

# Cabinet

**Date & time**

Tuesday, 23 June  
2015 at 2.00 pm

**Place**

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

**Contact**

Vicky Hibbert or Anne  
Gowing  
Room 122, County Hall  
Tel 020 8541 9229 or 020  
8541 9938

**Chief Executive**

David McNulty

vicky.hibbert@surreycc.gov.uk or  
anne.gowing@surreycc.gov.uk

**Cabinet Members:** Mr David Hodge, Mr Peter Martin, Mrs Helyn Clack, Mrs Clare Curran, Mr Mel Few, Mr John Furey, Mr Mike Goodman, Mrs Linda Kemeny, Ms Denise Le Gal and Mr Richard Walsh

**Cabinet Associates:** Mrs Mary Angell, Mr Tim Evans, 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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## 1 APOLOGIES FOR ABSENCE

## 2 MINUTES OF PREVIOUS MEETING: 26 MAY 2015

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 (17 June 2015).

### 4b Public Questions

The deadline for public questions is seven days before the meeting (16 June 2015).

### 4c Petitions

The deadline for petitions was 14 days before the meeting, two petitions have been received:

#### (1) Petition concerning Lingfield Library, with 294 signatures – received from Mrs Rita Russell

It states: 'We the undersigned, would like to register our dismay at the proposed changes to the staffing of Lingfield Library, and ask the Library service to re-consider its decision to remove them.'

(Pages 1  
- 4)

**(2) Petition concerning Surrey Wildlife Trust, with 420 signatures – received from Mr Ben Paton**

It states: 'To ensure the independence of Surrey Wildlife Trust (SWT) and its ability to protect the County's Wildlife and its habitats by continuing to provide adequate funding for SWT's activities in managing social assets on behalf of the Community such as Special Protection Areas.'

**Responses to both petitions will be tabled at the meeting.**

**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**

None

**6 THE AGREEMENT WITH SURREY WILDLIFE TRUST FOR THE MANAGEMENT OF THE COUNTY COUNCIL'S COUNTRYSIDE ESTATE**

(Pages 5  
- 42)

In 2002 Surrey County Council (SCC) signed a 50 year agreement (the Agreement) with Surrey Wildlife Trust (SWT) to manage the County Council's Countryside Estate. Land and building comprising the Estate were leased to SWT for the same period. In December 2014, following a thorough review of the effectiveness of the Agreement, Cabinet approved a set of proposed changes. Since December officers have worked closely with SWT to develop a revised Agreement which will provide improvements for visitors while reducing costs, aiming at a self funding position for the Agreement by 2020/2021. This report seeks approval to implement changes to the Agreement to achieve these aims. Cabinet approval is required so that, following approval by SWT Trustees, the Agreement can be varied. If both parties do not approve variations to the Agreement, a further report will be presented to Cabinet proposing alternative methods of achieving value for money in the management of the County Council's Countryside Estate.

*[The decision on this item can be called in by the Economic Prosperity, Environment and Highways Board]*

**7 SURREY COUNTY COUNCIL LOCAL TRANSPORT REVIEW**

(Pages  
43 - 166)

Surrey County Council (SCC) is subject to pressures on its funding. This means that SCC needs to review its spend on the services that it provides for the county's residents to ensure it delivers value for money. One of these is local transport and the County Council's Medium Term Financial Plan (MTFP) includes a requirement to make savings through a Local Transport Review of £2m by 2017/18.

The Local Transport Review has been established to deliver the required savings via three streams: financial support to local buses, concessionary fares available to qualifying older and disabled people and community transport for people who cannot use conventional local bus services. The review seeks to find efficiencies, integrate services and grow the commercial value of the bus and community transport network.

The savings plans for year one for the review, have been drawn up following a wide reaching public consultation, from October 2014 to February 2015, with 6,800 residents and stakeholders having their say on the services that matter most to them. A further round of public consultation, from May to June 2015, gave residents and stakeholders an opportunity to feedback on the detailed proposals for changes to local bus services.

This report describes how proposals have been designed to minimise the impact on residents and maximise cost savings without changing the current level of service offered through collaborative working. Patronage data and the assessment of the changes indicate that an average of 234 passengers will be impacted. However most of those shown as impacted will still have a reasonable level of access to a bus service.

Further proposed changes in other areas of Surrey will be consulted on in the subsequent two years of the review, to ensure the required savings are achieved.

*[The decision on this item can be called in by the Economic Prosperity, Environment and Highways Board]*

**8 ANNUAL GOVERNANCE STATEMENT 2014/15** (Pages 167 - 180)

Surrey County Council has a statutory duty under the Accounts and Audit (England) Regulations 2011 to publish an Annual Governance Statement (AGS). The AGS provides a comprehensive assessment of the council's governance arrangements. Once signed by the Leader of the Council and the Chief Executive, the AGS is incorporated into the Statement of Accounts and the Annual Report.

*[The decision on this item can be called in by the Council Overview Board]*

**9 FINANCE AND BUDGET MONITORING REPORT FOR MAY 2015** (Pages 181 - 184)

The council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the council's financial position as at 31 May 2015 (month two).

The Annex to this report gives details of the financial position but please note that the Annex to this report will be circulated separately prior to the Cabinet meeting.

*[The decision on this item can be called in by the Council Overview Board]*



- 10 CONFIDENT IN SURREY'S FUTURE: EQUALITY, FAIRNESS AND RESPECT STRATEGY 2015 - 2020** (Pages 185 - 210)
- To consider *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020*, which is designed to meet the Council's responsibilities under the Equality Act 2010 and continue to mainstream and embed best practice in equality, fairness and respect across the Council. This Strategy has been refreshed to align with the Council's Corporate Strategy, *Confident in Surrey's Future: Corporate Strategy 2015-2020* in order to help achieve the Council's three strategic goals of wellbeing, economic prosperity and resident experience.
- [The decision on this item can be called in by the Council Overview Board]*
- 11 NEW BUILD SPELTHORNE FIRE STATION** (Pages 211 - 214)
- A decision was taken by Cabinet on 4 February 2014 to close Sunbury and Staines fire stations and to build a new fire station at a suitable location in Spelthorne.
- This paper relates to the building of a new fire station in Spelthorne and seeks approval to release capital funds from within the Medium Term Financial Plan (MTFP).
- N.B. An annex containing exempt information is contained in Part 2 of the agenda – item 14.
- [The decisions on this item can be called in by the Resident Experience Board]*
- 12 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 215 - 220)
- To note any delegated decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting of the Cabinet.
- 13 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

### 14 NEW BUILD SPELTHORNE FIRE STATION

(Pages  
221 -  
224)

This is a part 2 annex relating to item 11.

#### **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 Resident Experience Board]*

### 15 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, 15 June 2015

## 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*

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**CABINET**

Tuesday 23 June 2015

**RESPONSE TO PETITION**

**The Petition concerning 'Lingfield Library'**

It states: 'We the undersigned, would like to register our dismay at the proposed changes to the staffing of Lingfield Library, and ask the Library service to re-consider its decision to remove them.'

**Details of petition:**

We believe Surrey County Council (SCC) misled us with their statement at the public meeting last June that Lingfield Library, with its current staff, would stay as it is for one year after the new trust is set up, to enable the trust to pursue ways of paying staff from funds.

We understand that Lingfield will have no continuity of staff as we are single manned and both staff will be relocated.

No one from the library service would surely opt for Lingfield as their base for one year unless they have a guarantee of a placement elsewhere at the end of that year. They would also be taking on extra responsibilities as our library assistant does now, as a lower grade.

The security of the building and its contents will be a major concern.

Has SCC considered borrowers with special needs? We have borrowers who rely on the staff to help them choose or obtain the reading material they prefer. Some are afraid to deal with 'new' people, preferring to wait until either of the staff they recognise is on duty if relief staff are in. Familiarity and continuity are vital for such people.

Do the senior library service staff have any first hand knowledge of our library? The relationship between staff and users, the ambience and social atmosphere. Do they even care?

Submitted by Mrs Rita Russell

Signatures: 294

**Response**

To be tabled at the meeting.

**Mr Richard Walsh**  
**Cabinet Member for Localities and Community Wellbeing**  
**23 June 2015**

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**CABINET**

Tuesday 23 June 2015

**RESPONSE TO PETITION**

**The Petition**

**To ensure the independence of Surrey Wildlife Trust (SWT) and its ability to protect the County's Wildlife and its habitats by continuing to provide adequate funding for SWT's activities in managing social assets on behalf of the Community such as Special Protection Areas.**

Details of petition:

The Surrey Advertiser has reported that the County Council has plans to withdraw all County funding from Surrey Wildlife Trust over the period to 2021. This may require SWT to work with commercial sponsors and supporters to find new sources of funding which has the potential to compromise its independence and conflict with its role as manager of Special Protection Areas within the Thames Basin Heaths. Surrey Wildlife Trust's website states, 'SWT is the only organisation concerned solely with the conservation of all forms of wildlife in Surrey.' The Wildlife Trusts website states, 'The Wildlife Trusts want to help nature to recover from the decline that for decades has been the staple diet of scientific studies and news stories. We believe passionately that wildlife and natural processes need to have space to thrive, beyond designated nature reserves and other protected sites.' Wildlife habitats across the County face the constant threat of encroachment by new development. Surrey needs an organisation which can champion the interests of Nature. Withdrawal of funding from SWT is inconsistent with SCC's pledge to protect the Green Belt.

Submitted by Mr Ben Paton  
Signatures: 420

**Response**

To be tabled at the meeting

**Mr Mike Goodman**  
**Cabinet Member for Environment and Planning**  
**23 June 2015**

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## SURREY COUNTY COUNCIL

## CABINET



**DATE:** 23 JUNE 2015

**REPORT OF:** MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING

MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE

**LEAD OFFICER:** MR TREVOR PUGH, STRATEGIC DIRECTOR FOR ENVIRONMENT AND INFRASTRUCTURE

**SUBJECT:** THE AGREEMENT WITH SURREY WILDLIFE TRUST FOR THE MANAGEMENT OF THE COUNTY COUNCIL'S COUNTRYSIDE ESTATE

**SUMMARY OF ISSUE:**

In 2002 Surrey County Council (SCC) signed a 50 year agreement (the Agreement) with Surrey Wildlife Trust (SWT) to manage the County Council's Countryside Estate. Land and building comprising the Estate were leased to SWT for the same period. In December 2014, following a thorough review of the effectiveness of the Agreement, Cabinet approved a set of proposed changes. Since December officers have worked closely with SWT to develop a revised Agreement which will provide improvements for visitors while reducing costs, aiming at a self funding position for the Agreement by 2020/2021. This report seeks approval to implement changes to the Agreement to achieve these aims. Cabinet approval is required so that, following approval by SWT Trustees, the Agreement can be varied. If both parties do not approve variations to the Agreement, a further report will be presented to Cabinet proposing alternative methods of achieving value for money in the management of the County Council's Countryside Estate.

**RECOMMENDATIONS:**

It is recommended that Cabinet:

1. approves variations to the Agreement, and associated leases, relating to revised financial formula, governance arrangements, Asset Management Plan, performance management and woodland management, as described in paragraph 3-7 of this report, subject to the same variations being agreed by SWT Trustees in July 2015.
2. agrees that the net contribution of SCC to the SWT Agreement will reduce to zero by 2020/2021; that the distribution of funds thereafter will be determined; and requires that a robust business plan to achieve this will be reported to Cabinet by November 2015; and further agrees that failure to implement recommendation 1 or 2 will lead to an immediate review of alternative methods of achieving value for money in the management of the Council's Countryside Estate.

3. delegates authority to the Strategic Director for Environment and Infrastructure in consultation with the Cabinet Member for Environment and Planning, the Cabinet Member for Business Services and Resident Experience, the Director for Legal and Democratic Services and the Head of Property Services, to enter into final negotiations with SWT to vary the Agreement.

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

Approval of the recommendations will implement changes to the Agreement with SWT which improve its effectiveness, deliver improvements for visitors, aim to reduce the Council's contribution to zero by 2020/2021, and agree the distribution of funds thereafter.

#### **DETAILS:**

##### **Background**

1. The County Council's Countryside Estate comprises 6,206 acres (2,514 hectares) of land owned by the County Council, with a further 2,538 acres (1,028 hectares) managed under Access Agreements. The Estate has five farms, woodland, heathland, downland and a number of residential and commercial properties held by the County Council for public benefit, recreation and landscape conservation.
2. This report seeks approval for variations to the Agreement with SWT, based on principles approved by Cabinet in December 2014. The proposed variations have been discussed with a Member Reference Group of the Environment and Transport Select Committee. The proposals are summarised below and, where appropriate, described in full in specified Annexes attached to this report.
3. **Financial Formula (Annex 1)** - The revised formula provides certain savings in SCC's contributions in 2015/16, reducing SCC's current contribution to SWT by £100,000, to £759,000 in accordance with the Council's Medium Term Financial plan. The formula then reflects the agreed target of achieving nil revenue contributions from SCC by 2020/2021, through the joint development of business plans to reduce costs and generate additional income for the period 2016/17 to 2020/2021, and determines the distribution of funds thereafter. The business plans will be reviewed annually under the revised Governance arrangements described in Para 4.
4. **Governance Arrangements (Annex 2)** - The revised Governance arrangements will be based on:
  - Closer joint working between SCC and SWT, recognising the wider objectives and priorities of each body.
  - Robust oversight and accountability for strategy, performance and resource management.
  - Continuous improvement using revised indicators and metrics.
  - Improved delivery mechanisms to drive change.
  - Annual reports to SCC Cabinet.
5. **Asset Management Plan (AMP) (Annex 3)** - Built property will be managed in accordance with an agreed AMP in a format consistent with SCC property management policy approved by SCC Chief Property Officer. The AMP will manage property based on the principles of:

- Efficient operational management consistent with the aims of the Agreement.
  - Retained value and optimised returns for properties held for investment purposes, consistent with the aims of the Agreement.
  - Joint development plans for key locations, aimed at increasing returns through the Agreement and achieving the targets set under the Financial Formula.
6. **Performance Management (Annex 4)** - The revised Governance Arrangements described above, will include effective performance management through two key processes:
- Service Delivery Specification - This will provide confidence and certainty as to the activities which will be carried out under the agreement and serve as a foundation for the development of business cases, improvement plans and performance mechanisms.
  - Key Performance Indicators - A revised set of indicators will enable outcomes and performance to be monitored and managed more effectively.
7. **Woodland Management Plan** - This Joint Plan will ensure effective long term management of woodland within the Estate, including increased value from wood products. It will be produced by November 2015 and implemented with immediate effect subject to any necessary approvals.
8. **Supplemental Lease** - A supplemental lease is required to implement the inclusion of property in the Agreement that is either already managed by SWT but was not included in the previous leases (although the intention to include it is recorded in correspondence) or is part of the exchange of land relating to the M25 and M3.

#### **CONSULTATION:**

9. Internal consultation has taken place with Legal Service, Property Services, Procurement, and the Cabinet Member for Environment and Planning has been involved throughout the negotiations.
10. A Member Reference Group from the Environment and Transport Select Committee has been involved in the development of these proposals.
11. SCC/SWT Partnership Committee will be informed in July 2015.
12. The proposals will be considered by SWT Trustees in July 2015.

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

13. The main financial risk is whether the income generating plans can achieve financial sustainability for the Estate by 2020/2021. SCC has agreed to work with SWT to develop these plans, so both parties will have an interest in ensuring that they are successful. Initial plans are already worked up to the position where, if required, investment will shortly be sought. It is essential that these projects have comprehensive business cases attached to them so the investment and return criteria can be evaluated and the risks mitigated. Strong business cases should drive clear investment routes.
14. There is a reputational risk if the partnership fails. This review has shown that the Agreement can be made to work for both parties providing we work collaboratively, have robust governance in place and develop clear plans for investment and returns for each party. There can be confidence in the management of this risk as proposed changes to the Agreement are based on principles accepted in writing by the SWT, in November 2014, and approved by SCC Cabinet, in December 2014.

15. Investment in the property is essential to keep the asset maintained and to maximize income over the 37 years remaining on the lease; it is a fully repairing lease and the terms of the Agreement require that the properties are maintained to a minimum standard comparable to the condition as at the inception of the lease. The Property Asset Management Plan will be monitored through the Service Delivery Specification and Key Performance Indicators to ensure that the land and buildings are properly maintained.

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

16. SWT and SCC are working on plans that will develop the income generating potential of the Countryside Estate to get it to a self funding position. The Council's Medium Term Financial Plan includes countryside savings of £0.3m by 2016/17, including reduced support to SWT of £0.2m. Developing these opportunities will also improve the visitor facilities for the public and help to attract a wider range of visitors. This will form part of our aim to increase the number of people taking part regularly in physical activity.
17. The investment needed for these plans will be agreed between the parties for each business case. Any investment from SCC would be subject to a robust business case, including an assessment of risks, and approval through the Council's normal process including its investment panel, and any decision required by members would be the subject of future reports.
18. SWT have demonstrated that they are committed to making this plan work by delivering savings in 2014/15, with further plans for 2015/16 that will reduce the pressure on other aspects of the Countryside Service, as it will help deliver the Medium Term Financial Plan savings and will allow time to develop internal income generating capacity. SWT are also actively working with SCC to develop income generating plans.
19. The Property Asset Management Plan will help to ensure that plans are developed to maximise the benefits from property and ensure adequate financial provision is made for future property repairs and maintenance. The Supplemental Lease seeks to formalise existing arrangements and as such is not expected to impact on the council's finances.

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

20. Financial implications of proceeding with the recommendations are explained in the previous section. The revised financial formula delivers a savings of £0.1m in 2015/16 and helps to achieve savings set out in the council's Medium Term Financial Plan (£0.3m by 2016/17). SWT are achieving cost reductions in a number of ways, some of which may be one-off or time limited. Proposals for sustainable savings need to be developed, and these may require additional investment. In this instance, business cases will be developed to ensure proposals are robust, and where investment is sought from SCC, this would be subject to the council's existing approval processes, including its Investment Panel and further Cabinet or Cabinet Member reports as required.

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

21. The original agreement between SWT and SCC anticipates that amendments would be made to the Agreement during the 50 year term. It is proposed that a Deed of Variation will be entered into when amendments to the agreement are agreed and Cabinet has approved the terms.
22. The Partnership Committee was established, under the terms of the original agreement, as an advisory board and to provide oversight to the management arrangements. It is not a formally constituted SCC committee and does not have any executive decision-making

authority. Any formal decisions that have not been delegated to officers will need to continue to be made by the Cabinet, or Cabinet Member, as appropriate.

23. Under Section 123 of the Local Government Act 1972, local authorities have the power to dispose of land in any manner they wish subject to the disposal being for the best consideration reasonably obtainable. For the commercial properties, a rental value will be expressed in the lease or consent from the Secretary of State will be required. For the non-commercial properties, the consideration will be the services provided by SWT in their management of the countryside estate.

#### **Equalities and Diversity**

21. The Agreement makes appropriate provision for equality and diversity issues in terms of recruitment and public engagement. There are no discernible impacts arising from the changes to the Agreement at this stage. Equality Impact Assessments will be carried out as improvements arising from the Agreement are proposed.

#### **Public Health implications**

22. It is the aim of both SCC and SWT that, by improving the visitor facilities and making sites more attractive to local users, the number of people who partake in regular physical activities will increase.

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

23. There are no implications for climate change or carbon emissions from the review itself. Some of the commercial projects that come out of the review may have implications and these will be assessed as part of the project plans.

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

Next Steps:

24. SWT Council will receive a report of the proposed Amendments in July 2015 and their comments will need to be considered before the final amendments are completed.
25. The changes to the terms of the Agreement will be incorporated into a variation of the Agreement by 30 September 2015.
26. The Woodland Management Plan will be agreed with the Forestry Commission by November 2015.
27. The new Governance, Service Delivery Specification and Key Performance Indicators will be reviewed annually in accordance with the varied agreement.
28. A report will be presented to Cabinet in November 2015 seeking approval for a Business Plan, for the period 2016/17 to 2020/2021, aimed at reducing SCC's contribution to zero and agreeing the distribution of funds thereafter.

**Contact Officer:**

Lisa Creaye-Griffin  
Countryside Group Manager  
020 8541 9404

**Consulted:**

Surrey Wildlife Trust Trustees  
Surrey Countryside Partnership Committee (The Committee established to steer the Agreement)  
Environment and Transport Select Committee (ETSC)  
ETSC Member Reference Group  
SCC Legal Service  
SCC Property Services  
SCC Financial Services  
SCC Procurement Services  
SCC Director for Legal and Democratic Services

**Annexes:**

|         |                             |
|---------|-----------------------------|
| Annex 1 | Financial Formula           |
| Annex 2 | Governance Arrangements     |
| Annex 3 | Asset Management Plan (AMP) |
| Annex 4 | Performance Management      |

**Sources/background papers:**

- Cabinet Report 20 March 2010 Countryside Contract Review
- Cabinet Report 16 December 2014: The Agreement with Surrey Wildlife Trust for the Management of the County Council's Countryside Estate
- Environment and Transport Select Committee 23 April 2015: The Agreement with Surrey Wildlife Trust for the Management of the County Council's Countryside Estate

## Financial Formula

### 1. Formula

The financial formula will be amended as follows:

- The SCC contribution for the period 1 April 2014 to 31 March 2015 will be £859,000.
- The SCC contribution for the period 1 April 2015 to 31 March 2016 will be £759,000.
- SWT will present a proposal quantifying SCC's requested contribution towards the cost of delivering the SDS for the period 1 April 2016 to 31 March 2017, and thereafter annually, by 1 December of the preceding year (commencing with 1 December 2015). This shall form part of a profit and loss forecast produced annually for the next 5 years.

The parties have agreed a target of reaching zero SCC contribution by 2020/2021 and will jointly develop commercial opportunities, source the investment required to fund the commercial opportunities and evaluate the value for money of existing services, within the agreement, to enable the delivery of this target.

During the period 2016/17 to 2020/21 the parties will also develop business cases for the remainder of the agreement period, specifying returns to each party.

### 2. Business Plan

As part of the annual proposal, SWT will submit detailed business cases for approval of commercial opportunities where the parties had previously authorised an outline business case.

Outline business cases shall include an overview of the opportunity i.e (description, scope, key deliverables) alongside income projections and costs derived from desk research, with key risks.

Detailed business cases shall include detailed analysis of options considered (future lifecycle income/costs based on expert input and evidence. It shall include any investment required and payback period. Furthermore, a resourced implementation plan and risk management plan will also be included.

Detailed business cases shall include a proposal for the sharing of any forecast surplus generated between the parties. This will take into account their respective financial commitment/investment, the costs borne by each to implement the initiative alongside the ongoing cost to manage it post-implementation.

Both the outline and detailed business cases shall be approved by the Delivery Body and ratified by the Partnership Committee (established under new governance arrangements – see Annex 2). Approval of any required investment shall also be subject to each party's internal governance requirements.

SWT shall, initially, provide a detailed business case by 1 July 2015 for approval for the following initiatives:

- Developments at Newlands Corner.
- Holiday lets in Norbury Park.
- The caravan site in Norbury Park.



SWT shall also provide outline business cases for the following, by 15 September 2015, alongside detailed business cases by 1 December 2015 for:

- Forest Holidays site in Norbury Park.
- Semaphore Tower.
- Newlands Corner visitor facilities.
- Ockham Visitor facilities.
- More commercial management of the woodlands.

Thereafter, further outline and detailed business cases will be developed on an annual basis; the outline case to be completed by 1 August and the detailed case by 1 December each year (it is recognised that timely delivery of detailed business cases is subject to circumstances outside the parties control that may cause delays and could not have been reasonably anticipated).

### **3. Existing services**

The parties will evaluate the value for money of the existing services that form part of the contract on an ongoing basis. The scope of this will cover:

- The effectiveness of SWT procurement (materials, equipment, services).
- Efficiency of existing operations.
- Whether the operations are delivering the required outcomes specified in the Service Delivery Schedule (SDS).

The parties will agree upon the most appropriate mechanism to determine value for money on a case by case basis, which may include, but will not be limited to, benchmarking and market testing.

Where the value for money of the existing services is not achieved, the parties will agree a plan of action to rectify this. However, if this is not possible, or the plan does not deliver within a reasonable timescale to be agreed by the parties, the parties may elect to use an alternative provider if this achieves better value for money.

In line with the commercial opportunities timescales, a report outlining the areas, which have been suggested should be evaluated, will be submitted to the Delivery Body (established under new governance arrangements – see Annex 2) for approval by 1 August each year. The outcome of the evaluation will be completed by 1 December of the same year and shall include any necessary action plan.

### **4. Process for Bidding to Investment Funding from Surrey County Council**

Any investment from the County Council will be subject to its existing internal processes, including review by the Investment Panel and a report to Cabinet or Cabinet Member as required.



## Governance Arrangements

This revised Governance model has been agreed by the Partnership Committee for the Surrey County Council /Surrey Wildlife Trust Partnership to Manage the Countryside Estate. The model is summarized in Appendix 1.

### The Partnership Committee as a Strategic Body

- The Constitution of the committee is outlined in Appendix 2. Membership will comprise equal numbers of Members from the County Council and Trustees from SWT and one representative from the Access Agreement Owners. There is also provision to have substitutes.
- The Partnership Committee meets at least twice a year.
- Its role will be to support the Delivery Body in the delivery of the business plan and service and advise on strategic direction.
- It would receive interim reports on performance (November) and an annual performance report (July) at the end of the financial year with a forward plan for the next year in April and in addition it will receive the business plans for income generating initiatives to ratify.
- The committee will continue its mediation role as set out in the constitution and Agreement.

### The Delivery Body

- The Constitution of the Delivery Body will comprise of agreed personnel from SCC Countryside, SCC Property and SCC Business Services Directorate; and SWT Countryside Management, SWT Finance and SWT Property Management. Other personnel will be invited as required.
- The Delivery Body will report to the Partnership Committee. It will manage the performance of the Contract, resources, communication and produces collective action plans to deliver the business plan.
- The aim of the Delivery Body will be to work as a partnership towards the financial sustainability of the Countryside Estate, consistent with the wider aims of both parties in the agreement.
- This group will evaluate and sign off business proposals that support the overall business plan while seeking approval for those proposals considered higher risk from the CEO and Assistant Director Environment (or other appropriate senior manager as agreed).
- This will include the monitoring of Key Performance Indicators (KPIs), the Service Delivery Specification (SDS), Asset Management Plan and the Repairs and Maintenance Programme (RMP), and other agreed documentation as required.
- This group receives the annual and interim performance report.
- Prior to the annual performance review the SWT CEO and Assistant Director Environment will sign off the annual review and associated documentation and recommend it to the Partnership Committee.
- SWT and SCC would chair the group alternately changing every two years.

### Implementation Body

- Two representatives, one from SCC and one from SWT, then oversee the implementation of business proposals.
- This body will draw in any additional expertise as required and address delegated tasks as per the Delivery Body.

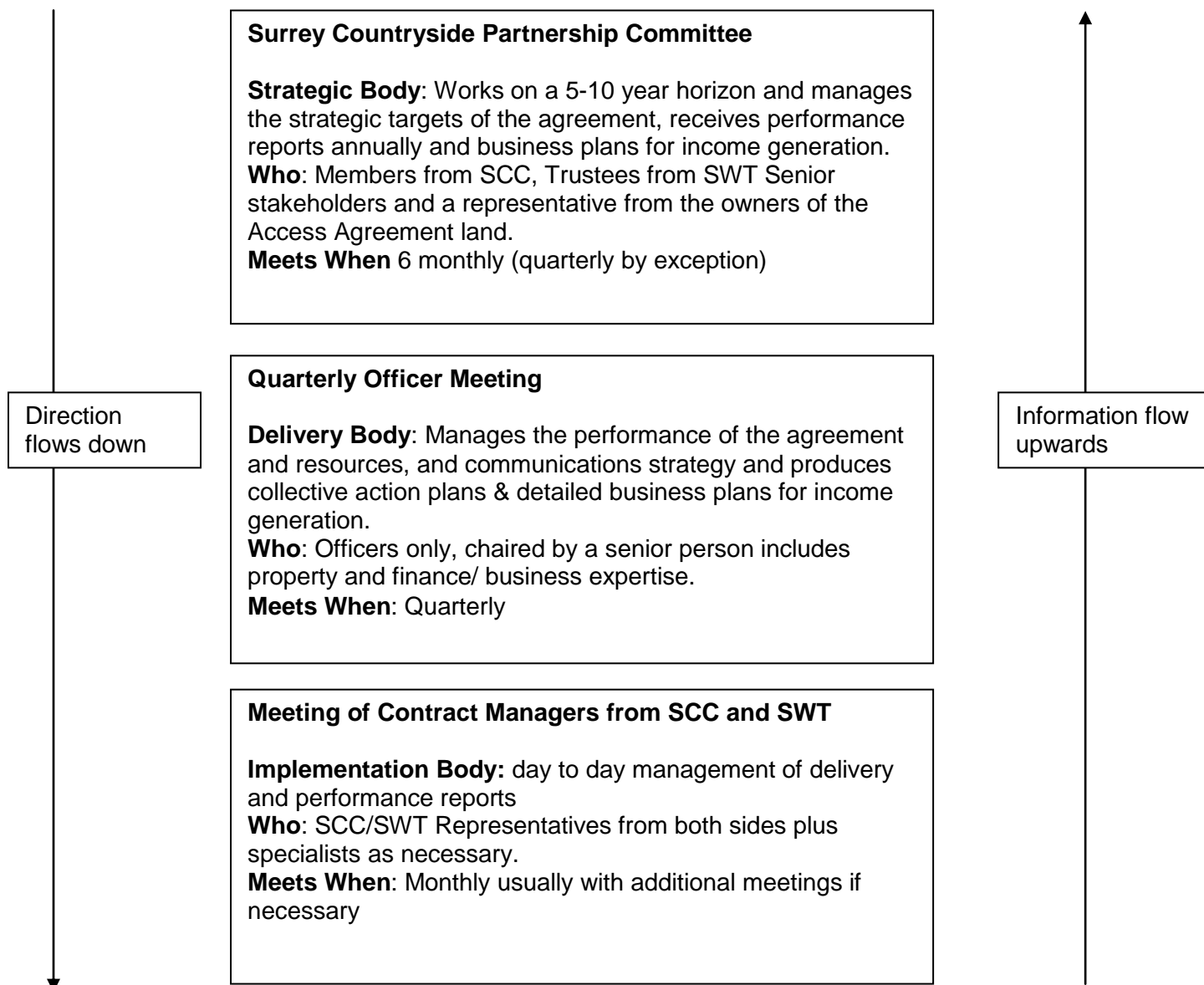
## Running the Partnership Committee

- Appendix 2 sets out the proposed structure for the three levels that provide direction and monitoring for the Partnership.
- The matters that it is proposed should be taken to the Partnership Committee are set out in the constitution and should be of a strategic nature to allow the Partnership Committee to take on a more influential role in the overall way the Agreement is managed. The final decision will still rest with the two partner bodies and the owners of the Access Agreement land. Key reports that will come to the Partnership Committee are the Business Plan (2014-19) that covers a 5-year cycle, and the Annual Report including the financial report. These will also be referred to the SWT Council and Cabinet Member at SCC.

## Engaging Members of the Partnership Committee

- To ensure that members of the Partnership Committee are engaged in the work of the Partnership and understand their role, new members will be given an induction programme and an ongoing annual meeting/site visit to show members the work of the Partnership Agreement.

**Model for Governance Structure between SWT and SCC**



## SURREY COUNTRYSIDE PARTNERSHIP COMMITTEE Constitution

### The Aim of the Document

- 1 The aim of this document is to set out the role, responsibilities, and operation of the Surrey Countryside Partnership Committee. The constituent bodies of the Surrey Countryside Partnership Committee are Surrey County Council, Surrey Wildlife Trust and the access agreement landowners.

### Purpose of Committee

- 2 The primary purpose of the Committee will be to enable SCC and SWT through membership of the Committee to have an overview on the appropriate management of agreed areas of countryside land and property in Surrey, and within these areas the adoption of best practice and high levels and standards of:
  - Sustainability.
  - Enhancement of natural beauty.
  - Conservation of habitat and built heritage.
  - Public access and enjoyment.
  - Public knowledge, understanding and support.
- 3 The Committee will give particular attention to achieving an appropriate balance in its work between these objectives, and in relation to the management of business activities.

