

# Cabinet



<b>Date &amp; time</b> Tuesday, 25 November 2014 at 2.00 pm	<b>Place</b> Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	<b>Contact</b> Vicky Hibbert or Anne Gowing Room 122, County Hall Tel 020 8541 9229 or 020 8541 9938	<b>Chief Executive</b> David McNulty
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vicky.hibbert@surreycc.gov.uk or  
anne.gowing@surreycc.gov.uk

**Cabinet Members:** Mr David Hodge, Mr Peter Martin, Mrs Mary Angell, Mrs Helyn Clack, Mr Mel Few, Mr John Furey, Mr Mike Goodman, Mr Michael Gosling, Mrs Linda Kemeny and Ms Denise Le Gal

**Cabinet Associates:** Mr Steve Cosser, Mrs Clare Curran, Mrs Kay Hammond and Mr Tony Samuels

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vicky Hibbert or Anne Gowing on 020 8541 9229 or 020 8541 9938.**

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*If you have any queries regarding this, please contact the representative of Legal and Democratic Services at the meeting*

## **1 APOLOGIES FOR ABSENCE**

## **2 MINUTES OF PREVIOUS MEETING: 21 OCTOBER 2014**

The minutes will be available in the meeting room half an hour before the start of the meeting.

## **3 DECLARATIONS OF INTEREST**

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

## **4 PROCEDURAL MATTERS**

### **4a Members' Questions**

The deadline for Member's questions is 12pm four working days before the meeting (*19 November 2014*).

### **4b Public Questions**

The deadline for public questions is seven days before the meeting (*18 November 2014*).

### **4c Petitions**

The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### **4d Representations received on reports to be considered in private**

To consider any representations received in relation why part of the meeting relating to a report circulated in Part 2 of the agenda should be open to the public.

## **5 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL**

(Pages 1  
- 20)

Report from the Environment and Transport Select Committee's Flooding Task Group.

## **6 MANAGING SURREY'S WASTE: PROGRESS AND NEXT STEPS**

(Pages  
21 - 32)

Surrey County Council (SCC) and the 11 districts and boroughs that make up the Surrey Waste Partnership have made much progress over the last few years with regard to managing Surrey's waste, containing costs and improving performance. This report discusses SCC's approach to making further improvements which is made up of the following three elements:

- *Developing new waste infrastructure including the Eco Park*

Progress with the delivery of the Eco Park since the Cabinet meeting on 24 June 2014 is set out in this report.

- *Community Recycling Centres*

A number of performance improvement and efficiency savings activities have already commenced. In order to make further savings, more changes need to be considered, including charging for certain materials and rationalising opening times.

- *Partnership working*

Working with Surrey districts and boroughs to make a step change in performance and efficiency.

Surrey authorities are currently revising their joint waste strategy and this will provide the framework for delivering change.

*[The decisions on this item can be called in by the Environment and Transport Select Committee]*

## **7 ENDORSEMENT OF THE SURREY HILLS AREA OF OUTSTANDING NATURAL BEAUTY (AONB)**

(Pages  
33 - 84)

Under section 89 of the Countryside and Rights of Way Act 2000 (CRoW Act), the County Council along with the other local authorities administering the area of an Area of Outstanding Natural Beauty (AONB) have a duty to produce an AONB Management Plan.

Surrey County Council have delegated the duty of producing the Surrey Hills AONB Management to the Surrey Hills Partnership, known as the Surrey Hills AONB Board. The Surrey Hills AONB Management Plan for the period 2009-2014 was adopted by Surrey County Council on 17 February 2009.

Under the CRoW Act there is a requirement to review the Management Plan every 5 years and the current plan has now been reviewed through the Board. The County Council is now being asked to adopt the reviewed plan for the period of 2014 – 2019.

*[The decisions on this item can be called in by the Environment and Transport Select Committee]*

- 8 PRUDENTIAL RIDE LONDON - SURREY 100 AND CLASSIC** (Pages 85 - 102)
- At its meeting in December 2013, the Cabinet approved the Prudential RideLondon-Surrey 100 and Classic Cycling Events as the County's 2012 Olympic Legacy cycling events until 2017. The Cabinet further approved the route for the 2014 Prudential RideLondon-Surrey 100 and Classic, which were held successfully on 10 August 2014, with 20,000 riders taking part. In December 2013, the Cabinet also agreed to take a further decision in respect of future events.
- This Report now seeks approval from the Cabinet to agree the route for the 2015 events and also to agree the routes for the 2016 and 2017 events.
- [The decisions on this item can be called in by the Communities Select Committee]*
- 9 FINANCE AND BUDGET MONITORING REPORT FOR OCTOBER 2014** (Pages 103 - 106)
- The council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. This report presents the council's financial position at the end October 2014.
- Please note that Annex 1 to this report will be circulated separately prior to the Cabinet meeting.
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 10 LEADERSHIP RISK REGISTER** (Pages 107 - 120)
- This report presents the quarterly Leadership Risk Register as at 31 October 2014. The Audit and Governance Committee reviews the Leadership Risk Register, on a monthly basis, at their meetings.
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 11 IMPLEMENTING THE CARE ACT - CHARGING POLICY PROPOSALS** (Pages 121 - 142)
- From 1 April 2015, local authorities must implement part 1 of the Care Act 2014. Fundamental reforms to the way in which people pay for their care will become law from April 2016. The Act provides the opportunity to introduce some relatively minor adjustments to the way that the charging system for care and support operates from April 2015.
- Under the Care Act, new rules for charging will apply when a local authority arranges care and support to meet a person's support needs. In certain circumstances, the act states that care and support must be provided free of charge, for example, free reablement support for up to six weeks; whilst in other circumstances, the local authority may ask the person to pay towards the cost of providing support, for example, support at home or in residential care. There are also circumstances when the

local authority is prohibited from contributing towards the cost of a person's care and support, for example when a person in residential care has savings or capital above a prescribed limit.

This report provides an overview of the key changes to the charging arrangements from April 2015 that would require consultation to implement.

*[The decisions on this item can be called in by the Adult Social Care Select Committee]*

**12 RYDENS ENTERPRISE SCHOOL AND 6TH FORM COLLEGE, HERSHAM - PROPOSED EXPANSION** (Pages 143 - 148)

To approve the Business Case for the expansion of Rydens Enterprise School and Six Form College from an 8 form of entry secondary school (1200 places and 200 place sixth form) to a 9 form of entry (1350 Places and 200 place sixth form) creating 150 additional 11-16 places in Hershams to help meet basic need requirements in the Elmbridge area.

N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 17

*[The decisions on this item can be called in by either the Council Overview and Scrutiny Committee or the Children and Education Select Committee]*

**13 SUPPLY AND DISTRIBUTION OF FRESH PRODUCE FOR COMMERCIAL SERVICES** (Pages 149 - 154)

To approve the award of contracts for the supply of fresh produce for the use within Schools and Civic catering facilities.

N.B. An annex containing exempt information is contained in Part 2 of the agenda (item 18).

*[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*

**14 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 155 - 164)

To note any delegated decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting of the Cabinet.

**15 EXCLUSION OF THE PUBLIC**

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

## PART TWO - IN PRIVATE

- 16 SURREY FIRE & RESCUE: TO APPROVE THE CONTINUED ARRANGEMENTS FOR CONTINGENCY CREWING AND THE PROVISION OF SPECIAL RESCUE CAPABILITIES** (Pages 165 - 170)

Surrey Fire and Rescue Authority (SFRA) has a statutory duty to provide fire and rescue services in Surrey in accordance with the Fire and Rescue Services Act 2004 and business continuity arrangements insofar as is reasonably practicable in accordance with the Civil Contingencies Act 2004 and the Fire and Rescue National Framework for England 2012.

In order to comply with these duties, following a Cabinet decision on 23 October 2012, SFRA entered into a one-year pilot contract commencing December 2012 with Specialist Group International who provide specialist rescue capability on a day-to-day basis, and contingency crewing as required on a continuous basis. This contract was extended until 31 March 2015.

The pilot contract has been successful and in June 2014 the Cabinet approved going to the market to procure a 5 year contract.

There are a number of external developments which may change the requirements of the contract. So instead the Cabinet is now asked to give approval to allow a further extension to the current contract until 30 November 2015 which is the maximum period of extension provided under the contract in place. This will allow full consideration of external developments. If appropriate, the service may be tendered to ensure that appropriate contractual arrangements will be in place to meet its statutory requirements.

**Exempt: Not for publication under Paragraph 3**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

*[The decisions on this item can be called in by the Communities Select Committee]*

- 17 RYDENS ENTERPRISE SCHOOL AND 6TH FORM COLLEGE - PROPOSED EXPANSION** (Pages 171 - 176)

This is a part 2 annex relating to item 12.

**Exempt: Not for publication under Paragraph 3**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

*[The decisions on this item can be called in by either the Council Overview and Scrutiny Committee or the Children and Education Select Committee]*

**18 SUPPLY AND DISTRIBUTION OF FRESH PRODUCE FOR COMMERCIAL SERVICES** (Pages 177 - 180)

This is a part 2 annex relating to item 13.

**Exempt: Not for publication under Paragraph 3**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

*[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*

**19 PROPERTY TRANSACTIONS** (Pages 181 - 188)

**Disposal of land at The Hollies, Red Lane, Oxted**

**Exempt: Not for publication under Paragraph 3**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

*[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*

**20 PUBLICITY FOR PART 2 ITEMS**

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

**David McNulty**  
**Chief Executive**  
Monday, 17 November 2014

## QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

The Cabinet will consider questions submitted by Members of the Council, members of the public who are electors of the Surrey County Council area and petitions containing 100 or more signatures relating to a matter within its terms of reference, in line with the procedures set out in Surrey County Council's Constitution.

**Please note:**

1. Members of the public can submit one written question to the meeting. Questions should relate to general policy and not to detail. Questions are asked and answered in public and so cannot relate to "confidential" or "exempt" matters (for example, personal or financial details of an individual – for further advice please contact the committee manager listed on the front page of this agenda).
2. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman's discretion.
3. Questions will be taken in the order in which they are received.
4. Questions will be asked and answered without discussion. The Chairman or Cabinet Members may decline to answer a question, provide a written reply or nominate another Member to answer the question.
5. Following the initial reply, one supplementary question may be asked by the questioner. The Chairman or Cabinet Members may decline to answer a supplementary question.

## MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*



## **ENVIRONMENT & TRANSPORT SELECT COMMITTEE**

### **Item under consideration: REPORT OF THE FLOODING TASK GROUP**

**Date Considered: 27 October 2014**

#### **Key points raised during the discussion:**

- 1) The Select Committee recognised a great amount of effort had gone into the work of the task group from members, officers, partners and witnesses who attended flooding task group sessions.
- 2) The issue of sewage flooding was recognised as a major issue during the flooding events in Surrey. It was recognised that the County Council had limited powers in relation to privately run water companies. Members agreed that government should be lobbied to ensure privately owned water companies were regulated effectively.
- 3) The Committee recognised that the River Thames Scheme would be of significant importance for Surrey and would require planning permission. It was noted that a number of Local Authorities had asked the Environment Agency to put forward an all encompassing flooding scheme to the National Infrastructure Planning Association. Members also recognised the importance of ensuring that local planning permission allowed for work to be permitted in a timely manner.
- 4) It was understood that work which did not require planning permission was currently being undertaken at flooding 'wetspots'. Going forward Members recognised the need to monitor ongoing flood 'recovery' work.
- 5) The relationship the County Council had with various partners including the Environment Agency was recognised as being essential for guaranteeing better outcomes for residents of Surrey.
- 6) A number of bids had been made by officers to secure funding contribution for Surrey flooding schemes. Officers were currently in the process of forwarding a bid to the Regional Flood and Coastal Committee (RFCC). Concern was raised around the prioritisation given to the 'index of multiple deprivation' and the effects this could have on the funding Surrey received.
- 7) Communication was recognised as a key issue for residents. It was crucial to ensure good working relations were maintained with local flood forums, partners and residents.
- 8) Members believed that the Task Group should reconvene following recommendations made to Cabinet to monitor the implementation of recommendations.
- 9) Subject to an additional recommendation regarding the immediate submission of planning consent for flooding schemes, the Select Committee endorsed the recommendations of the Task Group.

**Recommendations:**

- a) Surrey County Council should lobby Central Government to change the powers of the Water Company regulators, such that proper investment in the drainage networks of the water companies can be directed, until such time as the Secretary of State is satisfied that those drainage networks fully comply with current standards.
- b) The Environment Agency should be pressed to give strong consideration to a programme of selective, tactical dredging of specified areas of the Thames.
- c) Surrey County Council should work with partner organisations to make significant improvements to the arrangements for communications in emergencies, and in particular to provide for communication structures between residents and the relevant authorities. Particular attention should be made for special arrangements in holiday periods.
- d) Surrey County Council should work with all the Boroughs and Districts and with residents in the relevant areas to establish flood fora.
- e) That flood alleviation schemes which require a planning application should be submitted as soon as possible for planning consent to the relevant boroughs or district councils or, in the case of the River Thames Scheme, if so agreed by the Environment Agency, to the appropriate National planning authority, or both.

**David Harmer**

**Chairman of the Environment & Transport Select Committee**

Environment & Transport Select Committee  
27 October 2014

**Report of the Flooding Task Group**

**Purpose of the report:** Policy Development and Review

This report contains the findings and recommendations of the Flooding Task Group, which was commissioned by the Environment & Transport Select Committee to investigate the impacts of the recent flood events that affected Surrey in December 2013 and early 2014.

The Select Committee is asked to endorse the recommendations of the Task Group, which seek to assist the County Council and its partners in mitigating against the impact of future flooding on residents, businesses and infrastructure.

**Introduction:**

1. In April 2014 a Flooding Task Group was set up to examine all matters surrounding the flooding experienced in many parts of Surrey between 23 December 2013 and March 2014. The Task Group was established under the auspices of Surrey County Council's Environment & Transport Select Committee, with a remit to report back by the end of 2014. Membership of the Group was as follows: David Harmer (Chairman), Mark Brett-Warburton, Stephen Cooksey, Peter Hickman, Chris Norman, Denise Saliagopoulos and Nick Skellett.
2. This report is based on witness statements, and we have relied on those. Because further information is becoming available on a regular basis, this report should be treated as a dynamic document which is likely to be further developed.

**Methodology:**

3. The Task Group began its investigation by meeting with Surrey County Council's (SCC) Emergency Management officers. The first meeting discussed the plans in place prior to the flooding, both for SCC and for its various emergency partners, and then the actual experience during the crisis period. A second meeting discussed the recovery phase, again

comparing plans with actual experience; since this meeting took place during the recovery phase, the experience was on a “so far” basis.

4. The Task Group then consulted the Chairmen of SCC’s eleven Local Committees, to determine which Division in each Borough and District seemed to be the worst affected. A meeting was held with the County Councillor for each of the nominated Divisions, at which the Divisional Member was invited to bring one or more outside parties, for example residents, Borough or District officers or business people, to explain their experiences of what happened on the ground. These meetings were held in the relevant Borough or District or the adjacent one, with the Divisional Member orchestrating the discussion and Task Group Members seeking clarification, in particular on the local geography.
5. At this stage the Task Group submitted an interim report and recommendations to the Environment & Transport Select Committee meeting of 13 July 2014, from where they were passed on to the Cabinet meeting of 22 July 2014. All of the recommendations were accepted (this report is available on the SCC website and/or on request).
6. Next the Task Group met with the Environment Agency, Thames Water (as the drainage authority), the Police and the Fire Service. OfWat, the water regulator, was unfortunately unable to meet with the Task Group because the timing coincided with the period in which they were considering the business plans of all the water companies for the next five years. However, OfWat provided the Task Group with written evidence.
7. Lastly, the Task Group met with Members and other representatives of further Divisions which had been significantly affected on the same basis as above. In all representatives of 16 Divisions were involved in such meetings, and additional written evidence was received from officers of affected Boroughs. A list of all these meetings and witnesses is attached at **Annexe 2**.

#### Overall findings:

8. There were two separate flooding crises. The first occurred just before and during the Christmas 2013 period, caused by very substantial rainfall along Surrey’s southern border, which in turn caused dramatic rises in the levels of the Wey, the Mole and their tributaries. This was exacerbated by high winds bringing down trees and power lines in some places. The second, much longer crisis occurred, with two peaks, during January and February 2014, caused by substantial rainfall along the Thames basin, well upstream from Surrey, affecting both the Thames itself and its tributaries, resulting in steadily rising river levels and volumes over a longer period.
9. In terms of properties flooded and in terms of people flooded out of their homes, Surrey was substantially the worst affected county in England. Over 1400 properties were confirmed as having been internally flooded, though there was strong evidence of under-reporting. This is believed to have been caused by concern that properties would become uninsurable and/or that their value would be reduced. Since insurance companies nowadays make their judgments essentially on a postcode basis, such

under-reporting has not been helpful. Encouragingly, The Association of British Insurers has now written to Penny Mordaunt, Parliamentary Under-Secretary of State at the Department for Communities and Local Government, saying that “applications for the Repair and Renewal Grant will not directly lead to premiums or excesses being increased.”

10. Over 1200 of the flooded properties were flooded directly by main rivers. By this measure the worst affected areas, according to the Environment Agency, were Egham (339 properties), Staines (339), Guildford (143), Chertsey and Laleham (91), Fetcham (76), Godalming (72), Smallfield (65) and Shepperton (51). The lead agency for main river flooding is the Environment Agency, and they have plans for the protection of most of the areas affected, subject to the availability of resources.
11. Of those properties flooded other than directly by main rivers about half were flooded via fluvial gravel beds from the main rivers, these being in Egham and Staines, a third by unidentified causes and around 40 by sewage. A much greater number of properties were reported as having been seriously affected by sewage in their gardens, in their roads and lapping against house walls. The lead agency for these matters is Thames Water and indirectly the Environment Agency. It is difficult to understand what action is being taken to reduce future risk with regard to sewage, but in any case (regrettably) the County Council has no basis for intervening with resources.
12. The Environment Agency has some limited powers in cases where sewage is endangering the environment, for example where it escapes on to gardens from where there is a clear risk that it may in due course escape into the river network; or where sewage escapes on to roads from which it is likely to reach the river network via the highway drainage system. Sewage intrusion into houses is outside the remit of the Environment Agency, as is the case (which has been widely reported in Surrey) where failures of the sewage network result in residential toilets becoming unflushable. The Environment Agency has requested that all householders affected by sewage should report the matter to the EA so that they can build an accurate picture of the problems.
13. The Environment Agency does intend to propose that Thames Water should ensure that all control equipment should be located above the highest recorded flood levels.
14. The most common criticism of the authorities overall related to communication, both to and from residents and the various authorities. Many residents felt that they were not kept adequately informed of what was happening, what should be expected to happen and what action they should or should not take. At the same time they also felt that their input could have been useful to the authorities in building up a picture of the situation on the ground, if there had been a recognised channel of communication. Some authorities felt that the information flow among authorities could function much better, especially in the early part of each stage of the two crisis periods.

15. However, Borough and District Councils' support for residents was generally very helpful. Some communities and individuals made extraordinary efforts to help vulnerable residents. And the decision process led by SCC's Chief Executive which resulted in the early declaration of an Emergency was a key factor in preventing much greater potential problems.
16. Among other concerns reported by residents were the protection of closed roads, wash entering gardens and homes from cars driving too fast along flooded and even closed roads, and problems of cars blocking roads where emergency services needed vehicular access. Residents believe that the authorities ought to take strong action about these issues during flood emergencies, while the authorities, Police and Councils, point to the level of resource that would be required to enforce the requisite controls.

**Options for reducing future risk through capital investment:**

17. Potential risk reduction through new capital investment falls into three categories. Firstly, a range of protection measures could be implemented along the main rivers. This would fall under the aegis of the Environment Agency, but would require substantial investment, ranging between 50% and 80% of the overall cost, on the part of Local Authorities. The percentage to be locally funded is derived from a Central Government formula based on the cost/benefit in economic terms. These measures range from quite modest schemes costing less than £1 million to the River Thames Scheme for which the Surrey element would cost £240 million at 2015 prices.
18. Secondly, there are a range of measures which could be implemented to reduce the amount and the rate of water getting into the main rivers in the first place. This could range from the reinstatement of former ditches, soakaways and ponds to the creation of new lakes and floodplains. Many of these would also have the effect of reducing floodspots on the highway, thereby improving safety. Most of these measures are likely to require close to 100% funding by the County Council, although some contribution may be sought from riparian owners and/or Boroughs and Districts.
19. Thirdly, there is a clear need for the drainage authority, Thames Water, to make a whole range of improvements to its drainage systems. These measures include the renewal of pipework to prevent surface water getting into the drainage system where it is at risk of creating unsustainable levels of water pressure downstream. They would also include renewal of pipework to prevent foul water and sewage from escaping into the general environment, as well as improvements to a number of control systems which failed under the pressure of the winter's flooding. Since Thames Water is a private company, public money cannot be contributed to the costs of these improvements, and it is not entirely clear what authority is responsible for ensuring that these improvements are made.

<b>Non capital investment:</b>
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20. At every meeting with Divisional Members and residents, it was stressed that the greatest concern was communications. Residents felt that they had very limited information as to what was happening and what they should expect to happen. Flood alerts proliferate to such an extent that they have become less helpful. Both alerts and flood warnings are expressed in such a broad geographical way as to be of limited help in each specific area. Residents and Councillors believe that they could be very helpful to all the authorities by giving them locality-specific information if there was a clear channel of communication. This would enable the authorities to harness their resources more accurately, as well as enabling them to pass on more accurate information to other residents in nearby locations.
21. Flood fora would assist in providing a clear channel at the resident end, and SCC are keen to encourage their development. However, there is concern that such fora may be difficult to sustain after a few years (hopefully) without serious flooding.
22. The Environment Agency has argued that dredging the Thames would be counter-productive as it is a self-cleaning river, and this is becoming generally accepted. However, there are a number of areas on the Thames where residents have clear evidence of a build-up of silt and/or other material, particularly downstream of bends in the river and upstream of constructions within the river confines. Cumulatively these areas would appear to amount to a potential loss of river capacity. Dredging these areas on a trial basis could be considered.
23. Following the 2013/14 floods a large number of obstructions, including many substantial trees, were left blocking the free flow of water in the main rivers. The Environment Agency has received additional income from Central Government specifically to address this issue, and work is under way to that effect.

<b>Risks and costs:</b>
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24. The risks may be categorised as follows:
  - a) A similar scenario might occur, repeating the 2013/14 experience, with similar results;
  - b) An 1894 level flood might occur, short but much more severe, resulting in tens of billion pounds' worth of damage and subsequent economic loss;
  - c) A storm of a different pattern, but of similar severity, might result in a quite different pattern of damage.
25. Common sense surely dictates that it would be desirable to set out to protect Surrey from a known pattern of damage, recognising alternative risk scenarios.

26. The capital costs of the work that should be done can be estimated (at 2014 prices). These are outlined below and are broken down in to further detail and specific schemes in **Annexe 1**.

<b>Scheme:</b>	<b>Cost:</b>
The River Thames Scheme (Surrey section)	£240m, of which £120m from SCC
Costed schemes to 2021 on other main rivers	£30m, of which £23m from SCC
Prepared schemes beyond 2021 (excl. RTS)	£29m, all from SCC
Other schemes not yet prepared	£25m, all from SCC
Surface water capture (ditches, ponds etc.)	£25m, mostly from SCC

(Note that Borough and District Councils may contribute to the SCC element).

27. Current plans are scheduled for around 75% of this work, to be largely completed by 2025. History tells us that the completion date will slip, and in any case 2025 is too long a delay in providing the protection. A better plan must be found.

#### **Recommendations:**

The Select Committee is asked to endorse the following recommendations:

- a) Surrey County Council should lobby Central Government to change the powers of the Water Company regulators, such that proper investment in the drainage networks of the water companies can be directed, until such time as the Secretary of State is satisfied that those drainage networks fully comply with current standards.
- b) The Environment Agency should be pressed to give strong consideration to a programme of selective, tactical dredging of specified areas of the Thames.
- c) Surrey County Council should work with partner organisations to make significant improvements to the arrangements for communications in emergencies, and in particular to provide for communication structures between residents and the relevant authorities. Particular attention should be made for special arrangements in holiday periods.
- d) Surrey County Council should work with all the Boroughs and Districts and with residents in the relevant areas to establish flood fora.

#### **Next steps:**

The Task Group's report and recommendations will be submitted to the Cabinet meeting on 25 November.

The Task Group will continue in a monitoring role as and when required.

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**Report contacts:**

David Harmer, Task Group Chairman

**Tel:** 01428 609792

**Email:** david.harmer@surreycc.gov.uk

Thomas Pooley, Scrutiny Officer

**Tel:** 020 8541 9902

**Email:** thomas.pooley@surreycc.gov.uk

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## Annexe 1

### Flood locations 2013/14 and proposed solutions

Because further information is becoming available on a regular basis, this table should be treated as a dynamic document which is likely to be further developed.

(Note that Borough and District Councils may contribute to the SCC element)

Acronyms: EA – Environment Agency  
 FAS – Flood Alleviation Scheme  
 GBC – Guildford Borough Council  
 SCC – Surrey County Council

Location	Number of properties flooded	Primary Flood Source	Proposed solution(s)	Cost (£m)	Bearer of cost
a) Staines	339	Main river (Thames), incl. fluvial gravels	River Thames Scheme	120.0 120.0	EA SCC
b) Egham	333	Main river (Thames), incl. Fluvial gravels	River Thames Scheme  Medlake Ditch  EA Bell Weir “A” gate replacement  Review Minerals Plan  Thames Water	As a) above  Unknown  As a) above	
	6	Sewage			
c) Guildford	142	Main river (Wey)	EA Guildford FAS	1.05	EA
	1	Sewage	Thames Water	2.05	SCC
d) Chertsey &	90	Main river (Thames)	River Thames Scheme	As a) above	

## Annexe 1

Laleham		Main river (Bourne)	River Thames Scheme	As a) above	
e) Fetcham	76	Main river (Mole)	Middle Mole FAS	0.65 1.95	EA SCC
			Rye Brooke	Unknown	
			Reservoir at Gatwick	Unknown	
f) Godalming	69	Main river (Wey)	EA Godalming FAS	1.05 2.05	EA SCC
	1	Non main river	Clearance of concrete obstruction etc.		
	2	Sewage	Thames Water		
g) Smallfield	47	Main river (Burstow)	SCC Smallfield FAS	0.33 0.79	EA SCC
	16	Sewage	Thames Water		
	2	Surface Water	Unknown		
h) Shepperton	51	Main river (Thames)	River Thames Scheme	As a) above	
i) Sunbury & Halliford	47	Main river (Thames)	River Thames Scheme	As a) above	
			Local Tactical Dredging (esp. Ferry Lane)		
			Sheepwall ditches		
			Sunbury Weir refurb		
j) Caterham Bourne	17-19	Main river (Bourne)	Various, some revenue, substantial capex	Unknown	
k) Weybridge	37	Main river (Thames)	River Thames Scheme	As a) above	

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			Dredging Thames Improving river banks EA Wey Road FAS	0.25 0.45	EA SCC
l) Byfleet	26	Main river (Wey)	Redesign Mill Lane sluice gates EA Byfleet FAS	Unknown 0.25 10.5	EA SCC
m) Dorking	20	Main river (Mole and Pipp Brook)	Unknown		
n) Horley	16	Main river (Burstow Brook)	EA Horley FAS Motorway drainage Balcombe Road drainage Reservoir at Gatwick	0.18 0.4	EA SCC
	4	Sewage	Thames Water		
o) Old Woking	18	Main river (Wey)	SCC Old Woking FAS	0.2 0.8	EA SCC
p) East Molesey	12	Main river (Mole)	EA Dead River FAS	0.11 0.25	EA SCC
q) Lingfield	5	Sewage	Thames Water		
	3	Main river	Unknown	As g) above	
	1	Non-main river	Unknown		

## Annexe 1

r) Enton	8	Unknown			
s) Betchworth	7	Main river (Mole)	Unknown		
t) Alford	6	Main river (Cranleigh Waters)	SCC Alford Crossways FAS	0.22 0.88	EA SCC
u) Thames Ditton	6	Main river (Thames)	River Thames Scheme	As a) above	
v) Leatherhead	5	Main river (Mole)	EA Middle Mole FAS  Unknown – Rye Brook  Reservoir at Gatwick	As e) above	
w) Brockham	4	Main river (Mole)	SCC Brockham & Strood Green FAS	0.09 0.25	EA SCC
	1	Sewage	Thames Water		
x) Other Waverley	-	Main river (Cranleigh Waters)	SCC Cranleigh FAS	0.7 1.8	EA SCC
	8	Unknown	Duplicate culvert under old railway at Bramley	Unknown	
	1	Non-main river	Unknown		
y) Other Mole Valley	7	Main river (Mole)	EA Lower Mole FAS etc.	0.2 1.1	EA SCC
		Main river (Rythe)	EA culvert intake refurb  SCC Bookham FAS	0.3 0.7	EA SCC
z) Other Reigate & Banstead	8	Main river (Burstow)	SCC River Burstow FAS	0.25 0.58	EA SCC
		?	EA Redhill FAS	Unknown	
aa) Other	4	Main river (Bourne)	EA Addlestone FAS	0.13	EA

**Annexe 1**

Runnymede		Main river (Wey)	EA Wey Meadows FAS	1.22 0.09 0.22	SCC EA SCC
			EA New Haw FAS	Unknown	
bb) Other Elmbridge	3	Main river (Thames)	River Thames Scheme	As a) above	
cc) Other Surrey Heath	1	Sewage	Thames Water		
- Camberley		Main river (Blackwater)	SCC Camberley FAS	0.7 1.8	EA SCC
- Chobham		Main river (Bourne)	SCC Middle Bourne FAS	0.3 0.7	EA SCC
- Chobham South		Main river (Bourne)	EA Chobham South FAS	0.03 0.72	EA SCC
- West End		Main river (Mill Brook)	SCC West End South FAS	0.16 0.84	EA SCC
- Frimley		Main river (Blackwater)	EA Frimley FAS	0.09 0.23	EA SCC
- Bagshot		Unknown	EA Bagshot FAS	Unknown	
- Windlesham		Unknown	EA Windlesham FAS	Unknown 0.26	EA SCC
dd) Other Guildford					

## Annexe 1

- Albury		Main river (Tillingbourne)	SCC Albury FAS	0.04 0.25	EA SCC
- Eashing		Main river (Weybridge)	SCC Eashing FAS	0 0.28	EA SCC
- East Horsley		Surface water	GBC East Horsley FAS	Unknown 0.23	GBC SCC
- Send		Main river (Wey)	SCC Send FAS	0.03 0.26	EA SCC
- Shere		Main river (Tillingbourne)	SCC Shere FAS	0.03 0.26	EA SCC
- Ripley		Main river (Wey)	EA Ripley Springs FAS	0.03 0.26	EA SCC
- Ash		Surface Water	GBC Ash FAS	Unknown	
- Ashenden Road		Surface Water	GBC Ashenden Road surface water system	Unknown	



## Annexe 2

### List of witnesses the Task Group has consulted:

#### **Elmbridge:**

24/06/14:

- Christian Mahne (County Councillor for Weybridge)
- Ray Lee (Strategic Director)
- Local residents

#### **Environment Agency:**

09.07.14:

- Doug Hill (Partnerships & Strategic Overview for Surrey)
- Ian Tomes (Flood & Coastal Risk Manager for West Thames)

#### **Fire Service:**

22/09/14:

- Russell Pearson (Chief Fire Officer, SCC)

#### **Guildford:**

24/06/14:

- David Goodwin (County Councillor for Guildford South-West)
- Caroline Reeves (Borough Councillor for Friary & St. Nicolas)
- Matt Furniss (Executive Member for Environment)
- Tim Pilsbury (Engineering Manager)

#### **Mole Valley:**

02/06/14:

- Tim Hall (County Councillor for Leatherhead & Fetcham East)
- Graeme Kane (Strategic Leadership Manager)
- Local residents

17/09/14:

- Helyn Clack (County Councillor for Dorking Rural)
- Roger Hurst (District Councillor for Mickleham, Westhumble & Pixham)
- Hazel Watson (County Councillor for Dorking Hills)

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### Police:

09/09/14:

- Paul Morrison (Chief Superintendent, Sussex Police and Gold Command for Flood Response in Surrey)

### Reigate and Banstead:

18/06/14:

- Dorothy Ross-Tomlin (County Councillor for Horley East)
- Allen Kay (Deputy Leader)

### Runnymede:

27/05/14:

- Yvonna Lay (County Councillor for Egham)

07/08/14:

- Hilary Cantor (Local Resident, Eastworth Road)
- Derek Cotty (Borough Councillor for Chertsey Meads)
- Deborah Dunn-Walters (Local Resident and Co-ordinator of Volunteer Response)
- Malcolm Loveday (The Chertsey Society)
- Chris Norman (County Councillor for Chertsey)
- Peter Sims (Assistant Chief Executive, Runnymede Borough Council)

### Spelthorne:

27/05/14:

- Denise Saliagopoulos (County Councillor for Staines upon Thames)
- Nick Moon (Risk and Resilience Manager)

12/08/14:

- Tim Evans (Member for Lower Sunbury and Haliford)
- Vivienne Leighton (Borough Councillor for Shepperton Town)
- Chris Murdoch (Managing Director for Nauticalia)
- Richard Walsh (Member for Laleham and Shepperton)

### Surrey County Council:

21/05/14:

- Ian Good (Head of Emergency Management)
- Susie Kemp (Assistant Chief Executive)

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- Owen Lee (Drainage Asset Team Leader)
- James Painter (Community Partnership Manager)
- Ben Skipp (Programme Manager)
- Jason Russell (Assistant Director, Highways)
- Mark Twomey (Deputy Head of Emergency Management)

### Tandridge:

18/06/14:

- Sally Marks (County Councillor for Caterham Valley)

09/10/14:

- Local Residents
- Liz Cutter (Chairman, Burstow Parish Council)
- Michael Sydney (County Councillor for Lingfield)
- Peter Joseph Tebbutt (Parish Councillor for Dormansland)

### Thames Water:

23/07/14:

- Jason Eccles (Process Manager for Ashford Common)
- Jenny Elliot (Customer and Continuous Improvement Manager)
- Hilary Murgatroyd (Local Regional Government Liaison)

### Waverley:

16/06/14:

- Steve Cosser (County Councillor for Godalming)
- Nick Williams (Borough Councillor for Godalming, Farncombe and Catteshall)
- Donal O'Neill (Borough Councillor for Farnham Upper Hale)
- Peter Voisey (Local Residents Association)
- Andy Jeffrey (Operations Manager, Godalming Town Council)

26/09/14:

- Elizabeth Cable (Borough Councillor for Witley & Hambledon)
- Tony Clothey (Water Environment Consultant)
- David Morley (Ex-Parish Clerk Bramley Parish Council)
- Stewart Stennett (Borough Councillor for Cranleigh East)
- Kathy Victor (Parish Clerk at Bramley Parish Council)
- Beverly Weddell (Clerk at Alford Parish Council)
- Alan Young (County Councillor for Cranleigh & Ewhurst)
- Victoria Young (County Councillor for Waverley Eastern Villages)

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### Woking:

26/06/14:

- Richard Wilson (County Councillor for The Byfleets)
- Geoff McManus (Neighbourhood Services, Woking Borough Council)
- Local residents

**SURREY COUNTY COUNCIL****CABINET****DATE: 25 NOVEMBER 2014****REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR – ENVIRONMENT & INFRASTRUCTURE****SUBJECT: MANAGING SURREY'S WASTE: PROGRESS AND NEXT STEPS****SUMMARY OF ISSUE:**

Surrey County Council (SCC) and the 11 districts and boroughs that make up the Surrey Waste Partnership have made much progress over the last few years with regard to managing Surrey's waste, containing costs and improving performance. This report discusses SCC's approach to making further improvements which is made up of the following three elements:

- *Developing new waste infrastructure including the Eco Park*

Progress with the delivery of the Eco Park since the Cabinet meeting on 24 June 2014 is set out in this report.

- *Community Recycling Centres*

A number of performance improvement and efficiency savings activities have already commenced. In order to make further savings, more changes need to be considered, including charging for certain materials and rationalising opening times.

- *Partnership working*

Working with Surrey districts and boroughs to make a step change in performance and efficiency.

Surrey authorities are currently revising their joint waste strategy and this will provide the framework for delivering change.

**RECOMMENDATIONS:**

It is recommended that:

1. A further report on the Eco Park is brought back to the Cabinet in February 2015 with an updated value for money and affordability assessment.
2. The Cabinet endorses the need to reduce costs at Community Recycling Centres by rationalising the service offering and requests that officers provide a detailed proposal in February 2015.

3. The Cabinet supports the proposal to develop a new model of working with district and borough councils to deliver waste services across Surrey.

