established, with MHPODB board members advising on the targeting of specific areas of need and on relevant local or national best practice on which the MHIF should be drawing. There is also a future role for MHPODB to provide guidance and challenge around reporting, mobilisation, implementation, and likely impact on performance of successful awards.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Clare Curran

PORTFOLIO: Education and Learning

Local Area SEND (Special Educational Needs and Disability) Inspection: The service is preparing for this inspection, which will use a revised framework and be led jointly by Ofsted and CQC (Care Quality Commission). An inspection is unannounced but is expected this year. It will focus on the impact that the local area partnership is having on the experiences and outcomes of children and young people with Additional Needs and Disabilities (AND) with a greater focus on the role of Health and Social Care as part of the partnership. Alternative provision is also an important addition to the framework. A self-evaluation process has been carried out which has identified strengths and areas for development with a plan in place to address them. In Surrey, we recognise the importance of language and listening to our children and young people, who have told us their preferred terminology when talking about additional needs and disabilities. This includes the use of AND rather than SEND, wherever possible (except where it is a statutory term). In collaboration with young people, we have rebranded and relaunched our SEND Partnership as the AND Partnership, complete with a new logo.

Key areas for improvement are the timeliness of Education Health and Care Plans (EHCPs) and reviews and regular communication with families. I am pleased to say that although there is still a backlog in the issuing and review of EHCPs, largely resulting from a national shortage of Educational Psychologists coinciding with a sharp increase in the number of requests for assessment, that early indications show improved performance in recent months. As a result of a tremendous effort by the team, all primary key stage transfer plans for children with EHCPs were on time with 94% of plans providing a named school. There is also now a process in place to update families regularly on progress and provide an indication of timelines.

I was pleased to attend the Surrey Schools SEND Conference in January, where I enjoyed listening to and speaking with the presenters and participating in workshops. Also in January, I presented the Surrey Inclusion and Additional Needs Partnership Strategy 2023-2026 to Cabinet who endorsed the commitment of the Partnership to work together to enable all children with AND in Surrey to thrive and achieve their full potential. This approach accords with a new national plan recently announced by the DfE which also confirms investment in training for workers in this important field. I have recently met with Cabinet Ministers and local MPs to highlight the issues in meeting the demands for services and am delighted by several new initiatives which will offer many new school places to meet the needs of children and young people with AND over the coming years:

- Planning approval granted on 1 March for a new specialist free school in Dorking called Betchwood Vale Academy, allowing local children to attend an appropriate school closer to home.
- Confirmation of funding on 2 March from the Department for Education (DfE) for a new specialist free school in the north of Surrey.
- An additional 200+ new specialist school places for children and young people across Surrey, from September 2023.

Home to School Travel Assistance (H2STA): Following a review of the processes around H2STA, which recommended a number of improvements, the Home to School Travel Assistance Oversight Board and Freedom to Travel Board have been operating since October 2022 to strengthen the service and address the learning from the review. Good progress has been made with 18 Learning Review actions completed, 25 underway and 7 (all long term) yet to begin. The team was restructured in December 2022 and additional staff recruited with targeted training and embedding of new processes a priority. In collaboration with Family Voice a clear user guide for families is being developed.

The Lifetime of Learning Strategy: I was pleased to present this strategy to the January Cabinet meeting for endorsement. Surrey has a diverse and vibrant education landscape and has outcomes at each key stage above the national average. However, some groups of pupils have significantly poorer outcomes than their peers and a collaborative approach to establishing a common ambition and inclusion for all learners in Surrey is essential to levelling up. To complement this, I will be bringing a further paper to Cabinet with my colleague, the Cabinet Member for Transport, Infrastructure and Growth, on pathways to employment. This sets out arrangements to take on the delivery of Careers Hub activity across the county to provide careers support in schools via a direct delivery model; greater support for those who already are or are at risk of not being in employment, education, or training (NEET) and greater engagement of employers in designing and delivering employment and skills activity in schools and through a wide range of events.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Sinead Mooney

PORTFOLIO: Children and Families

Transformation Assurance Board: As part of my commitment to continue to embedding change in Children's Social Care, I have taken on the chairmanship of the Children's Social Care Transformation and Assurance Board. This is currently developing into its role of overseeing the work of Children's Social Care, in particular the impact of transformation and performance, and driving forward improvements. The Board is supported by external independent members, who are bringing their expertise to bear on this important work and ensuring external scrutiny. It also has cross-party member representation to provide additional strength and knowledge to the Board.

Early Help: The early help offer in Surrey is complex and depends on contributions from agencies, partners, and communities. Following a deep dive into Early Help, which was presented to the Transformation and Assurance Board in December 2022, the Board endorsed the next steps of the improvement journey including the establishment of an Early Help Partnership Board to oversee the work. I will be bringing a paper to Cabinet soon on the recommissioning of our Early Help Services that will go live in April 2024. We have recently welcomed inspectors from Ofsted, the Care Quality Commission (CQC) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for a multi-agency Joint Targeted Area Inspection (JTAI) into the Surrey Partnership's Early Help arrangements for children and families. This entails two weeks of arms-length evaluation of Surrey's Early Help arrangements and a week of fieldwork, which was completed in early March, and I look forward to receiving the final report which is due to be published in early May. I'd like to thank both our staff and those of our partners for their hard work in meeting and providing information to the inspectors.