### Role of Committee

- 4 The Committee will be an advisory and not an executive body. The Committee will play a part in:
  - Agreeing the policies and approach to sustainable management of the agreed areas of land and property
  - Developing the image and profile of the partnership
  - Developing and supporting appropriate initiatives
  - Building public and political support
  - Ensuring identifiable achievements
  - Aiming to secure a year on year increase overall in finance available for the management activities
  - Mediation.
- 5 The Committee may express its advice by way of recommendations to its constituent bodies and other organisations on policies and the allocation of resources in relation to the agreed areas of land and property.

### Areas of Reference

- 6 The work of the Committee will include the following:
  - A. To receive reports from the constituent bodies or Surrey Wildlife Trust on:
    - Policy and strategy for the partnership
    - In line with SCC's Procurement Standing Orders the appropriate contract (Over £500,000) and leases that are over 10 years.

- Arrangements for consulting local opinion including through consultative groups and in other ways, and receive reports from these consultative forums.
- The development of joint initiatives between the partners on the Committee and others on informal educational use of the land and property, and provision of visitor facilities.
- Development and use of the land and property including intensification of activities, such as: vehicle charging, development of income generating activities including concessions and events, noisy and disruptive activities including motorcycle trials, rallying, shooting, and hunting.
- Financial and other resources to secure appropriate management and development issues.
- Agreeing Investment proposals and agreeing the source of investment to pursue.
- On any other matters referred from the constituent bodies (Surrey Wildlife Trust.) for comment.

B. To discuss issues arising in relation to any of the above in paragraph 6 (a) and give advice.

C. To set up and decide on terms of reference of any panels, working groups or consultative arrangements in relation to any of the above in paragraphs 6(a) or 6(b).

D. To set up and decide the procedure for mediation panels and to receive their reports.

E. To produce an annual report of its activities to be distributed to the constituent bodies and other interested parties.

### **Membership**

7 Membership of the Committee will comprise:

- 5 representatives nominated from Surrey County Council.
- 5 representatives nominated from Surrey Wildlife Trust.
- 1 representative nominated from the access agreement landowners.

8 Substitute Members

- Substitute Members may be appointed in the absence of another Member, subject to prior notification to the Chairman and supporting Officers. Substitute Members must be elected Members of the respective body of which the absent Member represents, or a nominated representative in the case of access agreement landowners.

### **Membership Representation**

- 9 The period of office on the Committee will be decided by each of the constituent bodies. It is expected that Committee members will normally serve from annual meeting to annual meeting. The local authority representatives will be elected Members and representatives of Surrey Wildlife Trust will be elected Members of the Trust Council. Deputies will be able to be appointed on the same terms as full Committee members.
- 10 Surrey County Council and Surrey Wildlife Trust representatives will be accompanied by appropriate officers in a non-voting capacity to offer professional advice. Representatives from the management company, and other agencies who are involved in managing the land and property, will attend to advise the Committee in a non-voting capacity as necessary.

### **Role of Members**

11 Members are expected to:

- Support the aims and intentions of the partnership.
- Participate fully in the activities of the Committee.
- Seek to harmonise the policies and strategies of their own organisations to secure integrated and effective outcomes.

- Send appropriate senior representatives, properly briefed, to meetings.
- Disseminate and advocate the agreed policies of the partnership committee, as appropriate, within their own organisations.

### **Chairman and Vice Chairman of the Committee**

- 12 It is intended that the chairmanship of the Partnership Committee will rotate between Surrey County Council and Surrey Wildlife Trust every two years. The vice-chairman will be from the alternate organisation. In the event of neither the chairman nor vice-chairman being present at the meeting a chairman for the meeting will be elected from members present.

### **Number and Frequency of Meetings**

- 13 The Committee will meet biannually or at such other times as the Committee may determine, at places and times to be determined. Special or extra meetings may be arranged. The biannual meeting immediately after the end of March of each year will be the annual meeting at which the annual report will be agreed and the chairman and vice-chairman for the following year will be agreed. Seminars, tours or site visits will be arranged as appropriate. The meetings will not be open to the public except as the Committee may decide. The quorum for the meeting will be 6, including at least 3 representatives from Surrey County Council and 3 from Surrey Wildlife Trust.

### **Decision Making**

- 14 Wherever possible, conclusions on discussions or recommendations made at the Committee will be by means of consensus. In the event of a vote being necessary, voting will be by a show of hands and decisions must be agreed by a majority of members present and voting at the meeting. In the event of the voting being equal, the chairman of the Committee will have a second or casting vote, but in the event of the chairman choosing not to exercise the second or casting vote, the proposal in question will fail. For the avoidance of doubt, if any decision is made which is contrary to the provisions of the Agreement for Service between SCC and SWT then the provisions of the Agreement shall prevail.

### **Mediation Role**

- 15 A mediation panel set up by the Committee, as set out in paragraph 8 below, will act as a "third party" mediator on issues arising from the management of the agreed areas of countryside land and property. Issues for mediation will include contractual matters by agreement and conflicting management strategies, as between the constituent bodies and Surrey Wildlife Trust. Mediation will not infringe any legal or contractual obligation or rights. A mediation panel will not be able to impose a decision on the parties, but will assist the parties to reach agreement.
- 16 The mediation procedure will only be used where all the parties concerned agree to this. If agreement is reached by the parties through the mediation procedure it will be operationally binding. The Committee will agree a procedure to be followed and will nominate four members to act as a mediation panel for the Committee. The mediation process will take no longer than 28 days from receipt by the chairman of the Committee of a letter stating the issue for mediation. The mediation panel will give their decision on the mediation process to the parties, and will subsequently report back to the Committee with the outcome of the mediation process. A decision by the mediation panel, except where agreed by the parties, will not be binding on the parties. Under the legal agreement for services on the Countryside Estate between Surrey County Council and Surrey Wildlife Trust disputes or differences between the County Council and the Trust will be referred, where not resolved via the Committee's mediation panel, to an independent third party.

### **Business to be considered at Meetings**

17 Agenda for meetings of the Committee setting out the business to be dealt with will be dispatched to members seven days (five working days) in advance of the meeting. The chairman may allow other business to be dealt with which is not on the agenda at their discretion. The chairman's agreement will be sought prior to the meeting for any urgent items of business or any other business not listed on the agenda for meetings of the Committee. Meetings of the Committee shall be conducted in accordance with the Standing Orders of Surrey County Council, unless or until the Committee decides otherwise.

### **Support for the Partnership Committee**

18 The secretariat for the Partnership Committee will be provided by Surrey Wildlife Trust with the cost being borne by Surrey Wildlife Trust. Officers from Surrey County Council and Surrey Wildlife Trust will provide the Partnership Committee with professional advice in relation to its terms of reference, work and activities, the cost in officer time of providing such advice being borne by the organisation involved. The officers will seek the advice of the access agreement owners and of other organisations or individuals on specific aspects of the Partnership Committee's work as considered appropriate.

### **Changes to the Constitution**

19 The Constitution shall be reviewed every 5 years or earlier if agreed and changes to the Committee's constitution must be a unanimous decision of Committee members present except where this relates to changes to meeting procedure as set out in Surrey County Council's Standing orders.

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# Cover Page

## Asset Management Plan (AMP)

### Notes:

1. The document attached is an extract of the 2015 Property Asset Management Plan produced by SWT in May 2015. It remains subject to validation by Surrey County Council (SCC) Property Services.
2. This Annex has been attached to the Cabinet report to describe the processes, procedures and policies by which the AMP will be managed.
3. Details of specific properties covered by the AMP have not been included as they contain commercially sensitive information.
4. The Profit & Loss statement for the Property Repair Fund has not been included as it contains commercially sensitive information.
5. The potential income generating proposals for the portfolio have not been included as they contain commercially sensitive information

## **Annex 3: Asset Management Plan (AMP)**

**Surrey Wildlife Trust  
Surrey County Council Countryside Estate**

# **Property Asset Management Plan 2015**

**Author:  
Catherine Roberts  
Surrey Wildlife Trust**

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1. Introduction and Background
2. Description of Properties
3. Context
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6. Operational Specifics
  - 6.1 Repair and Maintenance Programme
  - 6.2 Tied Housing
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  - 6.4 In-hand Properties & Estate Infrastructure
  - 6.5 Financial Operation – Property Repair Fund
7. Review of Performance over 4 years since 2011 AMP

## Appendices

- A List of properties
- B RMP Summary schedule
- C Proposals in relation to Income Generation

## 1. Introduction and background

- 1.1 In 2002, Surrey County Council (SCC) and Surrey Wildlife Trust (SWT) entered into a 50-year Agreement for Services under which the Trust manages the SCC Countryside Estate on behalf of the Council. The objective was, and is, to deliver benefits to both parties and for the operation of the Contract to be a co-operative and mutually supportive partnership. The Service Contract between SCC and SWT delivers the Council's two main aims: **nature conservation** and **public access and benefit**.
- 1.2 To achieve the service delivery, the Service Contract provides for SWT to use and occupy SCC owned property via two leases whereby the land and buildings within the Countryside Estate are leased to SWT co-terminously with the Service Contract which places on SWT the obligation to manage the Estate. The Contract is delivered through a Service Delivery Specification (SDS) revised in March 2010 and further reviewed in 2014. The two leases are the Phase 1 lease covering the non commercial land and buildings and the Phase 2 lease covering the commercial land and buildings.
- 1.3 Underpinning the Contract were three principles:
- The Phase 2 properties would be managed more effectively and achieve a higher rental return in real terms than that which existed in 2002.
  - The net rental return would fund the repair and maintenance costs of the Phase 2 lease properties as well as the roads, tracks, bridges and car parks within the Phase 1 lease, and make a substantial contribution towards delivery of the main aims of the Service Contract.
  - The total expenditure on the Countryside Estate would be limited to all the funds raised through the Estate whatever the source and would be spent only on the Estate
- 1.4 There are a number of SWT obligations across the two leases, primarily that the permitted uses are those for purposes connected with the Service Contract and in accordance with the SDS and Management Plans, and secondly that the repairing obligations (particularly to the Phase 2 properties) are undertaken such that these properties are safe and fit for purpose to a minimum standard comparable to the condition as at the of inception of the lease. This is to be evidenced by condition surveys at regular intervals. All legal obligations relating to property compliance and landlord and tenant matters must be met. The standard set in 2002, and referred to in the leases, related to the Fitness Housing Standards outlined in the 1985 Housing Act, amended in 2004 with a revised standard called the Housing Health and Safety Rating System (HHSRS).
- 1.5 The AMP should be seen within the context of the County Council's own Strategic Asset Management Plan, originally produced in 2002 and updated in 2013 in accordance with government guidance. In 2009 it was discussed and agreed that SWT should produce an Asset Management Plan to compliment that of the County Council thereby ensuring the assets would be managed within an agreed strategic framework.
- 1.6 The AMP does not cover the open spaces, e.g. the commons, but focuses on the buildings, other built infrastructures, the commercial properties and the public car parks. The open spaces are covered by individual Management Plans. Although nature conservation and public access are the direct public benefits, the maintenance of buildings and structures is critical to the Council's property asset base. That asset base is the value of the investment made by SCC into the agreement.

## 2. Description of Properties

- 2.1 In general the Countryside Estate comprises 6,500 acres, has 30 residences, five let farms, historic and listed buildings, visitor facilities, roads, tracks and bridges, and a sawmill from which timber products are manufactured.

- 2.2 Most of the buildings and structures are pre 1945 and the last period of new build occurred in the 1960-70s. Many of the properties are situated in Norbury Park but otherwise there is a County-wide geographical spread. There is an extensive let estate (Phase 2 lease) raising income to repair and maintain properties and with any surplus supporting service delivery and buildings in the Phase 1 lease ie. those occupied by SWT or required to deliver the Service Contract such as, for example, visitor centres, historic features, operational bases and tied housing.
- 2.3 Appendix A shows a list of properties by type and tenure of tenancy.
- 2.4 A Stock Condition Survey was carried out in 2010 to confirm the current condition of the built properties within the Countryside Estate; this Condition Survey is currently being updated in 2015 and will be repeated every 5 years. Generally, the survey in 2010 found that most properties were, for their age and construction, in average condition, a few were in good condition and some, a higher number, were in moderate condition. All properties comply with the HHSRS standard (one exception may be Lilac Cottage on Norbury Park which is being separately addressed).
- 2.5 A Condition Survey was not conducted prior to the transfer of the properties to SWT in 2002. SCC undertook to put the properties into a condition which was acceptable to both parties prior to the transfer and these works were done over the period 2002 -2004 by SCC's retained building surveyors. The lease was then signed in November 2004. An overall Condition Survey was not completed to establish condition prior to SWT's management but SCC hold some individual assessments together with survey information and lists of work undertaken .
- 2.6 The current level of Backlog Maintenance, those works which had been identified within the 2010 Condition Survey but not completed due to budget constraints and reconsideration of the necessary timeframes for repair, will be clarified once the 2015 Condition Survey is completed.
- 2.7 The portfolio of properties within the Countryside Estate has not changed fundamentally since 2002 but there are some exceptions. The most notable changes relate to Tied Housing; in 2002, 14 houses occupied by tied occupants were included in the lease; in 2015, 10 of those houses are now subject to short term lettings, 1 was surrendered to SCC and 3 remain as tied accommodation. In the 2010 review of the Contract, it was formally agreed that SWT could commercially let housing that was no longer required for tied occupants and SWT has actively managed that process to enable increased income to be achieved.

### 3. Context

- 3.1 The AMP will be updated every 5 years to reflect both changes to the portfolio holding, market forces, and strategic drivers.
- 3.2 There is an expectation and requirement that property management will respond positively to the increasing challenges of environmental sustainability, given it is a key objective of both the County Council and SWT, and this will be achieved where finances allow.
- 3.3 Changes to the minimum energy performance requirements of rented properties will impact fully in 2018; a survey of all properties will be commissioned in June 2015 to establish the current rating for each property (updated from 2010) together with the necessary works required to achieve the minimum D rating to enable continued tenancies. Work has already been carried out gradually over the last few years to improve energy performance where possible and needed whilst undertaking routine repairs.
- 3.4 There is an anticipated aim that the overall Countryside Estate, of which property is part, is increasing income and generating new income in order to work towards being self-sustaining financially by 2021; this relates to the Financial Formula for the management of the Estate by SWT on behalf of SCC.

## 4. Objectives and Operational Methods

4.1 In pursuance of the Trust's and SCC's vision, the objectives of the AMP are:

4.1.1 To work in partnership with SCC to achieve the best built property facilities possible, within the resources available, for the tenants, which will mean maximising the use of assets to ensure they are there for future generations and do not deteriorate and that they drive additional service benefit.

4.1.2 To manage the properties to an agreed specified standard, ensuring that systems and processes reflect best practice and achieve results in line with the agreed Key Performance Indicators.

4.1.3 To ensure the leased land and buildings retain and where possible improve both their condition and asset optimisation (or usage) for both the Countryside Estate and SCC.

4.1.4 To produce an annual financial surplus, where possible, once property maintenance and other direct costs have been undertaken, that will support the service contract, and implementation of the SDS.

4.2 Achievement of the objectives will be effected through:-

4.2.1 Planned property maintenance work, outlined in the Repair and Maintenance Programme (RMP) to set an appropriate long term standard in accordance with the relevant statutory requirements and repairing obligations set out in the leases. This standard to be no less than that outlined in the HHSRS (Housing Act as amended 2004).

4.2.2 A detailed per property assessment to identify the appropriate works necessary via a revised Stock Condition Survey due to be completed at the end of June 2015; this will build on and confirm the broader results of the Stock Condition Survey that SWT carried out in 2010.

4.2.3 Maximisation of rental income within service level constraints and minimisation of bad debt and letting voids; achievement will be measured through the KPI.

4.2.4 Investigation of improvement opportunities, linked either with potential for increased income, improvement of the property asset, or compliance with energy efficiency rating requirements, outlined in a business case together with return on investment or capital value where appropriate.

4.2.5 Adherence to good estate management practice so that:

4.2.6 whether tenanted or occupied relevant legal tenancies or licences will be in place to protect the asset

4.2.7 tenancies are dealt with fairly and tenants communicated with on a regular basis whilst still gaining the best use of the asset for the benefit of the Countryside Estate

4.2.8 rent reviews are undertaken in a timely fashion

4.2.9 all legally required inspections, such as gas safety, fire certificates, boiler servicing are undertaken and records kept with necessary work undertaken as required.

4.2.10 Maintenance of full and proper records for all properties and structures; these are currently mainly paper records but electronic spreadsheets, financial records and electronic copies of leases are also held.

4.2.11 The present manner in which SWT implements the objectives is via employment of a Property Manager, who is a Chartered Surveyor, responsible for implementing, overseeing and organising the property functions within SWT additionally procuring external specialist skills as required including legal, building surveyors, fire or energy efficiency specialists, land agent, estate or letting agency.

4.2.12 Compliance with the KPIs put in place (outlined below).

## 5. Governance and Performance Measures

- 5.1 Achievement of the objectives outlined above in 4 will be measured against the Key Performance Indicators set out below against which SWT will report to SCC on an annual basis in addition to quarterly updates to officers via the Delivery Group and biannual reports to the Partnership Committee (as outlined in the SDS).
- 5.2 The SDS and Governance structure ensures that there are regular quarterly meetings, linked to the existing Quarterly Delivery Group Meetings between SWT and SCC Officers, with additional meetings agreed if necessary. The meetings will include officers from the SCC's Countryside and Property Services and appropriate officers from SWT.
- 5.3 The following Key Performance Indicators (KPIs) were reviewed in 2014:-
- To achieve a rental return of 90% of market rent, measured using appropriate average rates related to location and condition, allowing for restrictions such as farm tenancies and tied properties.
  - To measure the delivery of the Asset Management Plan (AMP), objectives will be measured against the property condition survey, which will include an assessment in relation to energy efficiency requirements to meet minimum standards, the Stock Condition Survey, updated in 2015 and every 5 years thereafter.
  - To keep rent arrears at less than 4% per annum, measured at the completion of year end.
  - To ensure that the vacancy rate of occupied property is minimised and after taking in to account time between tenancies for refurbishment (not to be more than is reasonable), the average rate is less than 7.5% per annum.

## 6. Operational Specifics

### 6.1 Repair and Maintenance Programme (RMP)

To gain an overall and independent assessment, SWT commissioned a Stock Condition Survey in 2010 from Fairclough and Company, Chartered Building Surveyors, which formed the basis of the initial RMP from FY 2012/13.

The Survey took as its measure a 20 year repair standard that reflected the age, construction, use and status of the asset acknowledging SWT's liability span is up to 2052. The survey distinguished repair from replacement, considered a rebuild rather than a repair where appropriate and made some assumptions, in keeping with surveying practice, about parts of the property which were inaccessible and could not be fully inspected at that time.

Generally the Survey in 2010 found that most properties were for their age and construction in average condition, a few in good condition and some, a higher number, in moderate condition. The survey did not include roads and tracks, car parks and bridges but an estimate for these elements was included in the RMP.

The RMP largely reflected the survey for the five FYs 2012/13 to 2016/17 but has been adjusted to take account of past experience and knowledge and the respective liabilities in each property's tenancy arrangements.

Similar survey work will be undertaken every five years to update the Stock Condition Survey and provide information details for the next cycle of the RMP. The update of the SCS will take place in June 2015. A separate survey of the bridges which are within the Countryside Estate will take place in 2015, utilising work completed by SCC in relation to Highways, but additionally identifying condition and the need for any remedial or future works.

In more detail, the current RMP figures are produced to reflect the following four priority spend statement which mirrors that of the County Council:

1. Risk of closure of building/premise and thus possible loss of SDS performance and income
2. Statutory, legal and regulatory obligation, e.g. tenancy obligations
3. Prevention of deterioration - long and short term
4. Regular Maintenance Work e.g. external redecorations.

The RMP exists to ensure maintenance work is planned and delivered in a structured way and to ensure all cyclical maintenance ensuring compliance is carried out. The planned nature of maintenance work is proven to reduce costs, moving from reactive and repair maintenance to a planned preventative regime. This is based on life-cycle estimates and the assumptions set out below. The chosen life cycles are mainly for budgetary planning purposes and may not be reflected in the actual spend as this will depend upon property specific circumstances at the time:

1. The present letting arrangements and the repairing liabilities.
2. The average period of replacement of kitchens and bathrooms is 10 years, with some exceptions, boilers 15 years, and sewage treatment plants are re-commissioned every 25 years.
3. External repairs and decoration implemented on average every 5 years and internal redecoration every 7 years.
4. The acknowledgement that refurbishment works are often initiated when the property is vacant.
5. The inevitability of reactive repairs impacting on the planned programme.
6. The assets remain physically as they are without any improvements or enhancements.

Major replacements and repairs are more costly and need to be separately labelled as a “major” within the RMP simply to aid with budgeting and cash flow. A major was defined by reference to cost and type of work, or both together, and was, in 2010, either any expenditure over £7,500, regardless of its type, or a one off replacement required for the duration of the lease and also likely to be a one off replacement for the lifetime of the asset. This financial definition of a major item has been reviewed up to £10,000 within the updated 2015 SCS.

Underlying the implementation will be the following practices:

1. Looking to effect long term solutions which provide value for money rather than short term quick fixes to problems.
2. Reviewing and reporting on that programme annually to reflect past performance and new demands.
3. Using SWT financial procedures, competent contractors and tendering procedures to ensure best value (comparable quotes, market testing).
4. Meeting all legislative duties of care responsibilities, for example:



- Environmental and clean water regulations
- Asbestos Regulations
- Waste disposal/hazardous waste regulations
- Health and Safety legislation and requirements
- Planning Acts and guidance notes
- Listed building requirements
- Landlord and tenant obligations

The RMP is a working document set out as a spreadsheet to provide a budget framework, as well as identified works, and includes within its summary details of expenditure, income, additional costs such as staff, professional fees and insurance. This is in order for the required Property Repair Fund concept to be followed for the management of the property portfolio within the Countryside Estate.

**Exclusions:** In 2011 it was agreed with SCC that the following properties, which require varying degrees of historical major maintenance or repair, would be excluded from the RMP figures; it should be noted, however, that minimal maintenance/repair is undertaken to ensure each property's physical integrity and that changes in its condition, or occupation, are reported to SCC. The identified properties were:-

- Semaphore Tower – historic monument remains in lettable condition but major work is required to rectify ongoing historical problems associated with the installation of the semaphore equipment. SWT have identified an option to resolve this liability which is outlined later in this report.
- Lilac Cottage – ex tied house, being over 130 years old, its basic construction is below today's standards (historically much work has been done to resolve damp issues but it remains poor) so producing a low rent, this property is unlikely to meet the energy efficiency rating requirements of 2018 so a separate case will need to be considered for the future of this property; it remains under constant review.
- Roaring House Barn – identified for surrender to SCC for sale
- Lodge Farm Barn – identified for surrender to SCC for sale
- The Old Observatory – surrendered to SCC in 2011 and sold, capital retained by SCC property
- Surrey Cottage, Chobham – ex tied house which required substantial refurbishment when vacated; work agreed and partly undertaken by new tenant in return for low rent period over 3 years; property due to attract commercial rent from mid 2015
- Swanworth Farmhouse – the proposed FBT for the farm allows for this farmhouse to be substituted for an alternative property thereby giving greater options for the refurbishment (major expense relates to the roof) and more advantageous commercial letting.

## 6.2 Tied Housing

A number of tied houses were included within the Phase 1 lease and were subject to clause 6.11 of the Phase 1 lease which states that they should be returned to SCC if no longer required as tied housing. However, this requirement to surrender ex-tied housing was removed following agreement of the AMP and the additional income thereof is now included within the RMP. This has been reflected in the SWT uplift performance of the income over the period.

At the time of the 2002 transfer there were 14 houses occupied by tied occupants. Since then, 10 have ceased to be so occupied and are subject to short term lettings and 1 has been surrendered to SCC. The present tied houses are:-

Holly Farmhouse, Worplesdon  
Hempstead, Worplesdon  
2 Copse Edge, Burpham

SWT's approach is to seek to improve their service effectiveness while at the same time acknowledging the inherited contractual basis. As and when the contract ends, if vacant possession is not given on the date of termination, SWT will take immediate steps to regain possession by the normal lawful means, allowing a rent

free period of three months. The Trust will consider exceptional hardship cases deciding them on grounds without detriment to the service contract balancing the short term requirements with the long term needs and the obligations contained in the lease.

### 6.3 Farm Assets

There are five farms within the Countryside Estate, four of which are at present let on agricultural tenancies and one is in hand. They are regarded as valuable assets whether let or in hand giving financial, biodiversity, landscape, access and promotional benefits as well as being a physically integral part of the Estate.

Of those currently let, a review has identified that some of the present letting arrangements, which existed at the time of transfer in 2002, may not reflect the current interests of SWT or SCC and therefore steps are being taken to seek a more appropriate tenancy structure.

**Swanworth** – a new 10 year Agreement is awaiting the Tenant's signature which includes the option for the Landlord to remove the Farmhouse (replacing it with a cottage); the Farmhouse has substantial liabilities for repair, primarily the roof, but potential for increased income.

**Bocketts Farm Park** – The proposal to replace the present out dated agricultural tenancy with a more appropriate Farm Business Tenancy is well advanced and will be completed in 2015.

**Shabden** – The transfer to SWT of the farm, subject to the current tenancy, is to be included in the wrap up lease; at present SCC is addressing some outstanding repairs to the buildings, working closely with SWT.

**Norbury Park Farm** – SWT has commission a review of the present agricultural tenancy which is the major contributory factor to the underperformance of the farm from a landlord's perspective; this will need to be sensitively handled with the Tenant whilst at the same time attempting to better gain financial benefit from the asset.

**Pond Farm** – The formal transfer to SWT of the farm, already occupied by SWT, will be included within the supplemental lease; SWT is currently finalizing plans to invest in new buildings for which planning has been granted and SCC's consent as the lessor is required. The SWT Grazing Project, based at Pond Farm, pays a market rent for occupying the farm and buildings.

### 6.4 In-hand properties and Estate infrastructure

A small number of properties are used directly by the Trust to deliver the service contract or cannot be let out and thus have to remain in-hand. This number is minimised by way of an assessment of the service and operational requirements plus any opportunity cost and an investigation into alternative uses. The service requirement covers not only visitor facilities but also properties of a historic and landscape significance or which may be integral to the particular land holding.

The service properties are the same number as transferred in 2002:

- Newlands Corner visitor centre and toilet unit
- Chinthurst Tower
- Chatley Heath Semaphore Tower
- Hatchford Woods Mausoleum
- Norbury Park Sawmill
- The Granary at Roaringhouse Farm
- Brockham Limekilns and two associated outbuildings.

The present operational properties occupied by SWT are:-

- Countryside Depot East Horsley
- The Nurseries and the Bothy Norbury Park
- Chobham Common Management Office
- Pond Farm Barn.

There are two main areas of infrastructure, which will give rise to regular expenditure, namely bridges and estate roads and tracks. The repair cost falls on the owner and is therefore transferred to SWT under the lease and the repairing covenants. A medium term repair and improvement programme for the car parks has been incorporated within the RMP with the outcome that these are now at an improved standard. The aims and existing plans for the roads and tracks are to effect long term repairs moving away from short term patch remedies. This will now require an inspection of the bridges, to be undertaken in consultation with SCC, and the roads and tracks to assess the current condition and prepare repairs and maintenance plan. Some of the structures and roads form part of the rights of way network and are already being inspected by SCC.

## 6.5 Financial Operation - Property Repair Fund

Subsequent to the agreement of the original AMP in 2011, the concept of the Sinking Fund was not feasible and it was replaced by the Property Repair Fund.

- Following the Cabinet Report of March 2010 it was agreed that Surrey Wildlife Trust would set up a Sinking Fund to contribute to major repairs and maintenance of the built infrastructure of the Countryside Estate, as set out in the Trust's Asset Management Plan, 2011.
- It was originally agreed by SCC Cabinet that the Sinking Fund would comprise the withheld portion of the income from the masts on the Estate, the income from former tied housing, now let commercially, and the income from Rykas, Burford Bridge.
- It has subsequently been agreed between SCC and SWT that all the income from property managed by SWT on behalf of SCC creates a Property Repair Fund which will then cover repairs and maintenance to the built infrastructure of the Countryside Estate, ie buildings, roads, tracks, bridges and car parks; this agreement is to enable transparency of income derived from property assets and avoid restrictions on expenditure as identified in the Repair and Maintenance Programme (RMP).
- The Property Repair Fund will:-
  - pay for the repairs and maintenance of the built property as agreed between SCC and SWT in the Repair and Maintenance Programme
  - pay for associated costs for managing the property portfolio, eg insurances, fees, staff costs, as identified within the RMP.
  - contribute towards the cost of managing the land on the Countryside Estate, this being the remainder after built-property obligations are met for the year. Figure to be agreed between SCC and SWT and currently in 2015 fixed at £88,000; going forward it could be calculated as a percentage of income. This contribution to the Estate was a principle of the Agreement. -
- The Property Repair Fund will be held by the Trust in a separate cost centre to allow it to be ring fenced and reported on separately.
- The Repair and Maintenance Programme is a rolling programme and so it will be reviewed annually to ensure that the Property Repair Fund can cover the costs and to adjust the programme in the light of any unplanned work/ significant increases in costs.
- Works that cannot be funded from the Property Repair Fund and can be classified as improvements will be referred to SCC with a business case for either direct investment via Investment Panel or other route (Property Investment Vehicle):
  - The type of investment will be to enhance the service delivery, undertake large scale building works where significant improvement is or ought to be involved, and carry out property led improvements to the properties and letting arrangements beyond the scope of the annual revenue funds.
  - An enhancement is defined as a beneficial step change in the conservation and visitor services provision and can be an infrastructural as well as a service delivery change. An improvement to

the physical fabric is defined as works beyond the definition of repairs as set out in the repairing covenants in the leases which might, for example be a new building, an addition to an existing building or a replacement of measurably higher standard;

- If SWT and SCC jointly identify an asset that could be released for disposal to fund significant improvement works or reinvestment, this will be discussed as part of the annual review process.
- Works which are a significant investment, designed to increase income, such as the upgrading of a residential property for holiday letting, will be identified and prepared as a proposal for investment. Each scheme proposal will be documented in a business case which would need to follow SCC process including consideration at Investment Panel and/or the Property Investment Vehicle as appropriate. The proposed funding stream would need to be documented alongside the rationale for the change.

## 7. Review of RMP since initial AMP in 2011 – Expenditure and Income

### 7.1 Expenditure

The RMP was developed in 2011 for an initial five year period activated with effect from the 2012/13 financial year (projections were also included for a full 20 years). The planned and actual spend, together with the forecast and budget figures for the first 4 years of the RMP are shown below together with the budget for FY 15/16. By the end of FY 15/16, SWT will have spent £802k against the original RMP budget of £819k; the underspend is largely in car parks, roads and tracks where savings have been achieved whilst still bringing those facilities up to appropriate standards.

The actual expenditure each year has not directly matched each allocated spend within the detailed RMP, as reactive measures have had to take priority over some planned expenditure, but this has been monitored and the RMP modified for the following year. This was done in consultation with SCC with the revised figures and plans approved for the following year. The outturn reports at the end of FY 12/13 and FY 13/14 highlight the amendments and where the money was spent on newer higher priorities.

Five years has elapsed since the initial Stock Condition Survey, which underpinned the RMP, was undertaken, so the projected figures for FY 17/18 and FY 18/19 are based on average expenditure until the updated Stock Condition Survey is completed. This is currently in hand and will be in place to inform the next 5 years of the RMP.

| First 4 Years of RMP FY12/13 to FY15/16 |                                      |                                |                        |                |               |  |
|---|--------------------------------------|--------------------------------|------------------------|----------------|---------------|--|
| Notes                                   | Original RMP budget for 4 years<br>£ | Actual FY12/13 to FY14/15<br>£ | Budget FY FY15/16<br>£ | Total<br>£     | Variance<br>£ |  |
| <b>RMP Expenditure</b>                  | 594,784                              |                                |                        |                |               |  |
| RMP Expenditure with inflationary %     | 628,451                              | 465,678                        | 160,634                | 626,312        | 2,139         |  |
| Car parks                               | 105,801                              | 80,494                         | 15,687                 | 96,181         | 9,620         |  |
| Roads and Tracks                        | 84,641                               | 56,390                         | 22,698                 | 79,088         | 5,553         |  |
| <b>TOTAL EXPENDITURE</b>                | <b>818,893</b>                       | <b>602,562</b>                 | <b>199,019</b>         | <b>801,581</b> | <b>17,312</b> |  |

1. Over the first four years of the RMP agreed in 2012 the planned expenditure on property maintenance was £819k. The actual and planned expenditure in fulfilling the RMP for the period will be £802k. The saving of £17k is largely from car parks and roads and tracks as they have been brought up to a good standard.