#### **REASON FOR RECOMMENDATIONS:**

Changes in SCC's approach to managing Surrey's waste, including joint working arrangements between the Waste Disposal Authority (WDA) and Waste Collection Authorities (WCA) have the potential to make savings which will help address a funding gap that arises from increasing costs and reducing funding, in addition to contributing to other savings that will be required across SCC in the coming years

Changes to the management of Community Recycling Centres will optimise their use and has the potential to deliver further savings.

The Cabinet previously requested that in the event that all necessary consents to develop the Eco Park were not secured by 1 November 2014 it should receive a further report. In view of the continued delay it would be appropriate to report again when the position is clear.

#### **DETAILS:**

##### **Introduction**

##### *Performance to date*

1. Surrey County Council and the 11 Surrey districts and boroughs, working as part of the Surrey Waste Partnership have made considerable progress over the last few years.
2. The amount of household waste generated in Surrey has decreased by around 50,000 tonnes since its peak in 2007/8, despite population increases during this time. However, it appears that waste volumes may be starting to increase again, though it is not yet clear if this is a long term trend (see figure below).

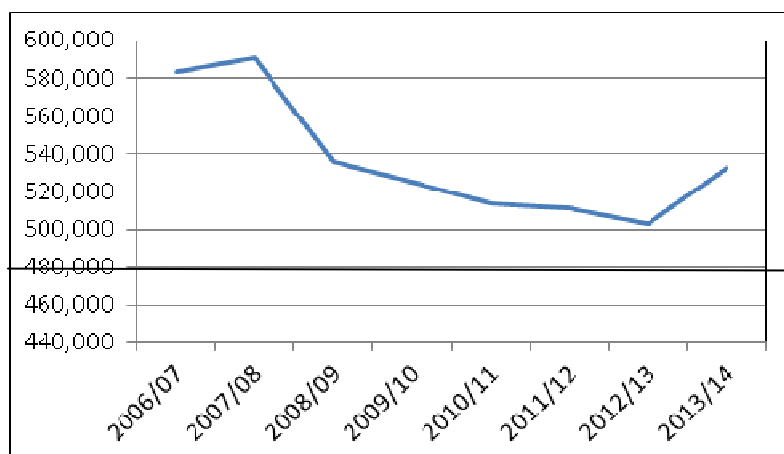


Figure 1: Tonnes of household waste generated in Surrey per annum

3. Surrey's overall recycling rate has increased by around 20% since 2006/7 but performance has levelled off more recently (see figure below).

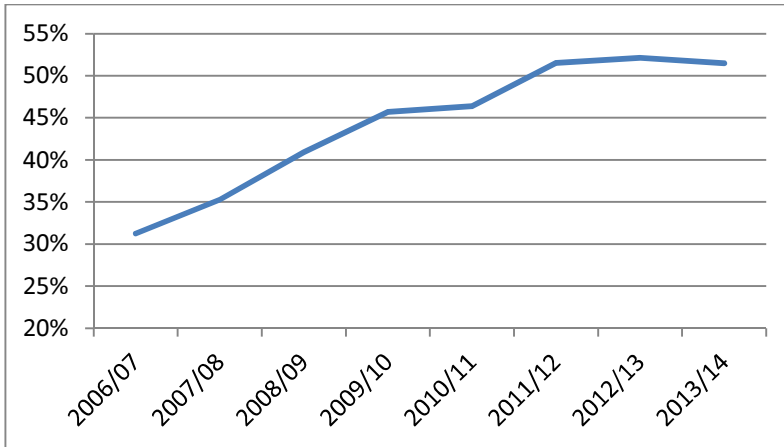


Figure 2: Percentage of waste recycled, reused and composted in Surrey per annum

- Despite a rise in population and increases in the cost of waste disposal (e.g. landfill tax and haulage cost increases), the overall expenditure on waste management in Surrey has been contained at 2010 levels. However, the proportion of overall costs borne by SCC has risen over this time (see figure below).

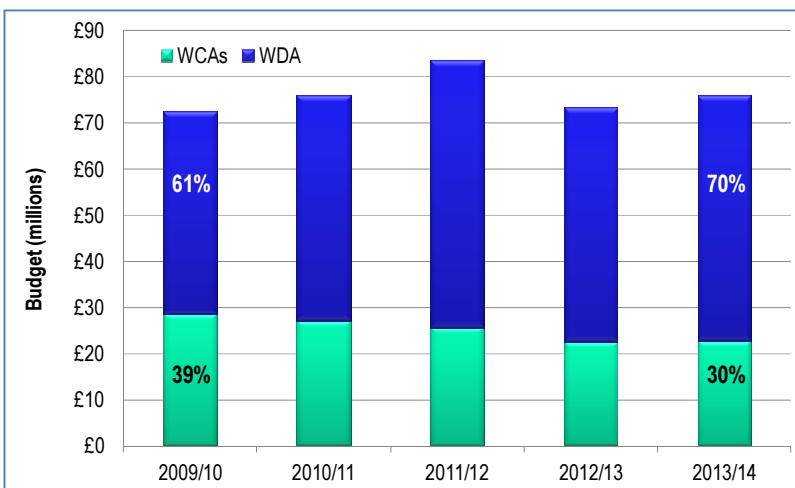


Figure 3: Net expenditure on waste by SCC (WDA) and districts and boroughs (WCAs)

*Current issues*

- Surrey-wide recycling rates have started to level off and major changes will be required to make significant improvements in the future. All authorities collect a wide range of materials so residents now need to be encouraged to use existing recycling services more fully.
- There is significant variation in recycling performance amongst Waste Collection Authorities, with a 17% gap between the highest and lowest recycling rates in 2013/14 (see figure below).

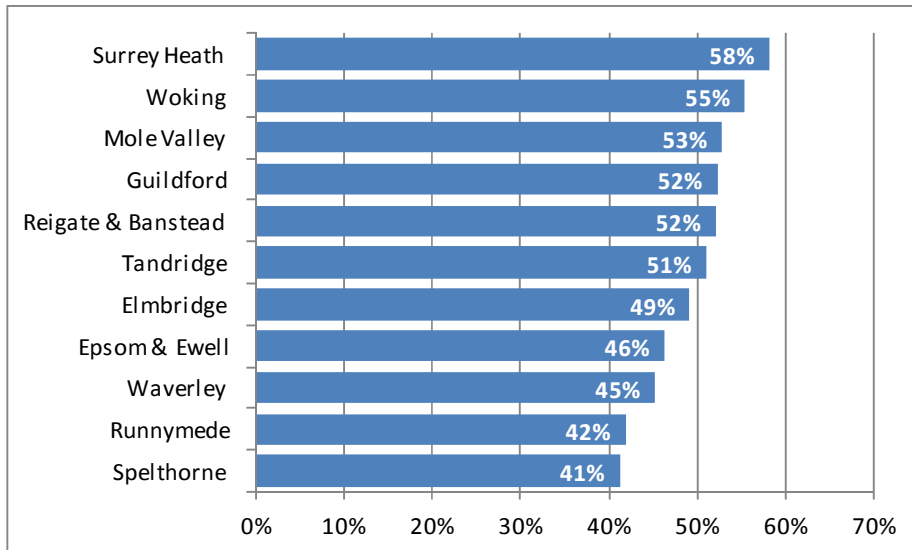


Figure 4: District and Borough Recycling rates 2013/14

7. Increases in population along with a continued reduction in funding from central government will put pressure on all council services. It is expected that local authorities will have to make difficult choices about service provision in the future and rising costs in waste management have the potential to divert resources away from other essential services.
8. The challenges outlined above mean that the current situation is unsustainable and we need to look at new ways of working together to reduce costs and increase performance whilst still providing a good service to Surrey residents.

#### *Approach*

9. SCC's approach to making further improvements includes the following elements:
  - Working with Surrey districts and boroughs as part of the Surrey Waste Partnership to make a step change in performance and efficiency.
  - Developing new waste infrastructure including the Eco Park.
  - Optimising the operation of Community Recycling Centres.
10. Surrey authorities are currently revising their joint waste strategy and this will provide the framework for delivering change across the Partnership.

#### **New strategy**

11. The Surrey Waste Partnership's joint waste strategy was last revised in 2010. Much has changed since then with regard to the financial climate, legislation and how the Surrey Waste Partnership has developed. This means that it is a good time to review performance over the last few years and ensure a new strategy is up to date and relevant.
12. The strategy will last for 10 years with biennial reviews. A draft strategy will be considered by the Surrey Waste Partnership in December with the aim of formal adoption in the New Year.



13. A consultation with residents and other key stakeholders such as businesses and waste management companies took place between 1 July and 12 October 2014. Stakeholders were consulted on potential principles and actions to be contained within the strategy and nearly 1000 responses were received.
14. Whilst consultation responses are still being considered, it is likely that the content of the new strategy will contain the following elements:

*Objectives:*

- Provide a high quality service that residents and businesses like, understand and use to its full potential
- Maximise value and reduce costs: Treat Surrey waste as a commodity and obtain increased value for the public sector.

*Targets:*

- Reducing the amount of household waste generated.
  - Increasing the recycling and recovery rate.
  - Reducing the amount of waste sent to landfill.
  - Reducing the cost of running waste management in Surrey.
15. SCC's approach to delivering the strategy will focus on optimising the services that we are responsible for and collaborating with district and borough councils in order to transform how we manage waste in Surrey.

### **Eco Park**

16. On 24 June 2014 the Cabinet received a progress report on the delivery of the Eco Park. It was agreed, during that meeting, to continue with phase one of the Eco Park development, whilst minimising the commitment of expenditure until the necessary remaining consents are obtained. It was also agreed that the Strategic Director Environment and Infrastructure, Director of Finance and Director of Legal and Democratic Services, in consultation with the Leader and Cabinet Member for Environment and Planning, continue to monitor progress and report back to the Cabinet in the event of material changes to the risks and assumptions set out in the Cabinet reports of 24 June 2014 and 30 October 2013 and in particular if the remaining outstanding consents are not obtained by the end of October. The purpose of this section of the report is to update the Cabinet on progress with regard to this.
17. Since the report to the Cabinet on 24 June 2014, all regulatory approvals necessary to commence construction have been received and Defra continue to support the development.

*Contract Signature and progress by the construction contractor*

18. Following the Cabinet decision on 30 October 2013, the Council and SITA immediately entered into a contract variation to deliver the council's waste strategy, including the Eco Park. SITA then entered into an Engineering Procurement and Construction (EPC) Contract with their preferred supplier M+W Group.

19. SITA gave M+W a 'Notice to Proceed' with phase one of the works on 31 October 2013. This was consistent with the contractual mechanisms approved by Cabinet. Phase one of the works comprises detailed design, early site works and advanced procurement of long lead-in items. Phase two includes the main build of the Eco Park facility. This two stage process was designed to minimise the council's exposure to cost risk as the second Notice to Proceed would only be given once all the necessary permissions had been secured.
20. The detailed design works have been undertaken by M+W but SITA and the Council agreed that M+W would not proceed with further site preparation works or advanced procurement until the necessary permissions had been obtained. The advantage to this approach is that it reduces the council's expenditure in advance of receiving the necessary permissions.

#### *Planning*

21. On 6 August 2014 notice was received from the Secretary of State that he did not propose to call in SITA's application to vary the Eco Park planning consent (required as a result of a change in gasification technology supplier and the further refinement of the design by the EPC contractor). Because of the time that had passed since the Planning and Regulatory Committee had considered the variation and following the decision in the Kides case (*R (on the application of Kides) v South Cambridgeshire District Council and others*) the planning authority, were required to consider whether any new material consideration had arisen since the resolution in principle to grant planning permission.
22. Officers took a further report to the Council's Planning and Regulatory Committee on 24 September 2014 and the Committee resolved to grant planning consent. However, a local resident has recently applied to the High Court for permission to seek a judicial review of that decision.

#### *Environmental Permit*

23. A final decision document and environmental permit were issued by the Environment Agency on 29 October 2014.

#### *Impact of regulatory uncertainty on timescales*

24. As has been stated earlier in this report, the financial assessment within the 30 October 2013 Cabinet report was based on an anticipated start date for phase two of the development of 1 July 2014. It was expected that all the necessary permissions would have been secured by this date, enabling work to proceed.
25. At the meeting on 30 October 2013, Cabinet recognised that there was a degree of uncertainty about when the necessary permissions would be secured and that there was a risk of further delay, which causes some uncertainty over costs.
26. A further financial assessment was undertaken for the Cabinet report of 24 June 2014 and this indicated that a delay in commencement of phase two of the development until 1 November 2014 would not have a material impact on the value for money and affordability position that was reported to Cabinet on 30 October 2013. Therefore proceeding with the delivery of the Council's waste strategy through the contract variation with SITA, including development of the

Eco Park, continued to represent best overall value to the public and was the most affordable option for the council.

27. As a result of the delay in obtaining the necessary consents, SITA and the Council have not been able to give M+W the second Notice to Proceed by 1 November 2014. As a consequence M+W have exercised their contractual right to submit a revised price for the Eco Park development. The updated pricing information is expected to be received shortly and will be evaluated by SITA and council officers, supported by external advisers. A further report, including an updated value for money analysis will be brought to the Cabinet during February 2015.

### **Community Recycling Centres**

28. SCC has 15 Community Recycling Centres across Surrey, operated by its contractor SITA. These sites vary in size, volumes of waste handled, and recycling performance.
29. Given the current financial climate, it has been necessary to investigate opportunities for making savings through optimising and rationalising the way in which the sites are managed.

#### *Current performance*

30. Recycling rates at Community Recycling Centres have risen from less than 40% in 2007/8 to around 60% in 2013/14.
31. The Surrey Community Recycling Centre network is the highest rated council service in terms of customer satisfaction. An attitudes and behaviour survey of 3,440 residents carried out in August of this year found that overall satisfaction was 85% with the range of waste recycled at the sites and the helpfulness of the staff scoring well.

#### *Savings opportunities*

32. Recent analysis has shown that it may be possible to achieve savings of around £1.8 million per annum at Community Recycling Centres if a number of actions are taken.

#### *Measures already in place*

33. A number of activities have already commenced which include:
- Increasing the capture of materials from residual waste through black bag splitting, thereby making savings through separating materials for more cost effective recycling and disposal routes.
  - Greater enforcement of the van permit scheme to prevent non household (commercial) waste from being deposited at the sites.
  - More cost effective, outlets for 'difficult' waste materials such as mattresses and bulky plastics.

### *Further opportunities*

34. A significant proportion (up to £1.5 million) of the above savings at Community Recycling Centres depend on actions that would alter the service currently provided. These include:
  - Targeted reduction in opening days and/or hours.
  - Charging for non-household materials such as rubble, plasterboard, tyres, gas bottles and asbestos.
35. Analysis of site usage data has shown that there are certain times of day where visitor numbers are comparatively low. This means that sites could close earlier or open later with minimal impact. Sites could also be closed on one day a week, with neighbouring sites closing on different days to ensure residents still have nearby options for waste disposal if their local site is closed.
36. SCC has a statutory obligation to provide facilities for residents to dispose of their household waste free of charge. However, certain materials do not fall under this category, and whilst these are currently accepted at Community Recycling Centres, SCC could cover the cost of disposing of these materials for a small fee.
37. Further savings and income opportunities are also being investigated and details costing are still being drawn up. These include:
  - Accepting, and charging for, commercial waste at more sites.
  - Generating income through selling materials either on or off site (e.g. reuse shops).
  - Closing particular sites which are inefficient to operate in their current form and cannot be improved due to prohibitive redevelopment costs or site-specific restrictions.

### *Next steps*

38. It is SCC's intention to operate an optimised network of Community Recycling Centres which provide a good service to Surrey residents whilst extracting maximum value from waste materials.
39. Some of the measures discussed above will result in service changes and the Cabinet will be asked to consider any major changes before they are implemented. More detailed proposals will be brought to the Cabinet in early 2015.

## **Working with District and Borough Councils: making a step change**

### *Savings opportunities*

40. There is great potential for improved efficiency and service enhancements to be made in all areas of waste management in Surrey. A considerable number of these opportunities depend on collaborative working between SCC and the district and borough councils. These opportunities arise in three key areas:

- Capturing more material for recycling.
  - Improving the efficiency of kerbside collection systems.
  - Recovering more value from the material collected.
41. At least £4 million of savings per annum could be made as a result of capturing more material for recycling at the kerbside. This is based on the difference between residual disposal cost and cost of (or income from) recycling the material instead. This would require communications that encourage a change in residents' behaviour and approach to recycling. A linear increase in capture rates so authorities are collectively recycling 62% of material by 2018/19 is assumed. Under current arrangements, SCC would directly benefit from around £1.8 million of these savings whilst WCAs would benefit from the rest through recycling credits and material sales.
  42. £2.8 million of savings per annum could be made as a result of all Surrey WCAs working together more effectively to improve the efficiency of collections. Projections made by the Surrey Waste Partnership indicate savings per authority per annum of £371,000 for contracted out authorities and £120,000 for Direct Service Organisations. Under current arrangements, SCC would not directly benefit from these savings.
  43. Further savings could be made by pooling materials and jointly tendering for cost effective recycling and disposal outlets. Current costs for commingled recycling vary greatly amongst Waste Collection Authorities, with some paying up to £40 per tonne whilst others generate a small income. If all kerbside dry recyclable material was recycled at a net cost of £0, at least £0.6million could be saved per annum.

#### *New models of delivery*

44. There is considerable variation amongst districts and boroughs with regard to recycling performance and the way in which collection services are operated. Commitment to joint initiatives has been patchy and more work is required to realise all the saving opportunities discussed above.
45. Whilst improvements have been made over the last few years, current financial arrangements no longer incentivise further changes and can distort the true cost of collecting and disposing of waste. Because of this, it can be hard to identify new initiatives that offer best value to the Surrey taxpayer as costs and savings are not always distributed equitably.
46. Achieving the savings discussed above will require a coherent framework for delivery where costs and benefits are shared equitably across the two tiers of local government. This new approach must ensure that all authorities are invested in making savings against the total costs of waste management in Surrey, delivering best value to the Surrey tax payer.

#### *Next steps*

47. Surrey Chief Executives met recently and acknowledged that the current situation is unsustainable and that the current variation in performance and operations is unacceptable.

48. SCC and Surrey Waste Partnership representatives are visiting all authorities at a Leader and Chief Executive level to discuss saving opportunities and agree an acceptable pace of change. Those authorities that are ready will consider the steps required to work more closely together and agree a plan of implementation.

#### **CONSULTATION:**

49. There has been extensive consultation on the Eco Park in the past and details of this can be found in the 25 June 2013 and 30 October 2013 Cabinet reports.
50. Consultation on the new joint strategy took place from 1 July to 12 October 2014.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

##### *Risks*

51. Delays in delivering key waste infrastructure through the PFI contract may lead to negative financial and reputational impact.
52. Inability to implement new cost saving policies at Community Recycling Centres may lead to overspend in the Waste budget.
53. Changes to services at Community Recycling Centres may reduce public satisfaction levels.
54. Critical elements of the waste programme will need to be delivered in partnership with districts and boroughs. If collaborative working with districts and boroughs proves to be unsuccessful this will lead to failure to meet efficiencies through joint working. A failure to increase recycling rates would lead to increased disposal costs.
55. Revised European Waste Regulations which come into effect on 1 January 2015 will potentially have a significant impact on plans for waste collection systems and sorting facilities.

##### *Mitigation*

56. Strong resourcing within SCC with appropriate governance arrangements and strategic overview in place.
57. Expert support from a DEFRA appointed transactor.
58. Delivery plans will be scrutinised at the correct level and detailed analysis will be used to identify where any potential negative impact of changes can be minimised.
59. Effective stakeholder identification and communication will take place in order to fully explain the reasons behind any changes.
60. SCC has representation on all Surrey Waste Partnership project groups and is leading on several workstreams. Continued engagement with district and boroughs at Leader and Chief Executive level will ensure partnership initiatives have appropriate support and commitment.

61. Detailed modelling to analyse compliance with the revised Waste Regulations is currently underway and results and recommendations for the Surrey Waste Partnership will be available in November.

#### **Financial and Value for Money Implications**

62. A further report, detailing the impacts of this additional delay in the Eco Park delivery on the value for money and affordability of the project will be brought to the Cabinet during February 2015. To date, the contractor has incurred development costs of approximately £7 million, which would be payable by the council whether or not the Eco Park was constructed.

#### **Section 151 Officer Commentary**

63. Finance colleagues continue to work closely with the service to develop full costs and assessments of income levels for the various proposals included in this report. The Director of Finance is satisfied that all material financial implications have been addressed in this report as far as is feasible at this stage. Work will continue, in particular with regard to the Eco Park and the review of the affordability and value for money assessments ahead of the February Cabinet meeting.

#### **Legal Implications – Monitoring Officer**

64. Surrey County Council is the waste disposal authority and as such has a statutory duty, which requires it to arrange for the disposal of the waste collected by the Borough and District Councils from households in Surrey. It must also provide places where Surrey residents can bring household waste and dispose of the waste deposited there. The Council must work with the borough and district councils, which are each responsible for waste collection in their area and there are a range of powers available to both these tiers of government which can facilitate joint working up to and including asking the Secretary of State to create a single joint waste authority

#### **Equalities and Diversity**

65. This report confirms that there has been no change to the Equalities and Diversity implications of the Eco Park as described in the 30 October Cabinet 2013 report.
66. An Equality and Diversity impact assessment is currently being undertaken as part of the joint strategy revision, focusing on the consultation of residents and the draft actions of the strategy. The results of the assessment will be used to modify the strategy as appropriate before it is sent for approval by partners.
67. An Equality and Diversity impact assessment will be developed alongside the proposals for service changes at the Community Recycling Centres and will be included when detailed proposals are brought to the Cabinet in 2015.

#### **Climate change/carbon emissions implications**

68. This report confirms that the climate change and carbon emissions implications for the Eco Park remain the same as described in the 30 October 2013 Cabinet report.

69. The majority of the saving initiatives discussed above are likely to have beneficial implications, for example:
- Reducing waste arisings and recycling material rather than disposing of it reduces the carbon impact of producing materials and associated emissions from transportation and disposal.
  - Joint working and rationalising services will improve collection routes and disposal efficiency, reduce the number of vehicles required and the associated emissions from haulage.

<b>WHAT HAPPENS NEXT:</b>
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70. A further report will be brought to the Cabinet in February 2015.

**Contact Officer:**

Ian Boast, Assistant Director for Environment. Tel: 020 8541 9479

**Consulted:**

There has been a comprehensive consultation process with regard to the Eco Park, as described in the 25 June Cabinet report and which included:

- Constituency MP and other Local MPs
- All local Residents Associations (Charlton Village RA; Shepperton RA)
- Spelthorne Local Committee, which includes local councillors and county councillors
- Spelthorne Borough Council relevant officers (e.g. Chief Executive, Deputy Chief Executive, Director for Environment)
- Over 10,000 local residents
- Elmbridge Borough Council
- Neighbours to the Charlton Lane site
- SCC Cabinet

(Note: this does not relate to the County Planning Authority consultation as part of the planning application as this was a separate process.)

Consulted on the report to the Cabinet:

- Leader
- Cabinet Member for Environment and Planning
- Chief Executive
- Strategic Directors-
  - Environment and Infrastructure
  - Business Services
- Director of Finance
- Monitoring Officer
- Chief Executive Lead for Waste (Surrey Heath Borough Council)

**Informed:**

All relevant stakeholders informed

**Sources/background papers:**

- Cabinet Reports:– 2 February 2010 – 14 March 2011 – 26 March 2013 – 25 June 2013 - 30 October 2013, 24 June 2014 (including the EIA which remains appropriate)
- Mott MacDonald technical advisors report – Technology Review August 2012
- Mott MacDonald Technical Due Diligence – M&W proposal June 2013



**SURREY COUNTY COUNCIL****CABINET****DATE: 25 NOVEMBER 2014****REPORT OF: MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR, ENVIRONMENT AND INFRASTRUCTURE****SUBJECT: ENDORSEMENT OF THE SURREY HILLS AREA OF OUTSTANDING NATURAL BEAUTY (AONB) MANAGEMENT PLAN****SUMMARY OF ISSUE:**

Under section 89 of the Countryside and Rights of Way Act 2000 (CRoW Act), the County Council along with the other local authorities administering the area of an Area of Outstanding Natural Beauty (AONB) have a duty to produce an AONB Management Plan.

Surrey County Council have delegated the duty of producing the Surrey Hills AONB Management to the Surrey Hills Partnership, known as the Surrey Hills AONB Board. The Surrey Hills AONB Management Plan for the period 2009-2014 was adopted by Surrey County Council on 17 February 2009.

Under the CRoW Act there is a requirement to review the Management Plan every 5 years and the current plan has now been reviewed through the Board. The County Council is now being asked to adopt the reviewed plan for the period of 2014 – 2019.

**RECOMMENDATIONS:**

It is recommended that the review of the AONB Management Plan be adopted as the statutory AONB Management Plan for the Surrey Hills for the period 2014 to 2019.

**REASON FOR RECOMMENDATIONS:**

The Countryside and Rights of Way Act (2000) places a statutory duty on local authorities to prepare a Management Plan for any Areas of Outstanding Natural Beauty within their authority, and to review this every 5 years.

**DETAILS:****The Surrey Hills AONB Management Plan**

1. The Surrey Hills AONB is one of 37 Areas of Outstanding Natural Beauty in England. It covers 25% of the county and was one of the first landscapes to be designated in 1958. This is a landscape designation for the purpose of conserving and enhancing natural beauty, which is equal in status to National Parks in planning terms.

2. Under the Countryside and Rights of Way (CRoW) Act 2000 the constituent local authorities in each AONB have a statutory duty to produce and review AONB management plans. Where the AONB stretches across more than one local authority, for practical purposes local authorities work in partnership to produce a joint plan.
3. The Surrey Hills AONB extends across 6 constituent local authorities, including Surrey County Council, Guildford, Mole Valley, Waverley, Tandridge, and Reigate and Banstead. In conjunction with these authorities, Surrey County Council devolved the responsibility to the Surrey Hills Partnership, known as the Surrey Hills AONB Board. The Board is constitutionally a joint committee. The County Council is represented on the Board by Councillor Mike Goodman.
4. Surrey Hills AONB has a small team to organise the preparation of the management plan, directly organise the implementation of some management plan programmes, and co-ordinate its implementation with partner bodies, including the County Council. Surrey County Council is the Accountable Body for the AONB and Surrey Hills Unit, responsible for employing the staff and ensuring the AONB is run within financial and legal prudence.
5. The Surrey Hills AONB Management Plan 2009-2014 was adopted by Surrey County Council on 17 February 2009. Under the CRoW Act local authorities are obliged to review management plans every 5 years. This plan is now due for review.

### **Management Plan Review**

6. In January 2013, the Surrey Hills Board agreed arrangements to review the AONB Management Plan. As a formal review of the AONB boundary and landscape character assessment were being considered in 2013, it was agreed to undertake a 'light touch review.' This has been implemented and a plan produced for the period 2014-2019.
7. The draft Management Plan 2014-2019 was informed by a review of the existing AONB Management Plan (2009-2014).
8. An executive summary is provided at **Annex 1**. **Annex 2** provides the detail of the new Surrey Hills AONB Management plan for 2014-2019 and the review process. As this was a light touch review then there are no major changes in direction.
9. Some policies have been reorganised, merged or moved, but do not fundamentally change their nature or focus. Any modifications update existing policies following the publication of the new National Planning Policy Framework in March 2012. Where new issues or policies have been added, these are environmentally positive in line with new Government Policy resulting from the Lawton Report 'Making Space for Nature and the Natural Environment White Paper, which have been published since the last plan.
10. The plan continues to take a landscape character approach to describe the natural beauty of Surrey.
11. The previous Management Plan had a Strategic Delivery Plan which sets out the objectives, and the activities that were measured to monitor the delivery of the plan and demonstrate its overall success. The AONB Unit has established three

additional vehicles to deliver the management plan, Surrey Hills Enterprises, The Surrey Hills Society, and Surrey Hills Community foundation. These three organisations are now represented on the AONB Board and are in the process of collaborating on the new Strategic Delivery Plan for the 2014-19 period. The Delivery Plan will tie all the organisations into delivering the actions in the plan. (**Annex 3**).

12. The Surrey Hills Board will take the lead in monitoring the implementation of the Plan.
13. The plan also provides a commitment to the establishment of a monitoring mechanism through the development of new Surrey Hills headline indicators to assess trends or changes in landscape quality.

### **AONB Boundary Review**

14. On the 6 November 2013, it was agreed by the Surrey Hills Board that the Chairman would write to Natural England (NE) to request that they prepare a boundary Modification Order for the Surrey Hills AONB. A formal request was submitted accompanied by evidence prepared by landscape architects over the previous 6 months.
15. On 26 February, the Natural England Board agreed that during its corporate plan period (2014-2019) it will assess this evidence to establish whether the Surrey Hills Area of Outstanding Natural Beauty (AONB) boundary should be extended to encompass areas of Downs, Wealden Greensand and Low Weald within and around the locally designated Area of Great Landscape Value (AGLV).
16. Natural England will be undertaking a boundary review in Suffolk Coast and Heaths AONB (starting in early 2014/15) and has indicated that it will not run two boundary reviews concurrently. Natural England will want to draw on the experience with the Suffolk Coast and Heaths variation order work to inform the Surrey Hills approach. The best estimate is therefore that Natural England will be in a position to progress the work on the Surrey Hills in approximately 18-24 months.
17. In view of the length of this ongoing process the decision was made to undertake a light touch review for the period of the plan up to 2019. If the review by NE leads to a change to the AONB boundary, this would then inform a full review of the management plan for the next 5 year plan period, post 2019.

### **Strategic Environmental Assessment (SEA) & Appropriate Assessment (AA)**

18. The Environmental Assessment of Plans and Programmes Regulations 2004 (typically referred to as the SEA Regulations) implement the requirements of EU Directive 2001/42 on the assessment of the effects of certain plan and programmes on the environment. This process is referred to as Strategic Environmental Assessment, or SEA, and is required for AONB Management Plans.
19. The Conservation of Habitats and Species Regulations 2010, known as the (European) Habitat Regulations require that the AONB Management Plan is assessed to ensure objectives, policies and actions of the plan do not have a significant negative effect on the network of European protected sites. These comprise Special Protection Areas (SPAs), Special Areas of Conservation

(SACs), and wetlands of international importance known as Ramsar sites. A significant number of these sites, are within the AONB, and include well visited areas such as Box Hill and the Devil's Punch Bowl. This process is referred to as Appropriate Assessment or AA.

20. Screening is required for both SEA and AA. This has been undertaken on behalf of the Surrey Hills partnership by the High Weald AONB Unit, to provide an independent assessment of the plan, and any requirement for further environmental assessment. The High Weald AONB Unit recently carried out a similar exercise in the review of the High Weald AONB Management Plan, which was adopted by Surrey County Council.
21. The results of screening for SEA indicate modifications to policies are minor, reflecting updated or new national policy such as ecosystem services and cultural heritage, which keep the plan up to date. They are unlikely to have any significant adverse effect. Screening for AA indicates none of the objectives of the Management Plan give rise to any significant negative impacts on the designations. The Reports conclude in each case no further environmental assessment is required.
22. Consultation on the Screening Reports has been undertaken with the appropriate statutory 'consultation bodies' which are drawn from Natural England, the Environment Agency and English Heritage. No adverse concerns have been received. Specifically NE have advised that they concur with the conclusion that neither an AA or SEA will be required. .

#### **Adoption of the Management Plan**

23. The management plan needs to be adopted by each Local Planning Authority as the statutory plan which sets out the management of the Surrey Hills AONB, and demonstrates their compliance with the statutory duty to have regard to the purpose of the designation of the AONB when undertaking their functions.
24. The Districts and Boroughs are concurrently taking reports to their Members for adoption, following the satisfactory conclusion of the consultation with the statutory 'consultation bodies' on SEA and AA.

#### **CONSULTATION:**

25. The Consultation Draft AONB Management Plan 2014 – 2019 was agreed by the AONB Board on the 16 October 2013. Copies were sent to 52 parish councils, and an on-line survey was launched on 1 December 2013 through the AONB web site and press release. The consultation period ran until 14 February 2014.
26. The press release received coverage in local papers including the Surrey Advertiser and the Surrey Mirror. There was also radio coverage including Eagle Radio. The vast majority of response to the consultation were submitted through the on line survey, however, other responses were submitted by email, and postal submissions received by several parish councils and residents.
27. The general feedback has been supportive of the AONB designation and Surrey Hills AONB Management Plan, with the vast majority of respondents supporting the vision, the aims and the delivery plan. There were 590 responses which were considered generally well informed and supportive. Full details have been

published on the Surrey Hills AONB website in the Report of Consultation April 2014.

28. The key areas of tension are between cycling, particularly mountain biking, and the needs and concerns expressed by equestrians, influenced by the development of the Leith Hill bike trail. Other major concerns expressed were over housing development, and the lack of affordable housing. This is reflected from the communities' concerns over the Local Plan process and the need expressed by a number of Local Authorities to develop in areas of the AONB.
29. The Surrey Hills AONB Management Plan has been sent to Natural England for formal consultation under S.90 of the Countryside and Rights of Way Act 2000 (CRoW Act). Natural England considers that the plan meets the statutory requirements and has broadly followed the guidance to produce a comprehensive strategy for the AONB. The plan demonstrates good practice throughout.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

30. If the County Council does not adopt this plan then they would be in breach of the Countryside and Rights of Way Act 2000 and the County would be expected to produce its own review of the management plan to cover the AONB.
31. There are considerable cost advantages to working in partnership with the Districts and Boroughs to produce a joint plan, and so producing a plan ourselves has not been considered.

#### **Financial and Value for Money Implications**

32. The AONB core budget of £190,000 (plus specific projects) is administered by Surrey County Council. Defra contribute 75% of the funding for core activity and all 6 authorities contribute a proportionate amount to cover the remaining 25%. Surrey CCs contribution is the largest element at 13% of the local contributions (£26,300). It is not considered that the adoption of this plan will alter this funding arrangement.

#### **Section 151 Officer Commentary**

33. There are no direct financial implications associated with the recommendations to adopt the ANOB management plan, aside from the existing financial arrangements which are set out in paragraph 34.

#### **Legal Implications – Monitoring Officer**

#### **S.90 of the Countryside and Rights of Way Act 2000 (CRoW Act)**

34. In response to formal consultation under S.90 of the Countryside and Rights of Way Act 2000 (CRoW Act) Natural England advise that they are pleased that the majority of their comments through the development and consultation process have been incorporated. But they remain concerned over how the AONB can demonstrate their contribution to the delivery of Biodiversity 2020 targets and that the 'State of the AONB' Indicator for planning will be hard to measure.
35. However Natural England confirm they are content that these outstanding issues can be addressed through the commitment to the process of monitoring and reviewing the implementation of the AONB Management Plan, and this should not delay the adoption of the existing draft document. The Board is committed to develop the monitoring mechanism and indicators through the AONB Officers Working Group. Arrangements are in place for the officers from the High Weald to present their exemplar methodology.

### **Strategic Environmental Assessment and Appropriate Assessment**

36. Consultation on the Strategic Environmental Assessment Screening Report has been undertaken with Natural England, the Environment Agency and English Heritage and there have been no adverse concerns expressed. Consultation on the Screening Report for Appropriate Assessment has been undertaken with Natural England, and similarly they have expressed no concerns.

### **Equalities and Diversity**

37. The Equality Impact Assessment was approved by the Equality Directorate Committee on 16 September 2014, (**Annex 4**) and is summarised below:
- The Plan was subject to wide consultation and an analysis of this consultation was carried out in a Report of Consultation April 2014.
  - Policies within the Plan to ensure a positive rural economy, and help with employment opportunities for young people. Recreational and visitor facilities, are designed for the needs of all abilities and will provide opportunities for the widest range of different abilities and needs.
  - There has been a slight amendment to Vision Statement and policies to include opportunities for rural enterprise, manage visitors and protect quiet enjoyment alongside more active recreational pursuits
  - The Surrey Hills Board will encourage and manage co-ordinated action by all organisations, agencies and individuals through the Surrey Hills group of organisations (the Surrey Hills family). The Local Planning Authorities that belong to the Surrey Hills AONB will adopt the Management Plan, to inform policy for their organisations.
  - There are no outstanding negative impacts identified that cannot be mitigated through the application of the policies of the Plan.

### **WHAT HAPPENS NEXT:**

- 38.

- If the Cabinet agrees, the Surrey Hills AONB Management Plan will be adopted for 2014 – 2019. The plan will next be reviewed on or before 2019.
- The Surrey Hills Board will take the lead in monitoring the implementation of the Plan. The Board will publish an annual State of the Surrey Hills AONB Report, which will include work on the monitoring mechanism and indicators, and a review of the work of the Surrey Hills AONB Unit.
- The Management Plan will be published via the Surrey Hills AONB website.