Recruitment and Retention: The recruitment and retention of our Children's Social Workers has been an ongoing challenge for the Council and nationally, further complicated by the pandemic and the increase in the cost of living. The demand for services has continued to rise, adding pressures to a workforce delivering services against a backdrop of high vacancies. Children's Services has been trying to tackle recruitment and retention issues through a targeted programme that has a specific focus on Social Workers (SW). This has led to targeted recruitment campaigns; webinars that are aimed at agency SWs (temp to perm campaign); career pathways that support internal growth; internal transfers that enable retention and development; a diverse external pipeline of social workers from frontline to universities and a continued programme of learning and development from the Children's Academy. To continue to develop the pipeline of skills we are looking to grow our own through our Apprenticeship scheme and explore other approaches such as a non-SW qualified staff progression and supporting SW qualified staff in other roles back to the profession.

Looked after Children: It is our aim, where appropriate, to have as many as possible of our Looked after Children cared for and supported in Surrey close to their support networks and communities and as part of this sufficiency strategy, we have embarked on an ambitious construction programme. On site construction and internal works continues at the new Epsom and Walton children's homes, with completion expected in March. Work is also in train for a Dorking children's home and major work to redevelop the Shaw family centre in Woking to a fit-for-purpose family contact centre continues with expected completion by June 23. In addition, Cabinet has approved the allocation of £18 million to create an additional 24 beds in Surrey Children's homes in coming years, on top of the projects I have mentioned already - starting with a further home in the Woking area.

Foster Carer Remuneration: Recruiting and retaining our in-house foster carers is also key to our sufficiency strategy of providing Surrey homes for Surrey children. Whilst people decide to foster for several reasons of which remuneration is only part of the picture, it was recognised that the Council's remuneration is not wholly competitive with other local authorities or Independent Fostering Agencies. The proposal to restructure and increase remuneration to foster carers was approved by Cabinet on 31 January 2023. Investment totalling £2.7m was approved to bring fostering allowances and skills payments more in line with competitors and to reward and incentivise areas of fostering that are more complex or difficult to recruit to. I hope that by increasing the number of placements in our own homes and by supporting the recruitment and retention of our brilliant foster carers that it will be possible both to reduce the cost of care and provide high quality placements in Surrey to avoid children losing contact with their local communities. We want to create more opportunities for care leavers and be an outstanding corporate parent to all of Surrey's care leavers. As part of this we are in the process of joining the Care Leaver Covenant which is an initiative aimed at improving outcomes for care leavers across the country.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Maureen Attewell

PORTFOLIO: Children and Families

Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) - Update on Partnership Working Across Surrey:

- **Refuge Accommodation for All** is now live providing safe accommodation for anyone not suitable for existing women only spaces i.e., men, GRT survivors, LGBTQ+. Six dispersed, self-contained properties acquired; two male victims of domestic abuse are already being supported – a first for Surrey.
- **A Surrey wide Sanctuary Scheme has been launched** doubling resources available under previous arrangements, allowing more survivors to stay in their own homes where safe to do so; and introducing four new Housing Independent Domestic Abuse Advocate Services across Surrey.
- **'The Homicide Timeline and the Impacts of Domestic Abuse on Children'** webinar was held on 6 December 2022. 480 professionals across the Domestic Abuse partnership attended.
- **2024 Recommissioning of Specialist DA services** to assist research and data gathering an external research consultant is working with incumbent providers, commissioners, frontline staff, and domestic abuse survivors to identify good practice, gaps in provision and barriers to seeking support.
- **New MARAC (Multi Agency Risk Assessment Conferences) referral and administration processes** set up to provide safe best practice, consistency and stability in the co-ordination and administration of MARACs in Surrey
- **'Not All Abuse is Physical' multi-media DA awareness campaign** was a great success. Commencing on 25 Nov 2022 (White Ribbon Day), until end of Feb 2023; new video content created for social media focused on coercive control; outdoor advertising at bus stops and rail stations. Surrey Against DA Facebook advertisements reached 109,019 people in Surrey so far. (51% increase in visits to www.surreyagainstda.info in Q4 of 2022 compared to the previous quarter).
- **Violence and Women and Girls (VAWG)** New countywide partnership VAWG strategy created. Expertise of survivors, specialised service provision, community organisations, charity, and statutory agencies were drawn upon to ensure a collaborative commitment to tackle violence against women and girls in all its forms.

Further Progress planned - 2023/2024:

- **Completion of the Domestic Abuse Needs Assessment** and research project to inform the wider Domestic Abuse Recommissioning 2024.
- **Ongoing delivery of the Safe Accommodation Grant Process** with a focus on services for perpetrators and move on accommodation.
- **Expansion of 'Refuge Accommodation for All'** to increase the number of spaces from 6 to 8 for survivors who are unable to access mainstream provision. At least two of these spaces will be for Surrey survivors only.
- **Youth Using Violence & Abuse provision to expand** to be able to provide support to more children and families; the programme will be evaluated and form part of the wider Domestic Abuse recommissioning 2024.
- **Rollout and embedding of the Surrey Gold Standard CCB framework** across Surrey.
- **Evaluation of HIDVA (Health Independent Domestic Violence Advocate) programme** to evidence the impact and effectiveness of the service.
- **Secure long term, sustainable funding for HIDVA programme** and fully embed the service into the health system.
- **VAWG** looking to develop more awareness of VAWG within Surrey's communities and develop community VAWG champions to support our strategy and begin establishing a culture where VAWG is not tolerated. Working to create a VAWG survivor steering group to ensure we continue to be led by experience.