### 7.2 Performance measured using the Key Performance Indicators (KPIs)

Revised KPIs were agreed in the 2014 review.

- **To achieve a rental return of 90% of market rent allowing for restrictions such as farm tenancies and tied properties.**

In 2012, Surrey County Council commissioned an independent report to assess the rental and capital values of the property on the Countryside Estate as managed by SWT; this was undertaken by Chesterton Humberts. The report advised that the obtained yields were market comparable. A further independent report has not since been undertaken across the portfolio but the set rent for AST lettings (of which there are 22 on the Estate) are judged against the open market rents at the time of a lease review or a change of tenant; this judgement is achieved either by SWT advertising and letting direct or using two letting agents. The rents established for new lettings, quantified via the letting agents, are used when considering annual rent reviews for existing direct tenants.

All rents reflect the terms of the letting, and so in the case of pre 2002 lettings and the restrictions placed on the landlord by statute, the rents set may, on the face of it, not be comparable with present day lettings for which the same restrictions do not apply.

**Note:** Research has not identified a useful benchmarking index (RICS, ARLA and individual letting agents do not produce such indices) but it is generally accepted that rents for existing tenants tend to be slightly lower than new lettings because a good tenant and secure income is valued and refurbishments occur mostly opportunistically when the property is vacant. Local statistical evidence is available and is reviewed for each new letting or lease review. If the tenant undertakes work which the landlord cannot or does not wish to fund, the appropriate full condition rent for the property is established and then discounted to accommodate the tenant funding and/or carrying out the work; the rent is therefore a market rent based on the terms of that letting.

For farm rents the market is less structured with far less available comparative lettings. Statistical evidence is less available and less helpful due to local variations and the variable state of each agricultural sector; this makes a direct comparison inappropriate. The Farm Rents Report from Defra published March 2015 gives very broad national averages and confirms Farm Business Tenancy rents are higher than Agricultural HA rents.

While the rent for the single dairy farm on the Countryside Estate (Norbury Park Farm) is lower than the average dairy farm, a whole farm review is currently under way. The Trust has regularly monitored the dairy sector to assess the dairy unit and SWT has commissioned an outside consultant to assess and make recommendations on this holding.

The other sector rents, mostly livestock grazing the Estate, are at average levels.

The renegotiation of Swanworth Farm FBT was not undertaken as a normal open market letting due to the circumstances of the renewal but the rent agreed was based on rents which the Trust pays for similar lettings and also enquiries of similar landlords in Surrey. The FBT has been drawn up by specialist legal professionals.

Bocketts Farm Park rent is primarily from the visitor receipts and based on an agreed formula but discussions have been underway for some time to change the tenancy and consequentially to increase the rental elements of the fields and dwellings; a specific rental valuation was undertaken by an outside consultant who admitted this type of negotiation was nationally very rare.

There are only a few commercial lettings; the main one being the catering outlet at Ockham Common the tenancy of which was renewed in 2012 at a rent which was calculated by reference to similar outlets in Surrey.

The other lettings of small workshops are rented at a level which reflects the local workshop market having taken soundings from local agents and trawling the market for similar holdings.

- **The delivery of the Asset Management Plan (AMP) will be measured against the property condition survey (Stock Survey) completed as part of the Property Business Plan 2015 and every 5 years thereafter.**

The 2015 Stock Condition Survey is due to be completed by the end of June 2015 which will enable a full comparison to be made. It is known, however, that there are no notable deteriorations and some properties, listed below, have had their condition significantly improved due to opportunity (created by a change of Tenant) and the involvement of the Tenant in achieving the works:-

Surrey Cottage Chobham  
 Surrey Cottage Ockham  
 Nursery Cottage Norbury Park  
 Park Corner Cottage Norbury Park  
 Hempstead Worplesdon

- **To keep rent arrears at less than 4% per annum, measured at the completion of year end.**

The table below gives the figures



| Year    | Rent due | Rent collected | % + -  | Reason   |
|---------|----------|----------------|--------|--|
| 2012-13 | £352,863 | £344,068       | -3.68% | Non receipt of Swanworth Farm rent £9500 pa and one late AST payment.  |
| 2013-14 | £381,078 | £369,461       | -3%    | Non payment of Swanworth Farm rent   |
| 2014-15 | £405,612 | £408,249       | +1%    | The additional Bocketts payment over the expected has balanced AST debts of about £8,000 and the continued non payment of Swanworth Farm |

The table assumes a Bocketts Farm Park fee based on 90% of the previous year’s take and excludes Shabden Farm the rent for which is collected by SCC.

The Swanworth Farm debt is related to the negotiations related to the new FBT which is nearing completion; signing of the Agreement is subject to payment of the back rent.

The two AST debts identified in 2014-15 are being pursued through the courts following the appropriate processes.

- **To ensure that the vacancy rate of occupied property is minimised and after taking in to account time between tenancies for refurbishment (not to be more than is reasonable), the average rate is less than 7.5% per annum.**

Interrogation of the vacancy rates shows an overall vacancy rate of 1.3%.

The vacancies have been in the AST lettings, and out of 22 AST lets, only 7 changed hands in the period. The major vacancy was 5 months caused by two break ins within weeks of each other while the cottage was empty.

### 7.3 Income

The original five year RMP budgeted total rental income of £1.495m over the five years. Through active management of tenancies, reducing SWT tied housing requirement by 10 properties (9 brought back into market rental) and refurbishing properties to gain higher rent, the revised projection for the same period is £1.62m, an increase of £126k. The actual increase in the income over the first three year period is from £362,000 (FY12/13 budget) to £420,000 (forecast) at the end of FY14/15.

The forecast and budget figures, by property category, projected up to FY 18/19 are shown below both graphically and in table form and indicate steady increases (inflation at x% has been assumed). These figures are based on modest, prudent plans for the Estate and do not include the additional income generating plans outlined later in this report. What these figures show is that with good management, ongoing returns can continue to be achieved which will contribute to the sustainability of the Countryside Estate. Without the property portfolio within the overall Countryside Estate, this increase in contribution could not be relied upon or anticipated for future budgets and savings. Increasing property return is a key contributor to the required objective of bringing SCC’s annual financial payment to the Countryside Estate to zero.

**RENTAL INCOME 2014/15 TO 2018/19**

|  | Notes | FY2014/15<br>Forecast | FY2015/16<br>Budget | FY2016/17<br>Budget | FY2017/18<br>Budget | FY2018/19<br>Budget |
|--|-------|-----------------------|---------------------|---------------------|---------------------|---------------------|
|  |       | £                     | £                   | £                   | £                   | £                   |
| <b>Rental Income by Property Category:</b> |       |                       |                     |                     |                     |                     |
| Bocketts Farm                              | 1     | 121,000               | 122,761             | 128,395             | 131,736             | 137,678             |
| Other Farms                                | 2     | 39,460                | 40,218              | 41,175              | 41,175              | 41,175              |
| Commercial                                 | 3     | 40,384                | 43,024              | 48,815              | 48,937              | 49,063              |
| Residential                                | 4     | 204,297               | 214,000             | 226,482             | 236,676             | 250,385             |
| Tied Housing                               | 5     | 5,400                 | 7,758               | 14,618              | 18,781              | 20,245              |
| Additional Masts & Burford Bridge          | 6     | 9,714                 | 9,714               | 19,536              | 21,500              | 21,500              |
| <b>Total</b>                               |       | <b>420,255</b>        | <b>437,474</b>      | <b>479,021</b>      | <b>498,806</b>      | <b>520,046</b>      |

**Increases in Rental Income:**

1. Bocketts: Main part of the increase is from increased FBT rent following the expected new lease.
2. Farms: Rent reviews expected for Swanworth, Shabden and Norbury Park Farm - but are unlikely to be significant. A conservative approach has been taken as negotiations will be protracted.
3. Commercial: Increased income of £8k pa - mainly from starting a caravan site at Norbury Park. Most significant property is Ockham Bites.
4. Residential: Increase of £45k pa comes from a) improving letting market which has seen significant increases over the last two years and b) agreements offering lower rent for a fixed period to tenants to make improvements to properties - now attracting market rents.
5. Tied Cottages: Increase comes from moving one tied cottage to AST market rent; shown in this category for comparative purposes but the rent will in future be included within Residential.
6. The Additional Mast income agreed in 2011 was largely not received by SCC Countryside Services from SCC Property. This is currently being resolved. The figures here are for Burford Bridge. The additional mast income is unknown as reviews are underway by SCC but indications are that the rents will be reduced. The rental projections will be adjusted on completion of full information.



## Performance Management

### Key Performance Indicators

#### KPI 1: Financial

Annual KPI targets as follows:

- Y1 (2014/15): SCC's contribution is £859,000 (reduction of £100,000).
- Y2 (2015/16): SCC's contribution is £759,000 (further reduction of £100,000 and no inflation allowance has been added to the contribution).
- SCC's 2016/17, and thereafter, contribution will be dependent on further joint financial assessment of costs, income and external funding with the objective of working together to reduce the contribution from SCC to nil by 2021.
- SWT will present a proposal quantifying SCC's contribution, for the period 1 April 2016 to 31 March 2017, by December 2015 and thereafter annually by 1 December of the preceding year.
- The reduction in contribution for 2016/17 will be based on business cases set out in the Financial Formula.

#### 1.1: Delivery of reduced SCC contribution from additional commercial opportunities

KPI targets will be fixed from 2016/17 onwards, based on the forecast surplus figures included within the business cases that will be developed and approved during 2015/16. The target will be reviewed and, if necessary, altered on an annual basis to reflect further new commercial opportunities and/or additional external funding opportunities that are identified and approved within the period. Progress against targets will be measured at 6 month intervals.

## **KPI 2: Protection of Land**

- 2.1 To deliver progress towards the Governments Biodiversity 2020 target concerning ; aiming to have 90% of priority habitats in favourable or recovering condition and at least 50% of Site of Special Scientific Interest (SSSIs) in favourable condition, while maintaining at least 95% of SSSIs in favourable or recovering condition.
- Yr 1 (2014/15): Establish baseline data of SSSI's sites / units in favourable or recovering condition. Non-designated priority habitats require baseline data and a scheme of monitoring. Agree a target for future years on designated sites; and a scheme of monitoring condition on non-designated priority habitats that can be reported against.
  - Yr 2 (2015/16): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
  - Yr 3 (2016/17): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
  - Yr 4 (2017/18): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
  - Yr 5 (2018/2019): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
- 2.2 To ensure that all of the SNCIs are in positive conservation management i.e. agreed Management Plan, in accordance with The Natural Environment and Rural Communities (NERC) Act (2006).
- 2.3 To ensure that any encroachments onto SCC land are actioned, as per the Encroachments Procedure, in order to protect the integrity of the land holdings over the period of the leases.

### **Accompanying Note**

- There is not yet a methodology for priority habitats outside SSSIs and proxies are suggested such as sites being with a recognised land management scheme; Environmental Stewardship and its successor schemes, and Woodland Grant Scheme.
- 100% of sites will have jointly agreed work programmes and jointly agreed management plans with Natural England approval where relevant e.g. designated sites.

### **KPI 3: Sustainable Woodland Management**

Annual KPI targets as follows:

Yr 1 (2014/15): Undertake the following:

- Sustainable Woodland Management Policy to be agreed by December 2014.
- 100% SCC CE Woodlands to have a Woodland Assessment.

Yr 2 (2015/16):

- 50% of woodlands have jointly agreed management plans.
- Woodland Strategy to be developed by December 2015.

Yr 3 (2016/17):

- 75% of woodlands have jointly agreed management plans.

Yr 4 (2017/18):

- 100% of woodlands have jointly agreed management plans.

Yr 5 (2018/19):

- Monitoring the Woodland plans based on the objectives and deliverables in the management plans. A KPI will be developed to reflect this during the period.

#### **Accompanying Note**

- Sustainable Woodland Management Policy – overarching Policy that encapsulates the sustainable principles of managing the woodland. These being Access, Biodiversity and Productivity. The document will be agreed between SWT, SCC and the Forestry Commission (FC).
- Woodland Assessment - to survey and map the woodland resource. A woodland inventory will provide information on woodland composition and the volume of standing trees present. This information can then be used to inform management prescriptions and provide volume estimates of wood available for sale to local markets. This data will be used to create a GIS stock map and Sub-Compartment Database.
- Create individual Woodland Management Plans for each woodland or group of woodlands. These management plans are required by the Forestry Commission in order to secure grant funding.
- Produce a 30-year Strategic Woodland Plan and this is to be agreed with SCC, FC and Natural England.

## **KPI 4: Public Engagement**

### **Membership of SWT**

4.1 Maintain and seek to increase the number of members of the SWT.

### **Volunteer Days**

4.2 Maintain the number of volunteer days and seek to increase them, data already collected.

### **Visitor satisfaction**

4.3 SWT will measure improvement in Visitor Satisfaction on 5 key sites (Chobham Common, Newlands Corner, Worplesdon Group of Commons, Wisley and Ockham Common and Norbury Park). Annual KPI targets as follows:

Yr 1 (2014/15): Undertake the following:

- Establish data by jointly agreeing procedures and survey questionnaire.
- To jointly agree a number of 'Welcome Audits' to be undertaken in 2015 to establish the baseline.

Yr 1 (2015/16): Undertake the following:

- Undertake visitor surveys at Chobham Common and Worplesdon Group of Commons.
- Jointly undertake the 'Welcome Audit's', agree actions and timescale for works.

Yr 3 (2016/17):

- Undertake visitor surveys at Newlands Corner.

Yr 4 (2017/18):

- Undertake visitor surveys at Wisley and Ockham Common and Norbury Park.

Yr 5 (2018/2019):

- Undertake any further surveys as jointly agreed at the SWT/SCC Officers Meeting in 2018.

### **Education**

4.4 To monitor the number of people engaged in "informal" educational events e.g. walks and talks

Yr 1 (2014/15):

- Establish baseline data of people engaged in "informal" educational events e.g. walks and talks. Agree a target for future years.

Yr 2 (2015/16):

- Monitor and report against target for the number of people engaged in "informal" educational events e.g. walks and talks.

Yr 3 (2016/17):

- Monitor and report against target for the number of people engaged in "informal" educational events e.g. walks and talks.

Yr 4 (2017/18):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

Yr 5 (2018/2019):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

#### Accompanying Note

- The aim is to increase the public engagement with the Countryside Estate in order to promote greater public awareness of the countryside, why it is important and why it needs managing and conserving, and to encourage greater physical activity for all ages and abilities in the countryside.
- Volunteer numbers should continue to be reported against but numbers are to be “maintained” rather than “increased” year on year because the numbers are reaching a saturation point. The aim will be to increase volunteering in appropriate areas where it is not so prevalent now.
- The ‘Welcome Audits’ will be required to take account of the SCC/ SWT Savings Plan 2014/15 – 15/16, avoiding areas e.g. car parks, interpretation where there are agreed service savings.

#### **KPI 5: Property Management**

- 5.1. All rentals will aim to be within the current market rent banding for a property of comparable size and location but some variation will inevitably occur due to lease restrictions, timings and property condition. Overall, market rents across the portfolio should be at 90% as an average for the year.
- 5.2. The delivery of the AMP will be measured against the property condition survey (Stock Survey) completed as part of the Property Business Plan and every 5 years thereafter.
- 5.3. To keep rent arrears at less than 4% per annum, measured at the completion of year end.
- 5.4. To ensure that the vacancy rate of occupied property is minimised and after taking in to account time between tenancies for refurbishment (not to be more than is reasonable), the average rate is less than 7.5% per annum.

**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 JUNE 2015**

**REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING**

**LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT & INFRASTRUCTURE**

**SUBJECT: SURREY COUNTY COUNCIL LOCAL TRANSPORT REVIEW**



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

Surrey County Council (SCC) is subject to pressures on its funding. This means that SCC needs to review its spend on the services that it provides for the county's residents to ensure it delivers value for money. One of these is local transport and the County Council's Medium Term Financial Plan (MTFP) includes a requirement to make savings through a Local Transport Review of £2m by 2017/18.

The Local Transport Review has been established to deliver the required savings via three streams: financial support to local buses, concessionary fares available to qualifying older and disabled people and community transport for people who cannot use conventional local bus services. The review seeks to find efficiencies, integrate services and grow the commercial value of the bus and community transport network.

The savings plans for year one for the review, have been drawn up following a wide reaching public consultation, from October 2014 to February 2015, with 6,800 residents and stakeholders having their say on the services that matter most to them. A further round of public consultation, from May to June 2015, gave residents and stakeholders an opportunity to feedback on the detailed proposals for changes to local bus services.

This report describes how proposals have been designed to minimise the impact on residents and maximise cost savings without changing the current level of service offered through collaborative working. Patronage data and the assessment of the changes indicate that an average of 234 passengers will be impacted. However most of those shown as impacted will still have a reasonable level of access to a bus service.

Further proposed changes in other areas of Surrey will be consulted on in the subsequent two years of the review, to ensure the required savings are achieved.

#### **RECOMMENDATIONS:**

Following the Local Transport Review report to Cabinet on 23 September 2014, it is recommended that Cabinet:

1. Approves the proposed changes to local bus services in Surrey, as detailed in **Annex E** of this report, and gives delegated authority to the Cabinet Member for Environment and Planning and the Strategic Director for Environment & Infrastructure, to agree any minor adjustments before these changes take effect

from 29 August 2015.

2. Agrees that SCC retains its policy in relation to concessionary fares as described in paragraph 3.
3. Requires that the Cabinet Member for Environment and Planning and the Strategic Director for Environment and Infrastructure report back to Cabinet on the consideration of further proposals for change to local bus services in Surrey in the financial years 2016/17 and 2017/18.

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

These recommendations will enable SCC to achieve the required savings needed from the Local Transport Review, as outlined in the MTFP. It will also ensure that Cabinet is kept fully informed throughout, and can take decisions on changes based on best practice and best value in subsequent years of the review.

Recommendations for change are based on:

- Responses to two public consultations.
- Full understanding of the impact on the changes to the public (including those with protected characteristics) and the environment.
- Maintaining services that residents rely on the most such as services that get people to employment, healthcare, school and essential shopping.
- A funding arrangement with partners that is financially sustainable in the long term.

#### **DETAILS:**

##### **Background: Previous Cabinet recommendation**

1. On 23 September 2014, a report was considered by Cabinet that gave details of the current challenges in the provision of and financial support for local transport services in Surrey. SCC invests significant council funding in local bus services, concessionary fares and community transport. A breakdown of this spend in 2014/15 is summarised below:

| <b>Transport Stream:</b>            | <b>Annual revenue spend:</b> |
|-------------------------------------|------------------------------|
| Local bus contracts                 | £8.949m                      |
| Concessionary fares                 | £8.676m                      |
| Community transport                 | £0.643m                      |
| Bus Service Operators Grant (BSOG)* | £1.125m                      |
| <b>Total</b>                        | <b>£19.393m</b>              |

\*The £1.125m of BSOG represents a fuel duty rebate grant that SCC disburses to bus operators on behalf of government.

2. Nearly half of SCC's current annual spend on local transport is for local bus contracts. Of the 29 million passenger trips made each year on Surrey's buses, half are on services that SCC subsidises. Each day 80,000 passenger trips are made on Surrey's buses. Surrey has approximately 200 services in operation, of which nearly 75% receive funding to some degree to maintain the current level of provision. This funding support is being reviewed to



maintain services that are the most important to residents and provide an arrangement that is sustainable in the long term.

3. SCC reimburses operators for the revenue forgone in allowing concessionary pass holders to travel for free. This is a statutory obligation under the English National Concessionary Travel Scheme (ENCTS). Precisely 190,406 residents of Surrey hold ENCTS passes, including 12,734 disabled person's bus pass holders. Alongside these statutory allowances, SCC currently funds two additional local concessions in Surrey at a cost of approximately £0.400m per year.
  - i. Surrey residents who hold a disabled person's bus pass have no time restriction on travel, meaning they can also travel for free before 09:30 and after 23:00 Monday to Friday, all day Saturday, Sunday and Public Holidays.
  - ii. Companion passes (C+) are issued to qualifying Surrey residents (already disabled or older person's bus pass holders) who cannot travel without assistance. This means a pass holder who needs assistance can take someone with them to enable travel, such as a friend, carer or relative. This companion can also travel for free. There are currently 3,395 C+ bus pass holders in Surrey, with the vast majority of these issued to disabled users.
4. In the last year, almost 8 million passenger trips were made on Surrey buses by concessionary pass holders. Two main areas of the concessionary fare travel scheme have been reviewed including:
  - Operators are reimbursed for fare revenue forgone using an agreed Department for Transport (DfT) methodology. This process has been reviewed to ensure that it offers best value for money from 1 April 2015.
  - The two additional local concessions have been re-assessed to determine whether the council should maintain them.
5. Community transport is a discretionary service for residents who find it difficult to use conventional public transport due to physical impairment, sensory or learning disabilities, geographic isolation etc. SCC's grant funding support of £0.643m to the community transport sector helps sustain community transport services, including Dial a Ride and Voluntary Car Schemes. Of the approximate 550,000 supported passenger trips undertaken per year on these services, 100,000 are provided by Voluntary Car Schemes using volunteers. **Annex A** gives further information on community transport and sets out the approach for reviewing grant funding allocations, in partnership with community transport operators and district and borough councils.
6. The Bus Review in 2010 made important savings, efficiencies and enhancements in its operation of local transport. However, SCC's budget for supporting these local transport services is coming under increasing pressure because:
  - Bus operating costs have risen faster than general inflation.
  - Increased road traffic in Surrey means bus services are becoming less efficient. In order to maintain satisfactorily reliability and levels of

service, additional buses and drivers are required, resulting in a significant increase in their operating cost.

7. In light of these pressures mentioned above, the current funding level for the support of local transport services is not sustainable. The Local Transport Review has been tasked with reducing local transport costs by £2m by 2017/18.
8. On 23 September 2014 Cabinet agreed:
  - That officers be authorised to carry out a wide-ranging consultation on proposed changes to Local Transport with partners, stakeholders, and the wider public, during the period October 2014 to January 2015.
  - At a further meeting in spring 2015, Cabinet consider a report incorporating an equality impact assessment and costed proposals for change which take into account views expressed in the consultation.
9. It should be noted that the spring Cabinet meeting referred to above, is in fact 23 June 2015 meeting, to allow the second consultation to take place.

### **Overview of the public consultation process**

10. The public consultation authorised by Cabinet wanted to understand:
  - How important bus and community transport services are to our residents? And how this would impact them if it was reduced or no longer there?
  - What could be done to encourage more people to travel by bus/increase their bus travel?
  - How important and valued the two extra SCC funded local concessions are to our qualifying ENCTS pass holders?
11. The public consultation launched on 8 October 2014 and was originally set to run until 14 January 2015. However, it was extended until 2 February 2015 in light of the overwhelming response. Residents and stakeholders could participate by filling out a questionnaire (online and hard copy), emailing or writing to the project team or attending one of our public roving bus events.
12. **Annex B** describes how widely we engaged with partners, stakeholders and the general public in this consultation. In summary, this campaign provided:
  - Full information on a dedicated web page which included a link to an online questionnaire ([www.surreycc.gov.uk/transportreview](http://www.surreycc.gov.uk/transportreview)).
  - Emails and letters to stakeholders informing them of the public consultation and encouraging them to participate.
  - Posters advertising the public consultation were printed and distributed at multiple locations around the county to raise awareness.
  - Hard copy questionnaires were available from multiple locations across the county including libraries, local council offices and, on request, via the contact centre. They were also available in easy read and large print formats.
  - Other communication medium were used to promote the consultation including online advertising, social media (Facebook & Twitter), online

newsletters, editorial copy for local newsletters and paid for press advertising.

- A comprehensive stakeholder engagement plan was undertaken during the consultation with over 40 events held. This included a roving bus event that was organised to visit 6 destinations across Surrey over three days in January, giving residents and bus users an opportunity to find out more about the review and submit their feedback.
13. We also engaged Bus Users UK to provide expertise on its programme of public engagement as part of the consultation process. They assisted with event design to ensure that the passenger's voice was fairly represented. A summary of the support they provided, and their conclusion on this consultation process, can be found in **Annex C**.
14. In this consultation, some stakeholder groups stressed how important it was for residents and stakeholders to see the detailed proposals for change to individual bus services before they were agreed. Based on this feedback, a further public consultation was launched on 11 May and ran to 8 June 2015. The aim was to obtain, and understand, views on the proposed changes that had been drawn up following the first consultation.
15. **Annex D** describes the approach for how we again consulted widely with our partners, stakeholders and general public. This second campaign broadly followed a similar approach to the first consultation, although resources were focused on areas where there were proposed changes to local bus services.

#### **Responses to the first public consultation (8 October 2014 – 2 February 2015)**

16. Over 6,800 residents and stakeholders told us about the local transport services that matter most to them. This feedback played an important part in the review and helped draw up plans for change. **Annex B** gives a more detailed breakdown on the views submitted in this consultation.
17. The key findings in this consultation were:
- More than 4 in 5 (85%) of respondents to the consultation consider the bus service that they use to either be important or very important to them. They told us that buses are used to take them to/from shops/ schools/ colleges / university and work, to attend medical appointments, to visit friends and relatives, and for leisure and recreational activities.
  - The feedback given in the questionnaire, and at our stakeholder meetings regarding the two extra SCC funded local concessions (free disabled travel before 09:30 or after 23:00 and free companion passes), suggested that these are highly valued and vital to our users. We were told that withdrawal of these could cause isolation, frustration, depression and greatly reduce independence in an already vulnerable and disadvantaged community. More information about the value of these extra concessions can be found in **Annex C**.
  - More than 4 in 5 (83%) respondents to the consultation told us that if there was better information, improved infrastructure or if a better journey experience could be offered that they would increase their current bus travel or start to travel by bus.

### **Responses to the second public consultation (8 May 2015 – 11 June 2015)**

18. Over 1500 residents and stakeholders had their say on the proposed changes to local bus services. The feedback submitted in this consultation has informed the final proposals that have been drawn up.
19. The key findings in this consultation were:
- The proposal to change the route of the 557 (Woking-Chertsey-Sunbury-Heathrow Airport) and the 446 (Woking-Addlestone-Staines) could make it difficult for a number of people to access St Peter's Hospital direct.
  - Reducing the route and frequency of the 564 (Whitley Village-Hersham-Walton-Xcel) could make it difficult for some people to access medical appointments.
  - A small number of respondents said the proposals to withdraw sections of the 526/527 (Crawley-Charlwood-Horley-Crawley) could limit their access to shopping and reduce options to travel by bus.
  - The withdrawal of the 459 (Kingston-Weybridge-Addlestone-Woking) could increase journey times and reduce options to travel by bus
  - Many respondents agreed with the proposals to:
    - Increase the frequency of the 458 (Kingston-Walton-Staines)
    - Change the route of 515 (Kingston-Cobham-Guildford) Sunday service
    - Extend the route of 437 (Woking-Pyrford-West Byfleet) and the route of 555 (Heathrow Airport-Sunbury-Walton)
20. We listened to what a number of residents and stakeholders have told us concerning the lack of direct access to St Peter's Hospital due to the proposed changes to the 446 and 557 services. Operator data tells us that the actual usage to this location is low. However, we'll endeavour to work with our partners to consider other transport measures, to reduce the impact further.

### **Proposed changes to local bus services**

21. A significant proportion of the proposed savings for year one of the Local Transport Review (2015/16) have come from an adjustment in the amount paid for subsidised local bus services. The preferred approach for recognising these savings has been through sensible negotiations, retendering of services, encouraging commercialisation and by re-planning the network of services. By adopting this approach, the overall impact and potential hardship on service users has been reduced.
22. This approach has also had to take account of the review conducted by Abellio and Arriva of their non subsidised local bus services in the North-West of Surrey, which, in some cases, has required a reshaping of their routes to achieve what they feel will be the best option for future fares income. This has meant that the council has had to review the services it subsidises in the same areas to avoid competitive duplication and to provide integration into a cohesive network.
23. The local bus team has worked with operators to re-negotiate certain contracts to reach a compromise in what is provided within a lower-price framework and, subsequently, provide the council with better value for money.

24. New prices have been obtained for ten bus services by means of a re-tendering exercise. Two contracts involving eight services are proposed for award to one operator, whilst two others involving two services have been awarded to another operator.
25. Working closely together, Procurement & Commissioning and the Travel & Transport Group have jointly put in a place a new arrangement for tendering local bus contracts. The Dynamic Purchasing System (DPS) is a procurement procedure compliant with the Public Contract Regulations. It is a fully electronic system, used to award individual bus service contracts. It will streamline procurement for both suppliers and authorities; providing more flexibility for suppliers to apply which, in turn, will increase competition in the long term to drive better value for authorities.
26. Twelve “School Specials” public bus services have been commercialised and enhanced involving, in some cases, integration with certain Home-to-School “closed door” services provided by Children, Schools & Families. In these instances, it has led to future savings for the Education Transport budget.
27. The actions explained, in paragraphs 23 to 26, have resulted in annual savings of £0.309m **without** changing the current level of service offered.
28. The savings previously outlined are a beneficial outcome for the review, especially in light of the increasing bus operator costs mentioned in paragraph 6. However, to make the required savings needed for the review, it has resulted in some proposed service compromises on routes, frequencies, days of operation or timetables. The proposals have been drawn up through partnership working with the relevant operators by:
- Encouraging operators to sustain services on a commercial or more commercial basis, thus reducing the requirement for funding support.
  - Taking due regard of key outputs from the first consultation exercise and avoiding, as much as possible, impacts on the services or sections of route that see the most patronage.
  - Retaining where possible key journey purposes such as work, school/college, health care and general food shopping.
  - Considering other important factors such as school place planning, other future developments, economic growth etc.
29. **Annex E** gives the details of the proposed changes to local bus services. The columns show:
- Service number, current route, present operator, frequency and days of operation, borough and district served.
  - Annual one-way passenger journeys for 2014/15, number of respondents to the first and second consultation indicating usage.
  - Potential effect on the current route, number of people on an average weekday estimated as potentially impacted by the proposed change.
  - Current annual cost, new annual cost, cost saving in 15/16 and annual cost saving.
30. Subject to Cabinet approval of the proposed changes to local bus services, there may be further minor adjustments during final service planning and mobilisation. However, if a bus service is not listed in **Annex E**, no changes are proposed as part of the review for this year. It must be stressed though

that SCC will be reviewing more local transport services in the coming two years, to ensure the necessary savings are made over the three year period of the review.

31. Proposed changes to services in year one are expected to occur at the beginning of the academic year (from 29 August 2015) aligning generally with the year when current contracts are scheduled to expire. This review has concentrated on those contracts due to expire at the end of August 2015. However, during these discussions with bus operators opportunities to renegotiate other contracts have been realised. This process will be repeated elsewhere in Surrey in the two subsequent years of the review.
32. The services proposed to change from 29 August 2015 are expected to have an impact on a small number of passengers who use these services. Most of those shown as impacted in **Annex E** will still have a reasonable level of access to a bus service but may, in a few instances, as a result of the proposed change:
  - No longer be able to make a direct journey that will now require a change of bus.
  - Require a short walk to reach a bus stop.
  - Experience a less frequent service.
33. One exception is the proposal to withdraw the service 22 and 513 on a Saturday, where an average of 17 current passengers will not have an alternative bus service.
34. The estimated number of people is shown as impacted, in **Annex E**, has been derived from current origin and destination passenger journey data collected by bus operators' electronic ticket machines over a period of several weeks. Passengers that still have a bus service to their required destination, albeit with a different service number or route, are excluded.
35. It should be noted that, within the proposals, there are a number of new physical links or improved travel facilities which will encourage patronage growth and help offset potential losses resulting from other changes. These include:
  - More direct or faster services e.g. 446 (Woking to Chertsey and Staines), 514 (Kingston to Thames Ditton), 514 (Byfleet to Addlestone).
  - More travel choice e.g. more buses for the Colesmead Road area of Redhill, new destination opportunities for Wray Common/Timperley Gardens area of Reigate (service 357) and a new link from Woldingham to Caterham Tesco.
  - Improved frequency e.g. 458 (Kingston to Staines via Walton) increasing from one to two buses per hour.
  - Later evening services e.g. 458 (Kingston to Staines).
  - A new Sunday bus service introduced e.g. for Thames Ditton village area (515 Kingston-Guildford).
36. By implementing the proposed changes to local bus services, together with the savings outlined in paragraph 25, the total annual subsidy to operators will reduce by **£0.838m**. This is a full year effect. The saving in 2015/16 for this is less at **£0.584m**, as most of the proposed changes will come into effect part



way through the financial year from 29 August 2015 subject to Cabinet approval. This is summarised in the table in paragraph 46.