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**Contact Officer:**

Charmaine Smith, Senior Countryside Management officer (Landscape) Tel: 0208 541 9427

**Consulted:**

The Management Plan has been subject to public consultation and review by officers and members of the 6 constituent authorities.

**Annexes:**

Annex 1 Executive Summary  
Annex 2 Surrey Hills AONB Management Plan  
Annex 3 Surrey Hills Family Delivery Plan  
Annex 4 Equality Impact Assessment

**Sources/background papers:**

- Surrey Hills AONB Management Plan 2009-2014
  - Report of Consultation Surrey Hills Management Plan 2014-2019 (April 2014)
  - Screening Report by High Weald AONB (SEA)
  - Screening Report by High Weald AONB (AA)
  - Response from Natural England (S90 Consultation)
  - National Planning Policy Framework
  - Lawton Report 'Making Space for Nature'
  - Natural Environment White Paper
-

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### The Surrey Hills Family Delivery Plan

Although the fundamental purpose of the Management Plan will be to encourage co-ordinated action by all organisations, agencies and individuals, the Surrey Hills AONB Board has established a Surrey Hills group of organisations (the Surrey Hills Family) to help support the delivery of the AONB Management Plan. This will be achieved through growing the membership and activity of the Society; growing the business sector's involvement and revenue streams through Surrey Hills Enterprises; and generating income through the Surrey Hills Trust Fund in support of the implementation of the AONB Management Plan.



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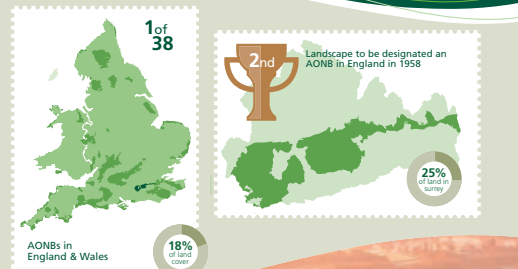
The Family Delivery Plan will be monitored through quarterly meetings of the Surrey Hills AONB Board and annual meetings of the Surrey Hills Partnership Forum. A formal review of the Delivery Plan will inform the preparation of a new AONB Management Plan (2019 – 2014).

For more information on the Surrey Hills AONB Management Plan please contact the Surrey Hills AONB Unit or visit: [www.surreyhills.org](http://www.surreyhills.org)



## Management Plan Executive Summary

2015 - 2019



Core Funding Partners

- GUILDFORD BOUGH
- Mole Valley DISTRICT COUNCIL
- Department for Environment Food & Rural Affairs
- Natural Trust
- Waverley DISTRICT COUNCIL
- Tandridge DISTRICT COUNCIL
- Highgate & Sandhurst DISTRICT COUNCIL
- SURREY COUNTY COUNCIL

Advisory Partners

- WILSON PARTNERSHIP
- CPRE
- CLAs
- NFU
- SURREY RURAL BUSINESS COUNCIL

Delivery Partners

- Surrey Hills Enterprises
- Surrey Hills Society
- Surrey Hills Trust
- WILSON PARTNERSHIP

Contact Details  
 Warren Farm Barn,  
 Healdes & Lane, Mickleden,  
 Surrey RH8 6DG  
 Telephone: 01372 230653  
 Fax: 01372 230645  
 Email: [surreyhills@surreyec.gov.uk](mailto:surreyhills@surreyec.gov.uk)

published by  
**Surrey Hills Board**  
[www.surreyhills.org](http://www.surreyhills.org)



This is the executive summary which communication the key policy areas of Surrey Hills Management Plan. The full version of the management plan is available at [surreyhills.org](http://surreyhills.org)



### About the Management Plan

The main audience for this Management Plan is the local authorities of the Surrey Hills AONB who have a statutory duty to adopt the Plan. Another important audience is Government agencies, statutory undertakers, utilities and public bodies, which must, in accordance with Section 85 of the CROW Act 2000, have a "duty of regard" to the purposes of AONB designation in the carrying out of their functions. The policies in this Plan will guide them in the fulfillment of their duty under the Act.

There are also a wide range of local organisations and individuals that have an interest in the future well-being of the Surrey Hills, which includes landowners, land managers, local businesses, local residents and visitors. It is hoped that this Plan will lead to greater awareness and understanding of the designation and provide the opportunity to hold authorities to account in exercising their duty of regard to the AONB designation. Crucially, it is not the Plan for the AONB Board or the work programme for its AONB Unit; it is the Plan for the conservation and enhancement of the Surrey Hills designated landscape and all those with an interest in the area can be involved in its implementation.

### The Vision

The following long term vision statement sets the context and guides the Management Plan policies:

*"The Surrey Hills AONB is recognised as a national asset in which its natural and cultural resources are managed in an attractive landscape mosaic of farmland, woodland, heaths, downs and commons. It provides opportunities for appropriate business enterprise and for all to enjoy and appreciate its natural beauty."*



### Recreation and Tourism

The Surrey Hills will be enjoyed and cherished as an Area of Outstanding Natural Beauty for its own intrinsic qualities and in ways that contribute to the local economy and that are sensitive to the impact on local communities and the environment.

### Recreation and Tourism Management Plan Policies

- RT1 Visitors and visitor facilities will be encouraged where they benefit the local economy and enhance people's health, enjoyment and understanding of the Surrey Hills and biodiversity.
- RT2 Information about recreation and tourism in the Surrey Hills will be made accessible to a diverse range of potential visitors through a wide range of media in order to foster a greater understanding of the AONB and its considerable use.
- RT3 Significant viewpoints will be identified, conserved and enhanced. The planning authorities will seek to protect and safeguard access to significant views.
- RT4 The design and development of new visitor facilities, and the maintenance of existing facilities, will have regard to the needs of people of all abilities to access and enjoy the Surrey Hills landscape.
- RT5 The Surrey Hills will be promoted as a destination for sustainable tourism and recreation.
- RT6 The quiet enjoyment of the Surrey Hills will be protected. Recreational activities which threaten these qualities will be assessed and suitable management measures implemented in order to minimise danger to other users and damage to the environment.

### Land Use Planning

New development enhances local character and the environmental quality of its nationally important setting.

### Land Use Planning Management Policies:

- LU1 In balancing different considerations associated with determining planning applications and development plan land allocations, great weight will be attached to any adverse impact that a development proposal would have on the amenity, landscape and scenic beauty of the AONB.
- LU2 Development will respect the special landscape character of the locality, giving particular attention to potential impacts on ridgelines, public views, tranquillity and light pollution. The proposed use and colour of external building materials will be strictly controlled to avoid buildings being conspicuous in the landscape.
- LU3 Development proposals will be required to be of high quality design-respecting local distinctiveness and be complementary in form, setting, and scale with their surroundings, and should take any opportunities to enhance their setting.
- LU4 Proposals that would assist in the continuation of direct agricultural and forestry businesses or benefit the social and economic well being of residents, including small scale affordable housing, will be supported, providing they do not conflict with the aim of conserving and enhancing the natural beauty of the landscape.
- LU5 Development that would spoil the setting of the AONB, by harming public views into or from the AONB, will be resisted.

### Farming

Mixed farming is a viable enterprise that plays a positive role in maintaining the outstanding and diverse character of the Surrey Hills.

### Farming Management Policies:

- F1 Farming as a viable and sustainable enterprise, within and adjacent to the AONB, will be encouraged and supported through the development of local produce initiatives to ensure that it contributes to the management of land, biodiversity and landscape character.
- F2 Advice and financial assistance will be targeted to farmers and land managers through Government schemes to ensure the maintenance and enhancement of traditional landscape features.
- F3 Farm diversification schemes will be supported where they help to maintain and enhance the special landscape character of the AONB and contribute to the vitality of the Surrey Hills economy, particularly supporting sustainable tourism and leisure.
- F4 A wider understanding and awareness of land management practice will be promoted where this encourages and supports the creation and maintenance of the outstanding landscape character of the Surrey Hills.

### Woodland

Woodlands are sustainably managed and linked to conserve and enhance the landscape, ecological, archaeological and recreational value of the wider Surrey Hills landscape.

### Woodland Management Policies

- W1 Woodland owners and managers will be supported to manage all ancient woodlands, and other woodlands that contribute to the landscape character.
- W2 Markets for timber and other forest products will be identified, promoted and supported in order to generate incomes to help sustain appropriate woodland management.
- W3 To promote the wider importance of woodlands and the need for management, including disease and adapting to climate change through the felling, replanting and coppicing of trees.
- W4 To promote the benefits of removing inappropriate trees and secondary woodland, particularly for the restoration of heathland and chalk grassland to improve biodiversity and the reinstatement of views.
- W5 Opportunities will be taken to extend and link woodland / hedgerow habitats for landscape, nature conservation, recreation and educational purposes.

### Biodiversity

The biodiversity of the Surrey Hills is conserved and enhanced.

### Biodiversity Management Policies:

- B1 Existing designated sites (SSSIs, SPAs and SACs) will be conserved, enhanced and managed by Natural England and partners, and where possible improved in line with government targets.
- B2 Important habitats, such as chalk grassland and heathland, will be managed and used in ways that conserve and enhance their nature conservation value.
- B3 Opportunities will be taken to extend and link habitats for landscape, nature conservation, recreation or for educational purposes, with the creation of new habitats and corridors informed by landscape character to establish functional ecological networks with resilience to climate change.
- B4 The enhancement of the biodiversity of important habitats will be maximised through the targeting of advice and grants, and through the negotiation of planning agreements, where appropriate.
- B5 Measures will be implemented to conserve and enhance the ecological value of river landscapes, wetland habitats and water quality affecting the environmental quality and landscape of the Surrey Hills.

### Historic and Cultural Heritage

The historic and cultural heritage that defines the distinctive sense of place within the Surrey Hills is recorded, protected, managed and celebrated.

### Historic and Cultural Heritage Management Policies

- HC1 A wider understanding of how the Surrey Hills landscape has evolved will be achieved by promoting the interpretation of the AONB including the links between geology and landscape.
- HC2 Heritage assets, including historic buildings, archaeological sites and historic parks and gardens, will be conserved, managed and recorded.
- HC3 Development proposals will have due regard to the locally distinctive character of rural settlements and the setting of historic buildings.
- HC4 The rich artistic and industrial heritage of the Surrey Hills will be promoted. New work will be commissioned with the involvement of local communities to keep land management traditions alive.

### Transport and Traffic

Transport measures reinforce the rural character of the area and provide for a range of safe and sustainable travel alternatives.

### Traffic and Transport Management Policies:

- TT1 Sensitive measures appropriate to the AONB will be supported to influence the behaviour of road users for the safe use and enjoyment of rural roads.
- TT2 Measures to ensure equal opportunities to access the Surrey Hills by train, bus, cycle, horse and on foot will be implemented.
- TT3 Transport infrastructure, associated landscape design and verge management will respect the local landscape quality, character and biodiversity.
- TT4 Major transport schemes will have due regard to the national AONB designation and measures will be taken to reduce any impact on the Surrey Hills landscape.

### Community Development and the Local Economy

The Surrey Hills should be an attractive, affordable and sustainable place to live, work and enjoy for all members of the local community

### Local Economy and Community Management Policies:

- CD1 The relationship between the towns, villages and the special qualities of the Surrey Hills AONB will be strengthened to support local businesses and access to services.
- CD2 The provision and retention of affordable housing for local people and labour force will be supported.
- CD3 Affordable and reliable community transport and infrastructure for recreation, employment and access to local services will be supported.
- CD4 Opportunities to develop land management and conservation skills through vocational training, volunteer work and paid employment will be identified and actively promoted.
- CD5 Greater awareness of the Surrey Hills AONB will be supported through the Surrey Hills Society in order to foster a pride of place that encourages action to protect, enhance and enjoy its landscape.

## Surrey Hills AONB facts and figures

2nd Landscape to be designated an AONB in England

25% of land in Surrey



3 Distinctive Landscape Types

40% woodland cover  
14% of which is ancient woodland





## Surrey Hills Facts and Figures

**1 of 38**  
AONBs in England & Wales

**18%**  
Woodland cover

**2nd**  
Landscape to be designated an AONB in England in 1958

**25%**  
of Surrey

**3**  
Distinctive Landscape Types

- Woodland
- Downland
- Heathland

**143**  
full time farmers

**275**  
part time farmers

**40%**  
woodland cover

**14%**  
of which is ancient woodland

**40%**  
designated agricultural land

**18%**  
Heaths and Commons

**25%**  
Open Access Land

**1%**  
Remnant Chalk Grassland

**7**  
Market Towns

**30 million**  
visitor days annually

**30,000** people live in AONB  
**1.5 million** live within 10km

**43%**  
of dwellings in AONB have a registered Director in residence

**51**  
parish councils

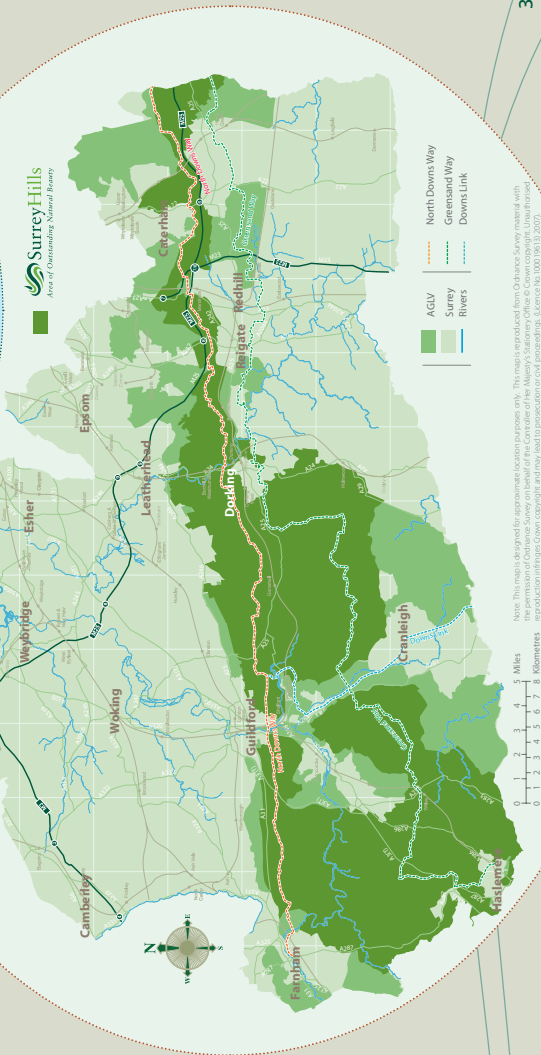
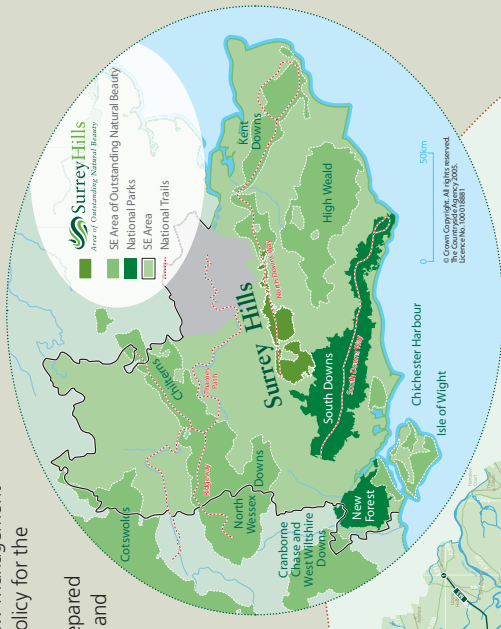
**Home to Leith Hill**, the highest point in South East England

**1st**

## Preface

The Surrey Hills was one of the first landscapes in the country to be designated an Area of Outstanding Natural Beauty (AONB) in 1958. It is now one of 38 AONBs in England and Wales and has equal status in planning terms to a National Park. The Surrey Hills AONB stretches across rural Surrey, covering about a quarter of the county.

The Countryside and Rights of Way Act (2000) placed a statutory duty on AONB local authorities to produce and review Management Plans that will formulate their policy for the Management Plan of the area. This Management Plan has been prepared by the Surrey Hills AONB Board and adopted by Guildford Borough Council, Mole Valley District Council, Reigate and Banstead Borough Council, Tandridge District Council, Waverley Borough Council and Surrey County Council.





View across Tatsfield

## Ministerial Foreword

Areas of Outstanding Natural Beauty (AONBs) are some of our finest landscapes. They are cherished by residents and visitors alike and allow millions of people from all walks of life to understand and connect with nature.

I am pleased to see that this Surrey Hills AONB Management Plan demonstrates how the AONB partnerships can continue to protect this precious environment despite the significant challenges it faces. With a changing climate, the increasing demands of a growing population and in difficult economic times, I believe AONB represents just the sort of community driven, collaborative approach needed to ensure our natural environment is maintained for generations to come.

AONB Partnerships have been the architects of a landscape-scale approach to land management. This approach is a key feature of the Government's Natural Environment White Paper and emphasises the need to manage ecosystems in an integrated fashion, linking goals on wildlife, water, soil and landscape, and working at a scale that respects natural systems.

The AONB Management Plan makes the important connection between people and nature. I am pleased to hear that local communities have been central to the development of the plan, and will be at the heart of its delivery. From volunteers on nature conservation projects, to businesses working to promote sustainable tourism, it's great to hear of the enthusiasm and commitment of the local people who hold their AONBs so dear.

AONBs are, and will continue to be, landscapes of change. Management Plans such as this are vital in ensuring these changes are for the better. I would like to thank all those who were involved in bringing this Plan together and I wish you every success in bringing it to fruition.

**Lord de Mauley**  
Minister for Natural Environment and Science



The AONB Board congratulates Christine Howard on her Point of Light Award from the Prime Minister

## Chairman's Foreword

Since I joined the Surrey Hills AONB Board in 2003 as Guildford Borough's representative, I have witnessed with satisfaction how it has flourished and evolved into the Surrey Hills Family we see today.

As Joint Committees, representing local councils, AONB Boards can struggle to make a difference on the ground. Our AONB Board has parented three important organisations, each with a specific local task at the heart of delivering this Management Plan. The Surrey Hills Society, with its 1000 members, promotes the interest of our local communities in the intrinsic value of their countryside and how better to enjoy and protect it. The Surrey Hills Enterprises Community Interest Company undertakes specific projects designed to promote our local rural economy and preserve our rural heritage. The Surrey Hills Trust Fund, in partnership with the Community Foundation for Surrey, aims to create a permanent source of financial support, not subject to the inevitable pressures on Government funding, which should ensure that the Surrey Hills AONB can play its permanent long term role in safeguarding and promoting our precious natural environment.

This Management Plan maps out our ambitions for the Surrey Hills over the next 5 years. It sets out the overarching policies and encourages our Councils to deliver them.

As your new Chairman, can I take this opportunity to recognise the contributions made by so many supporters of the Surrey Hills cause. The more aware our local communities are made of the beautiful environment that they enjoy, the more they will support and enhance it and the greater enjoyment they will derive from living in this unique countryside.

I thank everyone in the Surrey Hills Family – Councils, landowners, local businesses, Officers, staff, visitors, volunteers and residents for their inspiring contributions to our common cause.

**David Wright OBE**  
Chairman Surrey Hills



Undergrounding cables, Thursley NNR



Summer Lightning Trail



Off Road Polling



Removing white lines, Sharnley Green



Hindhead Tunnel



Our Land launch

## Summary of Key Achievements

Some of the key achievements identified in the last Management Plan (2009-2014) include:

### Landscapes Conservation and Enhancement

- Established a **Planning Adviser** role in 2009 that has provided AONB advice to planning authorities on over 100 development proposals annually, and sought to influence planning policy at national and local levels.
- Led a campaign for the **AONB boundary review** as a means of safeguarding adjacent Areas of Great Landscape Value, and secured Natural England support to develop the evidence base for identifying candidate areas.
- Secured nearly £2m of investment in **undergrounding power lines** in the AONB with UK Power Network Ltd (formerly EDF Energy) and further schemes with Southern Scottish Electric.
- Established the **Mountain Bike Working Group** to raise awareness and deliver measures that reduce the impact of cycling on the landscape and conflict between users.
- Established and supported the **Decluttering the Surrey Hills Highway Working Group** that has implemented sensitive village and directional signs, including pilot rural traffic management schemes.
- Established and supported the **Off Road Working Group** which has monitored the use of off road vehicles and coordinated action between users, landowners and Surrey Police to reduce damage.
- Established the **Living Landscapes Working Group** and supported Surrey Wildlife Trust in developing a Nature Improvement Area (NIA) bid to Defra which has developed into the Capital Downs Landscape Partnership Project now being led by the London Wildlife Trust.
- Created a **Woodland Adviser** post in 2012, that has provided advice to over 70 woodland owners, as well as working with contractors and preparing woodland management plans.
- Established and led the **Hindhead Together** partnership that maximised the environmental, social, and local economic benefits of the £370m road tunnelling scheme, one of the largest landscape restoration schemes in the country.

### Enjoyment and Understanding

- Established the **Surrey Hills Society** in 2008 which has developed a higher profile for the Surrey Hills through its newsletters, walks, talks and events programmes.
- Celebrated the **50th Anniversary** of the Surrey Hills AONB designation with a Heritage Lottery Fund project promoting 50 years of food and farming and a House of Commons reception hosted by Sir Paul Beresford.
- Organised the **Hindhead Tunnel community walk-through** in 2011 for over 7000 people which raised £12,000 for the Community Foundation for Surrey to distribute to local good causes.

- Championed **woodland management** including establishing the **Surrey Hills Wood Fair at Birtley Estate since 2011** and the British Science Festival debate at Guildford in 2009.
- Established the new partnership and funding arrangements for the **North Downs Way National Trail**.

- Supported Surrey 2012 in the hosting of the Olympic road race cycle events, including organising the **Surrey Hills Road Race Festival** that attracted nearly 20,000 visitors to the Live Site and Cycle Expo at Denbies Wine Estate.

### Developing the Surrey Hills Economy

- Supported the administration of the **Surrey Hills Sustainable Development Fund** that has awarded and monitored over 80 grants for projects in the AONB.
- Supported the development and promotion of the **Surrey Hills LEADER** Programme (2009 – 2012) that has funded 85 projects and directly benefited over 300 businesses in the Surrey Hills area.
- Hosted **Our Land ~ Experiences to Treasure**, a £1m sustainable tourism project being developed and evaluated in the South East, that was launched in 2011 by Jeremy Hunt and Kate Humble in the Surrey Hills.
- Established **Surrey Hills Enterprises** as a Community Interest Company in 2012 to develop the Surrey Hills brand for the benefit of businesses and to generate investment in the Surrey Hills.

### Partnership and Coordination

- Established the **Surrey Hills AONB Board** in 2008 as a Joint Committee of the six AONB local authorities with delegation of the duty to prepare the Management Plan on their behalf.
- Held quarterly meetings of the **AONB Board** and twice yearly **Surrey Hills Partnership events**, including annual site visits.
- Supported regional collaboration in the South East and East **National Parks and AONBs** by hosting the Regional Coordinator post and subsequently seconding the post to the National Association for AONBs as the National Policy Development Manager.
- Developed the Surrey Hills website that unites the Surrey Hills Family of the Board, Society, Trust Fund and Enterprises.



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## The Introduction

### 1.1 Who the Plan is for

The main audience for this Management Plan is the local authorities of the Surrey Hills AONB who have a statutory duty to adopt the Plan. Another important audience is Government agencies, statutory undertakers, utilities and public bodies, which must, in accordance with Section 85 of the CROW Act 2000, have a “duty of regard” to the purposes of AONB designation in the carrying out of their functions. The policies in this Plan will guide them in the fulfilment of their duty under the Act.

There is also a wide range of local organisations and individuals that have an interest in the future well-being of the Surrey Hills, which includes landowners, land managers, local businesses, local residents and visitors. It is hoped that this Plan will lead to greater awareness and understanding of the designation and provide the opportunity to hold authorities to account in exercising their duty of regard to the AONB designation. Crucially, it is not the Plan for the AONB Board or the work programme for its AONB Unit; it is the Plan for the conservation and enhancement of the Surrey Hills designated landscape and all those with an interest in the area can be involved in its implementation.

### 1.2 How the Draft Plan was produced

This Management Plan has been produced by the Surrey Hills AONB Board, a Joint Committee, on behalf of the six local authorities that have a statutory duty to adopt the Plan. The AONB Unit was supported in this work by members of the AONB’s Officers Working Group, Partnership Members and people from a wide range of conservation, land management, tourism and other organisations. It was also informed by reviewing the existing AONB Management Plan (2009 – 2014), which was the subject of wide consultation, including a Strategic Environmental Assessment that was reviewed as part of this process.

The Consultation Draft AONB Management Plan (2014 – 2019) was agreed by the AONB Board on 16th October 2013, and launched at the Surrey Hills Partnership meeting on 6th November. Copies of the full document were sent to all 52 parish councils in the Surrey Hills. There was also an on-line survey launched on 1st December 2013 and promoted through a press release with coverage in local papers. There were 590 responses to the AONB Management Plan consultation draft which were generally very well informed and often demonstrated a high level of knowledge about the subject area. On the 16th April 2014, the Surrey Hills AONB Board considered the Report of Consultation and commended the final draft AONB Management Plan (2014 – 2019) to the respective local authorities for adoption.

The Surrey Hills AONB Management Plan is one of a national family of Plans. It reflects best practice in Management Plan following advice and guidance through sharing information within the National Association for AONBs. For more information on AONBs visit the National Association for AONBs website: [www.landscapesforlife.org.uk](http://www.landscapesforlife.org.uk)

### 1.3 The Statutory AONB Management Plan

Areas of Outstanding Natural Beauty are designated by the Government for the purpose of ensuring that the special qualities of the finest landscapes in England, Wales and Northern Ireland are conserved and enhanced. The primary purpose of AONB designation is to conserve and enhance the natural beauty of the area, as confirmed by Section 82 of the Countryside and Rights of Way Act 2000 (CROW Act).





View toward Rammore from Watton

AONBs are unique and irreplaceable national assets. There are 38 AONBs in England, covering 15% of the land area, and a further 4 in Wales and 8 (on a different legislative basis) in Northern Ireland. They range in size from the Isles of Scilly (16 km<sup>2</sup>) to the Cotswolds (2038 km<sup>2</sup>).

The Government has confirmed that the landscape qualities of National Parks and AONBs are equivalent, so the protection given by the land use planning system to natural beauty in both types of area should also be equivalent. The AONB designation is also of international importance, recognised as a Category V Protected Landscape by the International Union for the Conservation of Nature (IUCN).

Sections 88 and 89 of the Countryside and Rights of Way Act (2000) state that each local authority and Conservation Board must prepare and publish a Management Plan for their AONB, which must then be reviewed at intervals of no more than five years. AONB Management Plans are an adopted statutory policy of the local authorities.

Additional responsibilities are placed on local authorities and the planning system:

- AONBs are defined within the EIA Regulations for specific consideration as a “sensitive area”.
- The CrOW Act (2000), Section 85, Duty of Regard requires all public bodies, down to parish council level, to consider the AONB’s nationally protected status in any land use related decisions. This includes planning applications and the formulation of Local and Neighbourhood Plans.
- AONB Management Plans have been recognised to form a ‘material consideration’ in the planning decision making process.
- Land within AONB’s is recognised differently under the Town and Country Planning Act as Article 1(5) land (which for example restricts certain permitted development rights).

As well as formulating the policy of local authorities in relation to their AONB’s, AONB Management Plans are intended to:

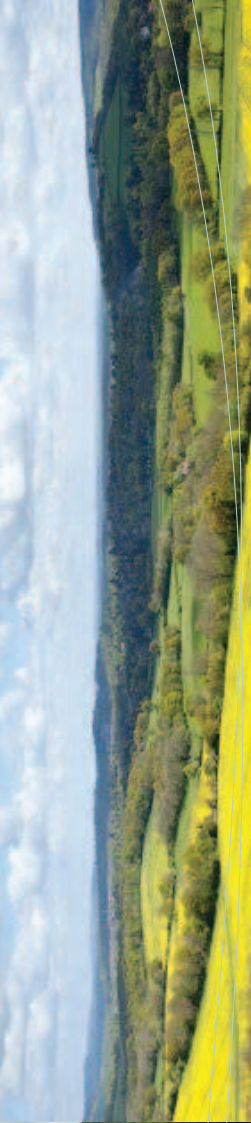
- Highlight the special qualities and the enduring significance of the AONB and the importance of its landscape, wildlife and cultural heritage, identifying those features that are vulnerable to change.
- Present an integrated vision for the future of the AONB as a whole, in the light of national, regional and local priorities, regardless of administrative boundaries.
- Set out agreed policies which will help secure that vision.
- Identify what needs to be done, by whom and when, in order to achieve these objectives.
- Stimulate action aimed at helping people to discover, enjoy and understand the local landscape and its natural and cultural features.
- Identify actions which will support those economic and social activities which in themselves contribute to the conservation and enhancement of natural beauty.

The AONB Management Plan is not intended to be a panacea for all the perceived problems which local communities might face, nor is it intended to duplicate or replace other statutory plans which affect the area. It is, however, the only document with a focus on the whole of the AONB and the only one that is primarily focused on the purpose of AONB designation, which is the conservation and enhancement of natural beauty.

#### 1.4 The relationship with the National Planning Policy Framework

The primary legislation in relation to AONB designation is from the CrOW Act (2000) and originally from the 1949 National Parks and Access to the Countryside Act. The amount of policy relating to AONBs has reduced greatly since the removal of Structure Plans and abolition of the Regional Spatial Strategies. Policy for AONBs is now solely contained in the National Planning Policy Framework (NPPF), Local Plans and emerging Neighbourhood Plans.

1 Areas of Outstanding Natural Beauty: A Guide for AONB Partnership Members, Countryside Agency, 2001 (CA 24)  
2 Surrey Hills AONB: Historic landscape descriptions, Dr Nicola R Bamister, July 2002 (unpublished)



View across the Tillingbourne Valley

The National Planning Policy Framework confirms the requirement in the Planning and Compulsory Purchase Act 2004 that planning applications must be determined in accordance with the development plan, unless material considerations indicate otherwise. The NPPF provides specific planning guidance for plan makers and decision takers in relation to AONBs and confirms (para 115) that:

*“Great weight should be given to conserving landscape and scenic beauty in National Parks, the Broads and Areas of Outstanding Natural Beauty, which have the highest status of protection in relation to landscape and scenic beauty.”*

AONBs and their Management Plans are material considerations in the planning system. The ‘great weight test’ is significant and one of the most stringent legal tests that can be applied under planning law. In specific relation to major development the NPPF states that planning permission should be refused for major developments in AONBs except in exceptional circumstances and where it can be demonstrated that they are in the public interest, and sets a series of tests that have to be assessed. What constitutes ‘major development’ has not been defined and will be assessed on its merits, according to local circumstances. All ‘major’ development will still need to pass the tests of:

- Being in the national public interest – AONB is not a ‘local’ designation, it is a ‘national’ one.
- Whether or not the need for the development could reasonably be met elsewhere.
- Any environmental impacts and the extent to which they could be mitigated.

It should however be recognised that the “presumption in favour of sustainable development” does not apply within AONBs as confirmed by paragraph 14 footnote 9 of the NPPF, due to the other policies relating to AONBs elsewhere within the Framework.

The NPPF confirms that local planning authorities should set out the strategic priorities for their areas within Local Plans and accordingly deliver the conservation and enhancement of the natural environment, including landscape. The NPPF also confirms that allocations of land for development should prefer land of lesser environmental value (counting the AONB as the highest value), that local planning authorities should set criteria based policies against which proposals for any development on or affecting landscape areas will be judged (development affecting AONBs includes impact on their setting), and that planning should contribute to conserving and enhancing the natural environment.

Local and Neighbourhood Plans should set out policy for AONBs locally and define the special qualities of the area. This should include policy reference in Core Strategies and in specific Development Plan Documents (DPD) as relevant, and should specifically cross reference the relevant AONB Management Plan. Further to this, the existence of an AONB designation should be considered at the very outset in Local Plan preparation and should influence the Local Plan in terms of the strategic location of development, access issues, green infrastructure, Community Infrastructure Levy, use of natural resources, and in terms of landscape and environmental protection. Simply including a single policy reference to AONBs does not demonstrate that LPAs have met their legal duty under Section 85 of the CrOW Act (2000) to have full regard to the purposes of conserving and enhancing the natural beauty of the AONB.



Wooded Heath at Hindhead

View across Regate Heath

## 1.5 The implications of a Surrey Hills AONB Boundary Review

Significant parts of the Surrey countryside adjacent to the AONB are designated at a county level as Areas of Great Landscape Value (AGLV). These areas have acted as a buffer to the AONB but they also have their own inherent landscape quality and are significant in conserving the landscape setting of some towns. Although AGLV land is not a national designation, previous Surrey Hills AONB Management Plans recognised the importance of AGLV land in protecting the integrity of the Surrey Hills AONB landscape, particularly views to and from the AONB. The application of the Management Plan policies and actions to AGLV land has been instrumental in helping to conserve and enhance the Surrey Hills.

In October 2013, the Surrey Hills AONB Board formally requested that Natural England consider modifying the AONB boundary. In 1958 the Surrey Hills AONB was the second landscape to be designated an AONB, and there has never been a review of the boundary. A purpose of the review will be to establish whether land designated at a County level as Areas of Great Landscape Value should be included in the AONB. Following a comprehensive landscape character assessment of the AONB and AGLV land, candidate areas that meet the AONB criteria have been identified. In February 2014, Natural England agreed to progress a Modification Order. It is anticipated that this process will take about two to three years to progress. The aim will be to generate a consensus on the land to be included in the AONB, particularly amongst the six AONB local authorities, in order to reduce any need for a lengthy and expensive Public Inquiry.

## 1.6 Defining the 'Natural Beauty' of the Surrey Hills AONB

"Natural Beauty is not just the look of the landscape but includes landform and geology, plants and animals, landscape features and the rich history of human settlement over the centuries"<sup>1</sup>. Dr Nicola Bannister, landscape historian, has stated "The term 'natural' in the designation title is a misnomer as no part of the Surrey Hills is 'natural' in the wild sense; rather it is less intensively managed compared with other parts of Surrey, retaining landscape features and semi-natural habitats which have a high ecological diversity and interest."<sup>2</sup>

Although the Surrey Hills is now one of the most wooded of the nationally protected areas in the country, it is still an intriguingly diverse landscape characterised by hills and valleys, traditional mixed farming, a patchwork of chalk grassland and heathland, sunken lanes, picturesque villages and market towns. It has associations with many of the country's great artists, writers, musicians and designers. It is often regarded as the first real countryside south of London and is a rural retreat for many thousands of daily commuters.

The Hills stretch across the chalk North Downs that run from Farnham in the west, above Guildford, Dorking and Reigate, to Oxted in the east. They contain a mosaic of woodland, scrub and open downland with combs, spring lines, chalk pits, quarries and striking cliffs. To the south are the Greensand Hills that include Black Down, the Devil's Punch Bowl and Leith Hill, with ancient sunken lanes and geometric fields that have been enclosed from heaths and wooded commons. In between are the valleys of the Wey, Tillingbourne and Mole rivers, and the heaths of Frensham, Thursley and Blackheath. The Low Weald forms the southern fringe of the Area of Outstanding Natural Beauty, with its extensive woodlands and small irregular fields, hedgerows and wooded shaws.

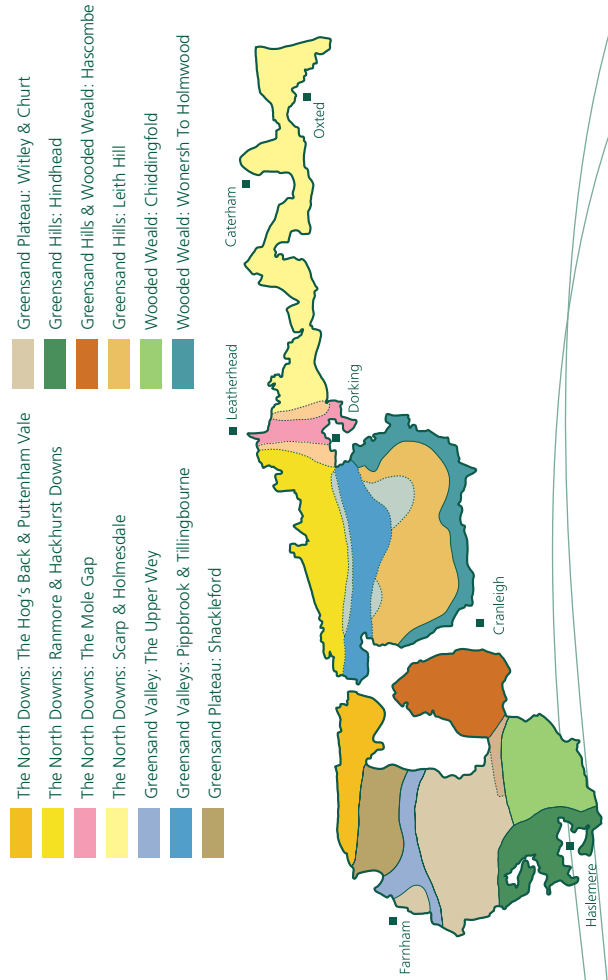
Although geology, soils and climate have created the bones of the landscape, the appearance of the Surrey Hills has been shaped for centuries by the changing patterns of land use and settlement. Over much of the Surrey Hills the historic settlement pattern remains largely intact: small picturesque villages of Saxon and medieval origin in the valleys; isolated farmsteads on chalk slopes, valley bottoms and in clearings won from the woodland; large country houses with extensive parklands; market towns; and remnants of seventeenth- and eighteenth-century industry.