### **Other savings proposals for 2015/16**

37. A review of community transport funding in 2015/16 has contributed a total of £0.040m in savings to the local transport review. This has been achieved by ceasing ad hoc support to voluntary organisations for transport support, training and vehicle hire but **without** changing the level of service offered. SCC will continue to grant fund organisations who provide Dial a Ride, Taxi Voucher and Voluntary Car Scheme services in 2015/16. However, more detailed work will be undertaken with our community transport and district & borough council partners in the coming months to review and revise grant allocations for 2016/17.
38. As part of a wider package of measures to mitigate the impact of traffic congestion from new developments in Surrey, further funding has been secured. This will be used to support and maintain local bus services, assisting with improving public transport accessibility and providing more sustainable travel opportunities. Applying existing, and anticipated, Section 106 sums (development related contributions) will contribute an annual saving of £0.140m for five years. Other funding will need to be secured to maintain services beyond this period. Further funding, and income, will be negotiated as significant developments come forward through the planning process.
39. As travel is free to a concessionary pass holder, SCC has to then reimburse the bus operator for the fare revenue using the agreed DfT methodology. In 2014/15, reimbursement was paid at a rate of 52.30% but this process has since been reviewed to ensure it offers best value for money. SCC agreed that the reimbursement rate for 2015/16 be set at 51.44% using DfT recommended methodology, as published in November 2014. This revised rate to operators and anticipated lower usage of the concessionary pass in Surrey, based on operator data trends, will contribute an estimated saving of £0.025m in 2015/16.

### **Extra concessions funded by SCC**

40. The two non-statutory extra local concessions for a qualifying concessionary pass, i.e. no time restrictions on travel for disabled pass holders and C+ passes that are issued to pass holders who cannot travel without assistance, are estimated to cost the council £0.400m per year. As part of the review, these have been re-assessed to determine whether the council should maintain this enhanced offer.
41. Analysis of the feedback received told us that withdrawal of these could cause isolation, frustration, depression and greatly reduce independence in an already vulnerable and disadvantaged community. The relatively small saving made could be negated by increasing the need on other service areas within the council, such as Adults Social Care etc. This broad assessment recommends that SCC continues to maintain these enhanced concessions.

### **Update on other savings work streams**

42. The review has looked at other areas of spending within its scope, aiming to find savings, efficiencies and opportunities to grow the commercial value of

the network which would minimise the need for reductions in the core support for local bus services. These are not due to yield savings in 2015/16; however, they may contribute savings in the period of the review or beyond. The table below summarises the latest progress on this.

| <b>Measure</b>  | <b>Action</b>  | <b>Update</b>  |
|---|--|--|
| Knowledge Transfer Partnership (KTP) market research project  | A joint KTP project with Stagecoach and The University of Surrey to increase patronage on bus services in Surrey, by establishing new ways of identifying customer needs, behaviours and user experience and by making bus services more appealing to new users. Application of detailed analysis of potential passenger demands informed through market research, and other trend data, will provide customer insight and information to support bus company management decisions to increase financial return, reducing reliance on council funding. | SCC successfully applied to Innovate UK to fund a 3 year KTP project. The 3 year grant of £0.100m (which must be matched by SCC) will fund an MSc graduate associate, to be employed by The University of Surrey and coached by two specialist university academics. The graduate will look at how to improve patronage on local bus routes within Surrey. The project will also aim to deliver a commercial product that will allow bus operators to make informed decisions about where to invest in service improvements.       |
| Invest in a community transport alternative   | A venture to work with 2 or 3 parish councils to develop a community transport alternative to smaller rural bus services.  | Initial meetings with Parish Councils have helped identify local transport issues and challenges that providing community alternatives would encompass. This measure will require patient work with parish councils. More detailed work will need to be undertaken on the operational viability of community alternatives working in certain areas.  |
| Capital investment (including Local Growth Fund (LGF) and Local Sustainable Transport Fund (LSTF) Programmes) | Grow the commercial value of the network through investment in capital infrastructure.   | Working in partnership with our Boroughs and Districts, bus operators and major employers, we will continue to develop and implement a programme including bus stop accessibility improvements, better passenger waiting facilities, marketing and information (including Real Time Passenger Information) to encourage more passengers to use bus services. This, in turn, will increase bus operator income and reduce the call for public funding. In 2015/16, these works will primarily focus on the revised Abellio network. |



|  |  |  |
|--|--|--|
|  |  | Current schemes such as the Egham Sustainable Travel Plan, Greater Redhill Sustainable Travel Plan and the Blackwater Valley Connectivity Scheme, together with future schemes in the programme, will provide important funding to support initiatives consistent with the objectives of the Local Transport Review. |
|--|--|--|

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

43. The two highest risks identified in the Local Transport Review are:

- Proposed changes to local bus services are likely to have an impact in some form on communities and passengers in the affected areas. There is both public opposition and support for the proposed changes, notwithstanding that some changes could impact the most vulnerable people, which could lead to an increased need for subsidised services.
- The application of developer funding will only sustain services until the end of 2019/20. Once this runs out, other funding will need to be secured to maintain services. This presents a savings pressure to Local Bus services in the long term future.

#### **Risk mitigation**

44. When the intention to review local transport services was first announced, there was a concern that large scale changes could be made to the bus network to make the required savings needed from the review. However, the proposed changes to local bus services, as identified in **Annex E**, represent a less than expected impact with, an average of 234 current passengers affected. Furthermore, a large majority of these passengers will still have reasonable access to a bus service.
45. In the second consultation, every effort has been made to ensure that our residents understand why particular changes are proposed in certain areas and what alternative services are available to them.
46. The project team recognises that an alternative to the application of developer funding will need to be found to sustain services on a longer term. Further work will be carried out over the subsequent years of the review to identify longer term income opportunities.

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

47. The Local Transport Review is an agreed MTFP savings programme which has a requirement to deliver £2m in savings by 2017/18. A sum of £0.019m has been spent to assist with the production of publicity materials required for two public consultations. This relatively small cost has delivered two high quality consultations, each receiving an excellent level of response ensuring

that we have listened to our residents' views before drawing up final proposals for change.

48. Paragraphs 34 to 37 describe, in full, the detail of the proposed savings for 2015/16. If Cabinet agree to the proposed changes to local bus services, this together with the other savings proposals in the review; will achieve £0.789m in savings for 2015/16. The full year effect will be greater at £1.043m. This is because most of the changes to local bus services will come into effect part way through the financial year from 29 August 2015. This is summarised in the table below:

| Line  | Method   | 2015/16 saving | Annual saving  |
|---|--|----------------|----------------|
| 1   | Through contract price negotiations, retendering of services or by operators converting services <b>without</b> changing the current level of service offered.                                       | £0.275m        | £0.309m        |
| 2   | Proposed changes to local bus services   | £0.309m        | £0.529m        |
| <b>Local Bus Savings</b> (Lines 1 and 2 above)      |  | <b>£0.584m</b> | <b>£0.838m</b> |
| 3   | Ceasing ad hoc support to voluntary organisations for community transport support, training and vehicle hire, but <b>without</b> changing the level of service offered.                              | £0.040m        | £0.040m        |
| 4   | Application of developer related contributions to support the local bus budget   | £0.140m        | £0.140m        |
| 5   | Revised concessionary fare reimbursement rate and anticipated lower pass usage (This savings figure is estimated based on data trends, as it's not possible to quantify until actual usage is known) | £0.025m        | £0.025m        |
| <b>Other Savings Proposals</b> (Lines 3 to 5 above) |  | <b>£0.205m</b> | <b>£0.205m</b> |
| <b>Total Saving</b>                                 |  | <b>£0.789m</b> | <b>£1.043m</b> |

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

49. The Section 151 Officer confirms that all material financial issues and risks have been considered in this report. The MTFP includes a requirement to make transport savings, including £2m by 2017/18 (of which £0.75m is required in 2015/16) through the Local Transport Review. The report outlines how savings can be delivered. If the recommendations are agreed, part-year savings of £0.789m are expected to be achieved in the current financial year, rising to £1.043m the following year. Further reports will show how the remaining saving can be achieved.

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

50. Under Section 63(1)(a) of the Transport Act 1985, Local Transport Authorities must secure the provision of such public passenger transport services as the council consider it appropriate to secure to meet any public transport requirements within the County which would not in their view be met apart from any action taken by them for that purpose.
51. For the purpose of providing such services, the council has power to enter into an agreement providing for service subsidies, but only where the service in question would not be provided, or would not be provided to a particular standard, without subsidy. The reference to a standard to which a service is provided includes (a) the frequency or timing of the service, (b) the days, or times of day, when the service is provided, or (c) the vehicles used to provide the service.
- a. The availability of public passenger transport services other than subsidised services and the operation of such services, in conjunction with each other and with any available subsidised services, so as to meet any public transport requirements the council consider it appropriate to meet; or
  - b. The convenience of the public (including persons who are elderly or disabled) in using all available public transport services (whether subsidised or not). In exercising this power, the council has to have regard to a combination of economy, efficiency and effectiveness.
52. In exercising or performing any of the functions described above, the council has to have regard to the transport needs of members of the public who are elderly or disabled.
53. 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 paragraphs of the report and in the attached equalities impact assessment.
54. In considering this Report, Cabinet must consider the results of the consultation, as set out in the reports attached, the response of the Service to those results, and conscientiously take these matters into account when making its final decision.

### **Equalities and Diversity**

55. The Local Transport Review has sought to understand the impact that the proposed changes to local bus services would have on bus service users and Surrey residents, especially those with protected characteristics. A full Equalities Impact Assessment (EIA) has been carried out (See **Annex F**).
56. The EIA has used a variety of data and feedback sources including:
- Responses received during two public consultations.

- Feedback given at our stakeholder events during the public consultation period, especially those given during meetings with the Surrey Coalition of Disabled People, Surrey Disability Alliance Networks and other equality groups.
- National surveys and bus operator patronage data.
- ESP Systex Concessionary Fares Card Management System data.
- Local information (Surrey-i).

57. Potential impacts are perceived to be negative and in some cases positive. However any changes to local bus services are likely to impact people with protected characteristics who rely on services to access work, employment, education, health care, places of worship and essential shopping. Mitigating actions have been developed to ensure the likelihood of any potential inequalities is reduced.

58. An average of 234 current passengers, identified as using services proposed for change in **Annex E**, could be negatively impacted by the proposed changes. This could mean they have to walk further to reach a bus stop or may need to change bus to get to their required destination. However, a very small number of these passengers (17 in total), that are unique to services 22 and 513 on a Saturday, will have no alternative service. We'll endeavour to work with local communities to signpost residents to other transport options.

59. Our recommendation that SCC continues to fund the two extra local concessions for qualifying concessionary pass holders (free disabled travel and free companion passes) is likely to have a positive impact on the protected characteristics age, disability and carers.

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

60. Most looked after children attend mainstream schools and some may travel to school on the public bus network. They may not qualify for bespoke transport under the usual entitlement criteria and could be affected by some of the outcomes from the revised services.

#### **Public Health implications**

61. In the first consultation, residents told us that they use local bus services to attend medical appointment at GP's, health centres or one of Surrey's Acute Hospitals. Services to these healthcare destinations will be retained, where possible, but in some cases a user may now have to change bus to reach their preferred healthcare destination.

62. Bus travel itself encourages older people to remain active and mobile in visiting shops, friends, and family. 910 respondents to second consultation stated that they were over 65. Some of these respondents indicated that the proposed changes could reduce their options to travel by bus.

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

63. The proposed changes to local bus services would, in theory, lead to a reduction in emissions, as there would be a decrease in the total miles travelled by buses. However the net effect could lead to a slight increase in

emissions, equivalent to the energy used in 4 homes a year. This would be due to a switch by a number of existing bus passengers, to some form of car transport including:

- Driving alone.
- Obtaining a lift, either as part of an existing journey being made by car or as a direct result of the change in bus service.
- Taking a taxi.

64. However this should be seen as a worst case scenario, and will likely lead to much less because:

- Most existing passengers are likely to retain access to some form of local transport.
- Furthermore, the proposals include enhancements to some services and these tend to encourage increases in bus patronage.
- The last bus review in 2010 estimated that patronage would fall by 17% but patronage actually remained static.

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

64. If Cabinet approves the recommendations the next steps will be:

- Formally award new contracts to the relevant operators.
- Launch a full communication programme with residents and stakeholders from July to ensure bus users are aware of the changes that will take effect from 29 August 2015.
- Begin preparations for year two of the Local Transport Review, which will include a public consultation on proposed changes to local bus services in 2016/17.

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#### **Contact Officer:**

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 Nick Meadows, Change Consultant, Directorate Programme Group, Tel: 020 8541 7804

#### **Consulted:**

The Local Transport Review has consulted:

- Environment and Transport Select Committee (including the new Economic Prosperity, Environment and Highways Board, who reviewed the draft Cabinet report and annexes on 11 June 2015)
- Local Transport Review Member Reference Group
- Local Committee Chairmen's Group and Local Area Committee's
- Bus Users UK and North-West Surrey Bus Users Group
- Surrey Coalition of Disabled People and Surrey Disability Alliance Networks
- Public and other stakeholders

**Annexes:**

- A - Community transport delivery strategy
- B - First consultation summary report
- C - Report on consultation events held in association with Bus Users UK
- D - Second consultation summary report
- E - Table of proposed changes to local bus services from 29 August 2015
- F - Equality Impact Assessment

**Sources/background papers:**

- Surrey County Council Local Transport Review, Cabinet paper, 23 September 2014
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## **Framework for a Community Transport Delivery Strategy for Surrey 2014 - 2019**

This document sets out the framework for a proposed new Community Transport Delivery Strategy for Surrey.

### **1. Introduction**

The purpose of the Community Transport Delivery Strategy is to ensure that the County Council, boroughs and districts of Surrey, external agencies and communities develop a co-ordinated and collaborative approach to community and voluntary transport. This will ensure that funding which supports community transport is focused and delivers social benefit for communities, avoiding duplication and ensuring value for money.

The County Council plays a key role as supporter, influencer and promoter of community transport in partnership with Community Transport schemes/operators and other stakeholders.

### **2. What is Community Transport?**

Community transport is typically run by the voluntary sector on a not for profit basis, However, the County Council and various other partners play a key role in supporting, funding and developing the sector. Community transport is for residents of Surrey who cannot use conventional public transport services due to accessibility issues, such as health or social exclusion, and works to compliment the local public transport network.

Typically, community transport services are not commercially viable and are often outside of an authority's statutory remit. Services are very much needs led with local solutions and, without the commercial profit element, this often leads to unconventional approaches to a community's transport problems.

Community transport acts as a key tool in tackling social exclusion and works to complement, rather than compete with, the main public transport network. Community transport is a complex and varied market. The main types of community transport include:

- Dial-a-Ride (DAR)
- Community minibuses
- Voluntary car schemes
- Taxi voucher schemes

The strategy will set out and review the approaches, to supporting and developing the community transport services in Surrey, as a means of responding to the transport needs of those individuals and groups who:

- Find it difficult to use conventional public transport services due to physical impairment, sensory or learning disabilities.
- Experience social exclusion in some way by way of geographical isolation, including young and elderly people or those on low incomes.

### **3. Aims and objectives of the strategy**

The strategy will develop the direction of community transport over the next five years via the following measures:

- A Community Transport Business Development Officer (fixed term 2 year contract from Autumn 2015) will be in post to help develop the sector. The Officer will spend time developing the following:
  - Further develop partnership working between Surrey Community Transport operators.
  - Identify business opportunities for the community transport sector e.g. MiDAS training project, Mainstream/SEN education transport contracts, Inter-library lending service, Health transport.
  - Develop capacity within the sector to ensure it is more resilient, robust and able to respond to business opportunities.
- A review of current community transport provision will be undertaken. This will include areas such as: Dial a Ride, Taxi Vouchers and Community Minibuses. The review will look at how each service is provided and how cost effective, efficient and fit for purpose they are.
- A review of the current community transport grant funding, which is allocated by the county to various community transport providers, will be undertaken. There will be a conscious move away from organisations being grant reliant to them becoming more income reliant.
- Enhance community transport information, and mapping of provision, to ensure that a comprehensive information set is available to internal/external partners and the public.
- Increase the awareness of community transport and raise the profile of the sector to ensure recognition and value.
- At a corporate level, the way the county works in developing the voluntary sector and with volunteers is being examined. Therefore, it is essential to engage in this process whilst respecting the individual delivery of community transport and, subsequently, the local focus and flexibility.

#### **4. Community Transport Funding**

As noted in section 2, community transport is not commercially viable and, as such, public/grant funding is essential to support community transport schemes. Due to increasing financial pressure, both at a county and borough/district level, it is important to recognise that levels of community transport grant support cannot continue. The aim is to move toward a cost neutral delivery to the public purse, with a phased programme of change over several years to be delivered in partnership with borough/district councils and the voluntary and community sector. There is a need to help the community transport sector to become more resilient, moving to relying on income generation rather than grant support.

At present, Surrey County Council's grant funds the community transport sector, approximately £0.643m per annum. This funding is allocated to community transport providers to assist them in the provision of Dial a Ride services, Taxi voucher schemes and Voluntary Car Schemes.

The boroughs and districts are the major funders of the Dial a Ride services and Surrey County Council contributes approximately 10% of the overall transport costs of a Dial a Ride service through its grant funding.



The way in which the County Council grant funds organisations is currently being revised. A new Grant Criteria and Funding Guide, setting out new a procedure and processes to be followed when awarding grant on behalf of Surrey County Council, has been produced. It is therefore essential that when the community transport grants are revised the new guidance is adhered to.

Existing grant funding allocation is based on historic fleet size. A new funding formula is needed to ensure equity across the county and to take into account various new elements such as: geographical rural/urban mix of service, partnership working and performance related indicators.

Any new funding formula and grant allocation will need to be consulted on as part of the Surrey Compact and it will be essential to ensure that the different views of the community transport sector are taken into account. The boroughs and districts of Surrey, and the other community transport organisations that receive grant funding from Surrey County Council, have been made aware of the proposed changes to grant funding as part of their annual review meeting, which is a requirement of the current grant funding process.

Various different grant funding mechanisms will be explored including:

- Fixed grant allocation based on new formula.
- Small and Large Funding grant pot which is open to all and requires a bid application to be made.
- Vehicle replacement capital grant fund.

## **5. Action Plan and monitoring and evaluation**

An action plan will be formulated which will include robust monitoring and evaluation measures to ensure value for money and efficiency.

## **6. Next Steps**

- A new Community Transport Delivery Strategy will be developed from the framework.
- The strategy will set out the vision for community transport for the next five years.
- The strategy will assist the community transport sector in moving towards a cost neutral delivery to the public purse. A phased programme of change will be delivered over several years in partnership with the community transport sector.
- All relevant partners and bodies will be consulted on the new strategy. The community transport sector is already being engaged in initial consultations regarding revisions to the community transport grant funding.
- The timescales for the Community Transport Delivery Strategy are contained within the overall Transport Review project delivery plan.

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Surrey County Council

# Local Transport Review

First consultation summary report: 8 October 2014 to 2 February 2015

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## 1. Background to the Local Transport Review

- 1.1 Surrey County Council (SCC) invests significant Council funding in local bus services and concessionary fares; both are statutory duties. SCC also invests in the funding of community transport, supporting partnership work with District/Borough, community and voluntary organisations. All these services benefit a large and diverse number of residents, giving them access to work, employment, health care and essential shopping, as recognised by the Department for Transport (DfT)
- 1.2 Twenty nine million passenger trips are made each year on Surrey buses, half of them on services that we subsidise. And a third (31%) of these annual trips are made by concessionary pass holders (mostly older people) or children
- 1.3 SCC’s budget for supporting local transport services is under increasing pressure because:
  - Bus operating costs have risen faster than general inflation.
  - Increased road traffic in Surrey means bus services are becoming less efficient, which means higher operating costs.
  - Funding contributions made by Central Government to the council have been significantly reduced.
- 1.4 The directorate has been tasked in its medium term financial plan (MTFP) with delivering £2million in savings from an overall budget of £19.39 million over three years from 2015/16. A breakdown of this current spend (2014/15) is summarised below:

| Transport stream:        | Annual revenue spend: |
|--------------------------|-----------------------|
| Local bus contracts      | £8.949 m              |
| Concessionary fares      | £8.676 m              |
| Community transport      | £0.643 m              |
| BSOG rebate (*see below) | £1.125 m              |
| <b>Total</b>             | <b>£19.393 m</b>      |

\*The £1.125m of ‘BSOG’ represents Bus Service Operators Grant, a fuel duty rebate grant that SCC disburses to bus operators on behalf of government.

- 1.5 The local transport review aims to grow the commercial value of the network, integrate services, find efficiencies, and make savings via three streams: local buses, concessionary fares and community transport.

## 2. Overview of the public consultation

- 2.1 On 23 September 2014 Cabinet authorised officers to carry out a wide ranging public consultation on proposed changes to local transport. The consultation wanted to understand:
  - How important bus and community transport services are to our residents? And how this would impact them if it was reduced or no longer there?
  - What could be done to encourage more people to travel by bus/increase their bus travel?
  - How important and valued the two extra SCC funded concessions are to our qualifying English National Concessionary Travel Scheme (ENCTS) pass holders?

SCC funds two extra concessions to complement The English National Concessionary Travel Scheme funded by central government. These are:

1. Free travel for Surrey residents who hold a disabled person’s bus pass but have no time restriction on travel, meaning they can also travel for free before 09:30am and after 11:00pm Monday to Friday. And all day Saturday, Sunday, and Public Holidays. There are about 190,406 concessionary passes in circulation across Surrey, with the vast majority of these older person pass holders (177,672) and a smaller number of disabled pass holders (12,734).

2. Companion passes (C+) are issued to qualifying surrey residents (already disabled or older person’s bus pass holders) who cannot travel without assistance. This means a pass holder who needs assistance can take someone with them to enable travel, such as a friend, carer or relative, and this companion

can also travel for free. There are currently 3,395 C+ bus pass holders in Surrey, with the vast majority of these issued to qualifying disabled pass holders (3127) and small number issued to qualifying older person pass holders (268)

- 2.2** The public consultation launched on 8 October 2014 and was originally set to run until 14 January 2015. However it was extended until 2 February 2015 in light of the overwhelming response to the consultation.
- 2.3** Residents and stakeholders could respond by:
- Filling out a questionnaire (online and hard-copy). Hard copy questionnaires were available from multiple locations across the county including libraries, local council offices and on request via the contact centre. They were also available in easy read and large print format.
  - Emailing or writing to the project team.
  - Phone or SMS text the contact centre to submit their response or to ask how to access the questionnaire.
- 2.4** Emails and letters were sent out to a variety of stakeholders (a full list can be found in **appendix A**), informing them of the public consultation and encouraging them to be involved.
- 2.5** **3850** posters advertising the public consultation were printed and distributed to multiple locations around the county. **8870** hard copies of questionnaire were also printed and distributed to libraries and local council offices in Surrey. These were also available on request by contacting the contact centre or the project team. A summary of where posters and hard copy questionnaires were distributed can be found in **appendix A**.
- 2.6** Other communication medium were used to promote the consultation including a dedicated website for the review ([www.surreycc.gov.uk/transportreview](http://www.surreycc.gov.uk/transportreview)), social media (Facebook and Twitter posts), online newsletters (communicate, surrey matters, issues monitor), online advertising on the SCC website and Travel SMART website, editorial copy for District & Borough Council and Parish newsletters, and paid for press advertising in the Surrey Advertiser, Surrey Mirror and the Surrey Herald.
- 2.7** A comprehensive stakeholder engagement plan was undertaken with over 40 events held. A summary of these can be found in **appendix B**
- 2.8** It is important to note that the responses to this consultation do not represent a statistically representative sample of the population of Surrey and consequently, findings should not be extrapolated and used to represent the wider population. Typically, consultations are not intended to be statistically representative of a population. Instead they are a vehicle for those with a desire to contribute and voice their opinion to influence findings and contribute to the future direction of policy.

### 3. Summary of the public consultation findings

#### 3.1 Responses by type/demography

- There were 6723 responses received via the consultation questionnaire. Two thirds (66%) of these were via the online questionnaire and one third (34%) via the hard copy questionnaire. A further breakdown of this can be found at the beginning of **appendix C**.
- Sixty eight email and fourteen postal responses were received from residents and stakeholders. A list of stakeholder organisations that responded to the consultation can be found in **appendix D**. Resident responses via email and post were incorporated into the free text responses we analysed in the questionnaire. The free text responses summary can be found at the end of **appendix C**.
- Hundreds of calls were fielded by the contact centre most of which were for assistance with accessing a hard copy of the consultation questionnaire.
- Responses were county-wide and were broken down by district and borough, where a postcode was provided, as illustrated in **appendix C, Q4.7 Responses by area**.
- The greatest number of responses received was from Guildford (14%), Waverley (13%) and Mole Valley (12%). A number of responses were received outside of Surrey (6%), with the most responses coming from Kingston upon Thames, Hampshire and West Sussex. The lower number of responses received from Epsom & Ewell (3%) is most likely because its well served by a number of Transport for London services that aren't subsidised by Surrey County Council.

- About three quarters (72%) of responses came from those aged 45 and over. The majority of responses came from females with a share of (58%) of the overall response. Most responses came from those that are either retired with (46%), and those that are in employment (full time-part time) with (32%) of the overall response. This may reflect the age, gender and employment status of a typical bus user in Surrey.

### 3.2 Local bus responses

- About 7 in 8 (87%) respondents told us that they have used bus services in Surrey in the last 12 months.
- More than 4 in 5 (85%) of these respondents consider the service that they use to either be important or very important to them. Respondents told us that buses are used to take them to/from shops/ schools/ colleges / university and work, to attend medical appointments, to visit friends and relatives, and for leisure and recreational activities.
- Almost a quarter (23 %) of respondents said that there is no alternative to using a bus to make their journey, and as a result would not travel.
- Some respondents were concerned that withdrawing bus services would lead to more car users on the road and therefore increased congestion in Surrey.
- Respondents told us that they use bus services generally about 3 to 5 days or less per week and the most popular time to travel is between 9:30am and 3pm.
- In the questionnaire 1 in 8 (13%) told us that they have not used bus services in the last 12 months. Of these respondents, about a third (37%) told us that they were either not frequent enough, couldn't rely on the timetable and journey times were too long. A quarter (26%) told us that they prefer other modes of transport such as driving.
- We asked non bus users what could be done to encourage them to start using bus travel? About three quarters (78%) of respondents told us that they would be encouraged to start using buses if there was better information, improved infrastructure or if a better journey experience could be provided. About 1 in 5 (22%) respondents said that none of these things would encourage them to start using buses which suggests that no intervention could change their travel preference to a journey by bus. We also asked bus users what could be done to encourage them to travel more by bus. About 9 in 10 (89%) respondents told us that if there was better information, improved infrastructure or if a better journey experience could be offered that they would increase their current bus travel.
- A third (33%) of fare paying bus users reported that they would support a fare increase if it helped maintain their current bus service
- The questionnaire compared SCC's local bus spend to the neighbouring counties of Hampshire and Kent. Despite having larger populations than Surrey. They spend less on bus support (Hampshire £4.7m and Kent £6.8m) compared to Surrey (£8.9m) and have more commercial services. More than 4 in 5 (85%) of respondents told us that we should be spending about the same or more on supporting bus services.

### 3.3 Community transport responses

- About 1 in 10 (8%) respondents told us that they use community transport (e.g., Dial-a-Ride, community minibuses, voluntary car schemes or taxi vouchers).
- More than 9 in 10 (95%) of these respondents that use community transport services told us that they are either important or very important to them. Respondents told us that they were vital for attending medical appointment, for essential and non essential shopping, visiting care and community centres, accessing leisure and recreational activities and visiting friends and relatives.
- About a third (34 %) of respondents said they would not travel if their community transport service was withdrawn. This could lead to social, economic and well being issues if a community transport service was withdrawn. Two thirds (66%) of respondents said that they would be able to find alternative transport if their community transport service was withdrawn.
- Respondents told us that community transport services were generally used 1 to 2 days per week or less, and similarly to buses the most popular time to travel was between 9:30am and 3pm.

### 3.4 Concessionary pass (extra concession) responses

- Over half the respondents to the questionnaire told us they hold a concessionary pass; older person's pass (47%) and disabled person's pass (8%).
- We asked the disabled pass holder respondents, what they would do to travel if they were unable to use their pass for free before 9:30am or after 11:00pm, and they had to make this journey. About a quarter (28%) of respondents told us that they would not be able to make their journey if this was withdrawn.
- Less than 1 in 10 (5%) of respondents told us that they held a companion pass. These passes are issued to qualifying pass holders who cannot travel without assistance, and would entitle them to bring along a carer, relative or friend for free to accompany them on their journey.
- More than half (52%) of respondents that said they held a companion pass said they would not be able to travel if it was removed.
- The feedback given in the questionnaire and at our stakeholder meetings about the two extra SCC funded concessions (free disabled travel before 9:30 am or after 11.00pm and free companion passes) suggested that these are highly valued and vital to our users. We were told that withdrawal of these could cause isolation, frustration, depression and greatly reduce independence in an already vulnerable and disadvantaged community.

### 3.5 Other responses

- A number of responses were received about other public and school bus services that SCC doesn't subsidise. For a full list of bus services subsidised by SCC, please refer to **appendix E**.
- The comments received from the free-text sections of the questionnaire have been counted and broken down into key issues. These are shown at the end of **appendix C**. The top three key issues were about maintaining the current level of service (411), increasing the frequency of bus services (349) and extending the route/providing a better service (236)
- A number of responses were received concerning the older person's concessionary pass. No changes at all are proposed for concessionary passes for older people in this review. This is a nationally-funded scheme. From the comments received there was a willingness to pay an annual fee or a reduced fare for retaining their older person concessionary bus pass.
- Also a number of responses were received about the four Guildford Park & Ride services. These are separately funded with contributions from Guildford Borough Council and income from fares, and are not being reviewed or changed under this review.

## 4. Next steps in the process

- 4.1** The feedback given in the consultation has been vital in ensuring residents will continue to have the services they rely on to get to work, hospitals, schools and essential shopping, while also enabling the council to achieve the £2m saving needed from the review.
- 4.2** We have worked with bus operators to negotiate better contracts that will give the council better value for money. However to make the savings needed from the review, we are now proposing some changes to local bus services in Surrey. We want to hear the views of residents and stakeholders on these proposals so will be running a second consultation from **Monday 11 May to Monday 8 June 2015**.
- 4.3** Feedback submitted in the second consultation will be considered before we draw up final proposals for change. On 23 June the final proposals will go to Cabinet, the council's main decision making body, for its consideration.
- 4.4** We'll let residents and stakeholders know about any agreed changes to local transport services in July 2015, with the changes coming into effect from late August 2015.
- 4.5** As this is a 3 year programme, changes for 2016/17 and 2017/18, will again be consulted upon and go through Cabinet each year for consideration, and will be communicated to residents and stakeholders, well in advance of them coming into effect.



## Appendix A: Summary of stakeholders contacted and where materials were distributed

Emails were sent to stakeholders informing them of the public consultation and encouraging involvement.

These were sent to:

- SCC Members, Borough Councillors, Local Committees, Surrey MP's, LEPS, Central Government
- District and Borough (D&B) Councils, Parish & Town Councils, Resident Associations, Neighbourhood Forums, Neighbouring Local Authorities.
- Employers & Business Organisations via Surrey Connects, Schools & Colleges, Phase Council, Public Health, Acute Hospitals, Clinical Commissioning Groups (CCG's)
- Equality organisations (disability and older people groups etc) , Faith Groups, Bus Users UK and North West Surrey Bus User Group
- Community transport providers and service operators
- Internally – Schools and Learning, Adult Social Care etc.

**3850** posters advertising the public consultation were printed and distributed to:

- SCC offices, D&B offices, Parish & Town Councils, resident associations, equality organisations
- Libraries, community centres, village halls, GP's, Sixth form colleges, supermarkets and citizen advice bureaux
- Bus stations, on buses and at our busiest bus stops
- Made available on request via our Contact Centre

**8870** paper copies of the consultation were distributed to libraries, local council offices and available on request via the contact centre.

## Appendix B: Table of external stakeholder meetings held during the consultation

| Audience  | Date       | Time          | Location                                      |
|---|------------|---------------|---|
| Epsom & Ewell Local Committee (Informal)                | 15/10/2014 | 14:00         | Epsom Town Hall                               |
| Sussex and Surrey Association Of Local Councils         | 16/10/2014 | 15:00 - 15:30 | Newlands Corner                               |
| Woking Joint Committee (informal)                       | 22/10/2014 | 18:00         | Woking  |
| DANS chairs group meeting                               | 22/10/2014 | 15:00 - 16:30 | Leatherhead                                   |
| Elmbridge Local Committee (Informal)                    | 24/10/2014 | 14:00 - 16:00 | Elmbridge                                     |
| Reigate & Banstead (Informal)                           | 27/10/2014 | 10.00 - 13:00 | Reigate Town Hall                             |
| Bus Users UK  | 28/10/2014 | 13:30 - 15:30 | CPT London                                    |
| Mole Valley Local Committee (Informal)                  | 05/11/2014 | 10:00 - 13:00 | CR1/2 Pippbrook                               |
| Surrey Coalition AGM                                    | 06/11/2014 | 10:30 - 15:30 | Leatherhead Leisure Centre                    |
| Surrey Heath LAC (Informal)                             | 06/11/2014 | 16:30         | Camberley                                     |
| Tandridge Local Committee (informal)                    | 07/11/2014 | 09:00 - 12:00 | Tandridge District Council Offices            |
| Runnymede Local Committee (informal)                    | 07/11/2014 | 10:00 - 12:00 | Committee Room RBC Civic Centre               |
| Empowerment Boards - Mid Surrey                         | 10/11/2014 | 13:30 - 16:00 | Mid Parkhouse Leatherhead                     |
| Empowerment Boards - South West                         | 12/11/2014 | 10:30 - 12:30 | South West Godalming Baptist Church           |
| Guildford Local Committee (Informal)                    | 13/11/2014 | 16:00         | Guildford                                     |
| Godalming Town Council                                  | 13/11/2014 | 18:30         | Waverley Borough Council                      |
| Empowerment Boards - East                               | 17/11/2014 | 13:30 - 1600  | Orpheus Centre , Godstone                     |
| Spelthorne Local Committee (informal)                   | 17/11/2014 | 18:00 - 21:00 | Goddard Room, Knowle Green, TW18 1XB          |
| Empowerment Boards - North                              | 18/11/2014 | 14:00 - 16:00 | Chertsey                                      |
| Surrey Heath Parish Group meeting                       | 19/11/2014 | 19:30         | West End Parish pavilion                      |
| South West Valuing people group                         | 20/11/2014 | 10:00 : 12:30 | Ash Community Centre                          |
| Worplesdon Parish Council (Plus Pirbright and Normandy) | 20/11/2014 | 19:30 - 22:00 | Worplesdon Memorial Hall, Worplesdon          |
| Waverley Local Committee (Informal)                     | 26/11/2014 | 14:00         | Waverley                                      |
| Horley Town Council                                     | 02/12/2014 | 19:15         | Horley TC (92 Albert Road, Horley)            |
| North West Valuing people group                         | 04/12/2014 | 10:30 - 12:30 | Quadrant Court Woking                         |
| Tandridge Borough Councillors/Parishes                  | 04/12/2014 | 14:00 - 16:00 | TDC - Council Chamber                         |
| Bus user group - North West Surrey                      | 06/12/2014 | Morning       | Addlestone                                    |
| Elmbridge Local Committee (Borough members)             | 08/12/2014 | 18:00         | Elmbridge                                     |
| Valuing people Mid Group Meeting                        | 10/12/2014 | 10:00 - 12:00 | Mayflower Centre Lyon's Court Dorking         |
| East Valuing people Group Meeting                       | 10/12/2014 | 13:00 - 15:00 | Holy Trinity Church Redhill                   |
| Disability Forum  | 15/12/2014 | 10:30 - 12:30 | Parkhouse, Leatherhead                        |
| Business Forum  | 15/12/2014 | 14:30 - 16:00 | Surrey Technology centre, Guildford           |
| Roving bus event  | 08/01/2015 | 09:30 - 11:30 | Addlestone - Station Road outside Lloyds Bank |
| Roving bus event  | 08/01/2015 | 13:30 - 15:30 | Walton on Thames - Hepworth Way               |
| Roving bus event  | 09/01/2015 | 09:30 - 11:30 | Oxted - Station Road East                     |
| Roving bus event  | 09/01/2015 | 13:30 - 15:30 | Dorking - High Street                         |
| Roving bus event  | 10/01/2015 | 09:30 - 11:30 | Godalming - High Street                       |
| Roving bus event  | 10/01/2015 | 13:30 - 15:30 | Woking - Cawsey Way bus stop A                |
| Community Transport Group Meeting                       | 12/01/2015 | 14:00 - 16:00 | Burpham, Guildford                            |
| Deaf forum meeting                                      | 29/01/2015 | 19:00 – 20:00 | Redhill Methodist Church                      |

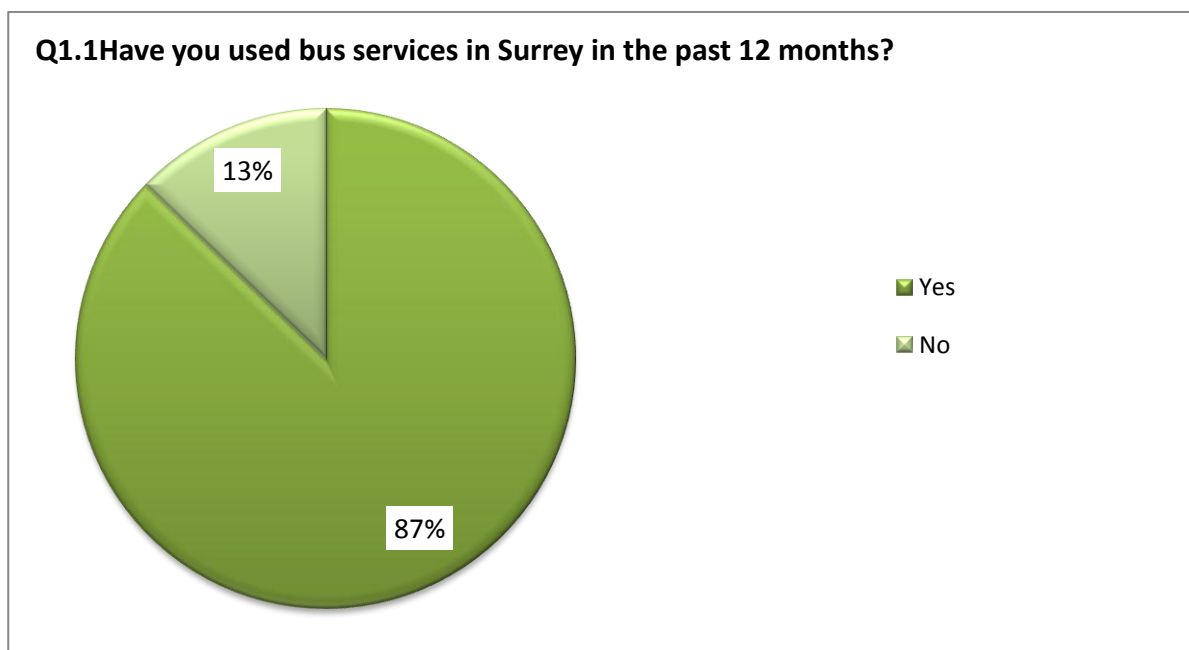
### Appendix C: Responses to the consultation questionnaire

This appendix gives an analysis of the responses received to each question in the questionnaire. Some of the responses to questions in the questionnaire have been grouped for illustrative purposes but will still be treated as individual responses.

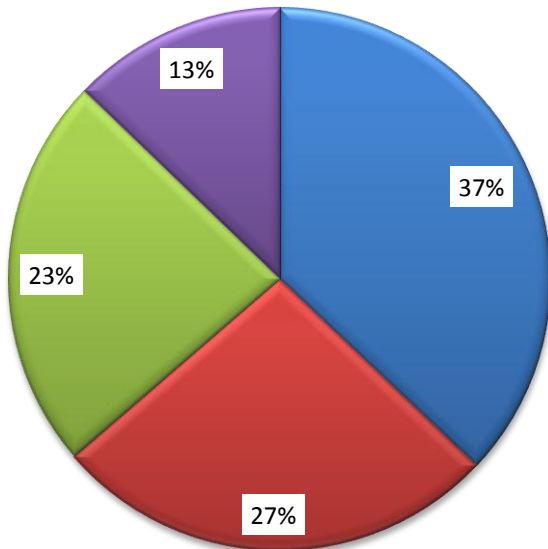
#### Response by type of questionnaire

| Format                           | Number received | Percentage of response |
|----------------------------------|-----------------|------------------------|
| Online                           | 4456            | 66.3%                  |
| A5 normal hard-copy booklet      | 2040            | 30.3%                  |
| A4 easy read hard copy booklet   | 142             | 2.1%                   |
| A4 large print hard copy booklet | 67              | 1.0%                   |
| Printed PDF                      | 18              | 0.3%                   |
| <b>Total</b>                     | <b>6723</b>     | <b>100.0%</b>          |

#### Section 1: Your bus and/or community transport usage

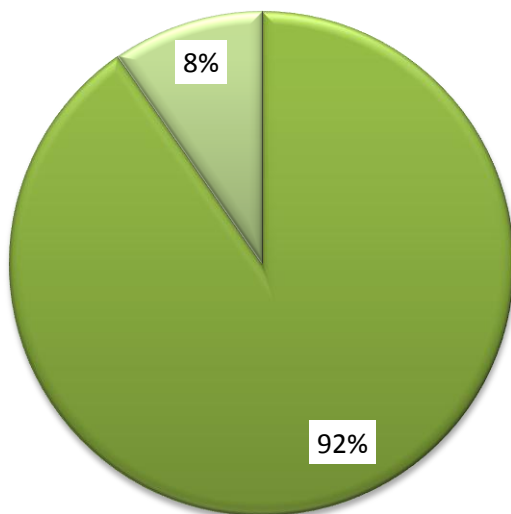


**Q1.2 – Which statement(s) best describe why you don't use bus services in Surrey?**



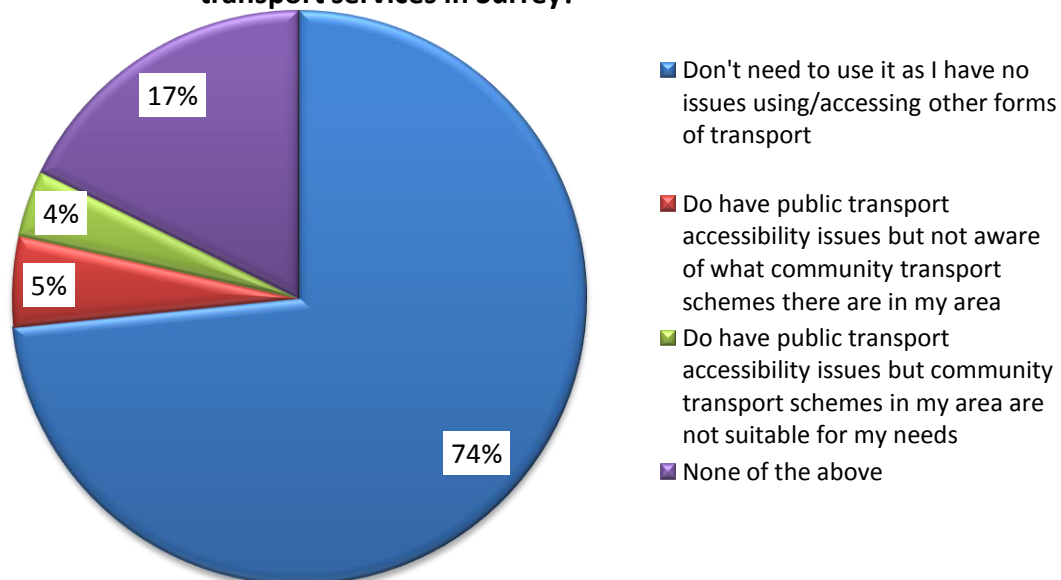
- Don't run frequently enough, Cannot rely on timetable or Journey times too long
- Prefer other modes of transport (driving, cycling, walking etc)
- No bus service where I live or Bus doesn't go where I want it to
- Too expensive or Availability of fare information in advance of travel

**Q1.3 – Do you use community transport (e.g, Dial-a-Ride, community minibuses, voluntary car schemes or taxi vouchers)?**



- No
- Yes

**Q1.4 – Which statement best describes why you don't use community transport services in Surrey?**



**Responses to bus services Q1.5 – Q1.10**

**Q1.5 What is the number of the bus service you use?** (These have been sorted by the number of responses received with the highest first in the sort order)

| Service Number                                      | Total number of responses |
|---|---------------------------|
| 34/35/47 Guildford-Woking-Camberley                 | 486                       |
| 465 Dorking-Leatherhead-Kingston                    | 401                       |
| 479 Epsom-Leatherhead-Guildford                     | 358                       |
| 32 Guildford-Dorking-Redhill                        | 320                       |
| 70/71 Guildford-Haslemere-Midhurst                  | 320                       |
| 420/460/480 Epsom-Tadworth /Sutton-Tadworth-Redhill | 246                       |
| 461Kingston-Weybridge-St Peter's hospital           | 208                       |
| 216 Staines-Sunbury-Kingston                        | 197                       |
| 100 Crawley-Horley-Redhill                          | 190                       |
| 406 Epsom-Kingston                                  | 187                       |
| 410 Redhill-Godstone-Oxted                          | 184                       |
| 446 Woking-Addlestone-Staines                       | 163                       |
| 515 Kingston-Cobham-Guildford                       | 162                       |
| 430/435 Merstham-Redhill-Reigate                    | 160                       |
| 91 Woking-Goldsworth Park-Knaphill                  | 158                       |
| 20 Guildford-Ash-Aldershot                          | 154                       |
| 424 Redhill-Reigate-Horley-Copthorne-Crawley        | 154                       |
| 458 Kingston-Walton-Staines                         | 153                       |
| K3 Esher-Claygate-Kingston-Roehampton               | 153                       |
| 459 Kingston-Weybridge-Addlestone-Woking            | 149                       |
| 36/37 Guildford-Merrow-Burpham                      | 149                       |
| 400 Caterham-Redhill-Crawley-East Grinstead         | 147                       |
| 4/5 Guildford-Park Barn                             | 144                       |

|  |     |
|--|-----|
| 555 Walton-Sunbury-Heathrow Airport              | 141 |
| 1 Old Dean-Camberley-Aldershot                   | 141 |
| 93 Dorking-Holmwood-Horsham                      | 141 |
| 71 Slough-Staines-Heathrow T5                    | 140 |
| 3 Camberley-Mytchett-Aldershot                   | 138 |
| 26/27 Guildford-Uni-Grange Park circulars        | 132 |
| 46 Guildford-Elstead-Aldershot                   | 126 |
| 557 Woking-Chertsey-Sunbury-Hatton Cross         | 119 |
| 19 Aldershot-Farnham-Haslemere                   | 119 |
| 418 Kingston-Epsom                               | 119 |
| 28 Guildford-Pirbright-Woking                    | 110 |
| 65 Guildford-Farnham-Alton                       | 106 |
| 441 Englefield Green-Staines-Heathrow            | 105 |
| 53 Guildford-Cranleigh-Ewhurst                   | 103 |
| 462/463 Guildford-Send-Woking                    | 103 |
| 411 West Molesey-Kingston                        | 102 |
| 500 Camberley-Windlesham-Staines                 | 98  |
| 18 Guildford-Onslow Village                      | 95  |
| 20 Crawley-Gatwick-Horley(Fastway)               | 95  |
| 166 Epsom-Banstead-Croydon                       | 95  |
| 117 Staines-Feltham-Hounslow                     | 94  |
| 477 Banstead - Epsom - Leatherhead - Guildford   | 93  |
| 516 Dorking-Boxhill-Leatherhead-Epsom            | 93  |
| 526/527 Crawley-Charlwood-Horley-Crawley         | 93  |
| 408 Epsom-Leatherhead-Cobham                     | 92  |
| 290 Staines-Sunbury-Twickenham                   | 91  |
| 2 Camberley-Frimley-Farnborough                  | 91  |
| 63/63x Guildford-Horsham                         | 91  |
| 405 Redhill-Croydon                              | 86  |
| 293 Espom-Ewell-Morden (TFL)                     | 85  |
| 42 Guildford-Godalming-Cranleigh                 | 84  |
| 509 East Grinstead-Lingfield-Caterham            | 83  |
| 695 Bishop Wand School                           | 81  |
| 3 Guildford-Bellfields Estate                    | 79  |
| 18 Aldershot-Farnham-Bordon-Haslemere            | 78  |
| 72 Guildford - Aarons Hill                       | 74  |
| E16 Epsom-Stoneleigh-Worcester Park              | 73  |
| 409 Caterham-Warlingham-Selsdon                  | 72  |
| 436 Woking-Byfleet-Weybridge                     | 70  |
| 4/5 Farnham-Sandy Hill-Aldershot                 | 69  |
| 451 Staines-Addlestone-Brooklands                | 69  |
| 23/25 Guildford-Boxgrove Park-Peaslake-Cranleigh | 68  |
| 11 Farnborough-Camberley-Frimley                 | 65  |
| 17 Guildford-Wood Street                         | 64  |
| 514 Hersham-Molesey-Kingston                     | 62  |
| 357 Warlingham - Caterham - Redhill - Reigate    | 61  |
| 478 Guildford-West Horsley-Leatherhead           | 61  |

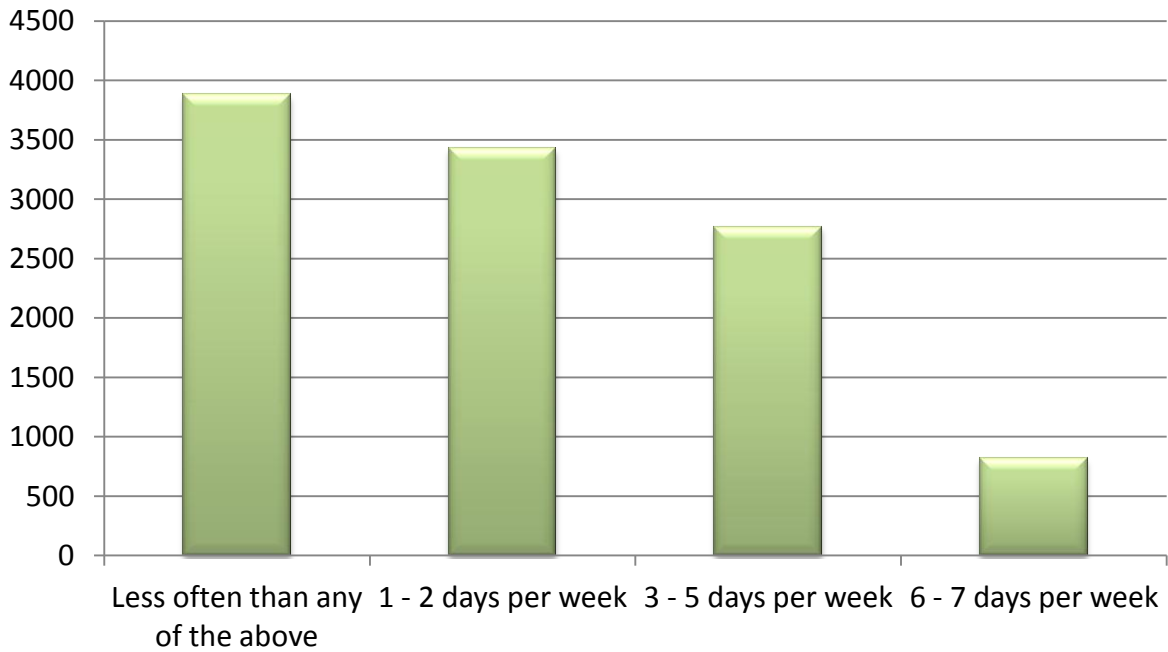
|   |    |
|---|----|
| 36/37 Guildford-Uni-Manor Park                      | 60 |
| 315 Dormansland-Lingfield-Redhill                   | 57 |
| 73 Woking-Chobham                                   | 55 |
| 48 Woking-Deepcut-Frimley                           | 52 |
| 594/595 Oxted-Westerham                             | 51 |
| 235 Sunbury Village-Brentford                       | 48 |
| 470 Epsom-Sutton-Morden                             | 47 |
| E5 Watersedge-Epsom-Langley Vale                    | 47 |
| 503/523/538 Hambledon-Godalming-Chilworth-Guildford | 46 |
| 17 Aldershot-Farnham-Rowledge                       | 44 |
| 16 Rowledge-Farnham-Weybourne                       | 44 |
| 236 Oxted-Westerham-Lingfield-Crawley               | 42 |
| 59 Haslemere town service                           | 42 |
| 407 Caterham-Croydon-Sutton                         | 40 |
| 437 Woking-Pyrford-West Byfleet                     | 40 |
| 566/567 Staines-Thorpe-Knowle Hill                  | 40 |
| 467 Hook-Ewell-Epsom                                | 38 |
| S1 Banstead-Sutton-Mitcham                          | 37 |
| 438 Staines-Royal Estate-Shepperton                 | 33 |
| 466 Caterham on Hill-Croydon-Addington              | 31 |
| 564 Whitley Village-Hersham-Walton-Xcel             | 28 |
| 203 Staines-Bedfont-Hounslow                        | 28 |
| 281 Lingfield-East Grinstead-Crawley                | 28 |
| 464 Tatsfield-New Addington                         | 27 |
| 24 Guildford-Birtley-Cranleigh                      | 27 |
| 403 Warlingham-Croydon                              | 23 |
| 520 Aldershot-Christmaspie-Guildford                | 22 |
| 318 Banstead-Nork-Burgh Heath-Epsom                 | 22 |
| 81 Woking-Barnsbury                                 | 22 |
| 39/40 Chobham/Woking area shopper services          | 21 |
| 400 Staines-Charlton-Shepperton-Walton              | 20 |
| 540 Woldingham-Caterham-Redhill                     | 20 |
| 22 Newdigate-Chart Downs-Dorking-Holmbury           | 18 |
| E9 Epsom-Manor Park-Clarendon Park                  | 18 |
| 29 Ashcombe / Priory School                         | 17 |
| 513 Downside-Oxshott-Kingston                       | 16 |
| 591 Stanwell Moor-Long Lane-Staines                 | 16 |
| 400 Thamesmead School                               | 15 |
| 290 Staines-Sunbury-Twickenham                      | 14 |
| R68 Hampton Court - Richmond                        | 14 |
| 525 Albury-Chilworth-Cranleigh                      | 13 |
| 592/593 Runnymede/Woking shoppers services          | 13 |
| 649 St. Bedes School                                | 11 |
| 94 Camberley-Bracknell                              | 10 |
| 8 The Mount- Guildford town centre                  | 10 |
| 545 Walliswood-Holbury-Blackheath-Guildford         | 10 |

|   |              |
|---|--------------|
| 123 Horley town service                             | 9            |
| 599 Holmbury-Cranleigh- Guildford                   | 9            |
| 43/45 Godalming/Rodborough School                   | 8            |
| 116 Ashford Hospital-Hounslow                       | 7            |
| 30/31 Frimley Park - Basingstoke                    | 7            |
| E10 Epsom-Manor Park-Noble Park                     | 7            |
| 433 Oakwoodhill - Dorking - Redhill                 | 6            |
| 656 Strodes College                                 | 6            |
| 50 Ockley-Walliswood-Horsham                        | 6            |
| 603 Oxted School                                    | 6            |
| 504/505 Haslemere shoppers service                  | 6            |
| 570-574 Spelthorne shopper services                 | 6            |
| 814 Esher High School                               | 5            |
| 404 Caterham - Coulsdon                             | 5            |
| 773 Kingston-Banstead-Brighton                      | 5            |
| 610 Oxted School                                    | 5            |
| 87 Collingwood School                               | 4            |
| 862 Therfield School                                | 4            |
| 533 Ewhurst-Ockley-Dorking-Ranmore                  | 4            |
| 84 Collingwood School                               | 4            |
| 231/233 Lingfield-Tunbridge Wells                   | 4            |
| 522 Newdigate-Leigh-Dorking                         | 3            |
| 85 Collingwood School                               | 3            |
| 83 Collingwood School                               | 3            |
| 661 Hinchley Wood School                            | 3            |
| 40/50 Compton - Guildford                           | 3            |
| 950 Staines - Thorpe Park                           | 3            |
| G4 Russ Hill - Gatwick                              | 2            |
| 434 Coulsdon - Whyteleafe                           | 2            |
| 623 Ashtead-Epsom                                   | 2            |
| 400 Caterham-Redhill-Crawley-East Grinstead         | 2            |
| 305 Staines-Colnbrook                               | 2            |
| 637 Salesian School                                 | 2            |
| 479 Epsom-Leatherhead-Guildford                     | 1            |
| 166 Epsom-Banstead-Croydon                          | 1            |
| 676 Therfield School                                | 1            |
| 690 St John Baptist/Winston Churchill               | 1            |
| 91 Woking-Goldsworth Park-Knaphill                  | 1            |
| 606 Oxted School                                    | 1            |
| 598 Sandhurst - Camberley                           | 1            |
| 866 Beacon School                                   | 1            |
| 420/460/480 Epsom-Tadworth /Sutton-Tadworth-Redhill | 1            |
| 430/435 Merstham-Redhill-Reigate                    | 1            |
| <b>Total Number of responses</b>                    | <b>10933</b> |

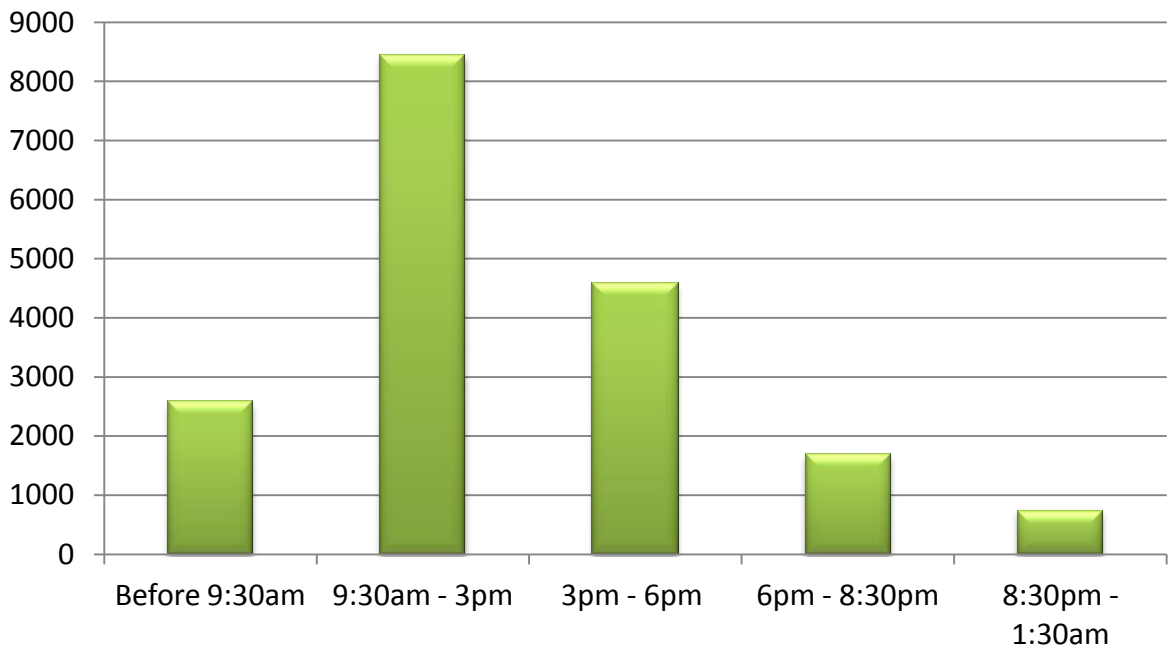
The responses to Q1.6 to Q1.10 have been summarised as an overall response for each category.



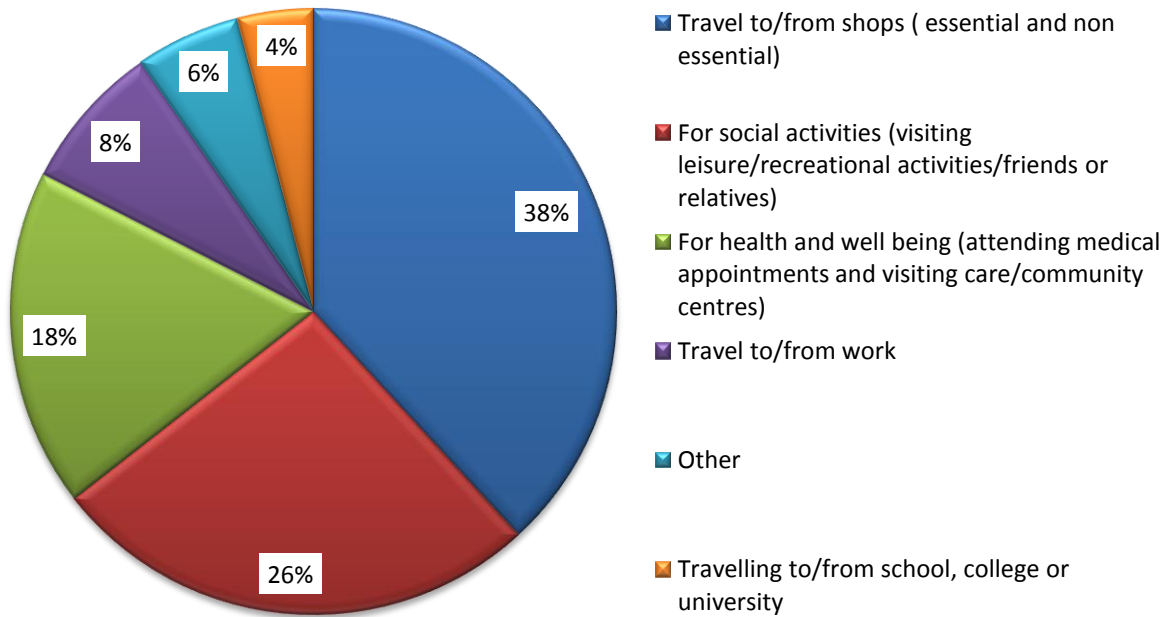
### Q1.6 – How frequently do you use bus services?



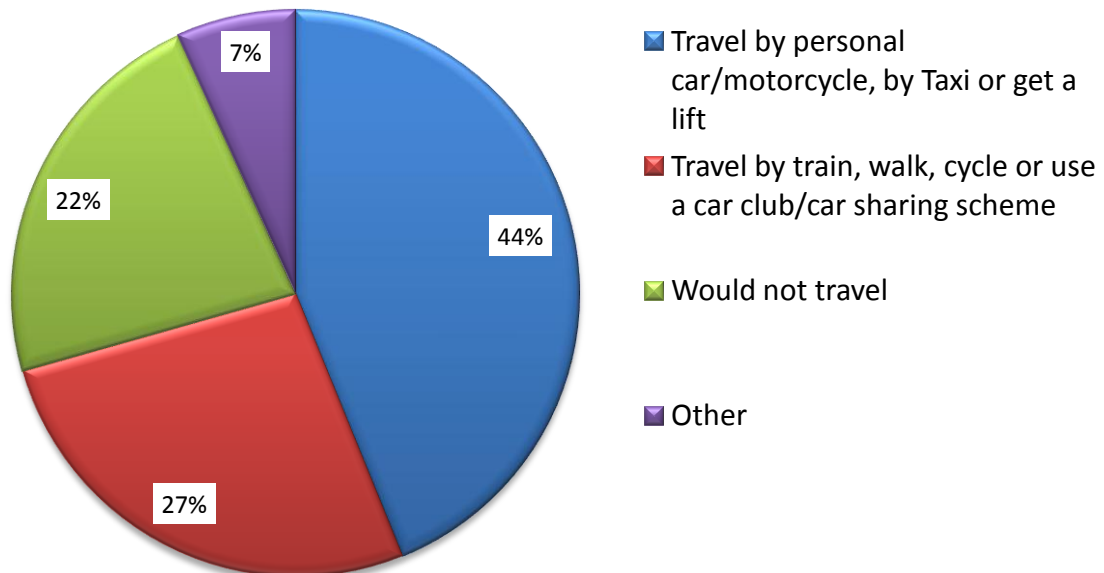
### Q1.7 – What times of the day do you use bus services?