The consultation on the Surrey Hills AONB Management Plan highlighted the following features that define the special character of the Surrey Hills. These are listed in order based on the feedback from the consultation. On the website portal, a statement of significance and the threats and pressures are identified for the following features:

- Views
- Woodland
- Heathland
- Tranquillity
- Commons
- Chalk grassland
- Country lanes
- Farmland
- Historic buildings
- Parkland

## 1.7 The Landscape Character of the Surrey Hills AONB

The Surrey Hills Landscape Character Assessment (2008) identified 13 local landscape character areas. For each area the AONB Management Plan includes a Statement of Significance; identifies the key AONB features; and the key local issues for each area. This assessment has helped to inform the Management Plan Policies and the Strategy to target action to certain parts of the AONB. Further information on the following Landscape Character Areas can be found on the website Management Plan portal. These will be updated with the new Landscape Character Assessment that has been undertaken as part of the AONB Boundary Review evidence base:





Box Hill was the focus of the 2012 Olympic Road Cycle Events

## 1.8 Activities Associated with the Surrey Hills

The activities associated with the Surrey Hills were identified through the consultation process in the following order:

- Walking
- Dog walking
- Visit to pubs, restaurants, tea rooms etc
- Horse riding
- Mountain biking
- Road cycling
- Photography
- Visiting attractions
- Leisure drive
- Shopping
- Running.

## 1.9 The key pressures and threats

Many changes have taken place since the Surrey Hills was designated an Area of Outstanding Natural Beauty in 1958. Although it is still a beautiful and protected area, and despite being contained wholly within the London Metropolitan Green Belt, the threats and pressures on its special character and the vitality of its communities have come in many forms. The following key pressures and threats were identified through the consultation process in the following order:

- Housing development
- Off road vehicles
- Energy (oil, gas, fracking)
- Loss of local services
- Excavation of minerals
- Changes in agriculture
- Aircraft noise
- Climate change
- Mountain biking
- Road cycling.

These pressures are the result of the great many environmental, social and economic forces that are often external to the Surrey Hills AONB. Although it is recognised that it will be difficult to address these pressures in the Management Plan, a purpose of the Plan is to ensure that the impact of these forces on the Surrey Hills is recognised and that competent authorities exercise their duty to conserve and enhance the AONB by having regard to the AONB Management Plan policies as set out in Section 2.

## 1.10 Influence of Government Policy and Guidance

There have been a number of important changes since the production of the last statutory Management Plan in 2009, which have informed the revision of this Plan. The Management Plan website portal appraises the key policies, plans and strategies that impact on the Surrey Hills AONB. They include:

- **NPPF, the scope for Neighbourhood Development Plans and a new set of Local Plans**
- **Natural Environment White Paper** *The Natural Choice – securing the value of nature*
- The publication of the ‘**State of Nature**’ report
- The production of ‘**Making Space for Nature**’ (The Lawton Report) ‘bigger, better, more joined-up’
- **Ecosystem approach** to landscape management and on the safeguarding of **ecosystem services**
- ‘**Think big: ecological recovery in Protected Landscapes**’ – the AONBs’ and National Parks’ response to Lawton
- The production of the **Biodiversity 2020 targets**
- Government proposals for **Biodiversity Off-setting**
- The business-led **Ecosystem Markets Task Force**
- **Higher Level Stewardship**
- **Food and energy security**
- The Government’s Growth agenda **global economic downturn**.

### 1.11 Monitoring the Condition of the Surrey Hills AONB

Monitoring the condition of the Surrey Hills AONB will play an important role in identifying the key issues and in assessing the appropriateness and effectiveness of Management Plan policies. The establishment of a monitoring mechanism through the use of simple but meaningful Surrey Hills AONB headline indicators provides a means of assessing and communicating change over time to inform the five-yearly reviews of the Plan. The headline indicators for the Surrey Hills are each related to achieving the vision statements that in turn relate to the character of the landscape and the enjoyment and understanding of it, and thus to the purposes of the designation.

A State of the Surrey Hills AONB Report will be prepared by the Surrey Hills Board. This report will provide baseline data for each of the headline indicators; details for the rationale that underlies each of the indicators; the data sources and monitoring systems that will be used and links to other targets and indicators like the Local Transport Plan.

### 1.12 Reviewing the AONB Management Plan

The Surrey Hills Management Plan is required under the Countryside and Rights of Way Act (CROW) 2000 to be reviewed at intervals not less than every five years after its publication. The review process is planned to start in 2017 to produce a plan to cover the period 2019 - 2024. The preparation of the new Plan will be informed by the monitoring of the implementation of this Plan, and an assessment of the condition of the Surrey Hills AONB with the preparation of the State of the Surrey Hills report. The new Plan for 2019 - 2024 will summarise the achievements in the preceding five years. The Plan will also review the planning and policy context and provide an opportunity for widespread consultation on the key issues the new plan needs to address.

The decision to pursue the modification of the AONB boundary will have a significant impact on the review process, but such a process is expected to take two to three years to complete. It is therefore expected that the implications of a reviewed AONB will be consolidated within the next AONB Management Plan 2019 – 2024, but this will be kept under review during the course of this AONB Management Plan.



## THE POLICIES

### 2.1 Introduction

All public bodies, including local authorities, Government agencies, and statutory undertakers must, in accordance with Section 85 of the Countryside and Right of Way (CROW) Act 2000, have "due regard" to the purposes of AONB designation in the carrying out of their functions. The policies in this Plan will guide them in the fulfilment of their duty under the Act.

### 2.2 Statement of Significance

In guiding the policies the Management Plan includes the following statement which states the value of the Surrey Hills AONB:

*“The Surrey Hills AONB is one of England’s finest landscapes, equivalent in beauty to a National Park and designated an Area of Outstanding Natural Beauty in 1958. Its landscape mosaic of farmland, woodland, heaths, downs and commons has inspired some of the country’s greatest artists, writers and architects over the centuries. The Surrey Hills attract millions of visitors every year who contribute to the economy of the area in sectors as diverse as wine production and wood fuel. The Hills are protected as part of London’s Metropolitan Green Belt and provide an outstanding natural resource for London and Surrey residents to enjoy outdoor pursuits, taste local food and explore market towns and picture postcard perfect villages.”*

### 2.3 The Vision

The purpose of the AONB designation is to conserve the natural beauty of the landscape. Yet the landscape, along with the rest of the English countryside, is not just a result of natural forces. It is constantly evolving as a result of the many social and economic forces placed upon it. The vision for the Surrey Hills recognises that the landscape will change but it needs to ensure that it changes in a way that conserves and enhances its special qualities. In doing so, it also needs to maintain the social and economic viability of the Surrey Hills in a sustainable manner.

The following long term vision statement sets the context and guides the Management Plan policies:

*“The Surrey Hills AONB is recognised as a national asset in which its natural and cultural resources are managed in an attractive landscape mosaic of farmland, woodland, heaths, downs and commons. It provides opportunities for appropriate business enterprise and for all to enjoy and appreciate its natural beauty.”*





Conservation grazing with Belted Galloways

## 2.4 Farming

The beauty of the Surrey Hills is largely the result of the way the land has been shaped and maintained by farmers, landowners and estate managers over the centuries. This has created a beautiful mosaic landscape of small to large fields enclosed by hedgerows, shaws and copses, with traditional farm buildings. Having a viable and diverse farming economy reduces the pressure to fragment the landscape, which then becomes more vulnerable to development and inappropriate management.

The high land and labour prices, together with the depression in agricultural incomes, create a massive pressure to give up farming, to intensify production or to diversify into activities that may not necessarily protect and enhance the special character of the area. The June Agricultural Census 2010 highlighted that there were 143 full-time farmers and 275 part-time farmers, which is a significant reduction from the 353 full-time farmers and 833 part-time farmers recorded in the June Agricultural Census 2002.

With the continuing review of the agri-environment support scheme, the Plan seeks to ensure that farming remains a viable enterprise in the Surrey Hills and continues to play a positive role in maintaining its outstanding landscape. This means raising awareness of the important role that farmers play, supporting them as custodians of the landscape, and exploiting commercial opportunities through Surrey Hills Enterprises to capitalise on the millions of people who cherish the Surrey Hills as a place to live, work and visit.

**Aim: Mixed farming is a viable enterprise that plays a positive role in maintaining the outstanding and diverse character of the Surrey Hills.**

Farming Management Policies:

- F1 Farming as a viable and sustainable enterprise, within and adjacent to the AONB, will be encouraged and supported through the development of local produce initiatives to ensure that it contributes to the management of land, biodiversity and landscape character.
- F2 Advice and financial assistance will be targeted to farmers and land managers through Government schemes to ensure the maintenance and enhancement of traditional landscape features.
- F3 Farm diversification schemes will be supported where they help to maintain and enhance the special landscape character of the AONB and contribute to the vitality of the Surrey Hills economy, particularly supporting sustainable tourism and leisure.
- F4 A wider understanding and awareness of land management practice will be promoted where this encourages and supports the creation and maintenance of the outstanding landscape character of the Surrey Hills.

**State of the AONB Indicators for Farming:**

- Area of land in registered agricultural use and average farm holding size
- Area of agricultural land in agri-environment schemes



Woodland on the Hurtwood

## 2.5 Woodland

The Surrey Hills is one of the most wooded National Parks or Areas of Outstanding Natural Beauty in the country with approximately 40% woodland cover. Its character varies from the patchwork of irregular woods, old coppice and shaws of the Wooded Weald, the conifer plantations of large estates on the Greensand Hills, to the ancient yew and box woodlands on the North Downs. The 1947 woodland census suggests that the Surrey Hills landscape has changed from a predominantly open landscape with coppiced woodland to a landscape with largely unmanaged secondary woodlands extending onto former commons, heathland and downland.

The major threats to the woodland habitats in the 21<sup>st</sup> century arise from their fragmentation and loss, lack of management and inappropriate planting of non-native species. Small woodland ownership has increased within the Surrey Hills but many owners are unaware of what management should be undertaken. Although the Management Plan consultation demonstrated the great value that people attach to woodlands, the consequences of fragmentation and neglect include the loss of biodiversity and a perception that woodland is of little use and therefore little value. In addition, the uncontrolled expansion of woodland and scrub can be at the expense of other more important semi-natural habitats, particularly heathland and chalk downland. Woodlands are also prone to disease and climate change, which could potentially have a major impact on the Surrey Hills landscape.

The Management Plan policies seek to raise awareness and understanding amongst the public and small woodland owners of the value of woodlands and the need for management. There need to be financial incentives to cover the cost of management through well-resourced and targeted grant schemes. New markets for woodland products need to be developed, such as opportunities to work with local saw mills on added value products for craft related uses, highway signs and fencing. There is a particular opportunity in the Surrey Hills area to develop wood fuel projects and build on the success of the annual Wood Fuel Conference and Wood Fair through Surrey Hills Enterprises.

**Aim: Woodlands are sustainably managed and linked to conserve and enhance the landscape, ecological, archaeological and recreational value of the wider Surrey Hills landscape.**

Woodland Management Policies:

- W1 Woodland owners and managers will be supported to manage all ancient woodlands, and other woodlands that contribute to the landscape character.
- W2 Markets for timber and other forest products will be identified, promoted and supported in order to generate incomes to help sustain appropriate woodland management.
- W3 To promote the wider importance of woodlands and the need for management, including disease and adapting to climate change through the felling, replanting and coppicing of trees.
- W4 To promote the benefits of removing inappropriate trees and secondary woodland, particularly for the restoration of heathland and chalk grassland to improve biodiversity and the reinstatement of views.
- W5 Opportunities will be taken to extend and link woodland / hedgerow habitats for landscape, nature conservation, recreation and educational purposes.

**State of the AONB Indicators for Woodland:**

- Area of Ancient Woodland and other important woodland under positive management
- Area of woodland cover



Heathland in South West Surrey

## 2.6 Biodiversity

The Surrey Hills is an area rich and diverse in wildlife due to its varied geology, landform and traditional land management. It contains internationally important sites for nature conservation ranging from the extensive lowland heaths on the Greensand to the chalk grassland and yew and box woodlands on the North Downs. The Surrey Hills landscape also contains an important matrix of smaller features like hedgerows, shelterbelts, woodland coppice and ponds.

The Management Plan consultation highlighted the need for robust policies and regulation to protect designated sites. There were, however, comments that more should be done beyond designated sites, including opportunities to adapt to climate change and link habitats. The fragmentation and general decline in traditional land management practices has led to a tremendous pressure on maintaining the rich biodiversity of the Surrey Hills. There is often little public awareness and understanding of the need for appropriate management, particularly grazing, and there is a general lack of resources to coordinate and implement positive management regimes.

The Management Plan policies seek to enhance the biodiversity of the area through sustaining the management and extension of the designated sites and important features in the wider AONB landscape. This involves promoting awareness, and generating resources for practical land management through the Rural Development Programme for England and biodiversity off-setting. There is also the need to ensure collaboration between landowners and land managers, and partner organisations through the Surrey Nature Partnership and in support of the Surrey Campaign for the Farmed Environment.

**Aim: The biodiversity of the Surrey Hills is conserved and enhanced.**

Biodiversity Management Policies:

- B1 Existing designated sites (SSSIs, SPAs and SACs) will be conserved, enhanced and managed by Natural England and partners, and where possible improved in line with government targets.
- B2 Important habitats, such as chalk grassland and heathland, will be managed and used in ways that conserve and enhance their nature conservation value.
- B3 Opportunities will be taken to extend and link habitats for landscape, nature conservation, recreation or for educational purposes, with the creation of new habitats and corridors informed by landscape character to establish functional ecological networks with resilience to climate change.
- B4 The enhancement of the biodiversity of important habitats will be maximised through the targeting of advice and grants, and through the negotiation of planning agreements, where appropriate.
- B5 Measures will be implemented to conserve and enhance the ecological value of river landscapes, wetland habitats and water quality affecting the environmental quality and landscape of the Surrey Hills.

**State of the AONB Indicators for Biodiversity:**

- Extent and condition of designated areas (SSSI, SAC, SPA, RIGS, SNCI)
- Extent and condition of habitats of principal importance as listed in Section 41 of the NERC Act 2006.



Walter Bailey seat sculpture at Leith Hill

## 2.7 Historic and Cultural Heritage

The beautiful landscape features of the Surrey Hills, particularly the historic buildings, settlements, country lanes, hedgerows, parkland, commons, heath and downland, provide evidence of a rich historic and cultural past. This is a landscape that has provided inspiration to many of the country's great artists, writers, designers and architects, particularly during and since Victorian times. Village greens and commons are highly favoured recreational areas for local people and visitors alike.

The consultation on the Management Plan highlighted a general sense that the historic and cultural heritage of the Surrey Hills is greatly under appreciated, particularly the artistic associations and industrial heritage. There is also a lack of awareness of how the landscape has evolved and the inspiration that it has provided. There has also been a general loss of local distinctiveness and traditional rural character through the decline in traditional land management practices and the standardisation of design and materials.

The Management Plan seeks to ensure that the historic features and the rich cultural heritage that define the special sense of place are recorded, protected, managed and celebrated by present and future generations. The Delivery Strategy identifies the need for partnership working, including through the Surrey Countryside and Rural Enterprise Forum, Surrey Hills Society and the Heritage Lottery Fund, by developing and delivering projects such as the Tillingbourne Valley, and Frontline Surrey Hills which focuses on the outstanding military heritage of the area.

**Aim: The historic and cultural heritage that defines the distinctive sense of place within the Surrey Hills is recorded, protected, managed and celebrated.**

Historic and Cultural Heritage Management Policies:

- HC1 A wider understanding of how the Surrey Hills landscape has evolved will be achieved by promoting the interpretation of the AONB including the links between geology and landscape.
- HC2 Heritage assets, including historic buildings, archaeological sites and historic parks and gardens, will be conserved, managed and recorded.
- HC3 Development proposals will have due regard to the locally distinctive character of rural settlements and the setting of historic buildings.
- HC4 The rich artistic and industrial heritage of the Surrey Hills will be promoted. New work will be commissioned with the involvement of local communities to keep land management traditions alive.

**State of the AONB Indicators for Historic and Cultural Heritage:**

- Number and condition of registered historic parks and gardens, and local historic gardens and historic landscapes of interest
- Number (%) of listed buildings "at risk".



St Peter's Church, Hambledon

## 2.9 Land Use Planning

The National Planning Policy Framework confirms the requirement in the Planning and Compulsory Purchase Act 2004 that planning applications must be determined in accordance with the development plan, unless material considerations indicate otherwise. The NPPF provides specific planning guidance for plan makers and decision takers in relation to AONBs and confirms (para 115) that:

**“ Great weight should be given to conserving landscape and scenic beauty in National Parks, the Broads and Areas of Outstanding Natural Beauty, which have the highest status of protection in relation to landscape and scenic beauty.”**

The prime purpose of the AONB designation is to conserve and enhance the natural and scenic beauty of the landscape. However, the Surrey Hills is not a museum, and development may need to take place from time to time in response to the needs of society, both local and wider. A fundamental role of the local planning authorities is to ensure that the very features that make the Surrey Hills special and worthy of its AONB designation are protected. This is achieved by strict development plan policies and through the vigilant exercise of development management powers. This Plan seeks to ensure that both are applied in a consistent manner across the AONB. Development proposals should take into account any Landscape Character Assessments for the locality and the Surrey Hills publication “Building in Design”.

Being so close to London and other urban areas means there are significant development pressures on the Surrey Hills landscape. These pressures are expected to increase and justify especially stringent controls of development. The cumulative effects of many, often small, developments over decades and centuries would reduce the landscape and scenic beauty of the Surrey Hills and spoil it for future generations. These and other pressures and threats outlined in Section 1.8 are considered to justify the policies below for strict controls of development in this most sensitive of landscapes. The increasing impact of replacement buildings in parts of the Surrey Hills is an issue. Special care needs to be taken over their siting, volume and design to ensure that their impact on the landscape does not become progressively greater over the years and takes into account any previous building enlargement.

It will be for each constituent Planning Authority to determine whether a proposed development constitutes major development for the purposes of applying paragraph 116 of the National Planning Policy Framework, taking into account the proposal in question, the local context and any Government definition of major development. Where appropriate, the need for a major development should be demonstrated and any overriding public benefit arising from it.

In seeking to identify in development plans sufficient land to meet Councils' future housing requirements, any proposed housing land allocations directly, or possibly indirectly, impacting upon the AONB should be avoided and be shown to be a last resort. Any such proposals will need to demonstrate that other sites have been investigated but would have greater adverse effects on the public interest.



Enjoying the Surrey Hills

## 2.8 Recreation and Tourism

Some of the most familiar beauty spots in England are found within the Surrey Hills, including Box Hill, Leith Hill and the Devil's Punch Bowl. With its extensive rights of way, open commons, sunken lanes, easy access, picnic sites, attractive market towns and villages, it has been a favourite playground for local people and visitors keen to enjoy the fresh air and outstanding scenery.

Although little information exists about the current number and profile of visitors, there is little doubt that the area receives millions of day visitors every year. The consultation on the Management Plan highlighted the conflict between promoting the Surrey Hills as a national asset against the primary purpose of the designation that is to conserve and enhance the natural beauty of the area. Visitors can place a great strain on the area and can lead to conflict between users and local communities, particularly ones with popular village greens such as Tifford and Abinger. Visitors may also add to the congestion of traffic and enhance the erosion of footpaths and bridleways as well as the peace and tranquility of the area.

The Management Plan seeks to recognise that the Surrey Hills, as a nationally important landscape, is managed so that local people and visitors have the opportunity to enjoy the area in a way that has minimal impact on its beauty and the lives of its residents. There is the opportunity for Surrey Hills Enterprises and tourism partnerships like Our Land and Visit Surrey to ensure that the spending power of visitors contributes significantly to the local economy, including linking local food to tourism, and that visitor facilities also enhance local people's enjoyment and understanding of the Surrey Hills AONB.

**Aim: The Surrey Hills will be enjoyed and cherished as an Area of Outstanding Natural Beauty for its own intrinsic qualities and in ways that contribute to the local economy and that are sensitive to the impact on local communities and the environment.**

Recreation and Tourism Management Plan Policies:

- RT1 Visitors and visitor facilities will be encouraged where they benefit the local economy and enhance people's health, enjoyment and understanding of the Surrey Hills, whilst respecting the landscape character and biodiversity.
- RT2 Information about recreation and tourism in the Surrey Hills will be made accessible to a diverse range of potential visitors through a wide range of media in order to foster a greater understanding of the AONB and its considerate use.
- RT3 Significant viewpoints will be identified, conserved and enhanced. The planning authorities will seek to protect and safeguard access to significant views.
- RT4 The design and development of new visitor facilities, and the maintenance of existing facilities, will have regard to the needs of people of all abilities to access and enjoy the Surrey Hills landscape.
- RT5 The Surrey Hills will be promoted as a destination for sustainable tourism and recreation.
- RT6 The quiet enjoyment of the Surrey Hills will be protected. Recreational activities which threaten these qualities will be assessed and suitable management measures implemented in order to minimise danger to other users, damage to the environment, reduce the inconvenience to residents and ensure there are tangible benefits to the community and local economy.

State of the AONB Indicators for Recreation and Tourism:

- Number and range of high quality access opportunities that meet the needs of all users
- The number and profile of tourism businesses.



Grassland on the edge of Guildford



A characteristic sunken lane

## 2.10 Transport and Traffic

The Surrey Hills has historically been an accessible landscape well served by rail, road and an extensive network of footpaths and bridleways. Many of the important and distinctive features of the Surrey Hills are associated with transport. These include sunken lanes, traditional signs, boundary walls and fences, and the general use of local materials, such as ironstone paving and sandstone kerbs.

As Surrey has a higher level of car ownership than any other county, the impact of traffic on the Surrey Hills is perhaps greater than on any other AONB or National Park. This is largely due to its close proximity to London and other urban areas, resulting in high volumes of traffic passing through the area. The consultation on the Management Plan highlighted the blight caused by major transport infrastructure such as the M25 and M23, and also highlighted that the Surrey Hills has become a key destination for cycling. The increasing volume of traffic leads to a loss of tranquillity, damage to features like verges, and the introduction of highway engineering solutions that can detract from the rural character of the area. The relatively high car ownership contrasts with a lack of convenient public and community transport.

The Management Plan aims to raise awareness of the impact that traffic has on the Surrey Hills and to promote measures that reinforce the rural character of the area through sensitive design and maintenance. There is also a need to provide safe and convenient non-motorised access by working with rail and bus operators and through initiatives to promote walking, cycling and horse riding for people who live in, work in or visit the Surrey Hills.

**Aim:** New development enhances local character and the environmental quality of its nationally important setting.

Land Use Planning Management Policies:

- LU1 In balancing different considerations associated with determining planning applications and development plan land allocations, great weight will be attached to any adverse impact that a development proposal would have on the amenity, landscape and scenic beauty of the AONB.
- LU2 Development will respect the special landscape character of the locality, giving particular attention to potential impacts on ridgelines, public views, tranquillity and light pollution. The proposed use and colour of external building materials will be strictly controlled to avoid buildings being conspicuous in the landscape.
- LU3 Development proposals will be required to be of high quality design, respecting local distinctiveness and be complementary in form, setting, and scale with their surroundings, and should take any opportunities to enhance their setting.
- LU4 Proposals that would assist in the continuation of direct agricultural and forestry businesses or benefit the social and economic well being of residents, including small scale affordable housing, will be supported, providing they do not conflict with the aim of conserving and enhancing the natural beauty of the landscape.
- LU5 Development that would spoil the setting of the AONB, by harming public views into or from the AONB, will be resisted.

State of the AONB Indicators for Land Use Planning:

- Any changes in development impact on the landscape and area under built development

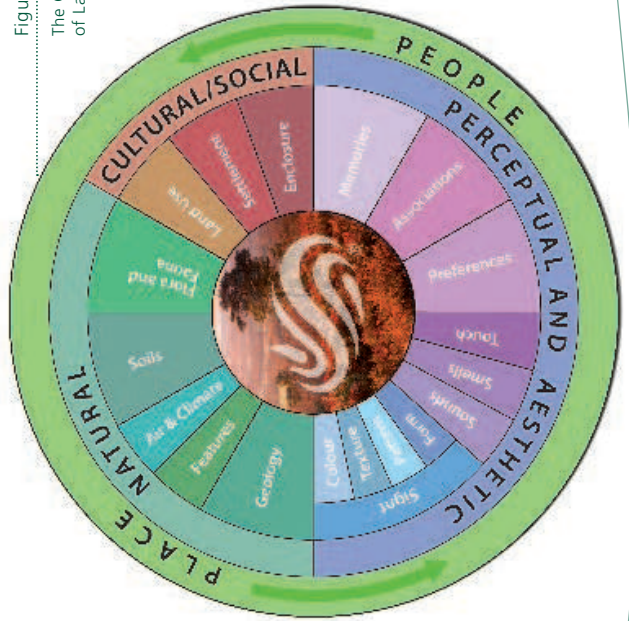


Figure 1  
The Components of Landscape

**Aim:** Transport measures reinforce the rural character of the area and provide for a range of safe and sustainable travel alternatives.

Traffic and Transport Management Policies:

- TT1 Sensitive measures appropriate to the AONB will be supported to influence the behaviour of road users for the safe use and enjoyment of rural roads.
- TT2 Measures to ensure equal opportunities to access the Surrey Hills by train, bus, cycle, horse and on foot will be implemented.
- TT3 Transport infrastructure, associated landscape design and verge management will respect the local landscape quality, character and biodiversity.
- TT4 Major transport schemes will have due regard to the national AONB designation and measures will be taken to reduce any impact on the Surrey Hills landscape.

State of the AONB Indicators for Traffic and Transport:

- Type, amount and quality of road signs, kerbs and road furniture
- Area of road verge managed positively for biodiversity





Traffic calming in Sherif

## 2.11 Community Development and the Local Economy

The appearance of the Surrey Hills today is largely the result of the way people have settled in the area and worked the land over the centuries. This activity has contributed to the special and diverse character that makes the Surrey Hills such an attractive area in which to live, work and visit. The area is a major economic asset to the County and the Region. A recent Defra study (2013 unpublished), by Professor Peter Bibby of the University of Sheffield, has identified the Surrey Hills as an "Elite Residential Enclave" in the country with 43.1% of dwellings in the AONB having a registered Company Director in residence.

Being a generally prosperous and attractive area means high land and property values often undermine the viability of rural businesses such as farming and village shops. These businesses help maintain the landscape and community life. This relative prosperity also means that local people who do not have access to everyday facilities, jobs or a car can be excluded from participating fully in the community.

Although there was concern expressed in the Management Plan consultation that the aim and policies for Community Development and the Local Economy were considered to have a general presumption in favour of development, the aim is to make the link between the community, its quality of life and the Surrey Hills environment. This means ensuring that the protection and enhancement of the environmental quality of the AONB leads to the advantage of the Surrey Hills being an attractive and affordable place to live in, invest in and visit for all members of the community. Particular regard needs to be given to promoting those sustainable forms of social and economic development, such as affordable housing and the development of local food initiatives, which in themselves contribute to conserving the environment by generating income for land management and reducing the need to travel.

**Aim: The Surrey Hills should be an attractive, affordable and sustainable place to live, work and enjoy for all members of the local community**

Local Economy and Community Management Policies:

- CD1 The relationship between the towns, villages and the special qualities of the Surrey Hills AONB will be strengthened to support local businesses and access to services.
- CD2 The provision and retention of affordable housing for local people and labour force will be supported.
- CD3 Affordable and reliable community transport and infrastructure for recreation, employment and access to local services will be supported.
- CD4 Opportunities to develop land management and conservation skills through vocational training, volunteer work and paid employment will be identified and actively promoted.
- CD5 Greater awareness of the Surrey Hills AONB will be supported through the Surrey Hills Society in order to foster a pride of place that encourages action to protect, enhance and enjoy its landscape.

State of AONB Indicators for Community Development & Local Economy:

- Community involvement and awareness in the conservation and enhancement of the AONB
- Number and access to community transport schemes





## Section 3

### THE DELIVERY STRATEGY

#### 3.1 Introduction

It is intended that the policies set out in the AONB Management Plan will be embraced and acted upon by all those organisations that have a role to play in the management of the Surrey Hills landscape and the well being of its local communities. This includes landowners, voluntary organisations, interest groups, local authorities, parish councils, statutory agencies, regional Local Enterprise Partnerships and Government departments.

It is recognised that many ongoing activities of partners already help to contribute to the Management Plan policies. This section of the AONB Management Plan however provides a strategy that identifies specific opportunities for partners to work together to help translate their commitment to the vision and policies into practical action. In the County context, this will involve collaboration through the Surrey Countryside and Rural Enterprise Forum.

#### 3.2 The Surrey Hills AONB Board

The Surrey Hills AONB Board is a Joint Committee that leads on the preparation, monitoring and review of the AONB Management Plan on behalf of its constituent bodies and other partner organisations. The AONB Board also plays a leading role in developing an image and sense of identity for the Surrey Hills AONB, and developing and supporting initiatives that implement the AONB Management Plan policies.

The work of the AONB Board is achieved through the Surrey Hills AONB Unit taking forward a range of initiatives by promoting the special character of the Surrey Hills, establishing partnerships, securing funding, ensuring implementation and monitoring effectiveness. In recognition that the Surrey Hills AONB is a nationally important landscape, 75% of the Unit's core costs are funded by central government through Defra with 25% of core costs from the six local authorities in regard to their statutory duties related to the AONB.

#### 3.3 Progress in delivering the last AONB Management Plan (2009 – 2014)

The website portal includes a report on the implementation of the last AONB Management Plan Action Plan. It is grouped into the following broad areas to reflect the purpose of the AONB designation:

**Landscape Conservation and Enhancement:** to support landowners and managers on achieving practical action to protect and enhance the special features of the Surrey Hills.

**Enjoyment and Understanding:** to raise awareness of the Surrey Hills AONB to ensure its special qualities are identified, protected and enhanced, and to provide information on environmentally responsible recreation opportunities for residents and visitors.

**Developing the Surrey Hills Economy:** to promote action that supports the economic and social well-being of the area, particularly in relation to supporting land management and visitor based enterprises.

**Partnership and Coordination:** to ensure that the Management Plan policies are coherently represented, monitored and reviewed at an appropriate national, regional, county and local level.



Trust Fund Launch



Surrey Hills Society



Surrey Hills Enterprises



Partnership site visit



INTERREG study tour



Village sign

### 3.4 The Surrey Hills Brand

Although the Surrey Hills as a designated landscape and place name cannot be protected, the Surrey Hills AONB Board has developed an emblem for the Surrey Hills that has been protected by Surrey County Council as a trademark. What unites the Surrey Hills Family is that they all have a legal requirement to benefit the Surrey Hills and have use of the Surrey Hills trademark. They share the brand vision:

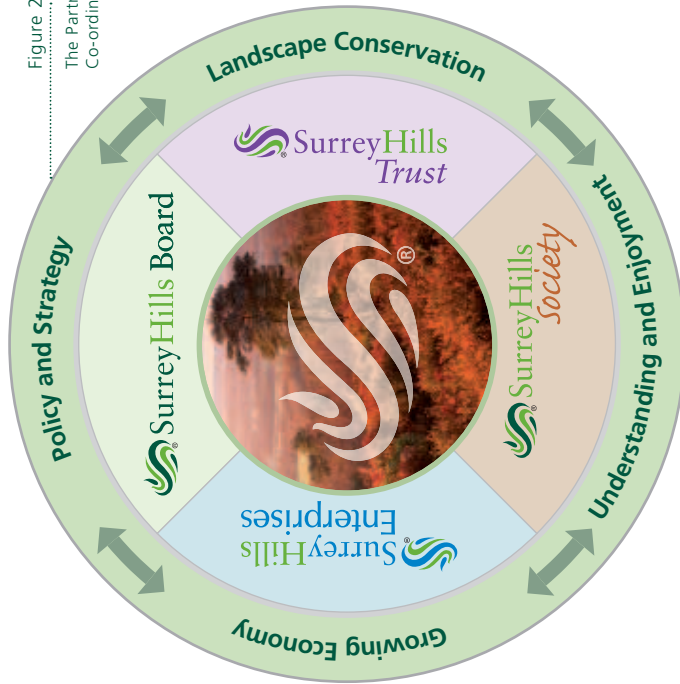
“Creating a legacy for the Surrey Hills”

The Brand Values are:

“Passionate, Energetic, Enterprising, Creative and Collaborative”

*These brand values need to be reflected throughout all AONB activities in order to build understanding and to protect its reputation. The Surrey Hills brand needs to be used consistently by the Surrey Hills family. This is achieved through the Surrey Hills Marketing Group to provide a synergy across the Surrey Hills Family in developing and protecting the integrity of the Surrey Hills brand.*

Figure 2  
The Partnership and Co-ordination Wheel



### 3.5 The Surrey Hills Family

Although the fundamental purpose of the Management Plan will be to encourage co-ordinated action by all organisations, agencies and individuals, over the last five years the Surrey Hills AONB Board has established a Surrey Hills group of organisations (the Surrey Hills Family) to help support the delivery of the AONB Management Plan. The driver has been the recognition that Government funding is heavily constrained, so working collaboratively through the family provides an opportunity to diversify and broaden the resource base, including access to skills, funding and volunteering.

The Surrey Hills Family includes the Surrey Hills AONB Board, serviced by the AONB Unit, working collaboratively with the following organisations:

#### Surrey Hills Enterprises:

This Community Interest Company's mission is to promote the Surrey Hills as a national asset for the benefit of local businesses in order to enhance our community and conserve our unique heritage. Controlled by a Board of Directors, including representatives of the AONB Board, it offers membership to commercial partners under a licence agreement with Surrey County Council on behalf of the Surrey Hills AONB Board.

#### Surrey Hills Society:

This charity is a membership organisation established as a charity to recruit and inform individuals with an interest in the Surrey Hills by running a range of walks, talks and awareness raising activity.

#### Surrey Hills Trust Fund:

This is a dedicated fund established under the umbrella of The Community Foundation for Surrey to attract donations from individuals and companies to ensure the continued success of the work of the AONB Unit. Where development proposals would cause harm to the AONB, in spite of any avoidance or mitigation measures, but the decision maker considers such development should be permitted in the public interest, this charitable fund provides the opportunity for those progressing them to make a voluntary contribution towards measures to enhance parts of the AONB to offset, to a degree, the harm caused. Any offer of contribution will not be taken into account in the determination of a planning application.

### 3.6 Targets

With the continued constraints in public financing, the Delivery Strategy seeks to reduce the reliance of the AONB Unit on Government funding. This will be achieved through growing the membership and activity of the Society; growing the business sector's involvement and revenue streams through Surrey Hills Enterprises; and generating income through the Surrey Hills Trust Fund in support of the implementation of the AONB Management Plan. A Surrey Hills Family Delivery Plan will detail how the following targets set out in the AONB Management Plan will be delivered.

The strategic targets identified for the next five years are themed under the following outcomes:

#### 3.6.1 Landscape Conservation and Enhancement

- L1 Support Natural England in the process of the **AONB Boundary Review** by 2017
- L2 **More, bigger and less fragmented areas for wildlife**, with no net loss of priority habitat and an increase in the overall extent of priority habitats.



© Prudential RideLondon



Frontline Surrey Hills Project



Surreyhills.org



Surrey Hills Wood Fair



Wood Fuel Conference



First Great Western Railway Posters

- L3 **Enhanced wildlife habitats** with 90% of priority habitats in favourable or recovering condition and at least 50% of SSSIs in favourable condition, while maintaining at least 95% in favourable or recovering condition.
- L4 Influence **planning policy and decisions** by advising on the preparation of Local Plans and major developments affecting the AONB.
- L5 Raise awareness among the public and relevant bodies of the pressures on the Surrey Hills and the need for tight controls on development through, amongst other channels, regular reports in the Surrey Hills Newsletter.
- L6 Develop and deliver a **mountain bike and cycling strategy** for the Surrey Hills by 2015 as part of the Surrey Cycling Strategy.
- L7 Continue to lead on promoting **woodland management** by delivering advice and support to 50 owners per annum.
- L8 Develop, and implement, projects for the **Tales and Trails of the Tillingbourne Valley** for submission of an Our Heritage Lottery bid in 2014.
- L9 Reduce the impact of **overhead lines** in the Surrey Hills by implementing 2 schemes per annum with SSE and UK Power Networks.
- L10 Implement proposals that promote and reinforce the rural character of the Surrey Hills **country lanes and villages**.