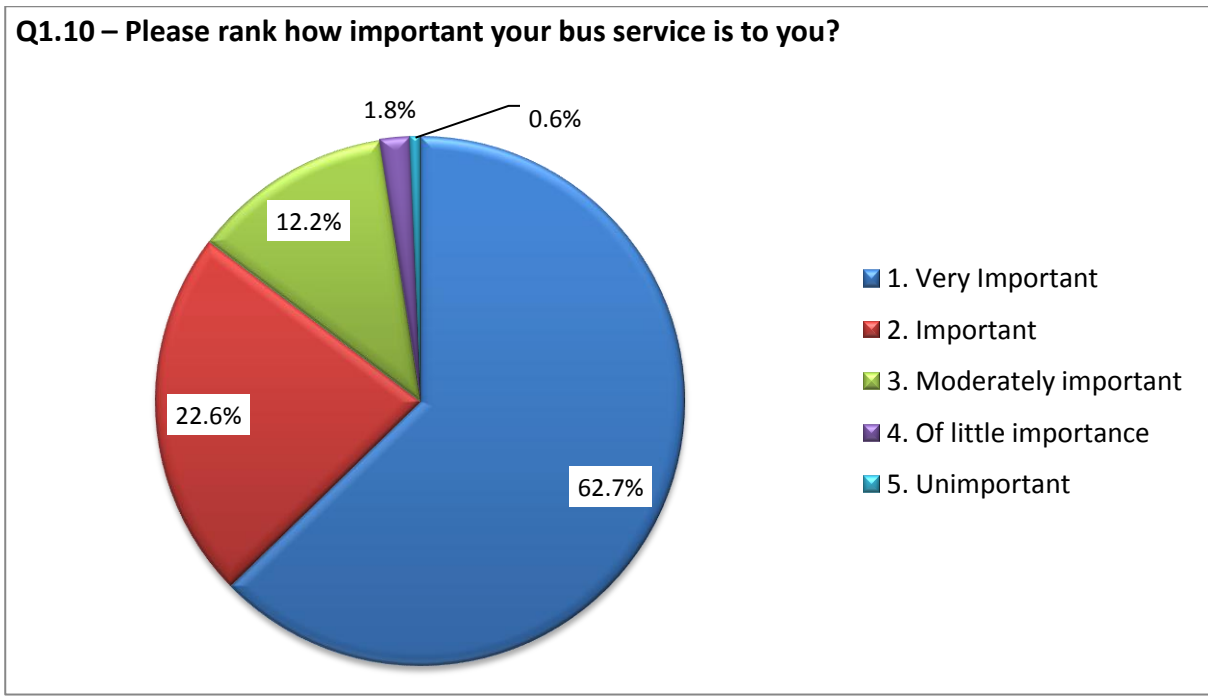


### Q1.8 - What is/are the main reason(s) for using this bus service?



### Q1.9 – If your bus service was no longer available to you, what would you do to make this journey?





**Responses to community transport services Q1.5 – Q1.10**

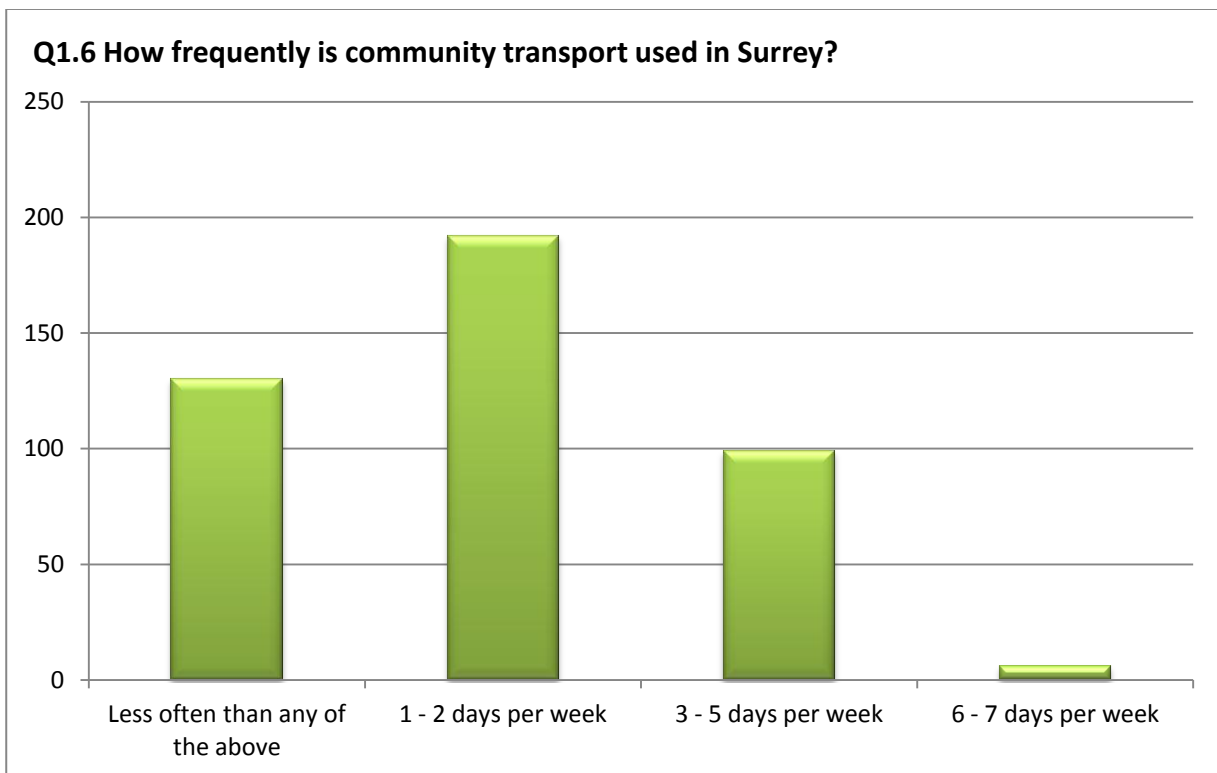
**Q1.5 What is the name of the community transport service you use?** (These have been sorted by the number of responses received with the highest first in the sort order)

| Name of Service                         | Total number of responses |
|---|---------------------------|
| Waverley Hoppa                          | 97                        |
| Woking Bustler DAR                      | 69                        |
| *Unnamed Community Transport schemes    | 62                        |
| Buses4U (Tandridge)                     | 34                        |
| Buses4U (Reigate and Banstead)          | 15                        |
| Compo Community Bus                     | 14                        |
| Reigate and Banstead DAR                | 13                        |
| Guildford DAR                           | 13                        |
| Mole Valley DAR                         | 12                        |
| East Surrey Rural Transport Partnership | 12                        |
| Buses4U (Mole Valley)                   | 10                        |
| Epsom & Ewell DAR Route Call            | 10                        |
| Community Day Centre Transport          | 8                         |
| Link                                    | 6                         |
| Taxi Vouchers                           | 5                         |
| Other Voluntary Car Schemes             | 5                         |
| Surrey Heath DAR                        | 5                         |
| Camberley Care                          | 4                         |
| Care for Guildford                      | 4                         |
| East Surrey DAR                         | 4                         |
| Brockham Wheels4U                       | 4                         |

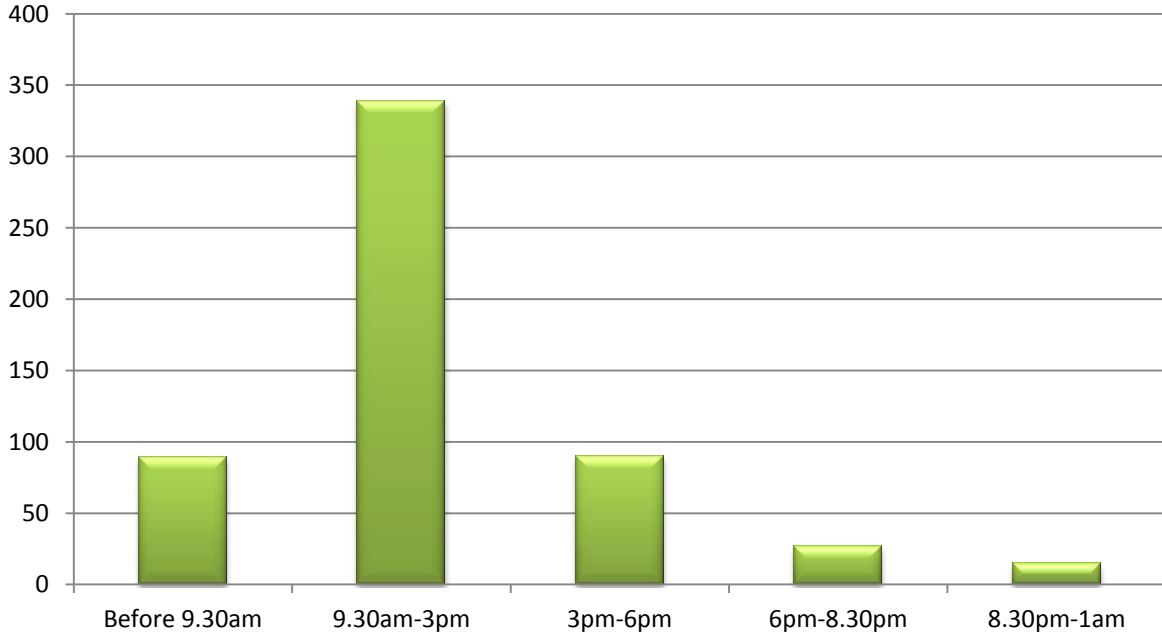
|  |            |
|--|------------|
| Age Concern                            | 3          |
| The Horsleys Community Bus Association | 3          |
| Care Farnham                           | 2          |
| Age Concern                            | 2          |
| Spelride                               | 2          |
| Netherne Community Bus                 | 2          |
| Peribus (Pirbright Community bus)      | 2          |
| Good Neighbours Woncare                | 1          |
| WASP Bus                               | 1          |
| Elmbridge DAR                          | 1          |
| West Horsley Wheel of Care             | 1          |
| Runnymede DAR                          | 1          |
| <b>Total number of responses</b>       | <b>427</b> |

\*These are responses where the respondent was either unclear or wasn't specific on the community transport scheme that they use. These responses have still been incorporated into the consultation.

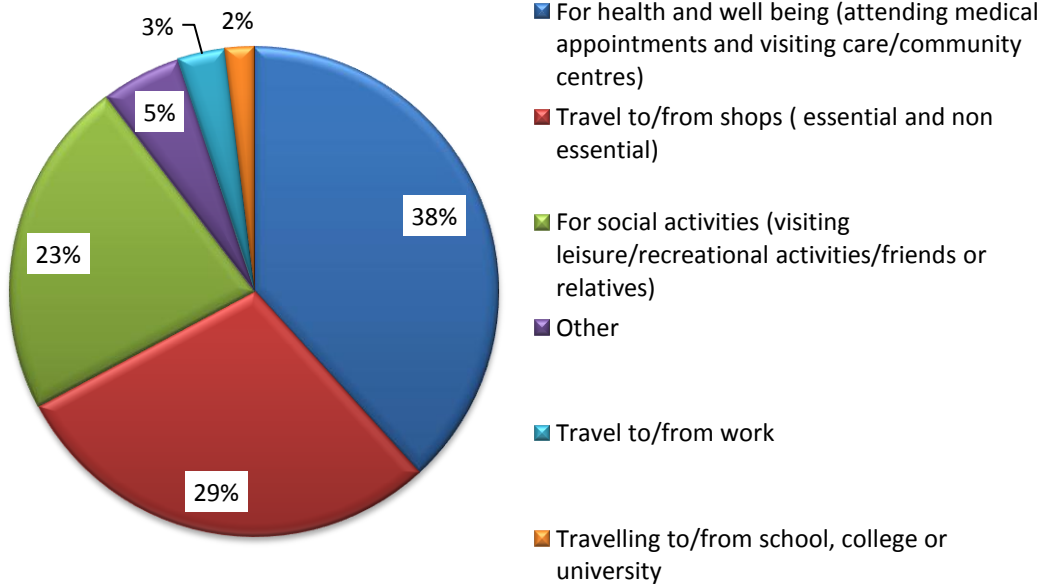
The responses to Q1.6 to Q1.10 have been summarised as an overall response for each category.



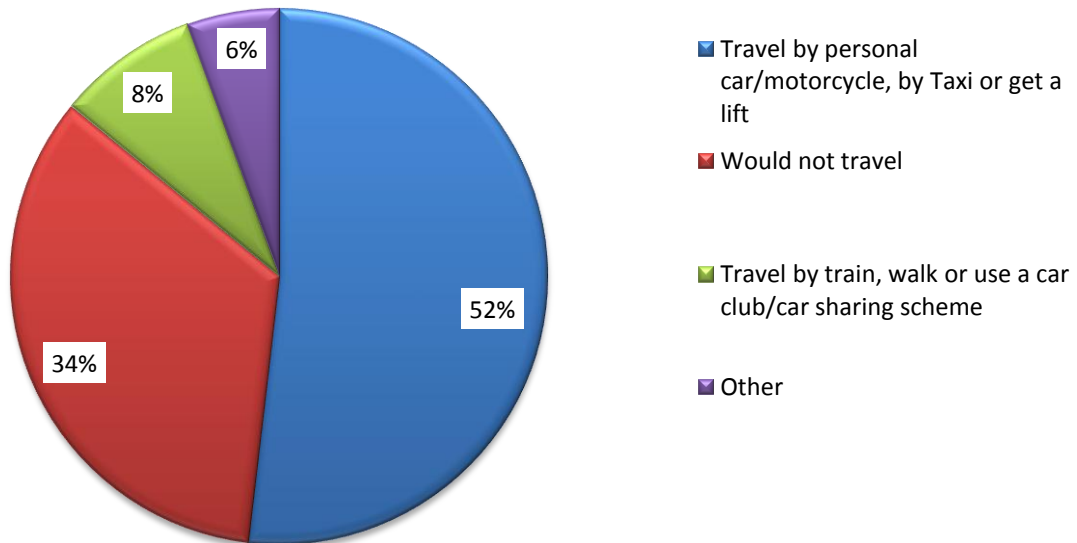
**Q1.7 What times of the day is community transport used in Surrey?**



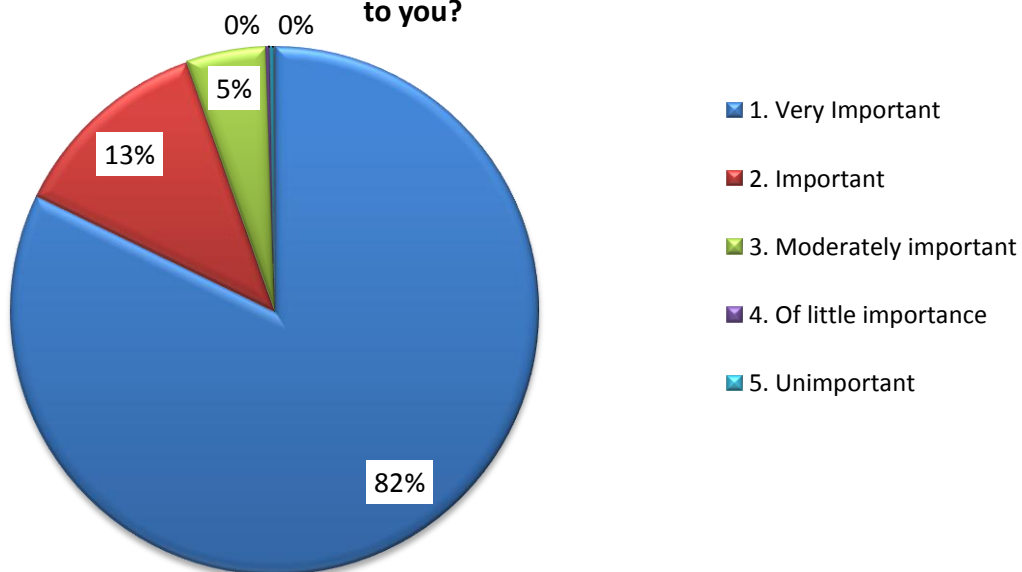
**Q1.8 - What are the main reasons for using community transport in Surrey?**



**Q1.9 - What would you do to make a journey if the community transport service was no longer available?**

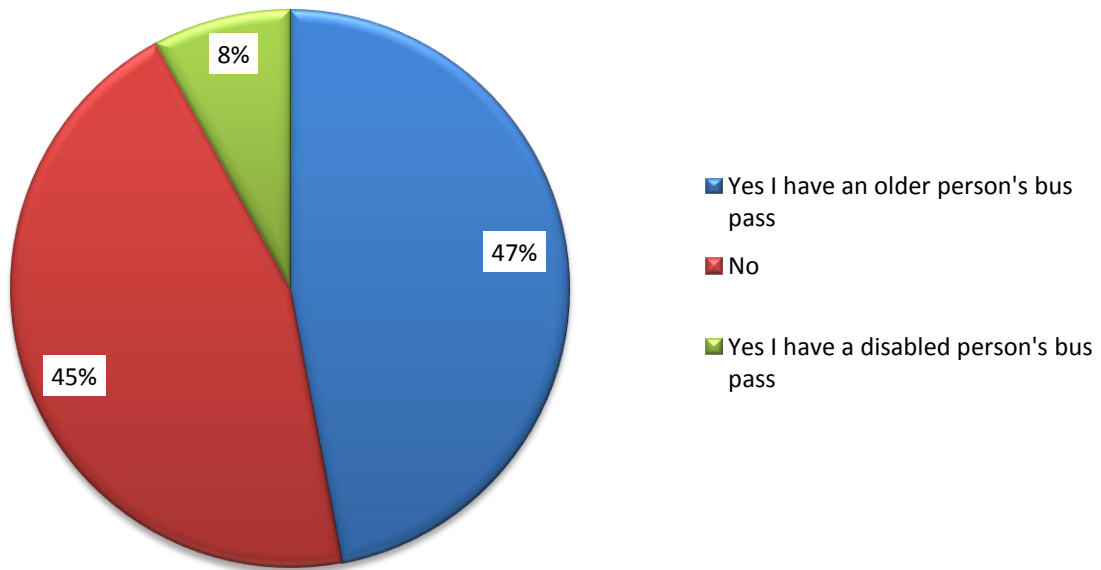


**Q1.10 Please rank how important your community transport service is to you?**

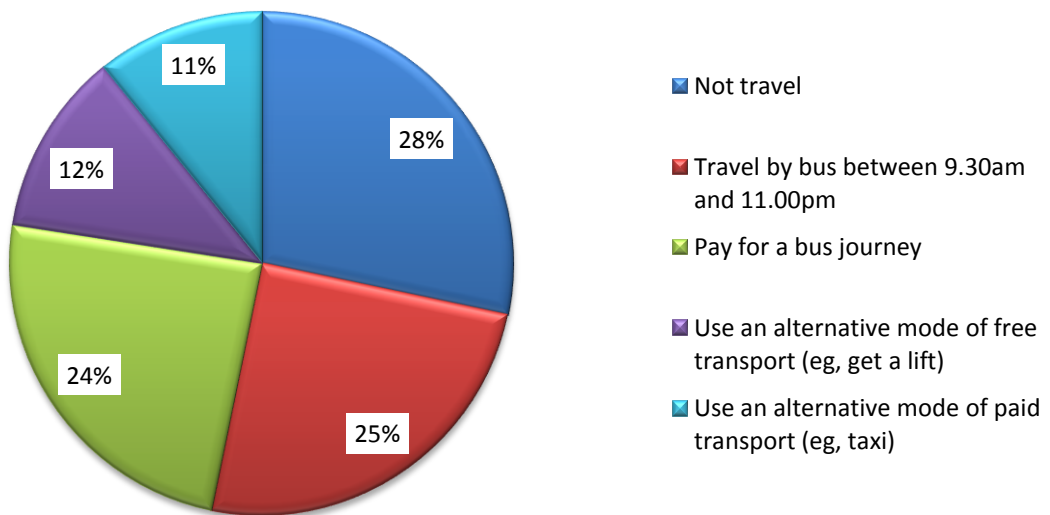


Section 2: Concessionary bus pass holders (disabled person's and older person's)

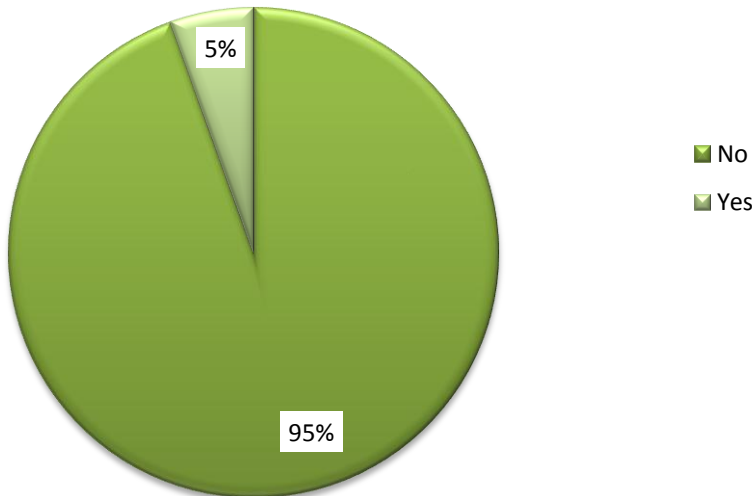
**Q2.1 – Do you hold a disabled person's or older person's concessionary bus pass?**



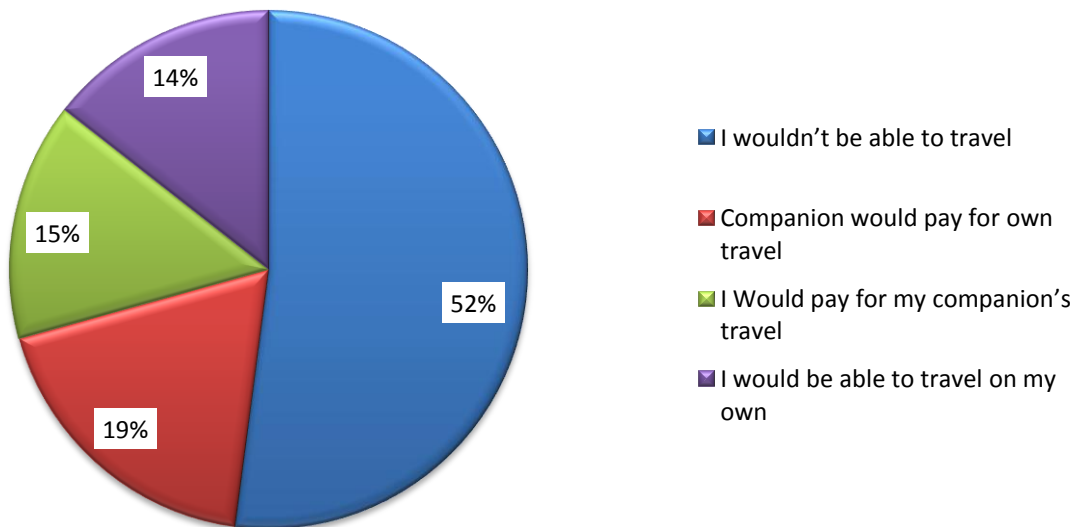
**Q2.2 – If bus travel with your concessionary bus pass were no longer free before 9:30am and after 11:00pm and you had to travel, which statement(s) would best describe what you would do as an alternative?**



**Q2.3 – Do you hold a companion bus pass? (these are bus passes that are issued to qualifying pass holders who cannot travel without assistance)**



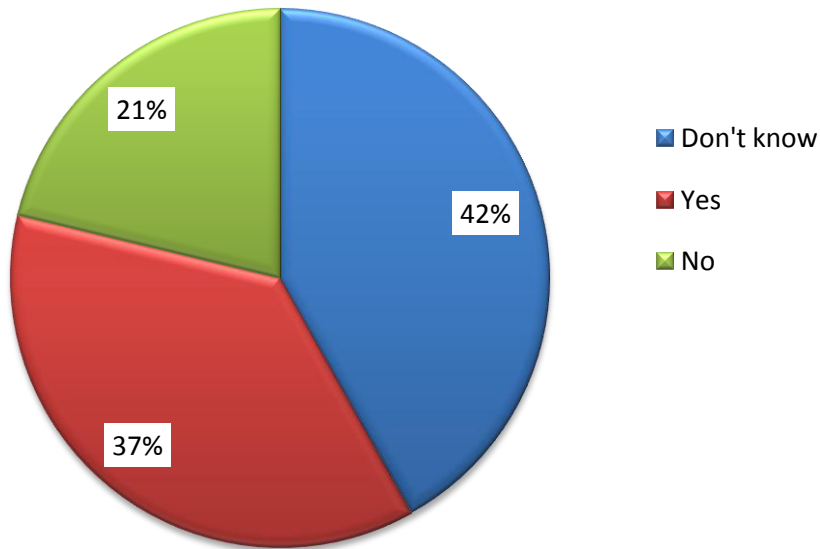
**Q2.4 – If you were no longer entitled to one free companion bus pass with your concessionary bus pass, which statement(s) best describe what you would do as an alternative?**



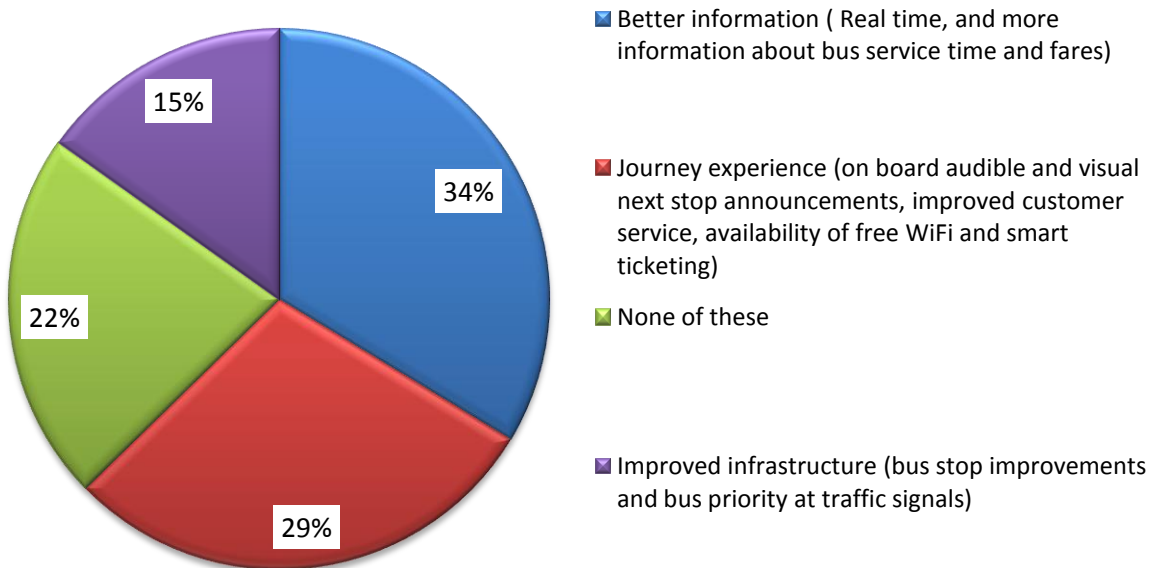


**Section 3: Your Say**

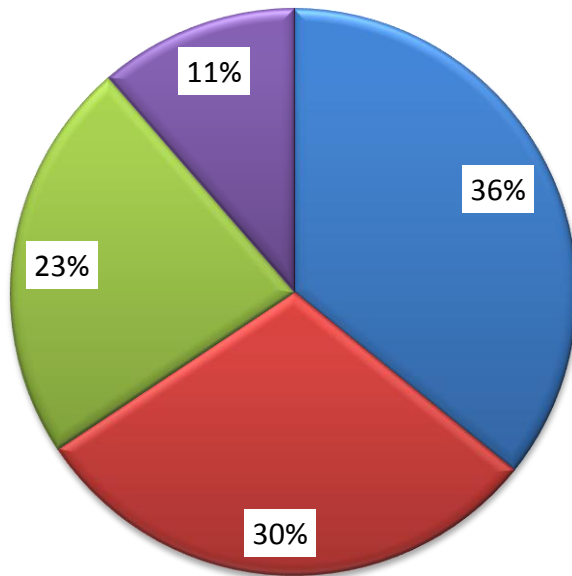
**Q3.1 – One way to provide rural public transport could be to invest in a community transport scheme, run by the community. Do you think this is a good idea?**



**Q3.2 What would encourage you to start using bus travel? (non bus user respondents)**



**Q3.2 What would encourage you to increase your bus travel? (bus user respondents)**



■ Better information ( Real time, and more information about bus service time and fares)

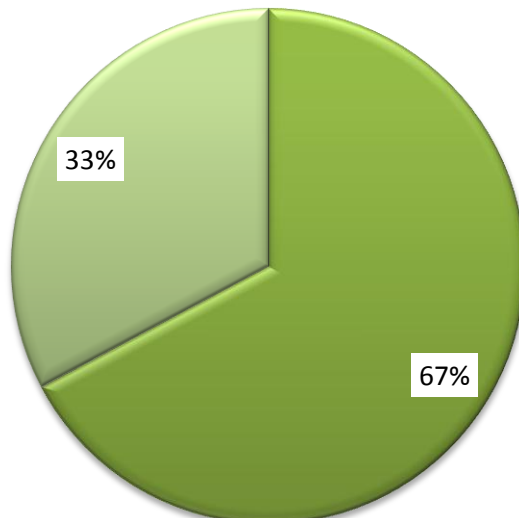
■ Journey experience (on board audible and visual next stop announcements, improved customer service, availability of free WiFi and smart ticketing)

■ Improved infrastructure (bus stop improvements and bus priority at traffic signals)

■ None of these

**Q3.3 – Thinking about the bus service(s) you use, one way to reduce the subsidy paid by the council would be if bus companies increased their fares. Would you support a fare increase if it helped maintain the current service level?**

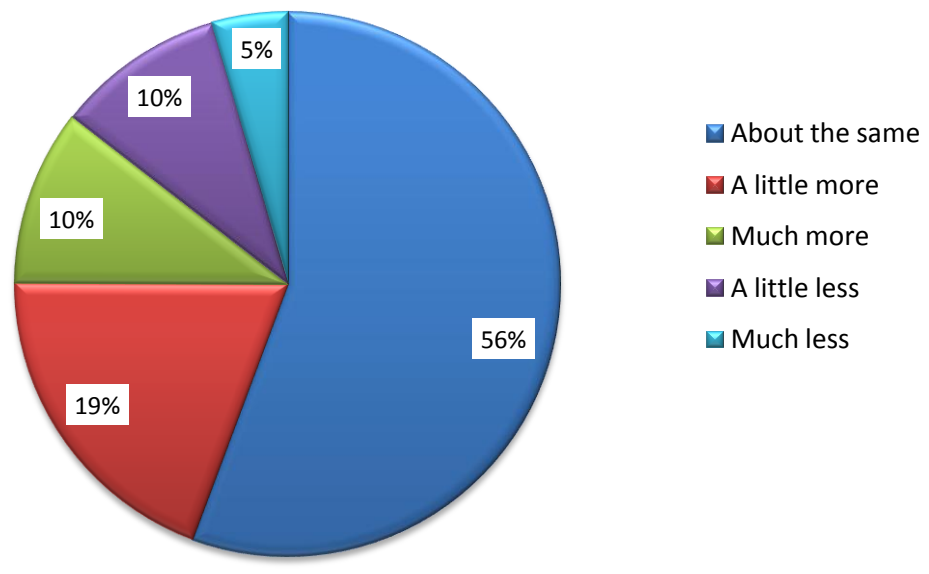
**(only fare paying custom**

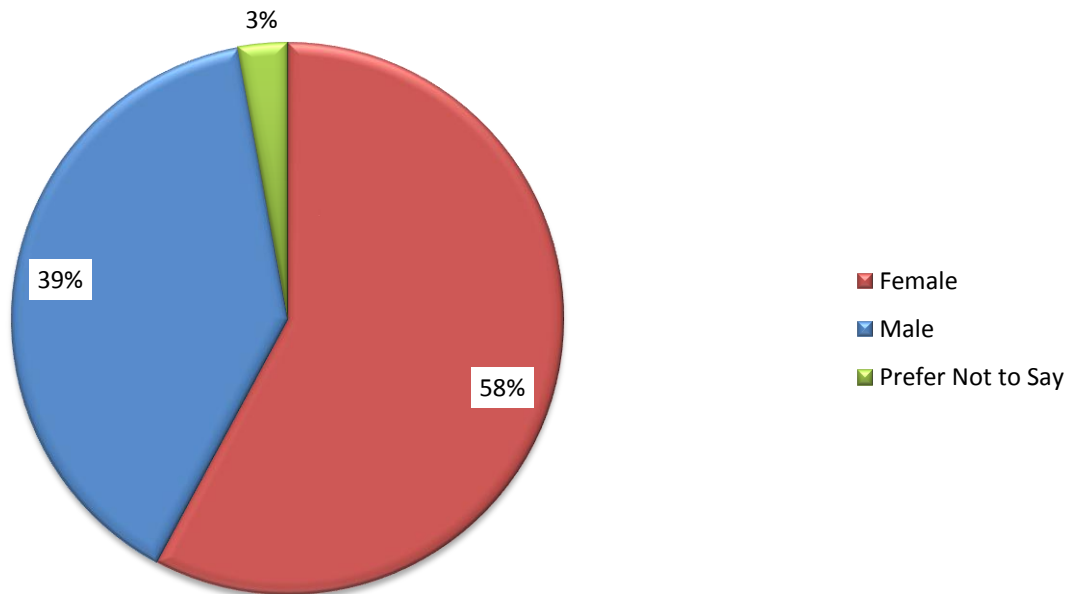
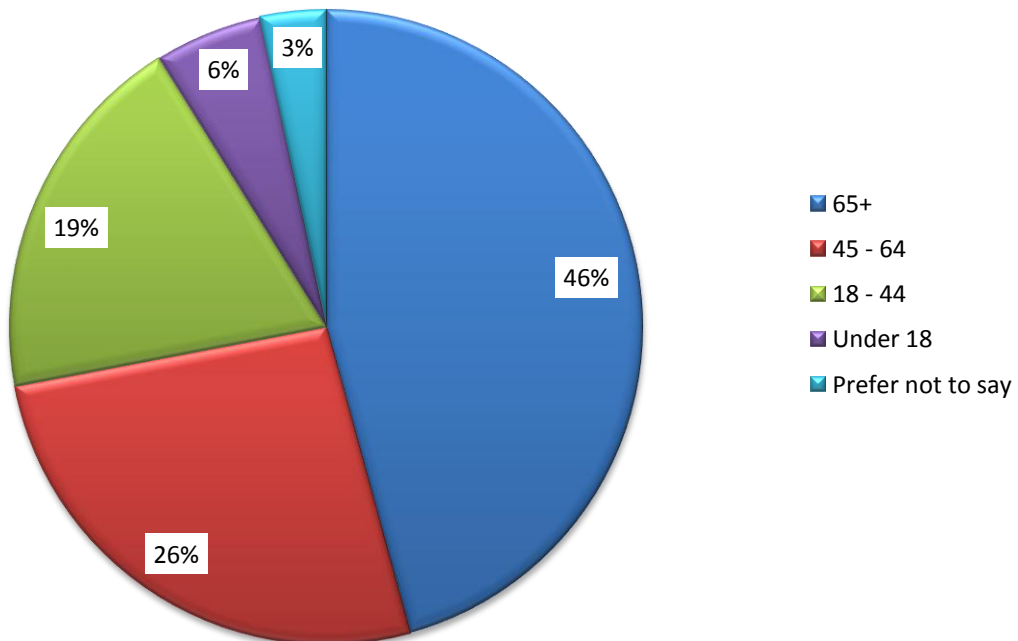


■ No

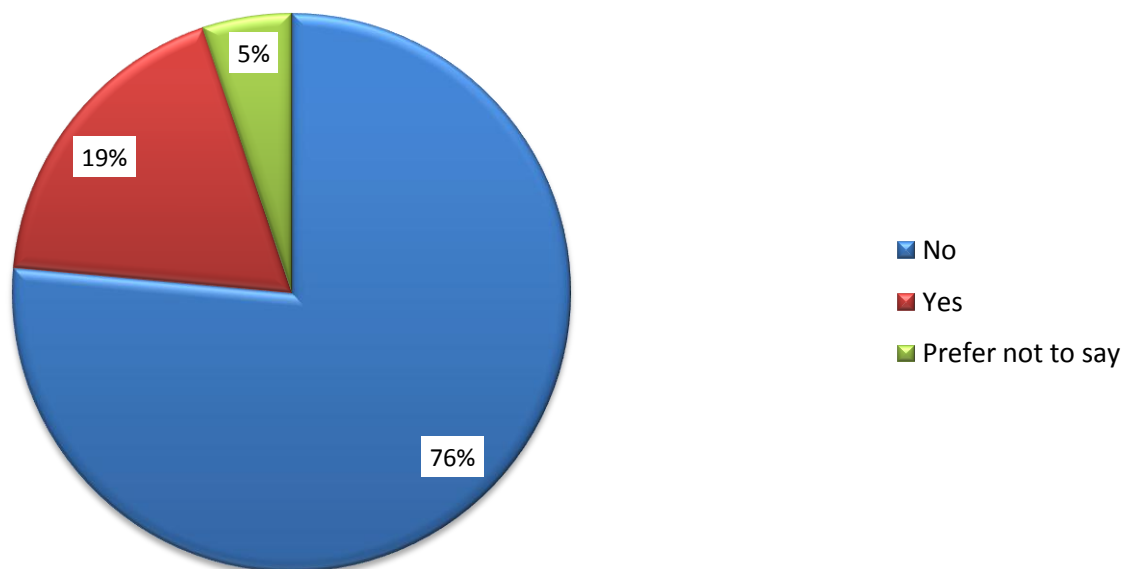
■ Yes

**Q3.4 How much should SCC be spending on supporting bus services?**

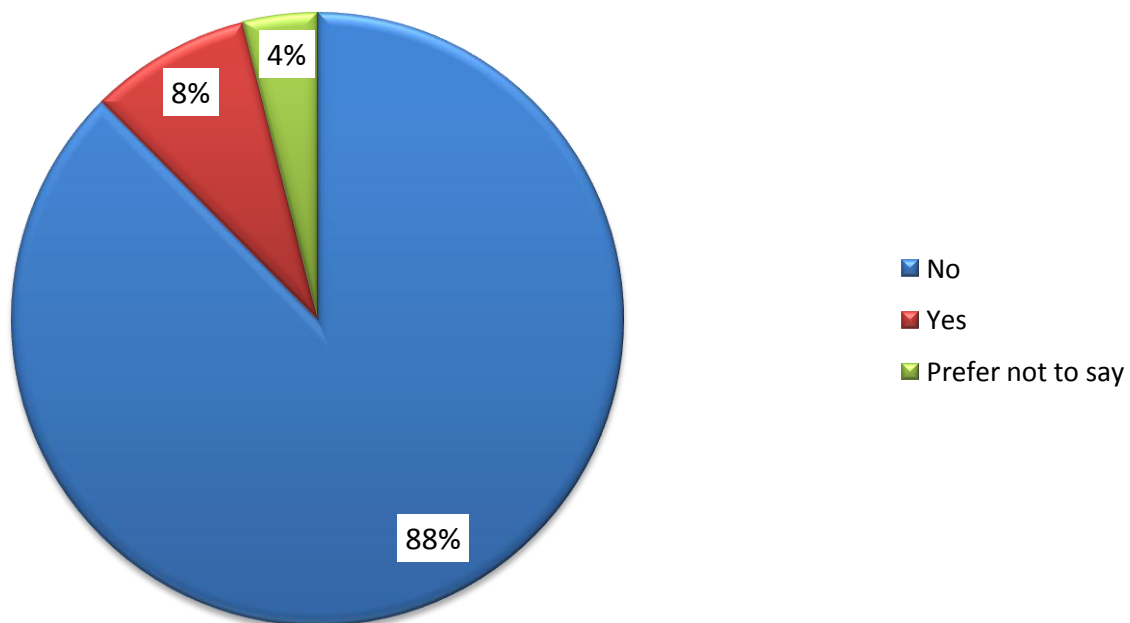


**Section 4: About you****Q4.1 – What is your gender?****Q4.2 – What is your age?**

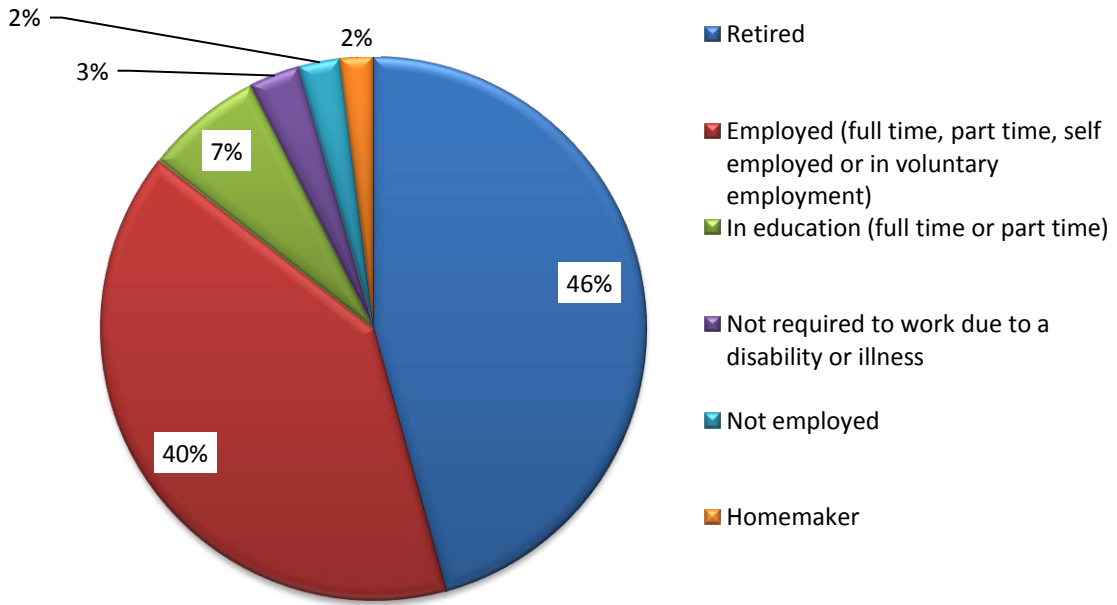
**Q4.3 – Do you consider yourself to have a disability or a longstanding condition which affects how you travel?**



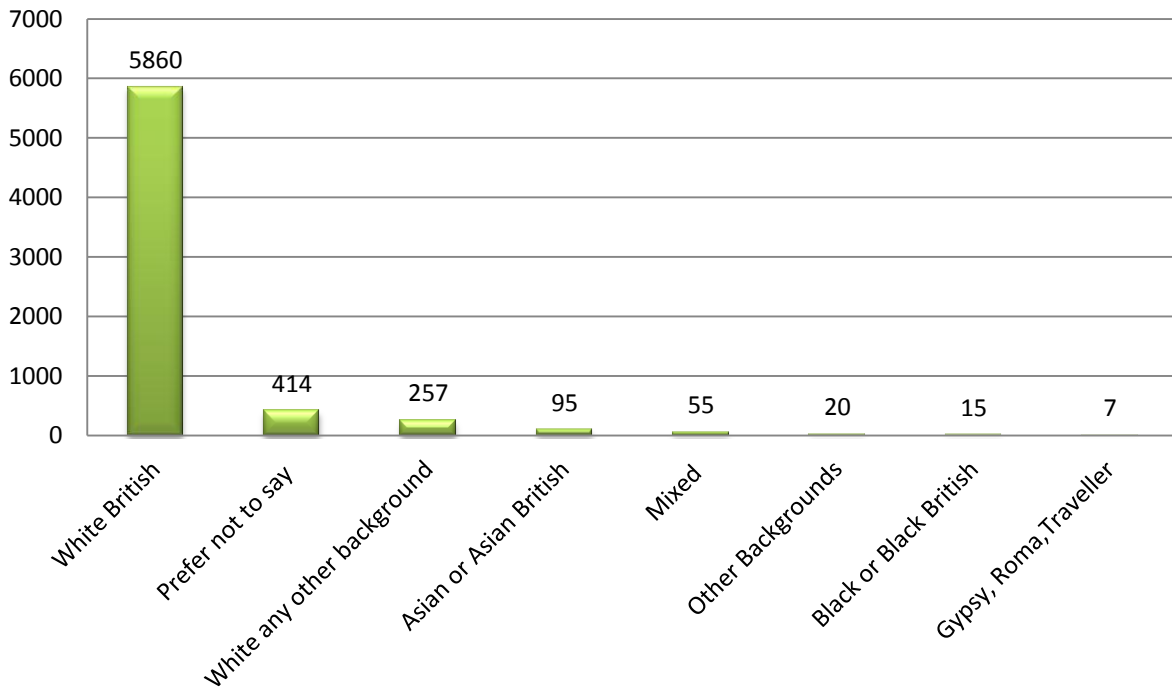
**Q4.4 – Do you have a caring responsibility for an adult or a child with a disability?**



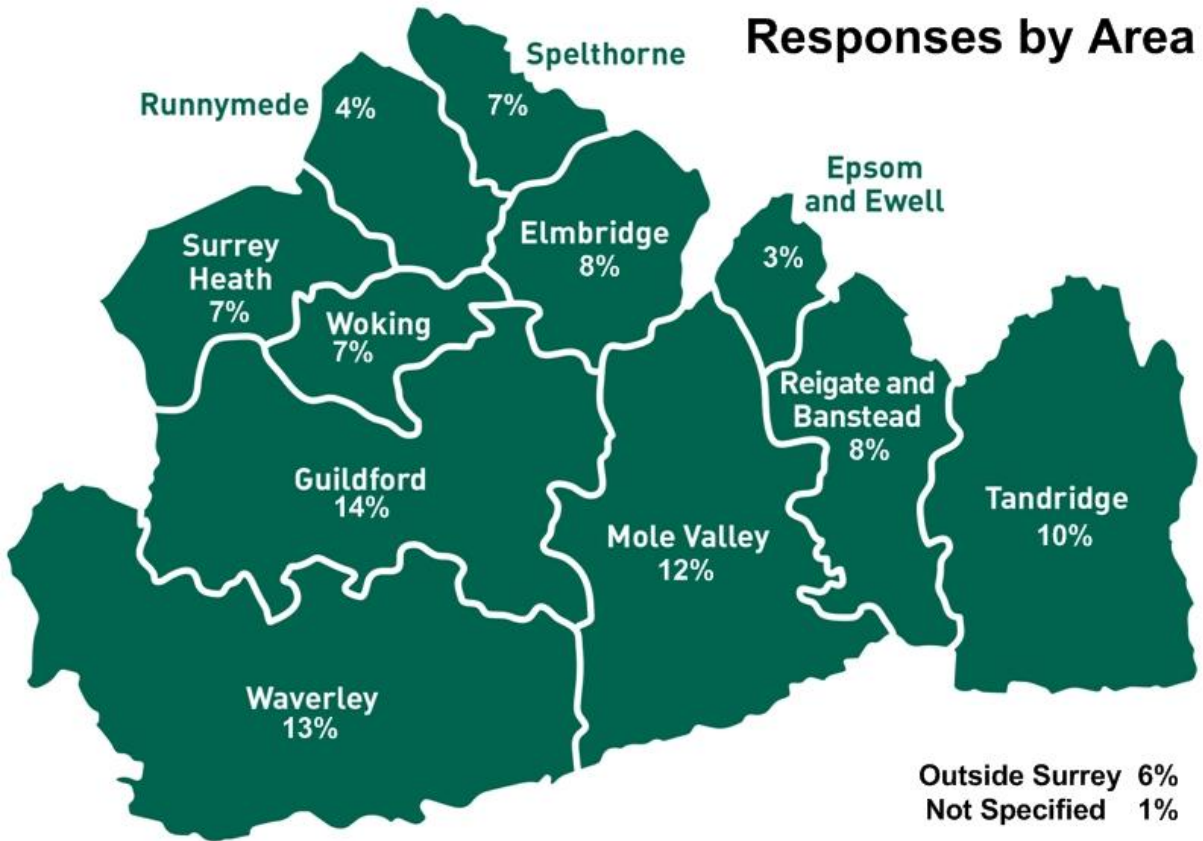
**Q4.5 – Which of the following categories do you feel best describes your employment status?**



**Q4.6 Which of the following categories best describes your ethnicity?**



Q4.7 Responses by area



| Borough/District   | Number of responses received | % of total response |
|--------------------|------------------------------|---------------------|
| Guildford          | 911                          | 14%                 |
| Waverley           | 845                          | 13%                 |
| Mole Valley        | 775                          | 12%                 |
| Tandridge          | 686                          | 10%                 |
| Elmbridge          | 549                          | 8%                  |
| Reigate & Banstead | 543                          | 8%                  |
| Surrey Heath       | 491                          | 7%                  |
| Spelthorne         | 487                          | 7%                  |
| Woking             | 480                          | 7%                  |
| Runnymede          | 261                          | 4%                  |
| Epsom & Ewell      | 231                          | 3%                  |
| Outside Surrey     | 427                          | 6%                  |
| Not specified      | 37                           | 1%                  |
| <b>Grand Total</b> | <b>6723</b>                  | <b>100%</b>         |

### Breakdown of comments and suggestions by issue (Free text box in the questionnaire)

Responses to the free text box in the questionnaire have been reviewed extensively. The table below gives a breakdown of these comments received. For each issue an example of what was said has been provided.

| Issue  | Number of comments received | Example of comments   |
|--|-----------------------------|---|
| Maintain bus service                           | 411                         | <ul style="list-style-type: none"> <li>The 478 bus service is essential to both east and west Horsley, particularly to shop in Horlsey village and also access to Guildford. To beg a lift from a neighbour is demeaning.</li> <li>Request to maintain the 16 bus service, as it's the only way to access essential services for older people.</li> </ul>   |
| Increase the frequency of bus service          | 349                         | <ul style="list-style-type: none"> <li>In the morning and evening peak (Monday to Friday), the 117 service desperately needs an increase in frequency; the route is limited to single-deck vehicle operation, so passengers are either unsafely packed onto these vehicles or cannot board at all.</li> <li>Running bus services at 1-2 hour frequencies with no service in the evenings/Sundays does not really offer a service. People reliant on public transport have to plan their day around infrequent bus services</li> </ul> |
| Extending the route/providing a better service | 236                         | <ul style="list-style-type: none"> <li>Extend bus route 20 (fastway) into The Acres, Horley as the new development phases are a 15 min walk from the current bus stop. This would assist the less able to use the bus more often</li> <li>There really needs to be better transport options between Chilworth and Godalming. I live in Chilworth and go to Godalming College and it's really annoying that there's no bus/train that goes directly there.</li> </ul>  |
| Bus reliability/punctuality                    | 212                         | <ul style="list-style-type: none"> <li>Buses keeping to time, at lot of the buses are late, if driven left main bus stations on time services would improve.</li> <li>Buses are far to unreliable and infrequent and stop far too early in the day to be considered a viable option for me a Godalming resident</li> </ul>  |
| Older person concessionary pass                | 155                         | <ul style="list-style-type: none"> <li>As an older person with a concession card I would be willing to contribute to fares by buying this card on an annual basis like a Seniors Railcard and at a similar price.</li> <li>As a pensioner would be prepared to pay a token fare 50p to £1.00 a journey</li> </ul>   |
| Better information on bus services             | 115                         | <ul style="list-style-type: none"> <li>Access to correct timetables needs to be more easily available and clear. Information at bus stops is not clear enough. I would like to use buses if I could be sure the service was reliable</li> <li>Real time information is available on some services e.g. the 4/5 to and from the hospital but not on the route 70/71/72 that I need to complete my journey. Knowing how long I need to wait for a bus would save anxiety on visits to the hospital.</li> </ul>                          |
| Trains   | 106                         | <ul style="list-style-type: none"> <li>Buses should link to times when trains go from Dorking station more</li> <li>One way to improve public transport provision in Surrey</li> </ul>  |



|   |    |   |
|---|----|---|
|   |    | <p>Heath would be to work with the railway companies to improve train services from Frimley/Camberley/Bagshot. This would remove cars from the roads (particularly to/from Farnborough or Sunningdale).</p>   |
| Fares too high/Keep the same                                  | 93 | <ul style="list-style-type: none"> <li>• If fares were cheaper more people would use buses and therefore there would be fewer buses travelling almost empty and therefore unnecessarily.</li> <li>• Increasing bus fares would not make any difference to myself personally but would to younger family members who also travel by bus and would have to pay more per travel. Not everybody can afford a car and buses are expensive enough.</li> </ul>   |
| Community Transport   | 88 | <ul style="list-style-type: none"> <li>• Dial a Ride provide a door to door service which is invaluable as I have hip problems &amp; can't walk far.</li> <li>• Community transport services could do as good a job as the current big operators. More frequent services with a more courteous approach to passengers.</li> </ul>   |
| Social impact/isolation concerns/access to essential shopping | 85 | <ul style="list-style-type: none"> <li>• Bus services are vital to the older community. This allows them to get in to shops and visit friends and relations.</li> <li>• Bus services are vital and need to be supported. Elderly people with no bus services would be confined to the house or local area. This would significantly contribute to an increased need for other costly services.</li> </ul>   |
| Better infrastructure   | 82 | <ul style="list-style-type: none"> <li>• Guildford Bus station needs updating – information on screens are inaccurate, seating areas are poorly maintained, If a bus never appears, there is no information for travellers despite having the Arriva bus apps on my phone.</li> <li>• Bus shelters need to be better and we need at more bus stops. Why would you think it reasonable to expect passengers to wait in the rain. Disgraceful. Invest in bus shelters.</li> </ul>   |
| Congestion  | 76 | <ul style="list-style-type: none"> <li>• Congestion on hogs back/A3 is ridiculous at peak hours</li> <li>• Buses are essential in Surrey given the very busy roads and unpleasant driving conditions. Buses help reduce congestion and are the only means of transport for many.</li> </ul>   |
| Bus driver/condition of the bus                               | 75 | <ul style="list-style-type: none"> <li>• Better training for drivers, such as how to address people politely, to be a little more friendly. There are a hard core of drivers whom lack good social skills.....something which would not be tolerated in many other front-line posts.</li> <li>• The buses on route 464 are rattly old boneshakers and pretty uncomfortable, especially in view of the nature of the roads on the route, these being steep hills, narrow country lanes etc. A smaller more comfortable vehicle would be welcomed.</li> </ul> |
| Education travel  | 74 | <ul style="list-style-type: none"> <li>• The 465 bus service is an essential route to get children to and from two high schools in Dorking. These families would be completely stuck if the service was no longer available.</li> <li>• Both my children rely on the 695 to get to their school. Without this service it would be extremely difficult for them to get to and from Bishop Wand School safely and securely.</li> </ul>  |
| No alternative mode   | 62 | <ul style="list-style-type: none"> <li>• I don't drive and there are no trains to my work.</li> </ul>   |

|   |    |   |
|---|----|---|
| of transport                                  |    | <p>Furthermore elderly people rely heavily on buses and it is their life line.</p> <ul style="list-style-type: none"> <li>The bus service is my only means of transport. Sunday services are a must and should not be used as a cost cutting exercise.</li> </ul>   |
| Spend comparison to neighbouring authorities  | 57 | <ul style="list-style-type: none"> <li>I suspect SCC is not demanding value for money. This does not mean the individual bus costs are too high but the expenditure is not being intelligently targeted.</li> <li>Hampshire County Council may spend half of that spent by Surrey CC but the bus service in Portsmouth/Southsea is excellent. I visit Southsea frequently and use the buses.</li> </ul> |
| Change the fare structure                     | 51 | <ul style="list-style-type: none"> <li>Price of an adult ticket for bus travel is not proportional to the amount of distance travelled compared to that of a train ticket where the distance covered is far greater on a train.</li> </ul>  |
| Medical appointments                          | 39 | <ul style="list-style-type: none"> <li>Very difficult to use buses to attend medical appointments because of unreliable bus times, sometimes the bus is more than 10 mins late and occasionally never arrives</li> </ul>  |
| Environment                                   | 37 | <ul style="list-style-type: none"> <li>We were encouraged to use public transport to lower our so called carbon footprint. Is this policy now to be forgotten?</li> </ul>   |
| Disabled concessionary pass                   | 37 | <ul style="list-style-type: none"> <li>Guildford Disabled Pass Holder. Pass enables me to get to work. If I had to pay I wouldn't be able to get to my job.</li> </ul>  |
| Bus accessibility issues                      | 36 | <ul style="list-style-type: none"> <li>I can't use a bus as I am in a mobility scooter and the buses won't take them</li> </ul>   |
| Government/Local Authority /management issues | 26 | <ul style="list-style-type: none"> <li>Don't think any council or government should subsidise any public transport, they don't subsidise our food bills or energy bills or flights to holiday destinations so why transport? You pay for what you get. Nothing in this life if free!</li> </ul>   |
| Park & Ride                                   | 23 | <ul style="list-style-type: none"> <li>Park and ride essential with a gridlocked town like Guildford. We need a modern, user friendly bus station that does Guildford justice. More park and ride facilities if space permits. The 300 service is well used and a real success story.</li> </ul>  |
| Employment                                    | 21 | <ul style="list-style-type: none"> <li>Metrobus provides an incredible reliable service throughout the area; this supports jobs and businesses in the areas. Without it the town would greatly suffer</li> </ul>  |
| Smart ticketing                               | 19 | <ul style="list-style-type: none"> <li>A link with Oyster card system would make travelling easier and simpler in addition to reduced hassle and time-consumption</li> </ul>  |
| Reduce bus service                            | 18 | <ul style="list-style-type: none"> <li>No need to waste public money on bus services to rural areas. It cannot be value for money and if people choose to live away from train lines and other transport links that is their problem that I should not be paying for</li> </ul>   |
| Parking                                       | 17 | <ul style="list-style-type: none"> <li>Increase parking charges in towns and cities like Guildford.</li> </ul>  |
| Council Tax                                   | 11 | <ul style="list-style-type: none"> <li>If there was a higher band for the most expensive homes for council tax would that not provide additional income from those most able to pay towards services.</li> </ul>  |
| Cycling                                       | 10 | <ul style="list-style-type: none"> <li>If Surrey invested in safe, continuous cycle infrastructure then there would be less cars and people would be able to go by bike (even old and disabled). How much do you spend per head on bike infrastructure, bet it is a fraction of the bus spend.</li> </ul>   |

|                              |   |  |
|------------------------------|---|--|
| Councillors                  | 6 | <ul style="list-style-type: none"><li>• Reduce the over inflated wages, pensions and expenses of councillors might be a better way to start saving money other than to hit the hard pressed with more transport costs rises.</li></ul> |
| In support of fare increases | 5 | <ul style="list-style-type: none"><li>• Would rather pay for local bus than lose it. Plenty of money for 1 parent families with lots of kids. Why take local buses away from old people as will be isolated</li></ul>                  |

## Appendix D: List of stakeholders that responded to the consultation

A number of responses were received to the consultation from stakeholder organisations. These have been reviewed and will be considered when drawing up the plans for changes. A list of those who responded can be found below:

### Local Authorities

- Spelthorne Borough Council
- Woking Borough Council
- Waverley Borough Council
- Tandridge District Council
- Reigate and Banstead Council
- Guildford Borough Council
- Surrey Heath Borough Council

### Town and Parish Councils

- Farnham Town Council
- Witley Parish Council
- Horley Town Council
- Hambledon Parish Council
- Yateley Town Council
- Ash Parish Council
- Caterham on the Hill Parish Council
- Outwood Parish Council
- Salford & Sidlow Parish Council
- Warlingham Parish Council
- West Clandon Parish Council

### Residents and housing associations

- Burgh Heath Residents Association
- Molesey Residents Association
- Compton Village Association
- Stanwell Moor Residents Association
- Jacobs Wells Residents Association
- English Rural Housing Association
- Windlesham Neighbourhood Plan

### Education and training

- Oxted School
- Secondary Phase Council
- Rosebery School
- Waverley Training Services
- Strode's College
- Bletchingley Skills Centre
- Brooklands College

### Healthcare

- Ashford and St Peter's Hospital NHS Foundation Trust
- Action for carers (Surrey)
- Carers support (Guildford)

### Voluntary, Charity, Faith and Other Groups

- North West Surrey Bus User Group
- Reigate and Banstead Green Party
- East Surrey Rural Transport Partnership
- Friends of the Earth - Guildford and Waverley
- Project Oasis North Downs (Puttenham Eco Camping Barn) Downs