### 3.6.2 Employment and Understanding

- E1 Develop and implement an **Inspiring Views** programme to open up and maintain up to 4 important views per annum to and from the Surrey Hills AONB.
- E2 Increase the membership, profile, events programmes and volunteering opportunities through the **Surrey Hills Society** with a target of 2000 members by 2019.
- E3 Secure governance and funding arrangements for the **North Downs Way National Trail** in 2014.
- E4 Deliver the **Frontline Surrey Hills** HLF funded military heritage project and seek to extend the project across the Surrey Hills from 2016 onwards.
- E5 Support the annual **Prudential Ride London/Surrey Cycle Event** as an opportunity to promote the Surrey Hills Trust Fund and local food, drink and cycle businesses.
- E6 Inspire and engage new audiences through a **Surrey Hills Arts** programme with an agreed development plan by 2015.

### 3.6.3 Growing the Surrey Hills Economy

- G1 Support the development of **Surrey Hills Enterprises CIC** to grow its membership to 250 and income towards the AONB Management Plan of £60k by 2019.
- G2 Help secure the continuation of a **Surrey Rural LEADER (2015 - 2020)** programme to benefit the economy of rural Surrey with 80 new projects in the Surrey Hills area.
- G3 Develop the **Interreg Wood Hubs programme** with international partners by 2016.
- G4 Hold an annual **Wood Fuel Conference** and establish as a key national event.

- G5 Grow the **Surrey Hills Wood Fair** to over **5000 visitors per annum**.
- G6 Support the national roll-out of the **Our Land – experiences to treasure** tourism programme and secure sustainable business model by 2016.
- G7 Maximise the benefits of **rural tourism** in partnership, including Visit Surrey and Our Land, with new collaborative website launched by 2015.
- G8 Develop and deliver a **Food and Drink, and Walking Festival** by 2015 with a target 10% increase in visitors each year.
- G9 Develop relationship and investment opportunities through the **Local Enterprise Partnerships** Coast to Capital and Enterprise M3 to secure over £2m investment into the Surrey Hills area by 2019.

### Partnership and Coordination

- P1 Ensure sound governance, reporting and monitoring of the AONB Management Plan through quarterly meetings of the **Surrey Hills AONB Board** with 90% attendance.
- P2 Establish a **Surrey Hills Trust Fund** with the Community Foundation for Surrey with a target of £100k through flow project funding per annum and £1m endowment by 2019.
- P3 Establish the **annual Surrey Hills Partnership** as an opportunity to oversee and scrutinise the work of the Surrey Hills family with annual meeting and site tour.
- P4 Establish a **revised constitution** for the Surrey Hills AONB Board and secure funding support from Deira and local authority partners by 2019.
- P5 Review the **AONB Management Plan** and deliver a new Management Plan for adoption by 2019.
- P6 Develop policy and strategy with **central and local government** through active membership of the NAAONB attending Conference and AGM.
- P7 Establish a methodology and a baseline to monitor **landscape change** to help identify the types of change taking place and how these are affecting the landscape character and natural beauty of the Surrey Hills AONB by 2019.

## 3.7 Monitoring implementation of the AONB Management Plan

The Surrey Hills AONB Board will take the lead in monitoring the implementation of the Plan. This will be achieved by establishing a monitoring mechanism for partners to report on the extent to which the Management Plan targets have been met. This will provide the basis for the assessment as to the effect they have in conserving and enhancing the AONB landscape and the enjoyment and understanding of it. The Surrey Hills Board will keep under review the Delivery Plan, publish quarterly e-bulletins on progress and publish an annual report.

Core Funding Partners



Advisory Partners



Delivery Partners



Member of



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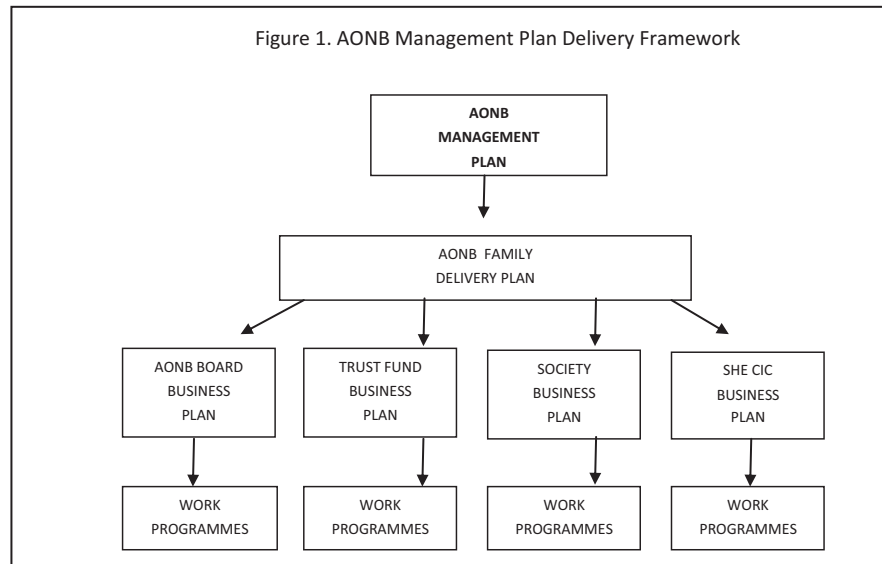
## SURREY HILLS AONB MANAGEMENT PLAN (2014 -2019) DRAFT FAMILY DELIVERY PLAN – WORKING DOCUMENT

Although the fundamental purpose of the Management Plan will be to encourage co-ordinated action by all organisations, agencies and individuals, the Surrey Hills AONB Board has established a Surrey Hills group of organisations (the Surrey Hills Family) to help support the delivery of the AONB Management Plan. This will be achieved through growing the membership and activity of the Society; growing the business sector’s involvement and revenue streams through Surrey Hills Enterprises; and generating income through the Surrey Hills Trust Fund in support of the implementation of the AONB Management Plan. The driver has been the recognition that government funding is heavily constrained, so working collaboratively through the family provides an opportunity to diversify and broaden the resource base, including access to skills, funding and volunteering.

The Surrey Hills Family Delivery Plan details how the targets will be delivered under the following Surrey Hills AONB

Management Plan headings:

- Landscape Conservation and Enhancement
- Enjoyment and Understanding
- Growing the Surrey Hills Economy
- Partnership and Coordination



The Family Delivery Plan will be monitored through quarterly meetings of the Surrey Hills AONB Board and annual meetings of the Surrey Hills Partnership Forum. A formal review of the Delivery Plan will inform the preparation of a new AONB Management Plan (2019 – 2024)

## SURREY HILLS AONB MANAGEMENT PLAN - FAMILY DELIVERY PLAN 2014 – 2019

### LANDSCAPE CONSERVATION AND ENHANCEMENT

Mgt Plan Ref.	Project And AONB Policy Framework	Activity	TARGET	TIME-SCALE	LEAD	PARTNERS	WHAT HAS BEEN ACHIEVED COMMENTS	RED AMBER GREEN
L1	AONB Boundary Review  Land use planning	Support Natural England in the process of the AONB Boundary Review	Modification Order	2018	Natural England	Local Authorities		
Page 64	Living Landscapes  Farming, Biodiversity Woodlands	More, bigger and less fragmented areas for wildlife	No net loss of priority habitat and an increase in the overall extent of priority habitats	2014 – 2019	SNP, SCREF	SHE, SWT, CLA, NFU, local authorities		
L3	Enhanced wildlife habitats  Biodiversity	priority habitats in favourable or recovering condition  SSSIs in favourable or recovering condition	90% of habitats  95% of SSSIs	By 2019	SNP, SCC, SCREF	SHE, SWT, CLA, NFU, local authorities		
L4 Planning	Planning advice	Influence planning policy and decisions by advising on the preparation of Local Plans and major developments affecting the AONB	100 consultation response per annum and appraise impact	2014 – 2019	AONB Board	Local authorities, CPRE, parish councils		



L5	Planning advocacy  Land Use Planning	Raise awareness among the public and relevant bodies of the pressures on the Surrey Hills and the need for tight controls on development through regular reports, including features in the Surrey Hills newsletter	2 Features per annum and PR	2014 - 2019	AONB Board, Surrey Hills Society	Local authorities, CPRE, parish councils		
L6	Cycling  Recreation and Tourism	Develop and deliver a mountain bike and cycling strategy for the Surrey Hills as part of the Surrey Cycling Strategy.	Development Plan	By 2015	AONB Board/SCC	Local authorities, CTC, CLA, LEADER		
L7	Woodland Advice  Woodland	Continue to lead on promoting woodland management by delivering advice and support to owners	Advice to 50 owners per annum	2014 - 2019	Surrey Hills Enterprises	FC, SCC, LEADER		
LC8	Tillingbourne Valley  Historic and Cultural Heritage	Develop and implement projects for Tales and Trails of the Tillingbourne Valley for submission of Heritage Lottery bid	Submit bid	in 2014	AONB Board	Parish councils, Guildford BC, Mole Valley DC, SWT, EA, SCC		
LC9	Overhead lines  Land Use Planning	Reduce impact of overhead power lines in the Surrey Hills by implementing schemes with SSE and UK Power Networks	2 schemes per annum	2014 - 2019	AONB Board	SSE UK Power Networks		
L10	Rural Traffic Management  Transport and Traffic	Implement proposals for communities that promote and reinforce the rural character of the Surrey Hills country lanes and villages	2 communities per annum	2014 - 2019	Surrey County Council/ AONB Board	Parish councils		

## ENJOYMENT AND UNDERSTANDING

Mgt Plan Ref	PROJECT And AONB Policy Framework	ACTIVITY	TARGET	TIME-SCALE	LEAD	PARTNERS	WHAT HAS BEEN ACHIEVED	RED AMBER GREEN
E1	Inspiring Views  Recreation and Tourism, Historic and Cultural Heritage	Develop and implement an Inspiring Views programme to open up and maintain important views to and from the AONB	Up to 4 important views per annum	2014 - 2019	Surrey Hills Society	Surrey Hills Trust Fund, AONB Board, CLA, PCs, NDW, CPRE		
E2	Surrey Hills Society  Recreation and Tourism; Community Development and Local Economy	Increase the membership, profile, events programmes and volunteering opportunities through the Surrey Hills Society	2000 members	By 2019	Surrey Hills Society	Parish councils		
E3	North Downs Way  Recreation and Tourism	Secure government funding arrangements for the North Downs Way National Trail	Partnership Agreement	By 2015	NDW Trail Partnership	AONB Board, NE, SCC, KCC		
E4	Frontline Surrey Hills  Historic and Cultural	Deliver the Frontline Surrey Hills HLF funded military heritage project and seek to extend across the Surrey Hills	HLF bid additional bid	By 2015	AONB Board	NT, Gatton Trust, Surrey Heritage		

	Heritage							
E5	Ride London Surrey  Recreation and Tourism	Support annual Prudential Ride London event as an opportunity to promote the Surrey Hills Trust Fund and local food, drink and cycle businesses	Annual Festival and number of businesses engaged	2014 - 2019	Prudential Ride London	SCC, local authorities		
E6	Surrey Hills Arts  Recreation and Tourism; Historic and Cultural Heritage; Community Development and Local Economy	Inspire and engage new audiences through a Surrey Hills Arts programme with an agreed development plan	Development Plan	By 2015	County Arts	AONB Board		

## GROWING THE SURREY HILLS ECONOMY

Mgt Plan Ref	PROJECT	ACTIVITY	TARGET	TIME-SCALE	LEAD	PARTNERS	WHAT HAS BEEN ACHIEVED COMMENTS	RED AMBER GREEN
G1	Surrey Hills Enterprises  Community Development and Local Economy	Support the development of Surrey Hills Enterprises CIC to grow its membership and income towards the AONB Management Plan	Membership to 250  Income to £60k	By 2019	SHE CIC	AONB Board, SCC, SCREF, LEPs, Surrey Connects		
G2	LEADER  Community Development and Local Economy; Farming;; Recreation and Tourism	Help secure the continuation of a Surrey Rural Leader programme to benefit the economy of rural Surrey	60 new projects benefitting the Surrey Hills area	By 2019	Local Action Group	SCC, SCREF, NFU, CLA, FC		
G3	Wood Hubs  Woodland	Develop Interreg Wood Hubs programme with international partners	Interreg bid	By 2016	SHE CIC	SCC, FC, LEPs, CLA, SCREF		
G4	Wood Fuel Conference  Woodland	Hold an annual Wood Fuel Conference and establish as a key national event	Annual event	2014 - 2019	SHE CIC	FC, Grown in Britain, LEPs, SCC		
G5	Surrey Hills Wood Fair  Woodland; Community Development	Grow the Surrey Hills Wood Fair event	Over 5000 visitors per annum	2014 - 2019	SHE CIC	SCREF, Society, FC, SCC		

	and Local Economy; Recreation and Tourism							
G6	Our Land  Recreation and Tourism Community Development and Local Economy;	Support the roll-out of the Our Land – Experiences to Treasure tourism programme and secure sustainable business model	New business model	By 2016	Rt.com	Protected landscapes, AONB Unit		
G7	Tourism  Recreation and Tourism Community Development and Local Economy;	Maximise the benefits of rural tourism in partnership, including Visit Surrey and Our Land, with new collaborative website	New Surrey website	2015	Visit Surrey	SCREF, SHE CIC, tourism businesses, LEPs		
G8	Surrey Hills Festivals  Community Development and Local Economy; Recreation and Tourism; Cultural and Historic Heritage	Develop and deliver a Food and Drink, and Walking Festival	10% increase in visitors each year	2014 - 2019	SHE CIC	LAG, Visit Surrey, local authorities		
G9	Local Enterprise Partnerships  Community	Develop relationship and investment opportunities through the Local Enterprise Partnerships Coast to Capital and Enterprise	Secure over £2m investment in Surrey Hills area	by 2019	SCREF, AONB Board	Local authorities, SHE CIC, Surrey Connects,		

	Development and Local Economy; Recreation and Tourism; Land Use Planning	M3				Protected Landscapes		
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## PARTNERSHIP AND COORDINATION

Mgt Plan ref	PROJECT	ACTIVITY	TARGET	TIME-SCALE	LEAD	PARTNERS	WHAT HAS BEEN ACHIEVED	RED AMBER GREEN
P1	AONB Management Plan	Ensure sound governance, reporting and monitoring of the AONB Management Plan through quarterly meetings of the Surrey Hills AONB Board	90% attendance at AONB Board meetings	2014 - 2019	AONB Board	AONB partnership		
P2	Surrey Hills Trust Fund	Establish a Surrey Hills Trust Fund with the Community Foundation for Surrey	£100k through flow project funding per annum and £1m endowment	By 2019	Fund Panel	Community Foundation for Surrey, AONB Board		
P3	Surrey Hills Partnership	Establish the annual Surrey Hills Partnership as an opportunity to oversee and scrutinise the work of the Surrey Hills family	Annual tour Annual Partnership meeting	2014 - 2019	AONB Board	Partnership		
P4	Governance	Establish a revised constitution for the Surrey Hills AONB Board and secure funding support from	New Constitution	By 2019	AONB Board	Partnership, Defra		

		Defra and local authority partners						
P5	AONB Management Plan (2019 – 2024)	Review the AONB Management Plan and deliver a new Management Plan for adoption	Adopted AONB Management Plan	Adopted by 2019	AONB Board	Partnership, Defra, NE, local authorities		
P6	Policy Development	Develop policy and strategy with central and local government through active membership of the NAAONB, attending Conference and AGM	Attend NAAONB Conference and AGM	2014 - 2019	AONB Board	Partnership		
P7	NAAONB	Second the Regional Coordinator to the National Association of AONBs as its Development Manager	Seek sustainable arrangement	By 2017	AONB Board	NAAONB, Defra		
P8	Monitoring	Establish a methodology and a baseline to monitor landscape change to help identify the types of change taking place and how these are affecting the landscape character and natural beauty of the Surrey Hills AONB	State of AONB Report	By 2019	Officers Working Group	NE, Protected Landscapes, NAAONB		

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# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 1. Topic of assessment

<b>EIA title:</b>	Surrey Hills AONB Management Plan (2014-2019)
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<b>EIA author:</b>	Rob Fairbanks Director Surrey Hills AONB
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## 2. Approval

	<b>Name</b>	<b>Date approved</b>
<b>Approved by<sup>1</sup></b>	Dominic Forbes	16 <sup>th</sup> September 2014

## 3. Quality control

<b>Version number</b>	4	<b>EIA completed</b>	10 <sup>th</sup> September 2014
<b>Date saved</b>	10 <sup>th</sup> September 2014	<b>EIA published</b>	

## 4. EIA team

<b>Name</b>	<b>Job title (if applicable)</b>	<b>Organisation</b>	<b>Role</b>
Rob Fairbanks	Director	Surrey Hills AONB	Director of AONB Unit
Charmaine Smith	Senior Countryside Officer (Landscape)	Surrey County Council	AONB Working Group Officer
Les Andrews	Principal Planning Policy Officer	Surrey County Council	Planning Directorate Equality Officer

<sup>1</sup> Refer to earlier guidance for details on getting approval for your EIA.

# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 5. Explaining the matter being assessed

<p><b>What policy, function or service is being introduced or reviewed?</b></p>	<p>Under section 89 of the Countryside and Rights of Way Act 2000 (CRoW Act), the County Council along with the other local authorities administering the area of an Area of Outstanding Natural Beauty (AONB) have a duty to produce an AONB Management Plan.</p> <p>The statutory purpose of the Plan is to conserve and enhance the natural beauty of the area, comprising the area's distinctive landscape character, biodiversity and geodiversity, historic and cultural environment. Two secondary non-statutory purposes of AONBs are:</p> <ul style="list-style-type: none"><li>• To take account of the needs of agriculture, forestry, fishing and other local rural industries and of the economic and social needs of local communities, paying particular regard to promoting sustainable forms of social and economic development that in themselves conserve and enhance the area's natural beauty; and</li><li>• To seek to meet the demand for recreation so this is consistent with the statutory purpose of conserving and enhancing the area's natural beauty - and which preferably supports this purpose by increasing understanding, valuation and care for the area – and is also consistent with the needs of rural industries.</li></ul> <p>Surrey County Council have delegated the duty of producing the Surrey Hills AONB Management to the Surrey Hills Partnership, known as the Surrey Hills AONB Board. The Surrey Hills AONB Management Plan for the period 2009-2014 was adopted by Surrey County Council on 17<sup>th</sup> February 2009.</p> <p>Under the CRoW Act there is a requirement to review the Management Plan every 5 years and the current plan has now been reviewed through the Board. The County Council is now being asked to adopt the reviewed plan for the period of 2014 – 2019.</p> <p>In January 2013 the Surrey Hills Board agreed arrangements to review the AONB Management Plan. As a formal review of the AONB boundary and landscape character assessment were being considered in 2013, it was agreed to undertake a 'light touch review.' This has been implemented and a plan produced for the period 2014-2019.</p> <p>As this was a light touch review then there are no major changes in direction. However, the policies have been reviewed and refreshed to be in line with the National Planning Policy Framework, the Lawton Report 'Making Space for Nature and the resulting Natural Environment White Paper which have been published since the last plan.</p> <p>The Surrey Hills Board will take the lead in monitoring the implementation of the Plan, and the Board will publish an annual State of the Surrey Hills AONB Report, which will include monitoring information and a review of the work of the Surrey Hills AONB Unit.</p>
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# EQUALITY IMPACT ASSESSMENT TEMPLATE

<p><b>What proposals are you assessing?</b></p>	<p>There are 4 broad areas that reflect the purpose and delivery of the AONB Management Plan.</p> <p><b>Landscape Conservation and Enhancement.</b> To support landowners and managers on achieving practical action to protect and enhance the special features of the Surrey Hills.</p> <p><b>Enjoyment and Understanding.</b> To raise awareness of the Surrey Hills AONB to ensure its special qualities are identified, protected and enhanced, and to provide information on environmentally responsible recreation opportunities for residents and visitors.</p> <p><b>Developing the Surrey Hills Economy.</b> To promote action that supports the economic and social well-being of the area, particularly in relation to supporting land management and visitor based enterprises.</p> <p><b>Partnership and Coordination.</b> To ensure that the Management Plan policies are coherently represented, implemented, monitored and reviewed at an appropriate national, regional, county and local level.</p> <p>In order to implement the management plan, policies have been developed and grouped to support the following aims which cover farming, woodland, biodiversity, historic and cultural heritage, recreation and tourism, land use planning, community development and the local economy, and transport and traffic.</p> <p><b>AIM:</b> Mixed farming is a viable enterprise that plays a positive role in maintaining the outstanding and diverse character of the Surrey Hills</p> <p><b>AIM:</b> Woodlands are sustainably managed and linked to conserve and enhance the landscape, ecological, archaeological and recreational value of the wider Surrey Hills landscape.</p> <p><b>AIM:</b> The biodiversity of the Surrey Hills is conserved and enhanced</p> <p><b>AIM:</b> The historic and cultural heritage that defines the distinctive sense of place within the Surrey Hills is recorded, protected, managed and celebrated</p> <p><b>AIM:</b> The Surrey Hills will be enjoyed and cherished as an Area of Outstanding Natural Beauty for its own intrinsic qualities and in ways that contribute to the local economy and that are sensitive to the impact on local communities and the environment</p> <p><b>AIM:</b> New development enhances local character and the environmental quality of its nationally important setting.</p> <p><b>AIM:</b> The Surrey Hills should be an attractive, affordable and sustainable place to live, work and enjoy for all members of the local community.</p> <p><b>AIM:</b> Transport measures reinforce the rural character of the area and provide for a range of safe and sustainable travel alternatives.</p>
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# EQUALITY IMPACT ASSESSMENT TEMPLATE

**Who is affected by the proposals outlined above?**

The intended beneficiaries are very wide and include the residents of the Surrey Hills AONB, as well as those who work in local industries such as agriculture, forestry, and tourism. There are other beneficiaries outside the Surrey Hills who live in the wider area of Surrey and South London, who visit the AONB for recreation and leisure.

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# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 6. Sources of information

Engagement carried out
<p>The Consultation Draft AONB Management Plan 2014 – 2019 was agreed by the AONB Board on the 16<sup>th</sup> October 2013, and launched at the Surrey Hills Partnership meeting on the 6<sup>th</sup> November 2014. The consultation period ran until 14<sup>th</sup> February 2014.</p> <p>The Consultation Draft Management Plan 2014-2019 was informed by reviewing the existing AONB Management Plan (2009-2014) which was the subject of wide consultation. It was produced by the Surrey Hills AONB Board, which is a Joint Committee, on behalf of the six local authorities that have a statutory duty to adopt the AONB Management Plan. The draft report was put together by the AONB Unit which is employed by the Board to do the day to day work around the implementation of the plan and hosted by Surrey County Council. The Unit was supported in this work by members of the AONB's officers Working Group, Partnership Members and people from a wide range of conservation, land management, tourism, and other organisations, including a Strategic Environmental Assessment.</p> <p>Copies of the full document were sent to all 52 parish councils in the Surrey Hills. There was also an on-line survey launched on 1<sup>st</sup> December 2013 through the AONB web site and promoted by press release. This received coverage in local papers including the Surrey Advertiser and the Surrey Mirror. There was also radio coverage including Eagle Radio.</p> <p>All local authorities including Surrey County Council, the five boroughs and districts, and all the parish councils had the opportunity to respond to the consultation in terms of accountable bodies representing their respective communities. The parish council clerks were requested to cascade or forward the AONB Management Plan survey to community groups that they considered may have an interest in the Surrey Hills. Interests groups were targeted through the consultation included the British Horse Society, The Surrey Countryside Access Forum, Local Access Forums (representing the interests of people with disabilities interests), cycling clubs and the Ramblers Association, including ramblers with disabilities. These groups were also requested to cascade or forward the survey to their respective memberships.</p>
Data used
<p>There were 590 responses which were generally well informed and supportive. The responses were analysed to identify key themes and concerns and a report was produced Full details have been published on the Surrey Hills AONB website (Report of Consultation April 2014.) The analysis was used to inform this EIA and the revised version of the Management Plan.</p> <p>The analysis revealed some tensions between cyclists and other users, particularly equestrians. Other major concerns expressed were over housing development, and the lack of affordable housing. These reflect wider concerns already highlighted by the Local Plan process and the need expressed by a number of Local Authorities to develop in areas of the AONB.</p> <p>Due to the design of the questionnaire and protecting identities, it was not possible to identify how many people with protected characteristics who responded. This will be reviewed next time.</p>

## 7. Impact of the new/amended policy, service or function

# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic <sup>2</sup>	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 78</p> <p style="text-align: center;"><b>Age</b></p>	<p>Policies to encourage a healthy and varied working community could provide employment opportunities for a wide range of the community. Supporting diversity in farming could encourage farmers to stay in the industry and provide opportunities for young farmers to gain experience.</p> <p>Policies to encourage affordable and reliable community transport and affordable housing could improve access for all ages and could particularly benefit both young and older people.</p>	<p>No discernible impact</p>	<p>Analysis of Report of Consultation April 2014.</p>
<p style="text-align: center;"><b>Disability</b></p>	<p>Policies to encourage farm diversification schemes, increase opportunity for recreation and education in different habitats, historic buildings, parks and gardens, and well designed accessible visitor facilities will provide opportunity for education and leisure for all abilities.</p>	<p>If not managed effectively and sympathetically, an increase in visitor numbers may make it more difficult for users with disabilities to access and enjoy the AONB. The strongest support in the consultation response was around protecting the quiet enjoyment of the Surrey Hills. Responses indicated cycling on road and</p>	<p>Analysis of Report of Consultation April 2014.</p>

## EQUALITY IMPACT ASSESSMENT TEMPLATE

	Policies included to ensure equal opportunities to access Surrey Hills by train, bus, cycle, horse and on foot	mountain biking were a threat to the area, particularly in the case of organised events, which closed access to parts of the AONB to other users.	
<b>Gender reassignment</b>	No discernible impact	No discernible impact	
<b>Pregnancy and maternity</b>	Policy to ensure the visitor facilities are fully accessible will provide opportunity for a wide range of visitors including pregnant women and women with young children.	No discernible impact	Analysis of Report of Consultation April 2014.
<b>Race</b>	A use of a varied range of media will be an opportunity to encourage access to a wide range of communities.	No discernible impact	Analysis of Report of Consultation April 2014.
<b>Religion and belief</b>	No discernible impact	No discernible impact	Analysis of Report of Consultation April 2014.
<b>Sex</b>	No discernible impact	No discernible impact	
<b>Sexual orientation</b>	No discernible impact	No discernible impact	
<b>Marriage and civil partnerships</b>	No discernible impact	No discernible impact	
<b>Carers<sup>3</sup></b>	Policy to ensure the visitor facilities are designed for the needs of all abilities will provide opportunity for a wide	No discernible impact	Analysis of Report of Consultation April 2014.

<sup>3</sup> Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

## EQUALITY IMPACT ASSESSMENT TEMPLATE

	range of visitors including carers.		
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### 7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<b>Age</b>	Policy to ensure the visitor facilities are fully accessible designed could provide work opportunities for a wide range of staff.	No discernible impact	Analysis of Report of Consultation April 2014.
<b>Disability</b>	Policy to ensure the visitor facilities are fully accessible could provide work opportunities for a wide range of staff.	No discernible impact	Analysis of Report of Consultation April 2014.
<b>Gender reassignment</b>	No discernible impact	No discernible impact	
<b>Pregnancy and maternity</b>	Policy to ensure the visitor facilities are designed for the needs of all abilities will provide work opportunities for a wide range of staff of different age and ability.	No discernible impact	Analysis of Report of Consultation April 2014.
<b>Race</b>	No discernible impact	No discernible impact	
<b>Religion and belief</b>	No discernible impact	No discernible impact	
<b>Sex</b>	No discernible impact	No discernible impact	



## EQUALITY IMPACT ASSESSMENT TEMPLATE

<b>Sexual orientation</b>	No discernible impact	No discernible impact	
<b>Marriage and civil partnerships</b>	No discernible impact	No discernible impact	
<b>Carers</b>	No discernible impact	No discernible impact	

# EQUALITY IMPACT ASSESSMENT TEMPLATE

## 8. Amendments to the proposals

Change	Reason for change
Slight amendment to Vision Statement to include opportunities for rural enterprise	Response from AONB community that the Vision Statement should refer to opportunities for rural business and enterprise which promote wider opportunities to enjoy being in the AONB. .
Promotion of opportunities for education in countryside, heritage and the arts in the landscape, provided it raised aware of the special qualities of the Surrey Hills and supported local communities	Response from AONB community
Policies to protect quiet enjoyment and encourage management measures for recreational activities to minimise danger to other users.	Response from the AONB community which raised concern over the impacts of encouraging too many visitors for organised events which closed facilities for other users.

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Wider understanding of the level of engagement of residents, service users and staff with protected characteristics	Review consultation process for next review of Surrey Hills AONB Management Plan from 2019. In particular, consider how we could revise the questionnaire to make it possible to identify how many people with protected characteristics respond.	Commencement of next review process 2018	Surrey Hills AONB Board and Surrey Hills AONB Unit
Diverse rural economy	Encourage co-ordinated action by all organisations, agencies and individuals through the Surrey Hills group of organisations (the Surrey Hills family)	Throughout the duration of the plan up to 2019	Surrey Hills AONB Board and Local Planning Authorities
Access to recreational facilities and rural services to all ages and abilities	Design and development of new visitor facilities and maintenance of existing facilities for the needs of people of all abilities. Support of rural transport initiatives.	Throughout the duration of the plan up to 2019	Surrey Hills AONB Board, and Local Planning Authorities

# EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>Increase in visitor numbers may inhibit the use of facilities for those of less ability. Increased development of recreation and tourism can cause conflict between different user groups if not managed sympathetically.</p> <p>There are key areas of tension between active groups and others wanting quiet enjoyment, such as the controversy over the Leith Hill bike trail.</p>	<p>The quiet enjoyment of the Surrey Hills will need to be protected, and facilities developed to help positively manage increasing numbers of visitors of different abilities and needs.</p> <p>New leisure facilities will need to be constructed in such a way to maximise benefits and minimise conflict between different user groups.</p>	<p>Throughout the duration of the plan up to 2019</p>	<p>Surrey Hills AONB Board and Local Planning Authorities</p>

## 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None identified that cannot be mitigated through the application of policies of the Plan.	

## 11. Summary of key impacts and actions

<p><b>Information and engagement underpinning equalities analysis</b></p>	<p>The Consultation Draft Management Plan 2014-2019 was informed by a review of the existing AONB Management Plan (2009-2014) and produced by the Surrey Hills AONB Board, which is a Joint Committee, on behalf of the six component local authorities that have a statutory duty to adopt the AONB Management Plan. The Plan was subject to wide consultation and an analysis of this consultation was carried out in a Report of Consultation April 2014.</p>
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# EQUALITY IMPACT ASSESSMENT TEMPLATE

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<p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p>	<p>Policies to ensure a positive rural economy and recreational and the visitor facilities are designed for the needs of all abilities will provide opportunities for the widest range of the AONB community and staff of different ages and ability.</p>
<p><b>Changes you have made to the proposal as a result of the EIA</b></p>	<p>Slight amendment to Vision Statement and policies to include opportunities for rural enterprise, manage visitors and protect quiet enjoyment alongside more active recreational pursuits</p>
<p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>	<p>The Surrey Hills Board will encourage and manage co-ordinated action by all organisations, agencies and individuals through the Surrey Hills group of organisations (the Surrey Hills family). The Local Planning Authorities that belong to the Surrey Hills AONB will adopt the Management Plan, to inform policy for their organisations.</p>
<p><b>Potential negative impacts that cannot be mitigated</b></p>	<p>None identified that cannot be mitigated through the application of the policies of the Plan.</p>

**SURREY COUNTY COUNCIL**

**CABINET**

**DATE:**



**REPORT OF: MRS HELYN CLACK, CABINET MEMBER FOR COMMUNITY SERVICES**

**MR JOHN FUREY, CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND FLOODING**

**LEAD OFFICERS: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE**

**TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT & INFRASTRUCTURE**

**SUBJECT: PRUDENTIAL RIDELONDON-SURREY 100 & CLASSIC**

#### **SUMMARY OF ISSUE:**

At its meeting in December 2013, the Cabinet approved the Prudential RideLondon-Surrey 100 and Classic Cycling Events as the County's 2012 Olympic Legacy cycling events until 2017. The Cabinet further approved the route for the 2014 Prudential RideLondon-Surrey 100 and Classic, which were held successfully on 10 August 2014, with 20,000 riders taking part. In December 2013, the Cabinet also agreed to take a further decision in respect of future events.

This report now seeks approval from the Cabinet to agree the route for the 2015 events and also to agree the routes for the 2016 and 2017 events.

#### **RECOMMENDATIONS:**

It is recommended that the Cabinet:

1. Approve the Prudential RideLondon-Surrey 100 and Classic routes for 2015, 2016 and 2017 and agrees that the final detail of the route will be determined by the Assistant Chief Executive or Strategic Director for Environment and Infrastructure in consultation with the Leader of the Council, the Cabinet Member for Community Services and the Cabinet Member for Highways, Transport and Flooding.
2. Note that a further decision will be brought back to the Cabinet for cycling events from 2018 onwards.

#### **REASON FOR RECOMMENDATIONS:**

The Prudential RideLondon-Surrey 100 and Classic have become recognised as world class events. They are organised by the London & Surrey Cycling Partnership, a joint venture between London Marathon Limited and SweetSpot Group. The events are delivered on a not for profit basis with a charitable trust overseeing the allocation of grants to sporting and recreational charities in Surrey and London.

The continuation of the Prudential RideLondon-Surrey 100 and Classic events supports the Surrey Cycling Strategy, maintains Surrey's position as a centre for cycling and provides significant benefits in terms of worldwide exposure to potential

tourists. It also presents residents with the opportunity to take part in a world class event and to watch world class cycling teams racing in the County.

The event is structured to ensure that all event costs are borne by the event organiser. Surrey County Council and other Surrey partners are not required to provide financial support to the event, with input limited to officer time in reviewing event arrangements to ensure that they meet regulatory and safety requirements.

Extensive work has already been undertaken to reduce the impact of road closures on local communities and liaison with them will continue to ensure this is kept to the minimum possible for events of this size and scale. Some work has already been undertaken to help local businesses to see a positive impact from the events but this can and will be increased in 2015.

## **DETAILS:**

### **Background**

1. The Prudential RideLondon-Surrey 100 and Classic events (the events) are part of the wider Prudential RideLondon festival and largely follow the Olympic road cycling road race route making them a key part of the Olympic legacy. The Prudential RideLondon-Surrey 100 is an annual mass participation event for amateur cyclists and the Prudential RideLondon-Surrey Classic is an elite race of 150 professional riders.
2. The delivery partner for the festival is the London & Surrey Cycling Partnership (LSCP). The delivery partner plans and delivers the festival's events in conjunction with a wide group of stakeholders.
3. The last events in Surrey took place on 10 August 2014 and were considered a great success despite horrendous weather conditions. Over 20,000 people participated in the 100 largely in pouring rain, demonstrating a real commitment to undertaking the challenge and raising funds for over 400 charities. The event organiser successfully implemented contingency arrangements with the help and support of partners including Surrey County Council and Surrey Fire and Rescue Service.
4. Prior to the events, the County Council and our partners worked closely with the event organiser to ensure that concerns expressed through engagement with residents following the 2013 event were properly addressed.
5. As a result, the event organiser made modifications to the route for 2014 to allow better access for residents. For example the use of rolling road closures to reopen the roads on the east of the event route after the mass participation event, reduced the full road closure period and allow improved access for residents. Further work to support the access planning will be ongoing, should the route going forward be approved and will focus on the concerns of residents raised through feedback on the 2014 events.
6. To facilitate this, an extensive debrief process is being undertaken to learn and improve all aspects of the delivery and management of the RideLondon-Surrey 100 and Classic events in Surrey. To date feedback has been received through meetings and submissions from the following:
  - Surrey County Council
  - RideLondon helpdesk

- Borough and District councils
- Local resident/ parish councils / businesses
- Direct from residents
- LSCP staff and contractors
- Media articles

7. The main concerns from residents and Parish Councils include:

- Access on and across the route
- Wishing the route to move to a different area each year
- Gaining the business benefits for local business

8. Feedback is being reviewed by the event organisers and adjustments made wherever possible. If Cabinet approves the route and recommendations contained in this report plans will be shared with the elected representatives of communities on the proposed route including parish, district, borough and county.

9. In addition research was commissioned by Transport for London to gain insight into the views of spectators and local businesses.

10. Despite the poor weather, feedback from spectators in Surrey was very positive with 87% rating the experience as good or excellent and 89% saying they were quite or very likely to attend again next year. Most spectators (89%) thought hosting the events had been positive for the local area.

11. Businesses had good awareness that the events were taking place but only 8% did anything to get involved. LSCP offered celebration packs to businesses on the route but take up was fairly limited. 69% of businesses felt the events enhanced the image of Surrey to tourists and 61% felt they would have a long term positive impact on tourism. 71% thought the events would encourage people to increase their cycling frequency.

12. In terms of sales 57% of businesses said that their sales remained the same on the event day while 22% said sales decreased and 9% said that they increased. In this context, 26% thought the events would have a long term positive impact while 47% didn't, indicating that while businesses believe the events will be good for tourism they don't see that translating into a positive impact for their own business. They also experienced other negative impacts including travel disruption (61%), access to premises disrupted (42%), regular local customers staying away (42%), regular tourists staying away (11%) and local events or conference not held (12%), though 34% didn't experience any of these.

13. There has also been specific feedback received from Abinger Parish Council which carried out its own research amongst local businesses, suggesting a negative impact. The Chairman of the Parish Council has asked that their research is considered as part of the Cabinet decision for any future events.

14. It is not intended to make any fundamental changes to the routes for 2015, 2016 and 2017. Some minor changes may be required to address operational issues, but to allow the events to develop, there is a need for routes to be established.

15. Through feedback from residents there have been requests for the routes to be altered on an annual basis. This would mean the event would not be viable in the longer term with traffic management and other event planning arrangements effectively starting at year one on an annual basis, so this is not recommended as a way forward.

16. As indicated above extensive consultation with local communities will continue to ensure they are aware of the impact of the events and it is minimised as much as possible. A countywide communications campaign will also be undertaken across Surrey to make sure awareness is high.
17. In addition the event organiser will identify and implement further ways to support local businesses to gain benefit from the events and keep the negative impacts to a minimum. This will include visits to businesses to discuss their concerns and identify the best ways to help.

#### **COMMUNITY ENGAGEMENT:**

18. During the delivery of the 2013 and 2014 event the event organiser, supported by County, Borough and District Officers undertook a programme of engagement events with those communities on the event route. This included,
- Engagement session with County, Borough, District, Town and Parish Councillors on the event route.
  - One to one sessions with key Councillors to establish community arrangements.
  - 'Drop in sessions' for seven communities on the event route to explain road closures and to make arrangements for residents with specific access requirements.
  - Newsletters with information regarding the event delivery information allowing residents to plan their activities on the event day.
19. It is planned to continue the engagement with residents as part of the event planning for the 2015 and future events. There will be a focus on providing information to residents to allow for them to planning their journeys on event days and engagement with businesses to allow them to maximise the benefits bought with the expected increase in footfall.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

20. The event organiser will oversee the operational and strategic risks relating to the event.

<b>Risk</b>	<b>Mitigating Actions</b>
<b>There is a delay in an emergency or critical service reaching a patient.</b>	All Surrey Emergency Services and representatives for the critical services (Health and Social Care) are involved in the event planning process.
<b>Failure to ensure the long term community support for the event leading to loss of public support</b>	<p>Consultation with the communities and residents groups will be a key priority for the event organiser in developing the plans for the 2014 events.</p> <p>The event organiser will work closely with communities on the route to minimise and mitigate impacts of the road closures.</p>



	Resident views were sought regarding major cycling events during the Cycling Strategy Consultation.
<b>Businesses are negatively impacted by the events and do not fully realise the economic benefits.</b>	<p>The event organiser is engaging with businesses in the event area to ensure that negative impacts on businesses are properly addressed and minimised.</p> <p>Businesses on the route will be offered a Celebration Pack to assist them in planning for the event day.</p> <p>The County Council will work with Visit Surrey to develop a cycling tourism offer and to support Surrey businesses to make the most of the increase in leisure and sports cycling in the County.</p>

**Financial and Value for Money Implications**

21. The Prudential RideLondon-Surrey 100 and Classic have been established as Surrey’s Olympic legacy events. The County Council and partners will support event planning with officer time to review plans and arrangements put in place by the event organiser. All costs with the exception of officer time are borne by the event organiser.

**SECTION 151 OFFICER COMMENTARY:**

22. The event organiser will be expected to pay for all costs in relation to the events, for example road closures and diversions, with the exception of officer time. Exceptions to this principle will require the approval of the Cabinet.

**Legal Implications – Monitoring Officer**

23. The general power of competence created by the Localism Act 2011 enables the Council to promote and support sporting events in the County and across borders such as this event and to devote officers’ time to act accordingly.

24. The Council has the power to make “Special Event Orders” under sections 16A and 16B of the Road Traffic Regulation Act 1984, restricting or prohibiting traffic on the road for the purposes of facilitating a relevant event, having satisfied itself that it is not reasonably practicable for the event to be held otherwise than on a road. The event proposed here is a relevant event. This power is delegated to relevant Area Team Managers, and is subject to them “informing the Chairman of the Local Committee (local members also informed)”. Any such decisions should be taken in accordance with the “Framework for co-ordinating and approving events of Surrey’s Highways”. It should be noted that Section 16B(6) stipulates that where a Special Events Order under Section 16A has been made, no further order under such section may be made relating to the same length of road in the same calendar year, unless it is made with the consent of the Secretary of State. Additional traffic regulation orders may need to be made to other roads to facilitate the safety of the public during the events.

25. Additionally it should be noted that “The Surrey Classic” is a road race and governed by the provisions of the Road Traffic Act 1988 and The Cycling Racing on Highways Regulations 1960. The effect of this is that racing on the highway is permitted, subject to compliance with various requirements in the regulations and subject to the organiser giving the police notice in writing of various particulars with respect to the race. It is an offence otherwise to promote or take part in a race or trial of speed on a public way between cycles.
26. Legal Services will be instructed when the anticipated routes to be used for the Surrey Cycling Strategy are known in order to agree the various contractual and road closure arrangements which need to be put in place to implement the Strategy (including those with other local authorities and third party sponsors) and any measures needed to ensure the health and safety of residents arising as a consequence of holding the events.
27. The public sector equality duty (Section 149 of the Equality Act 2010) applies to the decision to be made by Cabinet in this report. There is a requirement when deciding upon the recommendations to have due regard to the need to advance equality of opportunity for people with protected characteristics, foster good relations between such groups and eliminate any unlawful discrimination. These matters are dealt with in the equalities and diversity paragraph of the report.

### **Equalities and Diversity**

28. An Equalities Impact Assessment has been carried out as part of the development of the Surrey Cycling Strategy. The EqliA includes consideration of the impact of major events on equalities groups.

<p><b>Key Impacts (positive and/or negative) on people with protected characteristics</b></p>	<p><b>Positive impacts:</b></p> <p>Reduced pollution affecting participants and spectators as a result of road closures.</p> <p>Safer environment for disabled people wanting to take part in events.</p> <p><b>Negative impacts:</b></p> <p>Vulnerable groups (such as elderly needing care, children in care, disabled people and pregnant women) and their carers and medical support need to have access to closed roads as and when required.</p> <p>Safe pedestrian access needs to be maintained, especially important in areas of high spectator density.</p> <p>Older people are less likely to have Internet access and could therefore be excluded from online information.</p> <p>Language may present a barrier to minority ethnic groups in accessing information on cycling routes, training and safety etc.</p>
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	Potential disruption to people wishing to get their place of worship.
<b>Changes made to the proposal as a result of the EqlA</b>	<p>We have ensured that equalities issues are considered through the event planning process, including:</p> <p>Review of access and critical care issues from the 2013 event.</p> <p>Extensive consultation by the event organisers prior to the event including specific consideration of access requirements of vulnerable groups.</p> <p>Measures to reduce road closure times and to improve access arrangements on event day.</p>
<b>Key mitigating actions planned to address any outstanding negative impacts</b>	<p>Early consultation with local communities as the basis for developing plans.</p> <p>Improved communication is putting in place for the 2014 event, in a variety of formats.</p>
<b>Potential negative impacts that cannot be mitigated</b>	There are no negative impacts that cannot be mitigated.

29. The Event organiser will also undertake an EqlA of the event as part of their commitment to the event delivery.

**Corporate Parenting/Looked After Children implications**

- 30. The event takes place at a weekend during the summer holidays, therefore reducing the impact on Children’s Services in general.
- 31. As in 2014, discussions with Children’s Services will take place as part of the event planning process. Required access to Children’s Residential Homes and Looked After Children in the community will be maintained as required throughout the event.

**Safeguarding responsibilities for vulnerable children and adults implications**

32. Road closures could have access implications for vulnerable groups and their carers. The event organisers are reviewing reported access issues and putting in place emergency and critical service access arrangements. There will also be extensive engagement and communication with local residents about the road closures and access arrangements.

**Public Health implications**

33. The Surrey Health and Wellbeing Strategy identifies physical activity as an important element of tackling and preventing ill-health.

34. The Surrey Health and Wellbeing Strategy (June 2013) identified development of a preventative approach as a key priority, including the importance of increasing levels of physical activity amongst the Surrey population. Currently only 12% of the adult population in Surrey does the recommended level of physical activity.
35. Health providers and the Hospital Trust in the event area are part of the event planning group. Through working with the event organiser the needs of the organisations and residents using services during the event times will be catered for alongside the arrangements for other emergency and critical services.
36. The Cycling Strategy consultation revealed 23% of respondents were inspired to take up cycling as a result of the major events.

#### **WHAT HAPPENS NEXT:**

37. Engagement with stakeholders, local councillors and local communities continues. The event organiser is requesting that the Prudential RideLondon-Surrey 2015 events take place on 2 August 2015.
38. Lessons learnt from the 2014 event will be addressed through the plan for future events as part of continued improvements.
39. Operational decisions on road closures, to enable the events to take place, will be taken by officers in accordance with the Council's Constitution and (subject to an earlier decision of this Cabinet) the process set out in the Framework for Co-ordinating and Approving Events on Surrey's Highways.
40. Discussions will take place with the GLA and TFL regarding the RideLondon-Surrey 100 and Classic events from 2018 onwards and a further decision on this will be brought back to Cabinet.

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**Contact Officer:** Ian Good, Head of Emergency Management, tel: 020 8541 9168

**Consulted:**

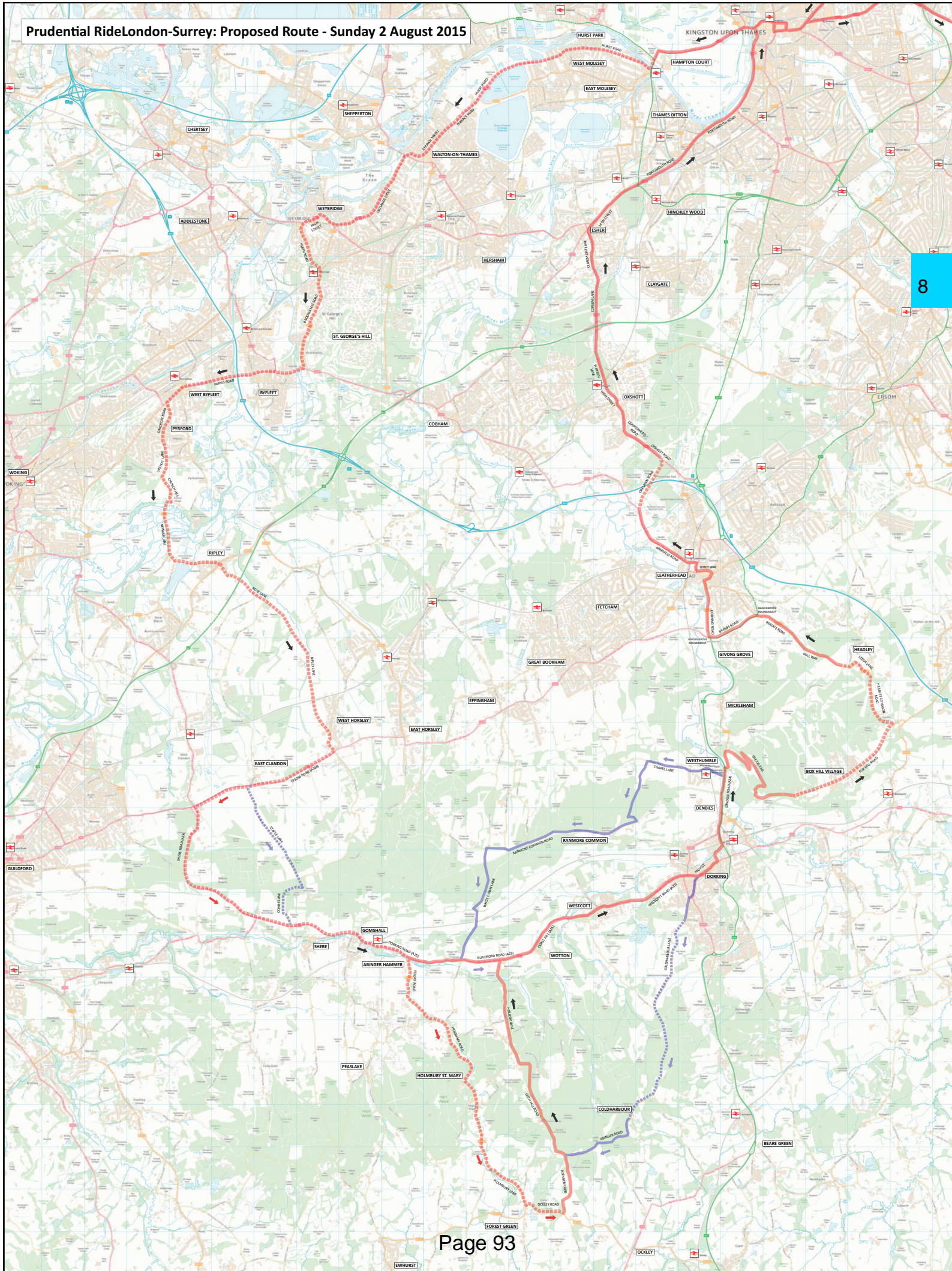
Surrey County Council Members & officers  
Borough and District Council Members & officers

**Annexes:**

Annex 1: Prudential RideLondon-Surrey 100 & Classic 2015 Route Map  
Annex 2: Equality Impact Assessment

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Prudential RideLondon-Surrey: Proposed Route - Sunday 2 August 2015



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## 1. Topic of assessment

<b>EIA title:</b>	Framework for Major Events
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<b>EIA author:</b>	Surriya Subramaniam
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## 2. Approval

	Name	Date approved
<b>Approved by<sup>1</sup></b>		

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## 3. Quality control

<b>Version number</b>	1.0	<b>EIA completed</b>	
<b>Date saved</b>	03/12/13	<b>EIA published</b>	

## 4. EIA team

Name	Job title (if applicable)	Organisation	Role
Surriya Subramaniam	Business Development Manager	Surrey County Council	Project coordinator for the Events process
Lesley Harding	Sustainability Group Manager	Surrey County Council	Project director for the Surrey Cycling Strategy

<sup>1</sup> Refer to earlier guidance for details on getting approval for your EIA.

# EQUALITY IMPACT ASSESSMENT

## 5. Explaining the matter being assessed

<b>What policy, function or service is being introduced or reviewed?</b>	A new framework for coordinating and approving events on Surrey's highway is being introduced for closing roads for major events under s16A of the Road Traffic Regulation Act.
<b>What proposals are you assessing?</b>	This Equalities Impact Assessment considers the effect of closing roads for sporting and community events.
<b>Who is affected by the proposals outlined above?</b>	<p>The proposals could potentially affect anyone living or travelling in Surrey.</p> <ul style="list-style-type: none"> <li>• Road users including motorists, cyclists, pedestrians, equestrians</li> <li>• Other users of the countryside and off road paths e.g. walkers</li> <li>• Participants in major sporting events</li> <li>• Event organisers</li> <li>• Residents living on or near to popular event routes</li> <li>• Businesses needing to make deliveries, or organise staff to get to work.</li> </ul> <p>The above includes all of the groups with protected characteristics.</p>

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## 6. Sources of information

<b>Engagement carried out</b>
<p>Engagement carried out includes:</p> <ul style="list-style-type: none"> <li>• Surrey Access Forum Chairs Meeting on 10 April</li> <li>• Disability Alliance Network South West Surrey, 11 September</li> <li>• Disability Alliance Network East Surrey, 16 September</li> <li>• Disability Alliance Network North Surrey, 17 September</li> <li>• Public consultation, 9 September – 1 November 2013</li> </ul>
<b>Data used</b>
<p>Feedback and analysis from previous closed road events including, Olympic Road Race, Olympic Time Trial and Prudential RideLondon-Surrey 100 and Classic, Tour of Britain.</p>

## 7. Impact of the new/amended policy, service or function



# EQUALITY IMPACT ASSESSMENT

## 7. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic <sup>2</sup>	Potential positive impacts	Potential negative impacts	Evidence
Age	<ul style="list-style-type: none"> <li>Reduced pollution affecting young and elderly participants and spectators</li> <li>Safer environment for older or younger people wanting to take part in events.</li> </ul>	<p>Access issues for elderly and young pedestrians</p> <p>Road closures reduce access to services by vulnerable older and younger people who are under the care of Surrey County Council.</p> <p>Information about road closures may not be in an accessible format e.g. if only available online.</p>	<p>Experience from previous closed road events has concentrated on ensuring that vulnerable people have access to essential services.</p>
Disability	<ul style="list-style-type: none"> <li>Reduced pollution affecting disabled participants and spectators</li> <li>Safer environment for disabled people wanting to take part in events.</li> </ul>	<p>Road closures can:</p> <ul style="list-style-type: none"> <li>Prevent access to services for disabled people</li> <li>Create access issues for disabled pedestrians</li> <li>Reduce access to services by vulnerable disabled people who are under the care of Surrey County Council.</li> <li>Prevent access for disabled spectators</li> </ul> <p>Information about road closures may not be in an accessible format.</p>	<p>Feedback on cycling issues for disabled people from meetings with the Surrey Coalition of the Disabled and Disability Access Networks for North, South West and East Surrey.</p> <p>Issues relating to major events based on previous experience (e.g. 2012 Olympics, Tour of Britain).</p>

<sup>2</sup> More information on the definitions of these groups can be found [here](#).



# EQUALITY IMPACT ASSESSMENT

<b>Gender reassignment</b>	No impacts anticipated	No impacts anticipated	
<b>Pregnancy and maternity</b>	<ul style="list-style-type: none"> <li>Reduced pollution affecting pregnant participants and spectators</li> <li>Safer environment for pregnant women wanting to take part in events.</li> </ul>	Access issues created by road closures could cause problems for pregnant women getting to hospital or doctors appointments or midwives getting to homebirths/home visits.	Analysis based on staff knowledge and experience of previous major events (e.g. 2012 Olympics and Tour of Britain)
<b>Race</b>	No impacts anticipated	Potential language barrier issue with provision of information about forthcoming events.	Not encountered as an issue during research, but should be monitored to understand potential issues.
<b>Religion and belief</b>	No impacts anticipated	Difficulty accessing places of worship.	Impact of major events based on previous experience (e.g. 2012 Olympics and Tour of Britain)
<b>Gender</b>	Safer conditions for female participants who tend to be less confident cycling in traffic.	No impacts anticipated	Not encountered as an issue during research
<b>Sexual orientation</b>	No impacts anticipated	No impacts anticipated	Not encountered as an issue during research
<b>Marriage and civil partnerships</b>	No impacts anticipated	No impacts anticipated	Not encountered as an issue during research
<b>Carers<sup>3</sup></b>	No impacts anticipated	Access issues created by road closures. Potential problems for carers reaching the person they look after.	Impact of major events based on previous experience (e.g. 2012 Olympics and Tour of Britain)

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<sup>3</sup> Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

# EQUALITY IMPACT ASSESSMENT

# EQUALITY IMPACT ASSESSMENT

## 8. Amendments to the proposals

Change	Reason for change
The proposals outlined in section 5 have not changed as a result of this assessment – equalities issues were considered from the first major road race event (The London Surrey Classic) in 2011.	<ul style="list-style-type: none"> <li>• Closed road events are part of the business continuity arrangements of Adult Social Care, Children’s Services, NHS and other essential services.</li> <li>• Where there is potential for a negative impact, the effect will be dependent on mitigation that can be put in place by the event organiser.</li> <li>• Where there are conflicting needs between different members of the same or different protected groups, decisions may need to be taken on a case-by-case basis.</li> </ul>

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<b>Negative:</b> Difficult access for pedestrians	Ensure that there is sufficient stewarding in the event management plans, and also marshals to allow pedestrian crossings.	Ongoing	Surrey County Council, districts / boroughs Surrey Police, Safety Advisory Group
<b>Positive:</b> Reduced pollution affecting participants and spectators	Monitor	Ongoing	Surrey county,
<b>Positive:</b> Safer environment for participants.	Monitor casualty rates of participants, and ensure that event planners take into consideration appropriateness of route for elderly, young and disabled participants.	Ongoing	Surrey County Council, districts / boroughs Surrey Police, Safety Advisory Group
<b>Negative:</b> Access issues	Essential services have current business continuity plans in place. Event organisers have provision for access on and across closed roads to allow access for essential services.	Ongoing - review of each event management plan	Surrey County Council, Safety Advisory Group, Districts and Boroughs.

# EQUALITY IMPACT ASSESSMENT

<p><b>Negative:</b> Difficulty accessing places of worship</p>	<p>Places of worship are engaged early and information about events is provided early to allow planning of alternative access arrangements.</p>	<p>Ongoing - review of each event management plan</p>	<p>Surrey County Council, Safety Advisory Group, Districts and Boroughs.</p>
<p><b>Negative:</b> Access issues created by road closures. Potential problems for carers reaching the person they look after.</p>	<p>Care groups are encouraged to have business continuity plans. Event organisers provide early information to care providers. Access plans are devised by event organiser to allow access on the route or across the route where necessary.</p>	<p>Ongoing - review of each event management plan</p>	<p>Surrey County Council, Safety Advisory Group, Districts and Boroughs.</p>
<p><b>Negative:</b> Access to event information</p>	<p>Older people are less likely to have Internet access and could therefore be excluded from online information. Event organisers will be encouraged to use multiple channels to reach target groups.</p> <p>Language may present a barrier to minority ethnic groups in accessing information on events, therefore different languages should be made available on request.</p>	<p>Ongoing - review of each event communication plan</p>	<p>Surrey County Council, Safety Advisory Group, Districts and Boroughs.</p>

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## 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
<p>There are no potential impacts that cannot be mitigated</p>	<p>Not applicable</p>

## 11. Summary of key impacts and actions

<p><b>Information and engagement underpinning equalities analysis</b></p>	<p>Our analysis is underpinned by engagement and information including:</p> <ul style="list-style-type: none"> <li>• Meetings with Surrey Access Forum, Disability Alliance Networks (East, South West and North</li> </ul>
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# EQUALITY IMPACT ASSESSMENT

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	<p>Surrey)</p> <ul style="list-style-type: none"> <li>• Public consultation</li> <li>• Experience from previous events</li> </ul>
<p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p>	<p>The greatest impact of the process for closing is the access issue that will be caused. This will be the case for the majority of Surrey residents including those in protected groups. There are specific positive impacts as follows:</p> <ul style="list-style-type: none"> <li>• Reduced pollution affecting disabled participants and spectators</li> <li>• Safer environment for disabled people wanting to take part in events.</li> </ul> <p>Negative impacts relate to access issues:</p> <ul style="list-style-type: none"> <li>• Vulnerable groups (such as elderly needing care, children in care, disabled people and pregnant women) and their carers and medical support need to have access to closed roads as and when required.</li> <li>• Safe pedestrian access needs to be maintained, especially important in areas of high spectator density.</li> <li>• Older people are less likely to have Internet access and could therefore be excluded from online information.</li> <li>• Language may present a barrier to minority ethnic groups in accessing information on cycling routes, training and safety etc.</li> <li>• Road closures in relation to major events will impact on groups of people reliant on access to services such as day centres, social services or personal care. This includes a vulnerable adults and children who are under our care. It may also be disruptive to people wishing to get their place of worship.</li> <li>•</li> </ul>
<p><b>Changes you have made to the proposal as a result of the EIA</b></p>	<p>We have ensured that equalities issues are considered in every part of the process. For example:</p> <ul style="list-style-type: none"> <li>• Consultation by event organisers prior to road closures is essential and must meet the needs of older, younger and disabled people.</li> <li>• The Safety Advisory Group will advise event organisers on the needs of any vulnerable groups..</li> </ul>
<p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>	<p>To mitigate the negative impacts outlined above:</p> <ul style="list-style-type: none"> <li>• Event organisers will be advised by relevant essential services about ensuring access for vulnerable older, young and disabled residents.</li> <li>• Business continuity plans are in place for essential services to ensure that staff can carry on the service despite access issues.</li> </ul>
<p><b>Potential negative impacts that cannot be mitigated</b></p>	<p>There are no negative impacts that cannot be mitigated.</p>

**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 25 NOVEMBER 2014**

**REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL**

**LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE**

**SUBJECT: FINANCE AND BUDGET MONITORING REPORT FOR OCTOBER 2014**



#### **SUMMARY OF ISSUE:**

The council takes a multiyear approach to its budget planning and monitoring, recognising that the two are inextricably linked. This report presents the council's financial position at the end of October 2014 (seventh month)

The details of this financial position are covered in the Annexes to this report.

#### **RECOMMENDATIONS:**

Cabinet is asked to note the following:

Recommendations to follow

#### **REASON FOR RECOMMENDATIONS:**

This report is presented to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

#### **DETAILS:**

1. The Council's 2014/15 financial year commenced on 1 April 2014. This report includes the fifth budget monitoring report of the financial year.
2. The Council has a risk based approach to budget monitoring across all services. This approach is to ensure we focus resources on monitoring those higher risk budgets due to their value, volatility or reputational impact.
3. There is a set of criteria to evaluate all budgets into high, medium and low risk. The criteria cover:
  - the size of a particular budget within the overall Council's budget hierarchy (the range is under £2m to over £10m);
  - budget complexity relates to the type of activities and data being monitored (the criterion is about the percentage of the budget spent on staffing or fixed contracts - the greater the percentage the lower the complexity);
  - volatility is the relative rate at which either actual spend or projected spend move up and down (volatility risk is considered high if either the current year's projected variance exceeds the previous year's outturn variance, or

the projected variance has been greater than 10% on four or more occasions during this year)

- political sensitivity is about understanding how politically important the budget is and whether it has an impact on the Council's reputation locally or nationally (the greater the sensitivity the higher the risk).
4. High risk areas report monthly, whereas low risk services areas report on an exception basis. This will be if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower.
  5. The annex to this report sets out the Council's revenue budget forecast year end outturn as at the end of October 2014. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month.
  6. The report provides explanations for significant variations from the budget, with a focus on staffing and efficiency targets. As a guide, a forecast year end variance of greater than £1m is material and requires a commentary. For some services £1m may be too large or not reflect the service's political significance, so any variance over 2.5% may also be material.

#### **Consultation:**

7. All Cabinet Members will have consulted their relevant Strategic Director on the financial positions of their portfolios.

#### **Risk management and implications:**

8. Risk implications are stated throughout the report and each Strategic Director has updated their strategic and or service Risk Registers accordingly. In addition, the Leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council.

#### **Financial and value for money implications**

9. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus. The Council continues to have a strong focus on its key objective of providing excellent value for money.

#### **Section 151 Officer commentary**

10. The Section 151 Officer confirms that the financial information presented in this report is consistent with the council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.

#### **Legal implications – Monitoring Officer**

11. There are no legal issues and risks.



### **Equalities and Diversity**

12. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

### **Climate change/carbon emissions implications**

13. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
14. Any impacts on climate change and carbon emissions to achieve the Council's aim will be considered by the relevant service affected as they implement any actions agreed.

### **WHAT HAPPENS NEXT:**

The relevant adjustments from the recommendations will be made to the Council's accounts.

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#### **Contact Officer:**

Sheila Little, Director of Finance  
020 8541 7012

#### **Consulted:**

Cabinet / Corporate Leadership Team

#### **Annexes:**

Annex 1 – the revenue and capital budget monitoring to the end of October 2014 and year end forecasts.

#### **Sources/background papers:**

None

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**SURREY COUNTY COUNCIL****CABINET****DATE: 25 NOVEMBER 2014****REPORT OF: MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES****LEAD OFFICER: JULIE FISHER, STRATEGIC DIRECTOR FOR BUSINESS SERVICES****SUBJECT: LEADERSHIP RISK REGISTER****SUMMARY OF ISSUE:**

This report presents the quarterly Leadership Risk Register as at 31 October 2014. The Audit and Governance Committee reviews the Leadership Risk Register, on a monthly basis, at their meetings.

**RECOMMENDATIONS:**

It is recommended that the Cabinet notes the amendments to the layout and content of the Leadership risk register (Annex 1) and endorses the control actions put in place by the Statutory Responsibilities Network (SRN).

**REASON FOR RECOMMENDATIONS:**

To enable the Cabinet to keep the Council's strategic risks under review and to ensure that appropriate action is being taken to mitigate risks in the most effective way.

**DETAILS:**

1. The Leadership risk register (Annex 1) is owned by the Chief Executive and shows the Council's key strategic risks. The register is reviewed by the Strategic Risk Forum (chaired by the Director of Finance) and then by the Statutory Responsibilities Network (SRN) on a monthly basis. The SRN comprises of the statutory officers for Social Care, Education, Fire, Public Health, Health & Safety (Head of Human Resources), the Chief Internal Auditor, the Directors for Legal and Democratic services, and Finance) and is chaired by Chief Executive.
2. The role of the Cabinet is to assure itself that the relevant risks are being recognised on the risk register and that appropriate actions are being taken to mitigate the risks.
3. Since the last meeting there have been a number of changes. The SRN has amended the layout of the register to enhance clarity and reviewed each of the strategic risks.
4. The changes to the layout are:
  - Added a note to emphasise that the risk register covers a rolling 12 month period.

- Added a column for “processes in place” to demonstrate how risks are being mitigated
  - Defined the controls column to highlight decisions needed to manage the inherent risk
  - Refined the risk owners to focus on officer responsibilities (in view of Members having overall oversight)
  - Re-ordered the register to show the most significant risks first.
5. The review of the strategic risks led by the SRN have focused on ensuring that the risk is clearly described, the right processes and controls are in place to mitigate the risk and that the level of confidence in those controls is reflected in the residual risk column.
  6. All of the existing strategic risks have been reviewed comprehensively with changes to titles, descriptions, risk levels, processes and controls.
  7. Since April, two additional strategic risks covering on the Comprehensive Spending Review 2015 and Reputation have been added. IT Risk (L4) has been removed.
  8. As the SRN has comprehensively reviewed all of the existing and additional risks, the register has been renumbered to emphasise the potential and significant risk
  9. Despite each risk being reviewed and processes put in place to mitigate the risk 50% of the risks remain at the initial assessment: The table below shows that there were 11 inherent risks assessed as being ‘High’. Following mitigating actions, five have remained as a high risk.

		Residual ratings			Inherent
		High	Medium	Low	Total
Inherent ratings	High	5	6		11
	Medium		1		1
	Low				0
Residual	Total	5	7		12

10. There have been some changes to the risk register since the beginning of the financial year. The table below highlights the reference and risk rating change. As stated all of the current risks descriptions and mitigating actions have been reviewed and amended.

Risk	April	October
Medium Term Financial Plan	L1 Risk ratings (Inherent High, Residual High)	L1 Risk ratings unchanged
Central Government policy development	L15 - Welfare Reform Risk ratings (Inherent High, Residual High)	L2 Risk ratings unchanged
Waste	L7 Risk ratings (Inherent High, Residual High)	L3 Risk ratings unchanged
Integration of health & social care	L16 - Partnership working Risk ratings (Inherent High, Residual High)	L4 Risk ratings unchanged
Comprehensive Spending Review 2015		New L5 Risk ratings (Inherent High, Residual High)
Safeguarding	L5 Risk ratings (Inherent High, Residual Medium)	L6 Risk ratings unchanged
Future funding	L14 Risk ratings (Inherent High, Residual High)	L7 Risk ratings unchanged
Reputation		New L8 Risk ratings (Inherent High, Residual Medium)
Staff resilience to change and demand pressures	L2 Risk ratings (Inherent High, Residual Medium)	L9 Risk ratings unchanged
Business Continuity, Emergency Planning	L3 Risk ratings (Inherent High, Residual Medium)	L10 Risk ratings unchanged
Information governance	L11 Risk ratings (Inherent High, Residual High)	L11 Risk ratings reviewed (Inherent Medium, Residual Medium)
Supply chain / contractor resilience	L17 Risk ratings (Inherent High, Residual Medium)	L12 Risk ratings reviewed (Inherent High, Unchanged)
IT risk	L4 Risk ratings (Inherent High, Residual High)	Risk removed from the register

11. These risks will continue to be reviewed on a monthly basis and reported to the Cabinet quarterly.

**CONSULTATION:**

12. The risk register is reviewed by the Strategic Risk Forum (chaired by the Director of Finance) and then by the Statutory Responsibility Network on a monthly basis. The Audit and Governance Committee also review the risk register at each of their meetings.

**RISK MANAGEMENT AND IMPLICATIONS:**

13. Effective management of risks and financial controls helps to monitor costs and enable value for money.

### **Financial and Value for Money Implications**

14. There are no direct financial implications relating to the Leadership risk register.

### **Section 151 Officer Commentary**

15. The Section 151 Officer is chair of the Council's Strategic Risk Forum and is therefore well sighted of current and emerging risks. This also ensures the link with budget setting and monitoring.

### **Legal Implications – Monitoring Officer**

16. There are no direct legal implications relating to the Leadership risk register.

### **Equalities and Diversity**

17. There are no direct equalities implications but any actions taken need to be consistent with the council's policies and procedures.

### **WHAT HAPPENS NEXT:**

18. To note that the Leadership risk register will be presented to the Cabinet each quarter.

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#### **Contact Officer:**

Sheila Little, Director of Finance, Tel: 020 8541 7012

#### **Consulted:**

Strategic Risk Forum, Statutory Responsibility Network, Chief Executive, Audit and Governance Committee, Cabinet

#### **Annexes:**

Annex 1 – Leadership risk register.

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## Leadership risk register as at 31 October 2014 (covers rolling 12 months)

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
L1	ASC2, 29 BUS9 CAC8, 19 CSF4, 16, 22 EAI1	<p><b>Medium Term Financial Plan (MTFP) 2014-19</b> Failure to achieve the MTFP which could be as a result of:</p> <ul style="list-style-type: none"> <li>not achieving savings</li> <li>additional service demand and/or</li> <li>over optimistic funding levels.</li> </ul> <p>As a consequence, lowers the council's financial resilience and could lead to adverse long term consequences for services if Members fail to take necessary decisions.</p>	High	<ul style="list-style-type: none"> <li>Monthly reporting to Continuous Improvement and Productivity Board and Cabinet on the forecast outturn position is clear about the impacts on future years and enables prompt management action (that will be discussed informally with Cabinet)</li> <li>Budget Support meetings (Chief Executive and Director of Finance) continue to review and challenge the robustness of MTFP delivery plans and report back to Cabinet as necessary</li> <li>Clear management action reported promptly detailing alternative savings / income if original plans become non deliverable or funding levels alter in year</li> <li>Monthly formal budget reports focus on funding levels comparing actual spend to forecasts.</li> <li>Budget planning discussions with Cabinet and Select Committee</li> </ul>	<ul style="list-style-type: none"> <li>Prompt management action taken by Strategic Directors / Leadership Teams to identify correcting actions. (Evidenced by robust action plans)</li> <li>Members (Council, Cabinet, Select Committee) make the necessary decisions to implement action plans in a timely manner</li> </ul>	Director of Finance	High
L2	ASC24, 29 CSF4, 16	<p><b>Central Government policy development</b> Central Government policy changes, in particular the Care Act, may put additional pressure on demand for all public services leading to an erosion of financial resilience and ability to deliver statutory and essential services.</p>	High	<ul style="list-style-type: none"> <li>Effective horizon scanning to ensure thorough understanding of intended policy changes</li> <li>Implementation of a welfare reform programme including districts and boroughs covering: <ul style="list-style-type: none"> <li>Advice and information</li> <li>Financial resilience</li> <li>Emergency assistance</li> <li>Localisation of council tax support</li> <li>Housing and homelessness</li> <li>Employment training and support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Working in partnership with Clinical Commissioning Groups (CCG's) to maximise opportunities for communities</li> <li>Members take the opportunities and make the necessary decisions to influence central government</li> </ul>	Strategic Directors for Adult Social Care and Children, Schools & Families	High

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## Leadership risk register as at 31 October 2014 (covers rolling 12 months)

Owner: David McNulty

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
				<ul style="list-style-type: none"> <li>• Taking opportunities to influence central government e.g. via the Local Government Association.</li> <li>• Implementation of the recommendations of the Welfare Reform Task Group, approved by the Cabinet in April 2014, to mitigate the impact of reforms on Surrey Residents.</li> <li>• ASC reviewing roles and structure to realign service to meet requirements of welfare reform, working closely with internal and external partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Care Act Implementation Board in place and project programme set up to support ongoing discussion. Through Association of Directors of Adult Social Services (ADASS), SCC leading best practice model in relation to financial management and working closely with Department of Health in the development of regulations that underpin the Care Act.</li> </ul>		
Page 112	BUS12 EAI2	<p><b>Waste</b></p> <p>Failure to deliver the key elements of the waste strategy lead to negative financial and reputational impact.</p>	<b>High</b>	<ul style="list-style-type: none"> <li>• Implementation monitored by the Waste Programme Delivery Board with strategic overview provided by the Strategic Waste Board</li> <li>• All major decisions are reported to Cabinet on a frequent basis</li> <li>• Cabinet paper in November outlines a strategy to implement a single waste authority</li> <li>• Joint strategic partnership reinforces collaboration and will, if successful, strengthen the ability to deliver the key elements of the waste strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Strong resourcing and project management regime in place to ensure prompt resolution of any issues that may hinder progress.</li> <li>- Collaborative work with Districts and Boroughs is delivered through the Surrey Waste Partnership with close involvement of all Surrey Chief Executives</li> <li>- The Waste Programme Delivery Board comprises senior managers from the service together with Procurement and Finance and is chaired by the Assistant Director Environment facilitating prompt decision making.</li> </ul>	Director of Environment	<b>High</b>

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## Leadership risk register as at 31 October 2014 (covers rolling 12 months)

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
L4	ASC9 BUS22, 23, 24 CEO13 CSF8, 20,23 EAI3	<p><b>Integration of health and social care</b></p> <p>A breakdown in partnership working, or the failure of a key partner, results in our inability to co-ordinate and integrate health and social care services, reducing our collective impact on improving health outcomes, failing to develop a sustainable financial model across health and social care and a failure to achieve the optimal outcome for residents in relation to health and social care.</p> <p>Failure to achieve efficiency targets for reductions in health and social care due to inability to work together with partners.</p>	<b>High</b>	<p>Governance arrangements:</p> <ul style="list-style-type: none"> <li>robust partnership governance arrangements are in place through the Better Care Board , Public Sector Transformation programme and Surrey's Health and Wellbeing Board</li> <li>regular monitoring of progress and risks against key H&amp;SC integration workstreams and agreed financial framework (incl. the Better Care Fund)</li> <li>prioritisation of resources and clear senior leadership across Council directorates to support the development of H&amp;SC workstreams, and</li> <li>Continued focus on building and maintaining strong relationship with partners through regular formal and informal dialogue.</li> <li>Support and implementation of the Central Government framework working together to approve and sign up to the Surrey Better Care Fund plan.</li> </ul>	<ul style="list-style-type: none"> <li>Completion and national approval of Surrey's Better Care Fund plan (which includes agreed financial plans, metrics to measure progress and risk sharing arrangements).</li> <li>Progress discussions with Clinical Commissioning Groups in Surrey about plans for integration beyond the Better Care Fund.</li> <li>Members continue to endorse approaches to integration across the County.</li> </ul>	Strategic Directors for Adult Social Care and Children, Schools & Families, Assistant Chief Executive/	<b>High</b>
New L7		<p><b>Comprehensive Spending Review (CSR) 2015</b></p> <p>Risk that CSR 2015:</p> <ul style="list-style-type: none"> <li>reduces further the total public sector funding available, and</li> <li>introduces a revised distribution mechanism which lowers the councils financial resilience.</li> </ul>	<b>High</b>	<ul style="list-style-type: none"> <li>Focused contribution to Local Government Commission to review LG Funding throughout summer / autumn 2014 (Officer and Member level)</li> <li>Development of scenarios for budget planning process</li> </ul> <p>Officers (Finance and Policy in particular) to sustain pro-active horizon scanning for insight into potential funding change.</p>	<ul style="list-style-type: none"> <li>Cabinet fully consider the implications of CSR in budget planning and agree an MTFP that reflects likely impacts.</li> </ul>	Cabinet  Director of Finance	<b>High</b>

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## Leadership risk register as at 31 October 2014 (covers rolling 12 months)

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
L6	ASC31, 32 CSF4, 6,16	<b>Safeguarding</b> Avoidable failure or abusive actions in Children's Services and/or Adults Social Care lead to serious harm, death or a major impact on individual well being.	<b>High</b>	<ul style="list-style-type: none"> <li>Working within the frameworks established by the Surrey Safeguarding Adults Board and the Children's Safeguarding Board ensures the council's policies and procedures are up to date and based on good practice.</li> <li>ASC is reviewing its safeguarding structure, framework and model following a Peer Review and the implications of the Care Act 2014.</li> <li>ASC and CSF are working as key stakeholders in the further development of the Multi-Agency Safeguarding Hub at Guildford Police Station.</li> <li>Close involvement by Associate Cabinet Member for Adult Social Care in safeguarding functions.</li> </ul>	<ul style="list-style-type: none"> <li>Timely interventions by well recruited, trained, supervised and managed professionals ensures appropriate actions are taken to safeguard and promote the well being of children and adults in Surrey.</li> <li>Robust quality assurance and management systems in place to identify and implement any key areas of learning so safeguarding practice can be improved.</li> <li>The Surrey Safeguarding Adults Board (chaired by an independent person) and the Children's Safeguarding board (chaired by an independent person) comprises senior managers from the service facilitating prompt decision making and ensuring best practice</li> </ul>	Strategic Director for Adult Social Care and Asst Strategic Director for Children's Services,	<b>Medium</b>

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Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
L7	ASC2 BUS17, 21, 22,23 CAC1 CSF4,1 6,20, 22 EAI1,13	<b>Future Funding</b> The council is highly dependent on Council Tax for funding, and the ability to increase that in real terms is constrained (by current government policy). This could lead to a reduction in the council's financial resilience with the consequence that funding for key services will be seriously eroded.	<b>High</b>	<ul style="list-style-type: none"> <li>Structured approach to ensuring Government understands the council's Council Tax strategy and high dependence</li> <li>Targeted focus with Government to secure a greater share of funding for specific demand led pressures (in particular School Basic Need)</li> <li>Continued horizon scanning of the financial implications of existing and future government policy changes</li> <li>Development of alternative / new sources of funding (e.g. bidding for grants)</li> <li>Review how systems and processes can lead to greater efficiencies.</li> </ul> <p>Notwithstanding actions above, there is a significant risk of Central Government policy changes /austerity measures impacting on the council's long term financial resilience.</p>	<ul style="list-style-type: none"> <li>Members make decisions to reduce spending and or generate alternative sources of funding, where necessary, in a timely manner.</li> <li>Officers unable to recommend MTFP unless a credible sustainable budget is proposed.</li> </ul>	Cabinet	<b>Medium</b>
New L8		<b>Reputation</b> A significant failure to deliver within the organisation (caused by an event or individual), could lead to a loss of trust and confidence in the organisation by external stakeholders (e.g. residents, Government, Partners) affecting our ability to deliver services effectively and harming our freedoms and flexibilities from Government controls.	<b>High</b>	<ul style="list-style-type: none"> <li>Processes in place that minimise the likelihood of organisational failure include: <ul style="list-style-type: none"> <li>Active learning by senior leaders from experiences / incidents outside the council inform continual improvement within the council</li> <li>Strong corporate values</li> <li>Robust Governance framework (including codes of conduct, health &amp; safety policies, complaints tracking).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Regular monitoring of effectiveness of processes is in place and improvements continually made as a result of learning.</li> </ul>	Chief Executive Officer	<b>Medium</b>

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## Leadership risk register as at 31 October 2014 (covers rolling 12 months)

Owner: David McNulty

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
L9	ASC9, BUS2 CEO8 CSF4, 20 EAI2,3, 10	<p><b>Staff resilience to change and demand pressure</b></p> <p>Low morale leading to loss in productivity, increased sickness and staff turnover.</p>	<b>High</b>	<ul style="list-style-type: none"> <li>Communication, consultation and engagement is a priority for the council with an emphasis placed on thoroughly addressing the concerns of staff and their representatives</li> <li>Currently eight training courses available that address various aspects of change. Trained coaches who are available in all services to support staff. New High Performance Development Programme to be commissioned for roll-out across the organisation.</li> <li>Comprehensive range of surveys and focus groups provide a measure of the staff satisfaction with the council and its management of change.</li> <li>The smarter working framework and flexible working policy are in place to support managers and their teams to work differently.</li> <li>Promotion of support mechanisms for staff (e.g. employee assistance).</li> <li>Staff are encouraged to get involved in finding innovative solutions to redesign services.</li> <li>Better Place to Work outcomes are implemented</li> <li>Training of managers in effective engagement of their staff to roll out over 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Approval of pay and reward system</li> <li>Decision to undertake better place to work programme</li> <li>Decision by members on pay and reward system taken in timely manner</li> <li>Decision to implement networked leadership model</li> </ul>	Strategic Director Business Services	<b>Medium</b>

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## Leadership risk register as at 31 October 2014 (covers rolling 12 months)

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
L10	CAC8,1 9, 22 CEO3 EAI4,5, 7	<b>Business Continuity, Emergency Planning</b> Failure to respond effectively to a known event or major incident results in an inability to deliver key services.	<b>High</b>	<ul style="list-style-type: none"> <li>The Council Risk and Resilience Forum reviews, moderates, implements and tests operational plans.</li> <li>Close working between key services and the Emergency Management Team to update plans and share learning</li> <li>Continued consultation with Unions and regular communication to staff.</li> <li>External risks are assessed through the Local Resilience Forum.</li> <li>Combined Environment &amp; Infrastructure and Communities Select Committees Task Group agreed to identify improvement and best practices during the recent flooding.</li> </ul>	- Business Continuity Plans are in place and signed off (by Local Resilience Board) in timely manner	Assistant Chief Executive	<b>Medium</b>
L112	ASC12, 30, 33 BUS26 CEO7 CSF18	<b>Information Governance</b> Loss of protected data by the council leads to financial penalties, safeguarding issues and erosion of public trust.	<b>Medium</b>	<ul style="list-style-type: none"> <li>Encrypted laptops – 100% coverage for our 5,500 Laptop estate</li> <li>Secure environment through the Egress encrypted email system</li> <li>Internal Audit Management Action Plans in place that are monitored by Audit &amp; Governance Committee and Select Committees</li> <li>Twice-yearly communications campaign linked to known peaks for breaches, and a refreshed and re-launched information security e-learning package.</li> <li>SCC has received GCSx accreditation certificate</li> <li>Introduction of the Information Governance Board and the launch of the data</li> </ul>	Information governance controls work effectively overseen by IG and Caldecott boards and audited annually  Cabinet have reviewed IT security policy and as result the security policy, Code of conduct and social media policies are being updated to reflect changes agreed	Strategic Director Business Services	<b>Medium</b>

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Owner: David McNulty

Ref	Dir. RRef.	Description of the risk	Inherent risk level (no controls)	Processes in place (ie the 'how' risks are being mitigated)	Controls (i.e. decisions needed)	Risk owners	Residual risk level (after existing controls)
Page 118				<p>classification project, both of which commenced in the first quarter of 2014/15, and will help to manage this risk.</p> <ul style="list-style-type: none"> <li>Continuation of training for staff to improve awareness and ensure adherence to procedures</li> <li>Implement learning from feedback where breaches occur.</li> <li>Directorates and Digital Delivery Team to engage with partners to deliver a platform that will enable appropriate sharing of information between agencies.</li> </ul> <p>Despite the actions above, there is a continued risk of human error that is out of the council's control.</p>			
	L12	ASC21 BUS27	<p><b>Supply chain / contractor resilience</b></p> <p>Supply chain failure, lack of business continuity arrangements in place leading to increased costs, time delays or reputational damage and failure to promote service delivery.</p>	<b>High</b>	<ul style="list-style-type: none"> <li>Supply chain business continuity plans for strategic/critical contracts to meet required standards.</li> <li>Consistent management of supply chain risks across all key suppliers through common reporting.</li> <li>Regular supplier intelligence reporting in place to track industry and supplier news.</li> <li>Risk management training provided to contract managers to enable a consistent approach.</li> <li>Mitigating actions are less effective for small/medium suppliers due to reduced business continuity</li> </ul>	- Supplier selection policy decision made to include financial resilience and business continuity arrangements	Strategic Director Business Services

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## Movement of risks

Ref	Risk	Date added	Inherent risk level when added	Movement		Current residual risk level
L1	Medium Term Financial Plan	Aug 12	High	-	-	High
L2	Central Government policy development	Feb 13	High	-		High
L3	Waste	May 10	High	-		High
L4	Integration of health & social care	June 13	High	-		High
L5	Comprehensive Spending Review 2015	Sep 14	High			High
L6	Safeguarding	May 10	High	-		Medium
L7	Future funding	Aug 12	High	-		Medium
L8	Reputation	Oct 14	High			Medium
L9	Staff resilience to change and demand pressures	May 10	High			Medium
L10	Business Continuity, Emergency Planning	May 10	High			Medium
L11	Information governance	Dec 10	Medium	-		Medium
L12	Supply chain / contractor resilience	Jan 14	High	-		Medium
<b>Risk removed from the register:</b>						
	IT risk	May 10		Oct 14	*	
	<i>Resource Allocation System in adults personalisation</i>	<i>May 10</i>	-	<i>Aug 12</i>	*	-
	<i>Integrated Childrens System</i>	<i>May 10</i>	-	<i>Feb 11</i>	*	-
	<i>NHS reorganisation</i>	<i>Sep 10</i>	<i>High</i>	<i>May 13</i>	*	-
	<i>2012 project management</i>	<i>Sep 10</i>	-	<i>Aug 12</i>	*	-
	<i>LLDD budget transfer</i>	<i>May 11</i>	-	<i>Mar 12</i>	*	-
	<i>2012 command, control, coordination and communication</i>	<i>Dec 11</i>	-	<i>Sep 12</i>	*	-

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## Movement of risks

### Leadership level risk assessment criteria

Due to their significance, the risks on the Leadership risk register are assessed on their residual risk level ie. the level of risk after existing controls have been taken into account, by high, medium or low.

Risk level	Financial impact	Reputational impact	Performance impact	Likelihood
	<i>(% of council budget)</i>	<i>(Stakeholder interest)</i>	<i>(Impact on priorities)</i>	
Low	< 1%	Loss of confidence and trust in the council felt by a small group or within a small geographical area	Minor impact or disruption to the achievement of one or more strategic / directorate priorities	Remote / low probability
Medium	1 – 10%	A sustained general loss of confidence and trust in the council within the local community	Moderate impact or disruption to the achievement of one or more strategic / directorate priorities	Possible / medium probability
High	10 – 20%	A major loss of confidence and trust in the council within the local community and wider with national interest	Major impact or disruption to the achievement of one or more strategic / directorate priorities	Almost certain / highly probable

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**SURREY COUNTY COUNCIL****CABINET****DATE: 25 NOVEMBER 2014****REPORT OF: MR MEL FEW, CABINET MEMBER FOR ADULT SOCIAL CARE****LEAD OFFICER: DAVID SARGEANT, STRATEGIC DIRECTOR ADULT SOCIAL CARE****SUBJECT: IMPLEMENTING THE CARE ACT – CHARGING POLICY PROPOSALS****SUMMARY OF ISSUE:**

From 1 April 2015, local authorities must implement part 1 of the Care Act 2014. Fundamental reforms to the way in which people pay for their care will become law from April 2016. The Act provides the opportunity to introduce some relatively minor adjustments to the way that the charging system for care and support operates from April 2015.

Under the Care Act, new rules for charging will apply when a local authority arranges care and support to meet a person's support needs. In certain circumstances, the act states that care and support must be provided free of charge, for example, free reablement support for up to six weeks; whilst in other circumstances, the local authority may ask the person to pay towards the cost of providing support, for example, support at home or in residential care. There are also circumstances when the local authority is prohibited from contributing towards the cost of a person's care and support, for example when a person in residential care has savings or capital above a prescribed limit.

This report provides an overview of the key changes to the charging arrangements from April 2015 that would require consultation to implement.

**RECOMMENDATIONS:**

It is recommended that the Cabinet agrees:

1. The Council will consult on the following proposals as part of a revised charging policy for adult social care services:
  - The Council exercises the power to charge for residential and nursing care and non-residential services in every case, unless it is prohibited from doing so by law or determines not to do under Council policy.
  - The Council will charge an administration fee in any case where the person is able to pay the full cost of their care and support for a residential or nursing home placement but nevertheless the person asks the Council to make the arrangements for the placement under the Council's usual terms and conditions.
  - The Council will increase the percentage of available income taken in charges

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for non-residential services by 10% with effect from 1 April 2015

- The Council will consult widely on the discretionary elements of the new deferred payment scheme.
2. The Cabinet receives a further report at its meeting on 24 February 2015, detailing the response to the consultation and proposed Charging Policy.

#### **REASON FOR RECOMMENDATIONS:**

The Council has previously consulted on the policy of charging for care and support. The recommendations made in this report do not significantly change charging for the majority of people currently receiving care and support but it is right that we consult people who may be adversely affected by the revised proposals. A clear and transparent policy on charging enables people to make advanced decisions about their care and support arrangements.

#### **DETAILS:**

##### **Power to make a charge for residential and nursing provision**

1. The Care Act 2014 and supporting regulations and statutory guidance will replace a raft of legislation and guidance that has been in place for many years. From 1 April 2015, the legal basis for charging will be a power rather than a duty to charge. This new power replaces the existing *duty* to charge under the National Assistance Act 1948 for residential and nursing provision and the *power* to charge for non-residential services (largely under the Chronically Sick and Disabled Persons Act 1970). This means that from April 2015 a local authority *may* make a charge for meeting needs under sections 18 to 20 of the Care Act but is no longer required to do so, that is, unless the person's resources are above the upper capital limit; the local authority is then precluded from paying towards the cost of care in a care home setting.
2. The Council will need to determine whether or not it intends to exercise its' power to charge for residential and nursing provision as well as non-residential services. The income from charging for 2014/15 will be in the region of £42 million; approximately £36 million from residential and nursing care support and the balance from non-residential contributions.
3. Income from charging is an essential contribution to Adult Social Care's budget to help maintain front-line services and it is recommended that the Council exercises the power to charge for all residential and nursing care and non-residential services unless it is prohibited from charging under the regulations or otherwise outside of our current policy.

##### **Power to make a charge for putting arrangements in place**

4. If, after undertaking a financial assessment, the Council identifies that a person's resources are above the upper capital limit<sup>1</sup>, the Council is precluded from paying towards the cost of care in a care home setting. However, the person may ask the Council to meet their needs; that is, to contract on behalf of the person in accordance with the Council's usual terms and conditions. In

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<sup>1</sup> the amount of savings above which the person must pay the full cost of their residential care, currently £23,250

these circumstances, in addition to recovering the full cost of the placement, the Council may also levy an administrative charge to cover the cost of putting the arrangements in place. The administration charge must only reflect the costs incurred in making those arrangements.

5. Given the large number of people who fund their own care in Surrey, it would be costly to make arrangements for people who have the means and capacity to make their own arrangements and the usual response in these circumstances will be to offer information and advice to enable the person to make their own arrangements. However, in any case where arrangements are made for a person whose resources are above the capital limit and there is no overriding duty to meet the person's needs it is proposed that an administrative charge will be made. The administrative charge will reflect the cost incurred in putting the arrangements in place including any ongoing costs. Work is underway to identify the likely costs involved.

### **Percentage of available income taken in charges**

6. For people in receipt of non-residential care and support, the financial assessment calculates the service user's total weekly income, less certain disregarded income, statutory allowances, certain housing costs and any disability related expenditure to determine the amount of net disposable income left over for charging. The Department of Health recommends that local authorities should consider whether it is appropriate to set a maximum percentage of disposable income which may be taken into account in charges. Many neighbouring local authorities take between 90% and 100% of available income. Surrey's charging policy is to take 80% of net disposable income. If we increased the percentage of net disposable income by 10% to 90%, this would generate an additional £440k per annum income. It is recommended that we consult on the proposal to increase the percentage of net disposable income by 10% to 90%.
7. There are currently 1609 people in Surrey who would be directly impacted by this proposal; i.e. those people assessed to pay a contribution. People assessed to pay the full cost or receiving free services are not affected by this proposal. The average weekly increase is £5.27 per week; the range of increase will be £0.23 to £52.92 per week.

### **Universal Deferred Payment Scheme**

8. Under the current arrangements, deferred payment agreements<sup>2</sup> are discretionary. From 1 April 2015, local authorities must offer a deferred payment agreement to people who meet the eligibility criteria for the scheme. The key elements of the new scheme are summarised in the information sheet attached at Annex 1.
9. There are a number of discretionary aspects to the scheme where policy decisions need to be made:

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<sup>2</sup> The deferred payment scheme is designed to help a person who has been assessed to pay the full cost of their care home fees but cannot afford to pay the full amount immediately because their capital is tied up in their home. The Council pays the fees in exchange for a legal charge on the person's property. The fees are repaid to the Council when the property is sold.

- The Council is permitted to offer a deferred payment agreement to people who do not meet the basic eligibility criteria
- The Council may seek contributions from a person's income, savings or other assets but must leave the person with up to £144 per week available income.
- The Council is permitted to accept other forms of security, such as a third-party guarantor, a solicitor's undertaking, a valuable object or an agreement to repay the amount deferred from proceeds of a life assurance policy
- The Council is permitted to charge compound interest on any amount deferred from the commencement of the agreement until the debt is repaid. The amount of interest must not exceed the maximum amount specified in regulations
- The Council is permitted to charge an administration charge to include any reasonable costs incurred by the Council in relation the deferred payment agreement

10. It is recommended that we consult on the discretionary elements of the deferred payment scheme widely in order that we achieve a wide cross section of views.

#### **CONSULTATION:**

11. Consultation on the Council's charging policy will take place from mid December for a period of 6 weeks. We will write to people currently in receipt of a chargeable service. The outcome of that consultation will be referred back to Cabinet for further discussion and decisions on the final charging policy.
12. Consultation on the discretionary elements of the deferred payment scheme will take place via the Council's website and other sources at the earliest opportunity for a period of 6 weeks. The proposals on the final deferred payment policy will be referred back to Cabinet.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

13. There is a reputational risk if the Council implements policy changes but fails to consult on matters where the public expect to be consulted. The recommendations in this report will address the risk.

#### **Financial and Value for Money Implications**

14. Continuing to charge for residential and non residential care is essential in order to sustain the Adult Social Care budget. A decision not to charge would cost the Council up to £42m of receipts annually. This income could not be replaced by savings or alternative funding sources and so reductions in service provision would be required in order to make up the shortfall.
15. In light of the financial pressures the Council faces, it is equally important that any new charging policies do not create an additional administrative burden. As such, it is appropriate that, subject to consultation, administration charges

are levied on commissioning care for individuals who have the means to pay for their own care and for offering deferred payment agreements. This will ensure that front line services are not affected by these policy changes.

16. The proposal to increase the percentage of disposal income taken into account when calculating assessed charges for non residential care to 90% is estimated to generate £440k of additional income towards the forward budget. This will again help to reduce the impact on front line services and will bring Surrey in line with the majority of other local authorities.
17. Consultation costs will be met from funding received for implementing the Care Act.

#### **Section 151 Officer Commentary**

18. The income received from charging for social care is an important aspect of the Council's overall funding. The Section 151 Officer supports the policy changes outlined in this report in order to maintain (and potentially increase) income levels and avoid additional costs arising as a result of some of the new requirements of the Care Act.

#### **Legal Implications – Monitoring Officer**

19. Whilst there is no statutory duty to consult on proposals to change the way in which a Local Authority carries out its duties, there is an expectation enshrined in case law that any local authority making decisions affecting the public will do so fairly and in a way that cannot be said to be an abuse of power. A number of the proposals referred to in this report relate to a desire by the Authority to make a charge to its residents using a power rather than a duty. It is therefore important to test the fairness of that approach in a consultation exercise. The accepted method by which a Local Authority can demonstrate its adherence to the fairness principle is by consulting on any changes which would have the effect of withdrawing existing benefits or advantages available to its residents. Such consultation will need to involve those directly affected by such changes together with the relevant representative groups. The responses to the consultation will need to be conscientiously taken into account when the Cabinet makes any future decision in relation to the home

#### **Equalities and Diversity**

20. The equalities impact assessment can be found in Annex 2. This is an initial assessment that will be updated during the development of the Charging Policy. At this stage, a negative impact which cannot be mitigated has been identified in relation to the recommendation to increase the percentage of available income taken in charges for non-residential services by 10% with effect from 1 April 2015.

#### **WHAT HAPPENS NEXT:**

- Consultation on the Council's charging policy will take place from mid December for a period of 6 weeks.
- Consultation on the discretionary elements of the deferred payment scheme will take place widely at the earliest opportunity for a period of 6 weeks.

- Subject to agreement a report on the outcome of both consultation exercises will be brought back to Cabinet 24 February 2015, with the proposed Charging Policy.
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**Contact Officer: Toni Carney, Interim Senior Manager, Support Services 01483 519473**

**Consulted:**

David Sargeant – Strategic Director Adult Social Care  
William House – Senior Principal Accountant  
Deborah Chantler – Principal Lawyer

**Annexes: Annex 1 Universal Deferred Payment Scheme  
Annex 2 Equalities Impact Assessment**

**Sources/background papers:**

- Care Act 2014
  - Care Act 2014 Impact Assessment
  - Care and Support Statutory Guidance
  - The Care and Support (Deferred Payment) Regulations 2014.
  - The Care and Support (Charging and Assessment of Resources) Regulations 2014
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## **Universal Deferred Payment Scheme April 2015**

### **What is the deferred payment scheme?**

The deferred payment scheme is designed to help a person who has been assessed to pay the full cost of their care home fees but cannot afford to pay the full amount immediately because their capital is tied up in their home. By agreeing to a deferred payment, a person can delay paying the cost of their care home fees until a later date.

### **Who can have a deferred payment?**

The universal deferred payment rules state that if a person meets all three of the following criteria at the time of applying for a deferred payment, they must be offered a deferred payment agreement:

- 1) the person is assessed as having eligible needs which the Council decides should be met through a care home placement;
- 2) the person is assessed as having less than or equal to £23,250 in savings and other capital; and
- 3) the property would not be disregarded for charging purposes

If the person meets the above criteria **and** is able to provide adequate security for the debt, usually in the form of a land registry charge on their property, the Council must offer a deferred payment.

### **Permission to refuse a deferred payment agreement**

The Council may refuse a deferred payment agreement despite someone meeting the eligibility criteria where:

- a) the Council is unable to secure a first legal charge on the person's property;
- b) the person is seeking a top-up and the amount of the top-up does not seem sustainable for the duration of the placement given the amount of equity in the property and/or
- c) the person does not accept the terms and conditions of the agreement

### **How much can be deferred?**

The Council may require a contribution from a person's income, savings or other assets but must leave the person with up to £144 per week if the person wishes to retain this sum. All other costs, including top-ups and extra care costs can be deferred, subject to the level of equity in the property.

### **How much does a deferred payment cost?**

From 1 April 2015, the Council may charge interest on any amount deferred, where local authorities charge interest, the interest must not exceed the maximum amount specified in regulations. The national maximum interest rate will change every six months on 1<sup>st</sup> January and 1<sup>st</sup> of June each year. The first rate will be set on 1<sup>st</sup> January 2015.

In addition to charging interest the Council may charge reasonable legal and administrative costs of setting up, maintaining and terminating the deferred payment. These charges must be made clear to the person prior to making an agreement or the Council registering a charge.

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## 1. Topic of assessment

<b>EIA title:</b>	<b>Implementing the Care Act – charging policy proposals</b>
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<b>EIA author:</b>	Julie Gibbs, Project Officer
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## 2. Approval

	<b>Name</b>	<b>Date approved</b>
<b>Approved by</b>	Toni Carney	4/11/14

## 3. Quality control

<b>Version number</b>	1	<b>EIA completed</b>	4/11/14
<b>Date saved</b>	30.10.14	<b>EIA published</b>	<b>Initial assessment</b>

## 4. EIA team

<b>Name</b>	<b>Job title (if applicable)</b>	<b>Organisation</b>	<b>Role</b>
Tristram Gardner	Project Manager	Surrey County Council	Project Manager
Toni Carney	Interim Senior Manager	Surrey County Council	Project Team
Dina Bouwmeester	Policy Development Manager	Surrey County Council	Project Team
Sarah Wimblett	Project Officer	Surrey County Council	Project Team

## 5. Explaining the matter being assessed

<p><b>What policy, function or service is being introduced or reviewed?</b></p>	<p>In April 2003 Surrey County Council adopted the current Fairer Charging Policy in order to adhere to statutory guidance issued under Section 7 of the Local Authority Social Services Act 1970 to help local councils design reasonable and fair charging policies. The policy sets out in clear terms what services the Council will and will not charge residents.</p> <p>The policy affects all residents of Surrey who are assessed as needing care and support services. Any adult needing care and support is assessed to see if a contribution towards their care costs is required. If required the resident is informed of the assessed charge and calculation in order that they can plan their care.</p> <p>In addition, the Health and Social Care Act 2001, enables local authorities to operate a Deferred Payment Scheme. Regulations made under section 55 of the Act, allow Councils to agree to take a legal charge on a person's main or only home, in which they have a beneficial interest, instead of requiring the immediate payment of the person's full contribution towards the care home fees.</p> <p>The Deferred Payment Scheme was designed to allow a person with property, but without sufficient income or other assets, to fund their chosen residential placement, whilst enabling the person to keep their home on admission to residential care. It was introduced in October 2001.</p> <p>The Department of Health expect Councils to operate a scheme but Councils retain the discretion whether or not to agree to a deferred payment in the individual circumstances of the case. Surrey County Council has a policy on Deferred Payments and operates a deferred payments scheme.</p>
<p><b>What proposals are you assessing?</b></p>	<p>The Care Act 2014 requires local authorities to review their charging policy. Surrey County Council is proposing the following in relation to its own policy, subject to Cabinet agreement and consultation:</p> <p>1) The council will consult on the proposals to inform a revised charging policy for adult social care services. The recommended proposals for a revised charging policy are:</p> <ul style="list-style-type: none"> <li>• The council exercises the power to charge for residential and nursing care and non-residential services.</li> <li>• The council will charge an administration fee in any case where the person is able to pay the full cost of their care and support for a residential or nursing home placement but nevertheless the person asks the council to make the arrangements for the placement under the council's usual</li> </ul>

terms and conditions.

- The council will consult on the proposal to increase the percentage of available income taken in charges for non-residential services by 10% with effect from 1 April 2015

- 2) The council will consult widely on the discretionary elements of the new deferred payment scheme. .

In 2007 the council consulted on its Charging Policy. The proposals assessed here do not significantly change charging for the majority of people currently receiving care and support but it is good practice that a further consultation with residents who may be affected by the revised proposals. A clear and transparent policy on charging enables people to make advanced decisions about their care and support arrangements and with this in mind, a wide consultation on the future operation of the deferred payment scheme is recommended.

### **Background**

The Care Act 2014 and supporting regulations and statutory guidance will replace a raft of legislation and guidance that has been in place for many years. From 1 April 2015, the legal basis for charging will be a power rather than a duty to charge. This new power replaces the existing *duty* to charge under the National Assistance Act 1948 for residential and nursing provision and the *power* to charge for non-residential services (largely under the Chronically Sick and Disabled Persons Act 1970). This means that from April 2015 a local authority *may* make a charge for meeting needs under sections 18 to 20 of the Care Act but is no longer required to do so, that is, unless the person's resources are above the upper capital limit; the local authority is then precluded from paying towards the cost of care in a care home setting.

The council will need to determine whether it intends to charge for residential and nursing provision and non-residential services. The income from charging for 2014/15 will be in the region of £42 million; of which approximately £36 million is from residential and nursing care support and the balance from non-residential contributions.

Income from charging is an essential contribution to Adult Social Care's budget to help maintain front-line services. It is proposed that the council exercises the power to charge for all residential and nursing care and non-residential services unless it is prohibited from charging under the regulations.

### **Power to make a charge for putting arrangements in place**

If, after undertaking a financial assessment, the council identifies that a person's resources are above the upper capital limit, the council is precluded from paying towards the cost of care in a care home setting. However, the person may ask the council to meet their needs; that is, to contract for the person's care in accordance with

the council's usual terms and conditions. In these circumstances, in addition to recovering the full cost of the placement, the council may also levy an administrative charge to cover the cost of putting the arrangements in place. The administration charge must only reflect the costs incurred in making those arrangements.

Given the large number of people who fund their own care in Surrey, it would be costly to make arrangements for people who have the means and capacity to make their own arrangements and the usual response in these circumstances will be to offer information and advice to enable the person to make their own arrangements. However, in any case where arrangements are made for a person whose resources are above the capital limit and there is no overriding duty to meet the person's needs it is proposed that an administrative charge will be made. The administrative charge will reflect the cost incurred in putting the arrangements in place including any ongoing costs. Work is underway to identify the likely costs involved.

### **Percentage of available income taken in charges**

For people in receipt of non-residential care and support, the financial assessment calculates the service user's total weekly income, less certain disregarded income, statutory allowances, certain housing costs and any disability related expenditure to determine the amount of net disposable income left over for charging. The Department of Health recommends that local authorities should consider whether it is appropriate to set a maximum percentage of disposable income which may be taken into account in charges. Many neighbouring local authorities take between 90% and 100% of available income. Surrey's charging policy is to take 80% of net disposable income. If we increased the percentage of net disposable income by 10% to 90%, this would generate an additional £440,000 per annum income. It is proposed that a consultation on the proposal to increase the percentage of net disposable income by 10% to 90% is carried out.

### **Universal Deferred Payment Scheme**

Under the current arrangements, deferred payment agreements are discretionary. From 1 April 2015, local authorities must offer a deferred payment agreement to people who meet the eligibility criteria for the scheme. The key elements of the new scheme are summarised in the information sheet attached at Appendix A.

There are a number of discretionary aspects to the scheme where policy decisions need to be made:

- The council is permitted to offer a deferred payment agreement to people who do not meet the basic eligibility criteria
- The council may seek contributions from a person's income, savings or other assets but must leave the person with up to £144 per week available income (currently this sum is £23.40 per week).

	<ul style="list-style-type: none"> <li>• The council is permitted to accept other forms of security, such as a third-party guarantor, a solicitor's undertaking, a valuable object or an agreement to repay the amount deferred from proceeds of a life assurance policy</li> <li>• The council is permitted to charge compound interest on any amount deferred from the commencement of the agreement until the debt is repaid. The amount of interest must not exceed the maximum amount specified in regulations</li> <li>• The council is permitted to charge an administration charge to include any reasonable costs incurred by the council in relation the deferred payment agreement</li> </ul> <p>It is recommended that we consult widely on the discretionary elements of the deferred payment scheme.</p>
<p><b>Who is affected by the proposals outlined above?</b></p>	<p>The proposals will affect all residents of Surrey who are assessed as having care and support needs. The proposals will affect those who are currently receiving services who have already been financially assessed as well as those who are assessed as having needs in the future. Carers and families may be directly affected if they are funding care and support for their relative. Whilst most families not providing funded support will not be directly affected, they will need to understand the changes nonetheless when assisting their loved ones with care planning.</p> <p>In April 2016 the Care Act introduces a further change which will impact on residents who are moving into residential care and have assets of £118,000 or less as they will be assessed from that time as being below the capital threshold (currently set at £23,250). It is therefore anticipated that a group of residents who would have been funding their own care will approach the council for assessments and will be affected by the changes outlined in this impact assessment.</p> <p>Surrey County Council staff will not be directly affected by the changes; however they will need to understand the new policy and any new procedures which come out of the proposals. Staff in frontline teams will also need to understand the policy so they can provide appropriate advice and guidance during assessments.</p> <p>External organisations will not be directly affected; however they will need to have an awareness of the changes to the charging and deferred payments policies so that they are able to provide correct advice and guidance to their customers.</p> <p>This is an initial EIA and will need to be updated as the consultation responses to these changes become clear.</p>

## 6. Sources of information

Engagement carried out
<p>Consultation with Surrey residents and Council staff has been undertaken in relation to the Care Act and its implementation in the county. This has included consultation on the charging and deferred payments sections of the legislation as follows:</p> <ul style="list-style-type: none"> <li>• Hosting two Care Act consultation events for both residents and staff in July 2014. During both days, held in East and North Surrey four workshops were held specifically focussing on charging and deferred payments. These were attended by a mixture of service users, residents, staff and interested groups from District and Borough councils, Carers groups, Health colleagues from Virgin Care and NHS, Surrey Coalition for Disabled People and care providers.</li> <li>• At the same time as the above two events residents were encouraged to respond to the national consultation on the Care Act via the Council's web site.</li> <li>• Road shows with all frontline Personal Care and Support staff will be held during November and December 2014 informing them of the changes and giving them the chance to feedback concerns and answer questions. Charging and deferred payments will be a part of these road shows.</li> <li>• Local Empowerment boards, Health and Wellbeing Boards and Partnership boards have been engaged early to inform them of the impending changes.</li> </ul>
Data used
<p>The following data has been used to inform changes to the Fairer Charging and Deferred Payments policies.</p> <ul style="list-style-type: none"> <li>• Department of Health Impact Assessment on the Care Act 2014.</li> <li>• Surrey County Council in house financial modelling on the impact of the Care Act</li> <li>• Surrey County Council in house data from the Adults Information System (AIS) database on client characteristics</li> <li>• Joint Strategic Needs Assessment (JSNA) data on the profile of Surrey's population broken down by the protected characteristics.</li> </ul>

## 7. Impact of the new/amended policy, service or function

## 7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic <sup>1</sup>	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 135</p> <p><b>Age</b></p>	<p><i>1) Exercising the power to charge for residential and nursing care and non-residential services</i></p> <p>This new power is in line with the council's current policy which is to charge residents for these services. This will therefore have little impact on Surrey residents who are either current or future clients.</p> <p><i>2) Power to make a charge for putting in place the arrangements</i></p> <p>People who ask the council to make arrangements for them may benefit from decreased rates of payment as the council is unable to bulk buy services leading to reduced rates compared to those which private buyers are able to achieve. Even if an administration fee is charged this may be smaller than the savings achieved, though this would not be</p>	<p><i>1) Exercising the power to charge for residential and nursing care and non-residential services</i></p> <p>No negative impacts identifies as this is not a change from our current policy.</p> <p><i>2) Power to make a charge for putting in place the arrangements</i></p> <p>This may preclude self funding clients from accessing our professional services to arrange care and support as they do not want to pay an administration charge.</p>	<p><b>AIS data</b></p> <ul style="list-style-type: none"> <li>There are currently just over 23,000 open clients on the AIS database receiving some type of support.</li> </ul> <p><b>Department of Health Impact Assessment for the Care Act</b></p> <ul style="list-style-type: none"> <li>The impact assessment states that the new rules around deferred payments will have a positive impact on three groups:</li> <li>Group 1: When people enter residential care</li> <li>Group 2: When people already in residential care</li> <li>spend down their assets over time</li> <li>Group 3: When people lose eligibility for a housing disregard due to the death or entry into care of a relative or spouse</li> </ul> <p><b>Joint Strategic Needs Assessment</b></p>

<sup>1</sup> More information on the definitions of these groups can be found [here](#).

	<p>known for sure until the scheme is in operation.</p> <p><i>3) Increasing available income taken in charges from 80% to 90%</i></p> <p>Increasing the available income taken will mean that there will be a larger contribution paid towards the overall Adult Social Care budget which may help in the longer term to ensure that council services are sustainable or increased for vulnerable groups with the protected characteristics.</p> <p><i>4) Universal deferred payment scheme</i></p> <p>Changes to the deferred payment policy are likely to be beneficial for Surrey residents who currently own their own homes but are at risk of having to sell them if they move into residential or nursing care in the near or far future. As Surrey house prices are above average for the United Kingdom this is likely to have a positive impact on people entering care who may be able to afford to</p>	<p><i>3) Increasing available income taken in charges from 80% to 90%</i></p> <p>This could have a negative impact in that it will reduce the disposable income of people who are charged for services. We do not know on an individual basis what people spend their disposable income on and consequently cannot analyse the impact of decreasing that amount.</p> <p>Any negative impacts will be analysed further pending the consultation response.</p> <p><i>4) Universal deferred payment scheme</i></p> <p>The discretionary aspects of the deferred payment policy will need to have a EIA completed once consultation has completed and the final policy has been decided.</p>	<ul style="list-style-type: none"> <li>• Data shows that Surrey has a higher proportion of people over eighty five years old and estimates that this population is set to double by 2033. This will lead to a greater demand on council services and a higher number of people who are able to fund their own care seeking advice and support.</li> <li>• There are an estimated 38,952 people over 65 in Surrey who are unable to manage at least one physical activity on their own. This includes going out of doors and walking down the road, getting up and down stairs, getting around the house, going to the toilet and getting in and out of bed. This number is predicted to rise to 46,883 in 2020.</li> </ul>
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	have greater choice in homes than if they were not able to have a deferred loan.  The discretionary aspects of the deferred payment policy will need to have an EIA completed once consultation has completed and the final policy has been decided.		
<b>Disability</b>	Same as above	Same as above	Same as above
<b>Gender reassignment</b>	No impact	No impact	No impact
<b>Pregnancy and maternity</b>	No impact	No impact	No impact
<b>Race</b>	No impact	No impact	No impact
<b>Religion and belief</b>	No impact	No impact	No impact
<b>Sex</b>	No impact	No impact	No impact
<b>Sexual orientation</b>	No impact	No impact	No impact
<b>Marriage and civil partnerships</b>	No impact	No impact	No impact
<b>Carers<sup>2</sup></b>	Same as above in 'Age'	Same as above in 'Age'	Same as above in 'Age'

<sup>2</sup> Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

**7b. Impact of the proposals on staff with protected characteristics**

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<b>Age</b>	These proposals do not impact on staff, unless they are in receipt of services in which case see above.	These proposals do not impact on staff, unless they are in receipt of services in which case see above.	These proposals do not impact on staff, unless they are in receipt of services in which case see above.
<b>Disability</b>	As above	As above	As above
<b>Gender reassignment</b>	As above	As above	As above
<b>Pregnancy and maternity</b>	As above	As above	As above
<b>Race</b>	As above	As above	As above
<b>Religion and belief</b>	As above	As above	As above
<b>Sex</b>	As above	As above	As above
<b>Sexual orientation</b>	As above	As above	As above
<b>Marriage and civil partnerships</b>	As above	As above	As above

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<b>Carers</b>	As above	As above	As above
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## 8. Amendments to the proposals

Change	Reason for change
None – these will be reviewed during and post consultation.	

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Exercising power to charge – this is in line with our current charging policy	This is going out to consultation and there will be a further impact assessment carried out on completion of the consultation.	February 2015	Toni Carney
Power to make a charge for putting in place the arrangements – might put off self funders from approaching the council for assistance	As above	As above	As above
Increasing the amount of available income taken from 80% to 90%	As above	As above	As above
Universal deferred payments scheme	As above	As above	As above

## 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Increasing the amount of available income taken from 80% to 90% (as above)	Age, disability, carer
Power to make a charge for putting in place the arrangements.	Age, disability, carer

## 11. Summary of key impacts and actions

<b>Information and engagement underpinning equalities analysis</b>	The initial assessment has been undertaken this will be reviewed and revised following the consultation process
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<p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p>	<p>1) <i>Exercising power to charge:</i></p> <ul style="list-style-type: none"> <li>This is in line with current charging policy and therefore no impacts have been identified.</li> </ul> <p>2) <i>Power to make a charge of an administration fee where a person is able to pay the full cost of their care and support</i></p> <ul style="list-style-type: none"> <li>This may have a positive impact on Surrey residents needing care and support who would normally have to make their own arrangements. This group will be able to access services at a lower rate which will offset any administration fee charged.</li> <li>A potential negative impact is that people who fund their own care may be put off using Surrey services due having to pay an administration fee.</li> </ul> <p>3) <i>Increasing the amount of available income taken from 80% to 90%</i></p> <ul style="list-style-type: none"> <li>Increasing the amount taken to 90% will bring greater income to Adult Social Care which may benefit vulnerable people using services which could be sustained or increased in light of the increase to income.</li> <li>A negative impact of this policy would be that the disposable income of vulnerable residents would be lowered if the council takes more in way of contributions to care.</li> </ul> <p>4) <i>Universal deferred payments scheme</i></p> <ul style="list-style-type: none"> <li>This scheme will benefit those who own their own homes that need to go into residential or nursing homes providing greater choice and flexibility.</li> <li>Negative impacts have not been identified, but will be further analysed pending the public consultation.</li> </ul>
<p><b>Changes you have made to the proposal as a result of the EIA</b></p>	<p>None – pending consultation response</p>
<p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>	<p>A public consultation will be carried out to identify any further mitigating actions that may be required.</p>
<p><b>Potential negative impacts that cannot be mitigated</b></p>	<p><i>Increasing the amount of available income taken from 80% to 90%</i></p> <ul style="list-style-type: none"> <li>The disposable income of vulnerable residents would be lowered if the council takes more in way of contributions to care.</li> </ul>

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**SURREY COUNTY COUNCIL****CABINET****DATE: 25 NOVEMBER 2014****REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING****DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES****LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER****PETER- JOHN WILKINSON, ASSISTANT DIRECTOR FOR SCHOOLS AND LEARNING**

**SUBJECT: RYDENS ENTERPRISE SCHOOL AND SIXTH FORM COLLEGE, HERSHAM, PROPOSED EXPANSION FROM AN 8 FORM OF ENTRY SECONDARY SCHOOL (1200 PLACES AND 200 PLACE SIXTH FORM) TO A 9 FORM OF ENTRY SECONDARY SCHOOL (1350 PLACES AND 200 SIXTH FORM) CREATING AN ADDITIONAL 150 PLACES**

**SUMMARY OF ISSUE:**

To approve the Business Case for the expansion of Rydens Enterprise School and Six Form College from an 8 form of entry secondary school (1200 places and 200 place sixth form) to a 9 form of entry (1350 Places and 200 place sixth form) creating 150 additional 11-16 places in Hershams to help meet basic need requirements in the Elmbridge area.

**RECOMMENDATIONS:**

It is recommended that, subject to the agreement of the detailed financial information for the school as set out in agenda item 18 in Part 2 of this agenda, the business case for the provision of an additional 1 form of entry (150 places in Years 7 to 11, excluding any sixth form expansion) be approved.

**REASON FOR RECOMMENDATIONS:**

The proposal supports the Authority's statutory obligation to provide sufficient school places to meet the needs of the population in Elmbridge borough.

**DETAILS:****Background**

1. The demand for school places has been rising in Elmbridge borough for a number of years and several primary schools have been expanded to meet this basic need. In the Walton and Hershams area four of the six primary schools have increased in size and it may be necessary to expand a fifth school in 2015 to meet the forecast demand for Reception places.

2. This demographic trend is set to affect the secondary sector from September 2014 and there are plans in place to expand three of the four secondary schools between 2015 and 2016. In addition a new three form entry secondary department has opened at The Cobham Free School in 2014 which has added to the overall capacity in the borough
3. Rydens is the only secondary school that currently has some spare places within its net capacity of eight forms of entry. However, based on the current forecast data and the existing available accommodation in the five secondary schools, by 2017 there will be insufficient Year 7 places. The local demand within the Moleseys and the wider Hersham and Walton areas suggests that we expand Rydens by one form of entry.
4. The Rydens Academy Trust plans to build a new school to replace the current 8 forms of entry school and Sixth Form College. The school land and buildings are in the ownership of the Trust, which has reached agreement with a developer for the sale of surplus land, which will be used to fund the rebuilding of the school.
5. The Rydens Academy Trust has agreed to the Local Authority's request to expand the school by a further form of entry to meet the local need. This expansion will be incorporated into the new build and will be funded through a contribution by the Local Authority from its Schools Basic Need programme. Completion of the project will be in the summer of 2016, with the additional places being offered as and when they are required.
6. In the event that the Rydens Academy Trust is unsuccessful in its planning application to rebuild the school, the Trust has agreed with the Local Authority to undertake an alternative scheme to extend the existing school accommodation and provide the additional capacity required to meet the local need.
7. The Rydens Academy Trust has further agreed that in the event that it is necessary to proceed with the alternative scheme, this would be delivered within the same funding envelope agreed with the Local Authority from its Schools Basic Need programme as a contribution towards the increased places that will be required in the area.
8. Surrey County Council has allocated capital for the provision of the new secondary school places as part of the Schools Basic Need programme. Developers of housing will also be required to pay S106 contributions towards education infrastructure in Hersham. Secondary education S106 contributions will go towards offsetting some of the Local Authority's cost of expansion at the school.
9. As an Academy, the Rydens Academy Trust will be responsible for building the new school and required accommodation. Surrey County Council is represented on the project board.
10. The accommodation, whether it is in the new build school or the alternative scheme, will comprise of general class teaching, technology, and ancillary rooms. There will be suitable amenities including break out spaces for one to one learning, laboratories, practical subject rooms, hall space with dining facilities, kitchen, staff room and office accommodation.



11. The recommended amount of informal hard and soft play areas will be provided; together with 2 new all weather sports pitch facilities.
12. The Cabinet is asked to approve the business case for the provision of the additional school places. Financial details have been circulated as agenda item 18 in Part 2 of the agenda. Subject to approval, the project will be progressed with delivery of the new accommodation by summer 2016 to provide the additional school places to meet the demand within Hersham.

#### **CONSULTATION:**

13. The School and the Rydens Trust have undertaken local public consultation relating to the proposed expansion and there has been broad consultation undertaken through the planning process with the public, adjoining local authorities, public bodies and interest groups.
14. The SCC Local Member has been consulted on the proposal.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

15. Planning permission is due to be considered by the Elmbridge Borough Council Planning and Regulatory Committee at their full planning committee on 18 November 2014.
16. There are risks associated with the project and project risk registers have been compiled and are regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate for potential identified risks.

#### **Financial and Value for Money Implications**

17. The scheme will be subject to robust cost challenge and scrutiny to drive optimum value as it progresses. Further financial details are set out in the report circulated as item 18 in Part 2 of the agenda. These details have been circulated separately to ensure commercial sensitivity in the interests of securing Best Value.

#### **Section 151 Officer Commentary**

18. The Section 151 Officer confirms that the funding for this scheme is in the current Medium Term Financial Plan 2014 -19.

#### **Legal Implications – Monitoring Officer**

19. Section 13 of the Education Act 1996 places a duty on Local Authorities (with responsibility for education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area. Equalities and Diversity
20. There are no direct equalities implications arising out of the proposal. The proposed increase in provision would be open to all applicants with the highest priority being given to Looked After Children, pupils on the Special Educational Needs register and/or those who would benefit from a statement of educational need, thus supporting provision for the most vulnerable young people.

21. The new school building will comply with Disabilities Discrimination Act (DDA) regulations. The expanded school will provide employment opportunities in the area.
22. The school will be for children in the community served by the school. If there is sufficient provision available, this will be beneficial for all children, including vulnerable children.
23. The school will be expected to contribute towards community cohesion and will be expected to continue to provide the normal range of before and after schools clubs as it does at present.

#### **Corporate Parenting/Looked After Children implications**

24. This proposal would provide increased provision in the area, which would be of benefit to all in the community served by the school. This means it would therefore also be of benefit to any Looked After children who may attend the school.
25. Rydens Enterprise School has a robust Safeguarding Policy which is monitored by the designated Child Protection Lead Officer, is regularly reviewed by the governing body and is subject to OFSTED inspection. Site access and security, both during the proposed building programme and afterwards, will be considered and addressed in the planning and design of this building project.

#### **Climate change/carbon emissions implications**

26. The design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. The school will be built to the local planning authority's adopted core planning strategy.

#### **WHAT HAPPENS NEXT:**

If approved, a Property representative will continue with their place on the Rydens Academy Project Board and drive to attain optimum value for money through to project completion and delivery of the proposed expansion.

#### ***Contact Officer:***

Keith Brown, Schools and Programme Manager – Tel: 020 8541 8651  
Melanie Harris, School Commissioning Officer – Tel: 020 8541 9556

#### ***Consulted:***

Tony Samuels, Cabinet Associate Member for Assets and Regeneration Programmes  
Margaret Hicks, Local Member, Hersham  
Julie Fisher, Strategic Director for Business Services  
Paula Chowdhury, Strategic Finance Manager – Business Services

#### ***Annexes:***

None - Part 2 report with financial details attached to agenda as item 18

**Sources/background papers:**

- The Education Act 1996
  - The School Standards Framework Act 1998
  - The Education Act 2002
  - The Education and Inspections Act 2006
  - Report to Cabinet: Schools Capital Budget Allocations Service update based on latest or most appropriate report year and version
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**SURREY COUNTY COUNCIL****CABINET****DATE: 25 NOVEMBER 2014****REPORT OF: MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS AND LEARNING****MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES****LEAD OFFICER: BEVERLEY BAKER, HEAD OF COMMERCIAL SERVICES****SUBJECT: SUPPLY AND DISTRIBUTION OF FRESH PRODUCE FOR COMMERCIAL SERVICES****SUMMARY OF ISSUE:**

This report seeks approval to award contracts for the Supply of Fresh Produce for the use within Schools and Civic catering facilities.

The detailed financial information which includes commercially sensitive information, is set out Part 2 of this report, and demonstrates why the recommended contracts offer best value for money.

**RECOMMENDATIONS:**

It is recommended a contract, for two years with an option to extend for one further year, be awarded to three suppliers; Cheesman Bros Ltd, AG Axtons and Bidvest 3663, subject to the agreement of the detailed financial information, as set out in the Part 2 of the agenda.

**REASON FOR RECOMMENDATIONS:**

The proposal supports Commercial Services ability to provide school and civic meals across Surrey and helps Commercial Services to comply with their legal duty, including The Children's and Families Act 2014, to offer all state-funded schools, including academies and free schools, a free school lunch to all pupils in reception, year 1 and year 2 from September 2014.

These three suppliers will provide a good mix between local small and medium sized enterprises (SME) and large scale national providers, all of which have demonstrated the ability to deliver the required produce through a competitive procurement process.

<b>DETAILS:</b>
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### **Background and Procurement Strategy**

1. The food requirements for 304 schools across the county were identified and assessed as part of the procurement process. There were 60 standard non-prepared products required e.g. 46,000 cucumbers and 19 prepared products required e.g. 250 kg of coleslaw which were assessed for across a range of criteria including but not limited to quality, delivery times and costs.
2. It was forecast that in order to meet the Council's obligations under The Children and Families Act 2014, that an extra 30% of fresh food would be needed to be purchased over and above the current volumes. These volumes were factored into the tender pricing.
3. In order to provide expert procurement services within the highly specialist food market, the Council engaged the services of Pelican Buying Company Limited (Pelican) to provide a food purchasing and other catering related supplies procurement service and on going contract management services throughout the life of the contract.
4. Following a tender process, Pelican were awarded the contract to provide specialist food buying services in 2012 and have provided expertise in a number of contracts to date.
5. The tender was run by Pelican using the Council e-Procurement systems and all documentation was validated by the Council prior to tendering in full compliance with Official Journal European Union (OJEU) procedures.
6. Other procurement options were considered but due to the specialist nature of food purchasing and the absolute need for the produce to be delivered on time, other available frameworks and contracting models were discounted.
7. It was considered important to award the tender to several suppliers and to encourage SMEs to take part in this tender; therefore the Surrey county region was divided into nine geographical lots all with the same approximate value of purchases.
8. The tender document stated that each supplier would be awarded a maximum of five lots from the nine available. The limit on the number of individual lots which could be awarded to any individual supplier encouraged the supply base, provides for a mixed source of supply, preventing service failure and ensuring that all Surrey schools have a continuity of supply should one supplier fail during the life of the contract.
9. Once awarded, the contracts will also be available for Surrey Boroughs and Districts to call off to meet their own individual requirements.

### **Key Implications**

10. Appropriate contract management and monitoring of quality and deliveries will take place throughout the contract and reviewed at regular contract meetings, Pelican and Commercial Services will maintain a monitoring process to ensure quality of food and deliveries are monitored by way of service level agreements

and suggested increase in food costs are assessed in-line with market conditions.

#### **CONSULTATION:**

11. Key stakeholders have been consulted at all stages of the commissioning and procurement process including Procurement, Legal Services, Commercial Services and Finance.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

12. Significant risks were appropriately identified and mitigated. These included operational issues around delivery times, schedules and safeguarding, financial stability of the suppliers and viability, environmental impact of food miles and reputational risks around quality of food, failed deliveries and emergency response.

#### **Section 151 Officer Commentary**

13. The estimated annual cost of fresh produce under these contracts can be met from within Commercial Services food budget which currently stands at £7.7m in 2014/15. The structure of the contracts are flexible to accommodate menu changes and variations in demand enabling the service to manage its budget.

#### **Legal Implications – Monitoring Officer**

15. The Children and Families Act 2014 requires the Council to provide free school meals to 6 and 7 year olds in Surrey Schools.
16. The procurement process for the provision of these services was undertaken through an EU Procurement procedure undertaken by the Council's agent Pelican Buying Company Limited. The Council was involved in the process to ensure compliance.
17. Each contract will be between the Council, the successful supplier and Pelican Buying Company Limited. This will enable Pelican to contract manage the suppliers and it will ensure the Council is able to enforce their rights under the contract.
18. Furthermore, the contracts requires that the suppliers comply with the Council's safeguarding and staffing policies, undertake Disclosure and Baring Service checks (formerly CRB checks) and subscribe for various insurance cover as well as requiring the provider to indemnify the Council against all liabilities arising from any deliberate or negligent act, default, omission or breach of the agreement by the provider or any of its employees or sub-contractors (if any).

#### **Equalities and Diversity**

19. There is no requirement for an Equality Impact Assessment (EIA) as there are no implications for any public sector equalities duty due to the nature of the goods being procured.

<b><u>Other Implications:</u></b>
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20. The potential implications for the following Council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	The tender helps to ensure that the Council meets its obligations under The Children and Families Act.
Safeguarding responsibilities for vulnerable children and adults	Suppliers will comply with the Council's safeguarding and staffing policies, and will undertake Disclosure and Baring Service checks (formerly CRB checks)
Public Health	Quality of food and the ability to identify products and their source has also been a key measure within the award criteria.
Climate change	No significant implications arising from this report.
Carbon emissions	Where possible local suppliers will be used to reduce food miles and transportation miles from depots

21. Commercial Services, assisted by Pelican will be responsible for the delivery and contract management of the contract in accordance with the Council's contract and supplier management framework.

<b><u>WHAT HAPPENS NEXT</u></b>
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22. The timetable for implementation is as follows:

Action	Date
Cabinet decision to award	25 November 2014
Cabinet call in period	27 November to 4 December 2014
'Alcatel' Standstill Period	4 December to 15 December 2014
Contract Signature	December 2014
Contract Commencement Date	December 2014

23. The Council has an obligation to allow unsuccessful suppliers the opportunity to challenge the proposed contract award. This period is referred to as the 'Alcatel' standstill period.

**Contact Officer:**

Keith Coleman, Category Manager, Tel: 020 8541 7601

**Consulted:**



Pelican Buying Company Limited  
Surrey Commercial Services  
Surrey Procurement and Commissioning  
Surrey Legal and Finance Departments

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## SURREY COUNTY COUNCIL

## CABINET

DATE: 25 NOVEMBER 2014

REPORT OF: N/A

LEAD OFFICER: ANN CHARLTON, DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES

SUBJECT: LEADER/DEPUTY LEADER/CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING

**SUMMARY OF ISSUE:**

To note the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

**RECOMMENDATIONS:**

It is recommended that the Cabinet note the decisions taken by Cabinet Members since the last meeting as set out in Annex 1.

**REASON FOR RECOMMENDATIONS:**

To inform the Cabinet of decisions taken by Cabinet Members under delegated authority.

**DETAILS:**

1. The Leader has delegated responsibility for certain executive functions to the Deputy Leader and individual Cabinet Members, and reserved some functions to himself. These are set out in Table 2 in the Council's Scheme of Delegation.
2. Delegated decisions are scheduled to be taken on a monthly basis and will be reported to the next available Cabinet meeting for information.
3. **Annex 1** lists the details of decisions taken by Cabinet Members since the last Cabinet meeting.

**Contact Officer:**

Anne Gowing, Cabinet Committee Manager, 020 8541 9938

**Annexes:**

Annex 1 – List of Cabinet Member Decisions

**Sources/background papers:**

- Agenda and decision sheets from the Cabinet Member meetings (available on the Council's website)

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## CABINET MEMBER DECISIONS

### NOVEMBER 2014

**(i) Petition 1: In relation to the River Ash Action Group**

**Details of decision**

That the response, attached as Appendix 1, be approved.

**Reasons for decision**

To respond to the petition.

*(Decision of Cabinet Member for Highways, Transport and Flooding – 12 November 2014)*

**(ii) Petition 2: In relation to the road safety campaign outside the Sandcross School in Woodhatch**

**Details of decision**

That the response, attached as Appendix 2, be approved.

**Reasons for decision**

To respond to the petition.

*(Decision of Cabinet Member for Highways, Transport and Flooding – 12 November 2014)*

**(iii) Surrey Fire and Rescue Service: Purchase of Emergency Response Vehicles to support Climate Change Strategy and off Road Capability**

**Details of decision**

That the business case for these vehicles be approved and the contract be awarded to the preferred supplier, as agreed on the basis set out in the submitted Part 2 report.

**Reasons for decision**

The proposal supports the Fire Authority's statutory requirement to provide a Fire and Rescue Service.

*(Decision of Cabinet Member for Community Services – 12 November 2014)*

**(iv) Asbestos Removal Services Framework**

**Details of decision**

1. That the background information set out in the submitted report be noted.
2. Following consideration of the results of the procurement process in the Part 2 report, the award of the framework agreement to the contractors, set out in the submitted part 2 report, be agreed.

**Reasons for decision**

The overarching aim of the proposed framework agreement is to discharge the Council's duty to protect its workers, employees, pupils and all visitors to its buildings from the effects of asbestos and this is only possible through a risk management approach. The proposed framework agreement is instrumental in supporting this.

The project scope is to carry out asbestos remedial works under the control of the Council's asbestos consultant. Works will be both planned and responsive in nature.

Duties include:

- Encapsulation of ACMs
- Removal of ACMs
- Assistance to Council's asbestos consultant, in order to carry out asbestos refurbishment and demolition surveys, such as providing access, forming and repairing holes.

In addition to delivering savings compared to existing rates the Framework will also deliver an improved service with strengthened performance measures and robust contract management.

*(Decision of Cabinet Member for Business Services – 13 November 2014)*

**CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND FLOODING**

Wednesday 12 November 2014

**RESPONSE TO PETITION CONCERNING RIVER ASH ACTION GROUP**

**The Petition**

It states: 'In February 2014 dozens of houses around the River Ash were flooded, when flood water spilled into it from the Thames Water Aqueduct. The Thames Water Aqueduct carried flood water away from a remote, relatively unpopulated area into a residential part of Staines upon Thames. This was a repetition of a smaller incident that happened in 2003. Over 500 homes in Staines upon Thames are at risk of flooding if such floodwater is not contained in the Thames Water Aqueduct.

A. On 10 February 2014, Surrey County Council was party to a decision to ask residents in the area around the River Ash to evacuate their homes. It was also party to a decision to order Thames Water to close a sluice gate on their aqueduct on 12 February 2014 in accordance with a pre-existing Protocol to prevent flooding in the area. We believe such decisions should be carefully made and clearly documented.

The County Council should account for:

- (i) what factors were taken into account when these decisions were made?
- (ii) why were emergency measures not taken to contain the flood water in the aqueduct before residents were flooded on 11 February 2014?
- (iii) Why did it take until 12 February 2014 before the formal order to close the sluice gate was given to Thames Water by Surrey Gold Control?

B. The Flooding was caused by flood water spilling out from a facility wholly owned and operated by Thames Water. The subsequent costs to the community have so far been absorbed by local residents and local and national taxpayers. Surrey County Council should seek to recover that proportion of the public cost of dealing with the February 2014 floods that is attributable to Thames Water, taking legal action to recover these costs if necessary.

C. Surrey County Council should formally support 'passive' measures to prevent flood water spilling out of the Thames Water Aqueduct in the future. Preventative measures should not rely on mechanical infrastructure such as pumps and sluice gates but should be based upon substantial physical barriers to prevent flood water spilling into the River Ash in any circumstances.

Submitted by Mr Martin Cherrett

Signatures: 109

## Response

### Item A

The resident's petition refers to 'Surrey Gold Control' this is old terminology for the Surrey Strategic Coordinating Group, but is still used by some officers from the Surrey Partnership. The Surrey Strategic Coordinating Group, chaired by the Police, was established to oversee the arrangements for the response to the flooding. This is in line with the Surrey Major Incident Plan and supports the national arrangements and supported the national reporting into COBRA.

The purpose of the Strategic level of management is to establish a framework of policy within which the Tactical Commanders (Silver) will work. They give consideration to the provision of resources and prioritisation of demands from the Tactical Commanders.

The key issues for consideration by the Strategic Coordinating Group are:

- Agree strategic aims and objectives in responding to the incident
- Determine policy for implementation by Silver Commander(s)
- Assess and arrange for adequate resources
- Prioritise allocation of resources to Silver Commander(s)
- Implement adequate financial controls;
- Act as an interface with Regional & National Government
- Liaise with neighbouring police forces or regional partner agencies
- Coordinate communications internally and to the public
- Provide liaison with the media at a strategic level.

Membership of the SCG will vary according to the scale and nature of the incident. It must remain a strategic decision making body, and each representative must have executive level decision making authority on behalf of their organisation. During the flooding the Strategic Coordination Group consisted of Emergency Services, Local Authorities (Borough and County Council), Health Partners, Environment Agency and other partners.

On the 9th and 10th of February the Surrey County Council Duty Director did attend the Surrey Strategic Coordinating group where there was a discussion regarding evacuation of areas covered by the Severe Flood Warnings that had been issued by the Environment Agency. The decision was made that those residents in the Severe Flood Warning and Flood Warning areas should be made aware of the risk and advised to make arrangements to evacuate, this was not specific to the area around the River Ash. The decision was made as 9 Severe Flood warnings had been issued for the area and as a Severe Flood Warning indicates a risk to life the Strategic Coordinating Group gave this direction to coordinate evacuees.

As with any incident, officers from organisations including Surrey Police and Surrey Fire and Rescue Service who are trained in dynamic risk assessment and who are working on the ground, would undertake actions relating to public safety on their own account if a risk was identified locally. It would not be expected that if such a risk was identified that there would be a need to refer to the Strategic Coordinating Group for a decision to undertake actions in this scenario.



From the Email trail we have been given by Thames Water, the conversation regarding the activation of the Sluice Gate was between Thames Water and the Environment Agency Representative at the Strategic Coordinating Group, not the Surrey County Council Representative at the Strategic Coordinating Group. The Surrey County Council Representative was not part of a decision for the operation of the sluice gate as they are not part of the protocol for the River Ash. The sluice gate is owned and managed by Thames Water and is not part of Surrey County Council's water management assets.

#### **Item B**

As part of Surrey's Flood Risk Management Strategy, which is in line with the National Strategy, the County works with all authorities and organisations through the Surrey Flood Risk Partnership Board. In this context the Council will discuss with Thames Water their response to the concerns expressed by local residents and give consideration to any appropriate action it might take.

#### **Item C**

As a Lead Local Flood Risk authority, Surrey County Council is generally supportive of any measures that reduce the risk of flooding in the county. The County Council works with all organisations and authorities with risk management responsibilities through the Surrey Flood Risk Partnership Board. As part of the County's approach to flooding, we have to be certain that in preventing flooding at one location we are not moving that flooding to another location.

The proposed new modelling by the Environment Agency and the proposed changes to the Environment Agency's and Thames Water's protocol for the operation of the sluice gate will enable a better understanding of the risks at the site and any potential works that may be required.

**Mr John Furey**  
**Cabinet Member for Highways, Transport and Flooding**  
**12 November 2014**

**CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND FLOODING**

Wednesday 12 November 2014

**RESPONSE TO PETITION CONCERNING A ROAD SAFETY CAMPAIGN  
OUTSIDE THE SANDCROSS SCHOOL, WOODHATCH**

**The Petition**

It states: 'We are sending you this petition for road safety campaign outside the Sandcross School in Woodhatch. We have tried to call, send emails, asked and begged for help but it falls on deaf ears. What will it take before action takes place, a child to be hurt or even killed? Ever since the 2 Sandcross schools have been put on 1 site nothing has been done to aid the issues with road safety.

We need the parking laws to be enforced as many people are parking either on double yellow lines or parking on the pavement not leaving room for people to walk on the path. People are also stopping just before railings and allowing kids to jump out of cars thus blocking the road and causing congestion.

We need the crossing to be put in correctly with a drop curb allowing disabled access and ease for buggies and the kids with scooters. A drain is desperately needed because when it rains there is a huge puddle at the crossing and people drive through the puddles and splash people walking on the path. Also, the kids are having to spend the day with wet feet as they have to walk through the puddle to get to the path. The railings along the path must be extended for the safety of the children.

As for the speed limit, why on earth have we not got a 20 mile speed restriction, this is an infant and primary school It is so dangerous as some drivers go far too fast and a child will get seriously hurt if not killed. Is that what is needed before you do anything about it?

Other schools in the area have had restrictions put in place yet this school has nothing. Why is it at other schools such as Reigate, secondary kids had to get seriously hurt and killed before you do anything about road safety, many children have been hurt please do not allow this to happen to such small children at the Sandcross school.

We have approached the school however they are unable to do anything about the issues as its outside their school premises, and it is down to Surrey County Council.

There have been so many near misses where children or even adults have been nearly hit by vehicles, including the lollipop lady as so many people flout the laws.

Please do not ignore these concerns as they are shared by all that have signed the petition for road safety.

We look forward to your speedy reply and quick actions to get the issues resolved as soon as possible.

We hereby submit the signed petition asking Surrey County Council to make safe the roads and pathways around Sandcross School, we are requesting that the following is dealt with as soon as possible:

- Barriers to be extended
- Reduce the speed limit to 20mph during school times
- Drain to be put in place at the crossing as huge puddle occurs when it is wet
- Drop the curb at crossing to allow disabled access to crossing and ease for buggies
- Better enforcement of the road laws and parking laws

Submitted by Mrs Joanne Breeden-West

Signatures: 532

### **Response**

Sandcross School is located in Sandcross Lane, Reigate at the junction with Whitehall Lane. Sandcross Lane is a 30mph road and forms part of a bus route. There are School warning signs with flashing wig-wag lights to warn of the operation of a school crossing patrol in place on both approaches to the school. Pedestrian guard railing has been provided by the pedestrian entrance and opposite Allingham Road. There are School Keep Clear restrictions in Sandcross Lane outside the school entrance and some double yellow line waiting restrictions.

The County has recently approved a Road Safety Outside Schools policy. The policy sets out an assessment process, led by the Sustainable Transport Team, which involves the school, the divisional Member, the Area Team engineers, Road Safety Team engineers and Police road safety officers. Following the assessment, a report will be produced which will include recommendations on potential road safety education and/or highway improvements measures that could be implemented, subject to the allocation of funding. This report will be presented to the relevant Local Committee Chairman, Vice-Chairman and divisional Member and to the school. The Local Committee will then need to decide whether to include any proposals for highway improvements on their Integrated Transport Schemes forward programme and allocate funding for design and implementation. A copy of the Road Safety Outside Schools Policy was attached to this response.

It is proposed that the Sustainable Transport Team be asked to investigate road safety outside Sandcross School in accordance with the Road Safety Outside Schools policy later this financial year. This would highlight anything that the school may be able to undertake (such as "Park SMART" or walking buses) that may help to alleviate the situation alongside any additional highway

measures that are considered necessary. The petitioners request for a 20mph speed limit during school times would be considered as part of this assessment. To help inform the consideration of a reduced speed limit, it is proposed to carry out speed surveys in advance of the assessment. This would need to be funded through the Reigate and Banstead's Local Committee's revenue budget.

The lack of dropped kerbs and the drainage issue has already been identified as part of the School Crossing Patrol assessment carried out earlier this year. It is proposed that Reigate and Banstead Local Committee be asked to agree to allocate funding from the Local Committee's Small Safety Scheme budget to enable the provision of dropped kerbs and drainage works to be progressed this financial year.

The petition does not specify how far it is considered the pedestrian guard railing should be extended. Department for Transport guidance on pedestrian guard railing recommends that it should be installed only where it is considered absolutely necessary to ensure safety. It is proposed that officers meet on site with the petitioner and a representative from the school to discuss the request. If additional guard railing is considered necessary to ensure pedestrian safety, the Reigate and Banstead Local Committee will need to agree to allocate funding from the Local Committee's Small Safety Scheme budget to enable the work to be carried out.

In terms of parking enforcement, Reigate and Banstead Council and Surrey Police have formed a Joint Enforcement Team (JET) in the borough to better tackle antisocial and dangerous parking. The JET team consists of Police Officers, PCSO's and Civil Enforcement Officers. The team have commenced regular visits to Sandcross School and have issued a number of Penalty Charge Notices for parking offences. Whilst the team cannot be outside every school in the borough twice a day to monitor the school run, Sandcross School has been prioritised for enforcement in future months. The team will work with the school and county council to help identify any safety improvements. Any changes to parking restrictions can be taken forward as part of the Borough's 2015 Parking Review.

**Mr John Furey**  
**Cabinet Member for Highways, Transport and Flooding**  
**12 November 2014**

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