Appendix E: List of subsidised local bus services

| Route No. | Route Direction                            | Funding Status                  | Route No.   | Route Direction                         | Funding Status                  |
|-----------|--|---------------------------------|-------------|---|---------------------------------|
| 2         | Camberley-Frimley-Farnborough              | Primarily Commercially provided | 459         | Kingston-Weybridge-Addlestone-Woking    | Fully-funded                    |
| 3         | Guildford-Bellfields Estate                | Primarily Commercially provided | 461         | Kingston-Weybridge-St Peter's hospital  | Primarily Commercially provided |
| 3         | Camberley-Mytchett-Aldershot               | Primarily Commercially provided | 462/463     | Guildford-Send-Woking                   | Fully-funded                    |
| 4/5       | Farnham-Sandy Hill-Aldershot               | Primarily Commercially provided | 465         | Dorking-Leatherhead-Kingston            | Partially-funded                |
| 4/5       | Guildford-Park Barn                        | Primarily Commercially provided | 467         | Hook-Ewell-Epsom                        | Partially-funded                |
| 8         | The Mount- Guildford town centre           | Fully-funded                    | 470         | Epsom-Sutton-Morden                     | Partially-funded                |
| 11        | Farnborough-Camberley-Frimley              | Fully-funded                    | 478         | Guildford-West Horsley-Leatherhead      | Fully-funded                    |
| 16        | Rowledge-Farnham-Weybourne                 | Fully-funded                    | 479         | Epsom-Leatherhead-Guildford             | Primarily Commercially provided |
| 18        | Guildford-Onslow Village                   | Fully-funded                    | 500         | Camberley-Windlesham-Staines            | Fully-funded                    |
| 19        | Aldershot-Farnham-Haslemere                | Partially-funded                | 503/523/538 | Hambledon-Godalming-Chilworth-Guildford | Fully-funded                    |
| 20        | Crawley-Gatwick-Horley(Fastway)            | Partially-funded                | 504/505     | Haslemere shoppers service              | Fully-funded                    |
| 23        | Guildford-Ash-Aldershot                    | Primarily Commercially provided | 509         | East Grinstead-Lingfield-Caterham       | Fully-funded                    |
| 23        | Newdigate-Chart Downs-Dorking-Holmbury     | Fully-funded                    | 513         | Downside-Oxshott-Kingston               | Fully-funded                    |
| 23/25     | Guildford-Boxgrove Park-Peaslake-Cranleigh | Fully-funded                    | 514         | Hersham-Molesey-Kingston                | Fully-funded                    |
| 24        | Guildford-Birtley-Cranleigh                | Fully-funded                    | 515         | Kingston-Cobham-Guildford               | Partially-funded                |
| 28        | Guildford-Pirbright-Woking                 | Partially-funded                | 516         | Dorking-Boxhill-Leatherhead-Epsom       | Fully-funded                    |
| 29        | Ashcombe / Priory                          | Fully-funded                    | 520         | Aldershot-Christmaspie-Guildford        | Fully-funded                    |
| 32        | Guildford-Dorking-Redhill                  | Partially-funded                | 522         | Newdigate-Leigh-Dorking                 | Fully-funded                    |
| 34/35/47  | Guildford-Woking-Camberley                 | Partially-funded                | 525         | Albury-Chilworth-Cranleigh              | Fully-funded                    |
| 36/37     | Guildford-Merrow-Burpham                   | Primarily Commercially provided | 526/527     | Crawley-Charlwood-Horley-Crawley        | Fully-funded                    |
| 39/40     | Chobham/Woking area shopper services       | Fully-funded                    | 533         | Ewhurst-Ockley-Dorking-Ranmore          | Fully-funded                    |
| 42        | Guildford-Godalming-Cranleigh              | Partially-funded                | 540         | Woldingham-Caterham-Redhill             | Fully-funded                    |
| 43/45     | Godalming/Rodborough                       | Fully-funded                    | 545         | Walliswood-Holbury-Blackheath-Guildford | Fully-funded                    |
| 46        | Guildford-Elstead-Aldershot                | Fully-funded                    | 555         | Walton-Sunbury-Heathrow Airport         | Fully-funded                    |
| 48        | Woking-Deepcut-Frimley                     | Fully-funded                    | 557         | Woking-Chertsey-Sunbury-Hatton Cross    | Fully-funded                    |
| 50        | Ockley-Walliswood-Horsham                  | Fully-funded                    | 564         | Whitley Village-Hersham-Walton-Xcel     | Fully-funded                    |
| 53        | Guildford-Cranleigh-Ewhurst                | Primarily Commercially provided | 566/567     | Staines-Thorpe-Knowle Hill              | Fully-funded                    |
| 59        | Haslemere town service                     | Fully-funded                    | 570-574     | Spelthorne shopper services             | Fully-funded                    |
| 70/71     | Guildford-Haslemere-Midhurst               | Partially-funded                | 591         | Stanwell Moor-Long Lane-Staines         | Fully-funded                    |
| 72        | Guildford - Aarons Hill                    | Primarily Commercially provided | 592/593     | Runnymede/Woking shoppers services      | Fully-funded                    |
| 73        | Woking-Chobham                             | Fully-funded                    | 594/595     | Oxted-Westerham                         | Fully-funded                    |
| 81        | Woking-Barnsbury                           | Fully-funded                    | 599         | Holmbury-Cranleigh- Guildford           | Fully-funded                    |

|                |  |                                 |     |  |              |
|----------------|--|---------------------------------|-----|--|--------------|
| 83             | Collingwood School                       | Fully-funded                    | 603 | Oxted School                                   | Fully-funded |
| 84             | Collingwood School                       | Fully-funded                    | 606 | Oxted School                                   | Fully-funded |
| 85             | Collingwood School                       | Fully-funded                    | 610 | Oxted School                                   | Fully-funded |
| 87             | Collingwood School                       | Fully-funded                    | 623 | Ashtead-Epsom                                  | Fully-funded |
| 91             | Woking-Goldsworth Park-Knaphill          | Primarily Commercially provided | 637 | Salesian School                                | Fully-funded |
| 93             | Dorking-Holmwood-Horsham                 | Partially-funded                | 649 | St. Bedes School                               | Fully-funded |
| 100            | Crawley-Horley-Redhill                   | Primarily Commercially provided | 656 | Strodes College                                | Fully-funded |
| 117            | Staines-Feltham-Hounslow                 | Partially-funded                | 658 | Reigate School                                 | Fully-funded |
| 123            | Horley town service                      | Partially-funded                | 661 | Hinchley Wood School                           | Fully-funded |
| 166            | Epsom-Banstead-Croydon                   | Partially-funded                | 663 | Esher High School                              | Fully-funded |
| 203            | Staines-Bedfont-Hounslow                 | Partially-funded                | 667 | Matthew Arnold School                          | Fully-funded |
| 216            | Staines-Sunbury-Kingston                 | Partially-funded                | 676 | Therfield School                               | Fully-funded |
| 236            | Oxted-Westerham-Lingfield-Crawley        | Fully-funded                    | 678 | Howard of Effingham School                     | Fully-funded |
| 293            | Epsom-Ewell-Morden (TFL)                 | Partially-funded                | 690 | St John Baptist/Winston Churchill School       | Fully-funded |
| 315            | Dormansland-Lingfield-Redhill            | Partially-funded                | 694 | Broadwater School                              | Fully-funded |
| 318            | Banstead-Nork-Burgh Heath-Epsom          | Fully-funded                    | 694 | St Marys Oxted School                          | Fully-funded |
| <del>400</del> | Staines-Charlton-Shepperton-Walton       | Fully-funded                    | 695 | Bishop Wand School                             | Fully-funded |
| <del>430</del> | Thamesmead School                        | Fully-funded                    | 697 | St Josephs School                              | Fully-funded |
| <del>408</del> | Epsom-Leatherhead-Cobham                 | Fully-funded                    | 813 | Thamesmead School                              | Fully-funded |
| <del>439</del> | Caterham-Warlingham-Selsdon              | Fully-funded                    | 814 | Esher High School                              | Fully-funded |
| 410            | Redhill-Godstone-Oxted                   | Primarily Commercially provided | 862 | Therfield School                               | Fully-funded |
| 411            | West Molesey-Kingston                    | Partially-funded                | 866 | Beacon School                                  | Fully-funded |
| 420/460/480    | Epsom-Tadworth /Sutton-Tadworth-Redhill  | Fully-funded                    | 868 | Blenheim/Epsom & Ewell High/ St Josephs School | Fully-funded |
| 424            | Redhill-Reigate-Horley-Copthorne-Crawley | Fully-funded                    | 881 | Rydens School                                  | Fully-funded |
| 430/435        | Merstham-Redhill-Reigate                 | Primarily Commercially provided | DRT | Tandridge area                                 | Fully-funded |
| 436            | Woking-Byfleet-Weybridge                 | Primarily Commercially provided | DRT | Farnham Area Waverley Hoppa DRT                | Fully-funded |
| 437            | Woking-Pyrford-West Byfleet              | Fully-funded                    | DRT | Farley Green Taxi Bus                          | Fully-funded |
| 438            | Staines-Royal Estate-Shepperton          | Fully-funded                    | E16 | Epsom-Stoneleigh-Worcester Park                | Fully-funded |
| 446            | Woking-Addlestone-Staines                | Primarily Commercially provided | E5  | Watersedge-Epsom-Langley Vale                  | Fully-funded |
| 451            | Staines-Addlestone-Brooklands            | Fully-funded                    | E9  | Epsom-Manor Park-Clarendon Park                | Fully-funded |
| 458            | Kingston-Walton-Staines                  | Fully-funded                    |     |  |              |

**Funding status key :** **Fully-funded:** Service is fully funded by SCC, **Partially-funded:** Service is partially funded by SCC, **Primarily commercially provided:** Commercial services that receives some top-up support such as evening and Sunday services, provided by the council



# HAVE YOUR SAY ON LOCAL TRANSPORT



We're reviewing local bus services, community transport and concessionary travel in Surrey. Have your say and help us to provide the services you need the most.

Complete this questionnaire or visit [surreycc.gov.uk/transportreview](http://surreycc.gov.uk/transportreview) by 14 January 2015.

RESPONSE SERVICE  
Licence No KT2451

2

Surrey County Council  
Bus Planning Team

County Hall  
Penrhyn Road  
Kingston upon Thames  
KT1 2BR



# TRAVELLING AROUND SURREY: HAVE YOUR SAY ON LOCAL TRANSPORT

Increased demand for essential services such as adult social care and school places, coupled with reduced Government funding, means Surrey County Council needs to review its spend on all the services it provides for the county's residents.

One of those services is local transport where the council currently spends around £8.9m a year subsidising public buses, one of the highest spends in South East England. 29 million passenger trips are made each year on Surrey buses, half of them on services that we subsidise. Per passenger the subsidies range from 13p to £10.64 per journey. There is also a £640,000 annual spend on community transport and £8.7m on concessionary fares, including some extra discretionary concessions for disabled people and their carers.

The aim of the transport review is to make savings while maintaining the services that residents rely on most, services that get people to work, hospitals, schools and supermarkets. To achieve this we need your views. Plans will only be drawn up after you have had your say and a number of factors will be considered before a final decision is made.

So please complete this questionnaire by **Wednesday 14 January 2015** and help us to ensure we spend the budget on providing the services you need the most. This survey should take you no longer than 15 minutes to complete.

## Section 1: Your bus and/or community transport usage

Q1.1 Have you used bus services in Surrey in the past 12 months?

Yes  No

If you've answered yes to Q1.1, please skip to Q1.3.

---

Q1.2 Which statement(s) best describe why you don't use bus services in Surrey?

- Too expensive
  - Availability of fare information in advance of travel
  - Don't run frequently enough
  - Journey times too long
  - Cannot rely on timetable
  - No bus service where I live
  - Bus doesn't go where I want it to
  - Prefer other modes of transport (driving, cycling, walking etc)
- 

Q1.3 Do you use community transport (eg, Dial-a-Ride, community minibuses, voluntary car schemes or taxi vouchers)?

Yes  No

If you've answered yes to Q1.3, please skip to Q1.5.

**Community transport is aimed at individuals and groups who:**

- May have a disability that prevents them using conventional public transport services.
- Are at a social disadvantage (eg, because of where they live, including young and elderly people or those on low incomes).

**Q1.4 Which statement best describes why you don't use community transport services in Surrey?**

- Don't need to use it as I have no issues using/accessing other forms of transport
- Do have public transport accessibility issues but not aware of what community transport schemes there are in my area
- Do have public transport accessibility issues but community transport schemes in my area are not suitable for my needs
- None of the above

If you've answered no to Q1.1 and Q1.3, please skip to section 2

Please let us know about the bus services and/or community transport services that you use most regularly (maximum of 3 services)

**Q1.5 What is the number of the bus service or community transport service that you use?**

| Service 1 | Service 2 | Service 3 |
|-----------|-----------|-----------|
|           |           |           |

**Q1.6 How frequently do you use each of these services?**

|                                  | Service 1                | Service 2                | Service 3                |
|----------------------------------|--------------------------|--------------------------|--------------------------|
| 6 -7 days per week               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 -5 days per week               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 -2 days per week               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Less often than any of the above | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Q1.7 What times of the day do you use each of these services?**

|               | Service 1                | Service 2                | Service 3                |
|---------------|--------------------------|--------------------------|--------------------------|
| Before 9.30am | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.30am-3pm    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3pm-6pm       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6pm-8.30pm    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.30pm-1am    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Q1.8 What is/are the main reason(s) for using this service?**

|  | Service 1                | Service 2                | Service 3                |
|--|--------------------------|--------------------------|--------------------------|
| Travelling to/from work  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travelling to/from school, college or university                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Attending medical appointments (hospitals, doctors and dentists)     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travelling to/from shops to do essential shopping (eg, food)         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travelling to/from shops to do non essential shopping (eg, clothing) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Visiting leisure/recreational activities                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Visiting friends or relatives  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Visiting care/community centres                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Q1.9 If these service were no longer available to you, what would you do to make this journey?**

|                                   | Service 1                | Service 2                | Service 3                |
|-----------------------------------|--------------------------|--------------------------|--------------------------|
| Walk                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Cycle                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travel by taxi                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travel by train                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Travel by personal car/motorcycle | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Get a lift                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Use a car club                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Use a car sharing scheme          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Would not travel                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Q1.10 Please rank how important the service is to you?**

|                      | Service 1                | Service 2                | Service 3                |
|----------------------|--------------------------|--------------------------|--------------------------|
| Very Important       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Important            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Moderately important | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Of little importance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Unimportant          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Section 2: Concessionary bus pass holders (disabled person's and older person's)

**Q2.1 Do you hold a disabled person's or older person's concessionary bus pass?**

- Yes I have a disabled person's bus pass
- Yes I have an older person's bus pass
- No

If you answered, Yes I have a disabled person's bus, please continue to Q2.2

If you answered, Yes I have an older person's bus pass, please skip to Q2.3

If you answered No, please skip to section 3

---

**Q2.2 If bus travel with your concessionary bus pass were no longer free before 9:30am and after 11:00pm and you had to travel, which statement(s) would best describe what you would do as an alternative?**

- Pay for a bus journey
- Use an alternative mode of paid transport (eg, taxi)
- Use an alternative mode of free transport (eg, get a lift)
- Travel by bus between 9.30am and 11.00pm
- Not travel

**Q2.3 Do you hold a companion bus pass? (These are bus passes that are issued to qualifying Surrey residents who cannot travel without assistance.)**

- Yes
- No

If you've answered No to Q2.3, please skip to section 3

---

**Q2.4 If you were no longer entitled to one free companion bus pass with your concessionary bus pass, which statement(s) best describe what you would do as an alternative?**

- I would pay for my companion's travel
- Companion would pay for own travel
- I would be able to travel on my own
- I wouldn't be able to travel

### Section 3: Your Say

**Q3.1** One way to provide rural public transport could be to invest in a community transport scheme, run by the community. Do you think this is a good idea?

- Yes
  - No
  - Don't know
- 

**Q3.2** What would encourage you to start using bus travel/ increase your bus travel?

- Availability of free WiFi
- Real time information
- Bus stop improvements (eg, new shelters, improved access to enable wheelchair users to get on/off the bus, etc)
- Bus priority at traffic signals to reduce journey times
- On board audible and visual next stop announcements
- Smart ticketing (eg, an oyster card style system)
- More information about available bus services, times and fares
- Improved customer service (eg, provision of better disability awareness training for drivers on the needs of disabled and frail older people)
- None of these

**Q3.3** Thinking about the bus service(s) you use, one way to reduce the subsidy paid by the council would be if bus companies increased their fares. Would you support a fare increase if it helped maintain the current service level?

- Yes
  - No
  - Don't use buses
- 

**Q3.4** Surrey County Council (SCC) spends £8.9 million in revenue every year supporting bus services, with a spend per head of £8.00. By comparison, Hampshire County Council spends £4.7 million, with a spend per head of £3.51, and Kent County Council spends £6.8 million, with a spend per head of £4.55. Taking this into account, how much do you think SCC should be spending on supporting bus services?

- Much more
  - A little more
  - About the same
  - A little less
  - Much less
- 

**Q3.5** Do you have any further thoughts that you would like to contribute? (Additional space available at the end of this questionnaire if required.)

## Section 4: About you

Data entered here will only be used for the purposes of evaluating and developing Surrey County Council's local transport services and will not be shared with any third parties. This information will be kept in accordance with the Data Protection Act 1998.

### Q4.1 What is your gender?

- Male
  - Female
  - Prefer not to say
- 

### Q4.2 Age?

- Under 18
  - 18 - 24
  - 25 - 44
  - 45 - 64
  - 65 - 74
  - 75+
  - Prefer not to say
- 

### Q4.3 Do you consider yourself to have a disability or a longstanding condition which affects how you travel?

- Yes
- No
- Prefer not to say

### Q4.4 Do you have a caring responsibility for an adult or a child with a disability?

- Yes
  - No
  - Prefer not to say
- 

### Q4.5 Which of the following categories do you feel best describes your employment status?

- Full time employment (30 hours or more per week)
  - Part time employment (less than 30 hours per week)
  - Self-employed (full time or part time)
  - Voluntary employment
  - Not employed
  - In full time education (school, college or university)
  - In part time education (school, college or university)
  - Homemaker
  - Not required to work due to a disability or illness
  - Retired
- 

### Q4.6 Which of the following categories best describes your ethnicity?

- White British
- White any other background
- Black or Black British
- Asian or Asian British
- Mixed
- Other Backgrounds
- Gypsy, Roma, Traveller
- Prefer not to say

**Q4.7** In order to better understand how residents use local transport, it's useful for us to know the town or area you live in. To help us with this, please enter your postcode minus the last two characters. For example, if your postcode is KT20 2EE please enter KT20 2.

Please enter your postcode (omitting the last two characters) here:

Thank you for taking the time to respond to this consultation. Whilst we'll carefully consider the responses that you give in the questionnaire, we are unable to respond to individual comments.

Please check [surreycc.gov.uk/transportreview](https://surreycc.gov.uk/transportreview) for updates on the review.

Further comments (continued)

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February 2015

# Surrey County Council Transport Review

Report of consultation events run in association with Bus Users UK

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**Bus Users**  
Working for passengers

|  |           |
|--|-----------|
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### Note from Surrey County Council – 27/05/15

When this report was written it wasn't know that a second consultation would be held on the proposals to change local bus services. SCC took this decision based on the feedback submitted in the first consultation which indicated a need to see the detail of the proposals before any changes were agreed. The views submitted in the second consultation will inform the final proposals for change. On 23 June the final proposals that have been drawn up following phases one and two of the consultation will go to Cabinet, the council's main decision making body for its consideration.

### Foreword

Bus Users UK is a non-profit organisation that campaigns on behalf of all passengers to improve standards in travel.

As a representative body, we recognise the diversity of bus passengers and appreciate how difficult it can be to capture the views of such a disparate group. Our mission, however, is to ensure that the voice of all passengers is heard, which is why we were keen to work with Surrey County Council (SCC) to enhance its planned consultation process.

SCC has been tasked in its medium term financial plan with delivering £2million in savings from an overall budget of £19.39 million for the three years from 2015/16. The aim of this review is to 'make savings while maintaining the services that residents rely on most, services that get people to work, hospitals, schools and essential shopping.' To achieve this, SCC has sought the views of the people who use those services.

Bus Users has a great deal of expertise in engaging with the range of groups that make up bus passengers, expertise that was considered by SCC to be valuable to the review process. Through an innovative pilot programme specifically designed for this review, Bus Users worked with SCC to devise a number of events, telephone surveys and focus groups to ensure that the views and concerns of the range of passengers in Surrey were more fairly represented.

While not all the suggestions went to plan at the implementation stage, SCC is to be commended for its commitment to this consultation and to making every effort to capture and consider the views of all passengers.

*Claire Walters*  
Chief Executive, Bus Users

### 1 Aims

Surrey County Council (SCC) has to make significant savings on its transport budget.

In order to save money while maintaining essential services, SCC has undertaken a local transport review and commissioned Bus Users to host a series of events to canvass the view of bus passengers.

The aim of these events was to target specific groups to ensure that as broad a range of views as possible was captured and represented within the consultation. These views would inform the final decision of the council's cabinet on 26 May 2015.

### 2 Summary

- SCC engaged Bus Users to provide expertise to its programme of public engagement as part of the consultation process
- Events were organised by SCC and local partners, including Bus Users, to gain the views of people affected by disability, the needs of local business and wider bus passenger groups. Where these events were held, the outcomes were extremely positive. However, there were some organisational

difficulties with events focused on the needs of elderly and younger people in Surrey and these events had to be cancelled at short notice. Bus Users attempted to gain the views of stakeholders in other ways, as did SCC

- Despite these difficulties the consultation received a significant response and SCC was satisfied with levels of participation
- While the exercise achieved its objectives, its overall success can only be determined if the views and input captured by the consultation process are reflected in the final decision taken in May
- While Bus Users was involved in the consultation process, it had no involvement in the transport planning and policy framework

### 3 Background to the review

#### 3.1 Current spend and provision

Officers from SCC have been tasked in its medium term financial plan with delivering £2million in savings from an overall budget of £19.39 million for the three years from the 2015/16, as part of the Council's response to a reduction in Central Government financial support

- The consultation document issued by SCC notes that it currently spends over £19 million on local transport, of which £8.9 million is spent on subsidising local bus services
- Around 29 million bus journeys are made by people in Surrey each year, and more than half of these journeys are made on bus services in Surrey that are not used by enough people to pay for the cost of running them commercially
- SCC pays between 50p and £3.00 for each journey taken by a passenger on these buses
- Around £8.7 million is spent by SCC on concessionary bus in Surrey and SCC currently enhances the national minimum scheme (9.30am to 11pm Mon-Fri, any time at weekends) by enabling disabled bus pass holders to travel at any time of any day and offering a companion pass to qualifying pass holders who cannot travel without assistance
- SCC spends around £0.643 million on community transport such as Dial-a-Ride, Community minibuses, voluntary car schemes and taxi vouchers
- Currently, around 31% of journeys are made by concessionary pass holders (mostly older people) or children
- Passenger numbers have remained constant in recent years, despite the service changes made in the previous SCC Bus Review (2010 to 2013)
- As the Surrey population grows older, and encouraged by the free travel offered, demand for concessionary travel continues to rise

#### 3.2 Legal requirement to consult

There is an expectation in public law that Councils should carry out a consultation process ahead of any major changes to service provision.

The consultation must involve those people and groups directly affected by the changes and local bus planning must take account of all bus users. The people involved in the consultation should be given clear and sufficient information on the proposed changes to ensure they can make a well-informed response.

Finally, the Council Cabinet must consider all relevant issues and all responses to the consultation when making any decision, now and in the future, on changes to financial support to local buses, concessionary fares available to passengers, and provision of community transport for people who cannot use conventional local bus services.

### 3.3 Shaping the consultation

The role of Bus Users in the consultation process was to assist with engagement events. It was agreed that the communications and engagement team at SCC would take responsibility for the organisation and promotion of the events, using their in-house resources and contacts.

The aim of this series of events was to target representatives of business and business organisations (jointly with Surrey Connects) and organisations representing older and disabled people (jointly with the Surrey Coalition of Disabled People) as well as wider bus passenger groups in Surrey.

Pre-engagement meetings had already been held by SCC with various bodies such as Surrey and Sussex Association of Parish & Town Councils, Surrey Community Action, Surrey Coalition of Disabled People, Disability Alliance Network Surrey, Age UK and Action for Carers Surrey.

For other stakeholders and the wider public a full consultation and engagement plan had been drawn up. All partner and stakeholder groups would be offered briefings as appropriate. Communications were sent out to stakeholders informing them of the public consultation and encouraging involvement. These were sent to:

- SCC Members, Borough Councillors, Local Committees, MP's, LEPS, Central Government
- District and Borough Councils, Parish & Town Councils, Resident Associations, Neighbourhood Forums, Neighbouring Local Authorities
- Employers & Business Organisations via Surrey Connects, Schools & Colleges, Phase Council, Public Health, Acute Hospitals, CCG's
- Equality organisation (disability and older people groups etc.), Faith Groups, Bus Users and North West Surrey Bus Users Group
- Community transport providers and service operators
- Internally – Schools and Learning, Adult Social Care etc.

In order to engage with passengers across the county it was decided to hold a number of 'Your Bus Matters' events at priority SCC locations to maximise the capture of diverse user groups. Your Bus Matters is an on-street, on-bus public consultation mechanism which has been developed over many years by Bus Users.

All of those involved in the consultation process were asked to detail the contribution the bus network makes to their members' lifestyles and choices, as well as outlining the impact any reduction in bus services would have on them as individuals, on other services or amenities, and on the local economy.

## 4 Events and summary of outcomes

### 4.1 Disability Forum, Park House, Leatherhead, Surrey 15 December 2014

Organisations represented included the Disability Alliance Network, Surrey Choices, Surrey Coalition, Age UK Surrey, Motability Woking Access Group, Surrey Deaf Forum, Swale House plus individuals and carers.

The meeting was led by Carol Pearson, Claire Walters (Bus Users) and Paul Millin (SCC) and focused on:

- The value of SCC's supplementary funding to the national concessionary fares scheme. The minimum national provision is to provide free travel to concessionary pass holders between 9.30am-11.00pm, Monday to Friday and all day Saturday, Sunday and Public Holidays. SCC provides additional funding to allow disabled people to travel for free without a time restriction. SCC also offers a companion pass (C+) to qualifying pass holders who cannot travel without assistance. This means a pass holder who needs assistance can take someone with them to enable travel, such as a friend, carer or relative, and this companion can also travel for free. Views were sought on the perceived value of these extra concessions.

- The importance of bus and community transport services and the impact of any changes.

#### **Issues were raised over accessibility, visibility and publicity of the consultation exercise:**

- Questions were raised as to whether the process had been accessible, especially to those with a visual impairment.
- Deaf or hearing impaired passengers had encountered problems trying to access information, noting that SCC had provided a QR code for information about Travel Smart but not an SMS number for the review.
- The consultation hadn't specifically mentioned people with learning disabilities, especially referencing the companion passes.
- Several representatives had only been made aware of the consultation by being invited to the meeting.
- There was widespread consensus that as SCC had the contact details of all concessionary pass holders, they should have been contacted individually and given the opportunity to respond to the consultation.

#### **Response to the issues raised:**

- The survey link has been on the SCC website since the consultation started and has been communicated via emails to all stakeholders in the process. The contact centre staff have been briefed in order to be able to assist with any issues
- Posters and hard copy surveys have been printed and distributed to multiple locations around the county. The survey has also been provided in easy read and large print formats, and has been distributed by our adult social care network, and is available on request via the contact centre
- SCC had brought bus operators and representatives of the hearing impaired community together to discuss issues and there has also been input from the Guide Dogs groups to advise on issues for visually impaired people.
- SCC's communications department has been tasked to ensure that the SMS number is included on future printed literature. It is already on the website for the review, although there are issues with using the text relay number through the contact centre.
- The Data Protection Act prohibited SCC from contacting pass holders as they had not given their consent in advance. The Surrey Disability Register, however, was attempting to contact as many people as possible.

During a break out session, groups were asked to consider the following questions:

#### **What would be the impact on your quality of life if the additional concessions were withdrawn?**

- It was strongly felt that this would reduce independence, choice and the ability to make spontaneous independent travel decisions among current pass holders.
- Pass holders would have to seek alternative travel arrangements which would have both a cost and time implication. It could also affect the lives of friends or family members who might be relied on to provide lifts or financial support.
- The ability of pass holders to engage fully in society would be greatly reduced or made more costly.
- There would be reduced opportunities for employment and education, given the difficulty of travelling outside of concessionary pass hours.
- Greater travel costs would reduce disposal income which would have an economic impact on town centres particularly.
- All of this would place additional stress and financial pressure on the user and their family, particularly if the pass holder is the main wage earner.
- There are currently 12,734 concessionary disabled bus pass holders with an additional 3,395 companion passes in circulation (3,127 of which are qualifying disabled pass holders and 268 qualifying older pass holders) so the impact of this change would be significant.
- People with learning disabilities who often need a travel companion would be particularly

vulnerable and could be left isolated. Any resulting mental health issues would place additional pressure on the NHS.

- The withdrawal of this concession should be seen in the context of wider cuts to benefits and services among people with disabilities.
- Any small saving made to the SCC Transport budget by making this change would be negated by the resulting increased burden on Adult Social Care, the NHS and the Department for Works and Pensions.
- There would be a negative environmental impact if bus users have to travel by car or taxi.
- It was noted that many parts of the county are rural and may not operate frequent post-9.30am bus services.

**There were specific concerns that:**

- Any final decision should be communicated far enough in advance that people can at least try to make alternative arrangements.
- Some felt that news of this consultation had not been effectively communicated, and that change, or even the possibility of change, can cause anxiety in some pass holders especially vulnerable people with a learning disability
- The way in which any changes are communicated needs to be considered in terms of the different needs and abilities of different communities.
- It was also strongly felt that aside from the consultation, drivers and operators needs to be more aware of the needs of people with disabilities. Infrastructure enhancements such as talking buses, GPS enabled buses, raised kerbs, effective RTPI and NFC enabled or 'talking' bus stops would make travel by public transport easier for all passengers.

**What alternative provision would you want or need if your bus or community transport service was changed?**

- Dial-a-ride and voluntary services were felt to be too inflexible and often have to be booked in advance, reducing the ability to make spontaneous travel choices particularly problematic for those with mental health issues or unpredictable illnesses
- There were different understandings of how a community service operates and a disparity in service provision across the county. Not all areas offer a text number for dial-a-ride for example, and while some areas accept travel companions others won't.
- Some of these inconsistencies between boroughs make travelling across boundaries complicated restrictive. Many booking systems were Internet-dependent and any alternative that was similar to dial-a-ride would need to be fully accessible.
- A dial-a-ride service, while welcome, was not felt to be a viable alternative to a time-tabled bus service. Voluntary services often require a donation which many disabled people cannot afford.
- It was recognised that working with Community Transport providers would make them less reliant on either SCC or borough and district funding.
- It was also felt that by working together, local authorities could enable Community Transport to cross boundaries and operate after 5pm, making it a more viable proposition.
- No option was felt to offer a genuine alternative to the existing bus provision.

It was felt that SCC could make greater use of the information generated by disabled and companion bus passes. These cards are smart card enabled and information about each journey is held by the operator. Some operators can differentiate between a companion and other bus passes which could provide useful information to SCC.

**The meeting also considered the possible impact of no bus service:**

- While some people use the bus pass intermittently, they are nonetheless reliant on timetabled services.
- Not everyone had a third party they could approach for help with transport and the cost of a taxi

was felt to be prohibitive.

- Some people would be forced to stay at home and become isolated while others might be encouraged to move out of the area.

The issue of cross boundary availability was raised by those living near the boundary for TfL. Returning from central London attractions late in the evening would be difficult if restrictions were applied. It was felt that SCC should negotiate with TfL to enable use of the companion pass in London. The issue of crossing the border to a cashless or oyster card system was also raised.

#### **What impact would changes have on other services?**

- Hospital visits and access to medical services and appointments would be more difficult to arrange and keep.
- There would be similar concerns for educational provision and employers may need to alter work patterns or face losing staff members.
- The financial burden on families would increase and result in reduced spending elsewhere.
- Less money spent in shops would have an impact on local town centres.
- This could lead to increased isolation as people find themselves unable to access services.
- Any cost savings to SCC would have to be offset against the financial burden placed on Adult Social Care, as people stay in their own accommodation.
- Given that carers save the government significant amounts of money, it was questioned why this group should be targeted by the cuts.
- Enhancements to the concessionary pass and companion pass should be seen as an investment in independence, leading to lower costs in the future. Reducing these enhancements was seen as a backward step towards isolation after so much work on inclusion, particularly now that SCC is recruiting an independent travel trainer that offers free travel training.

#### **Other identified impacts included:**

- Possible overcrowding with 9.30am being the time when disabled and older people are eligible to travel.
- There would be a greater demand for the Patient Transport services resulting in reduced availability or more pressure on the non-disabled community.
- If charities were to step in to replace some of the withdrawn provision for their particular area it could impact their ability to fund other work.
- There would be a significant impact on mobility: many people had relied on the concessionary pass to get to the meeting.

#### **Summary**

- The companion pass, and the extended time validity of the concessionary pass, are vital to users and the costs to Surrey County Council are proportionally small.
- Withdrawal would cause isolation, frustration, depression and greatly reduce independence in an already vulnerable and disadvantaged community; the loss would disproportionately impact on those who could least respond to or mitigate its consequences.
- This is a service which enables people to live a normal life. Any alternative provision needs to meet the requirements of the people it serves.
- People need to be able to access other services to engage fully in life.
- Suggested alternatives to the current bus service are not attractive mainly because they do not cross boundaries.
- Cuts to evening and weekend services would have the same effect.

#### **Review of the event**

People at the event gave their views openly and illustrated the impact that the proposals might have. While people often spoke as individuals rather than as representatives of their organisations, the event met the



objectives of SCC.

#### **4.2 Business Forum with Surrey Connects, Surrey University Technology Park, 15 December 2014**

Surrey Connects is an independent, business-led economic development company working in partnership with SCC to stimulate enterprise growth across Surrey. Organisations represented included East Surrey Hospital Bank of America Merrill Lynch, Allianz, Centrica, Siemens, Epsom Coaches, Alexander Dennis, University of Surrey, Surrey Chamber of Commerce, Federation of Small Businesses and the IOD.

The meeting was led by Mark Pearson, Chairman of Surrey Connects, Claire Walters (Bus Users) and Paul Millin (SCC). Representatives were asked the following questions:

##### **What is currently working well and what would the impact be of any cuts to bus services?**

The Royal Surrey County Hospital is trying to implement an integrated transport plan. Under current planning guidance, parking space provision has been reduced from 1 space per 25 employees to 1 space per 40 employees. They questioned how this was consistent with the likely planned reduction in bus service provision. They also noted that car parking is expensive with few hospital visitors likely to park all day and that congestion is a major issue when accessing their site.

Students and employees at the University of Surrey are reliant on public transport; the University currently spends £2million per annum on supporting local services serving postcode areas from which students are banned from bringing cars onto campus. Given that transport is a significant factor for students in selecting to study at the University, they would like to see cuts that have the least impact on their users.

The key issues for Bank of America Merrill Lynch are recruitment and retention of staff formerly based at their London sites. The decision to relocate to business parks in Surrey was partly driven by ease of access. Their issue is the connection from the railway station to business parks, where the current public transport offer was poor in comparison with TfL provision. These organisations were having to subsidise private transport in order to retain staff.

There was praise overall for the Park and Ride provision in Guildford. It was also recognised that most businesses in Surrey are small and have a different range of problems.

##### **What doesn't work with the current network?**

- In comparison with a central London location where the perception of public transport is good, there is a lack of understanding of how to access public transport among the Surrey population, where car ownership is generally high.
- Visitor parking at employment sites is limited with customers taking their business elsewhere if a parking space is too difficult to find.
- There is a stigma attached to bus use and a need to educate the population on how to access the local public transport network.
- There is a distinction between public perceptions of rail travel and perceptions of the local bus network.
- Infrastructure investment in bus passenger waiting facilities at Guildford station was needed.
- The journey needs to be considered from origin to destination: a break in the quality of the journey at any point affects the perception of the entire experience.
- Visitors seeking onward journeys from Guildford Rail Station were left with the impression of an unconnected network.

##### **What are your views on the current bus offer?**

- Poor punctuality.
- The lack of information on route availability.

- The route network itself, particularly the fact that it remains relatively unchanged and has not taken into account the growth of business parks in recent years. This was attributed to a lack of forward planning in transport policy to integrate new areas of work.
- The unreliability of the Real Time Information system.
- Planned inter-connections not working.
- The quality of the vehicles themselves including the comfort of seats.
- The cost of individual fares (especially from rural areas).

As a result of these issues, several delegates said that they preferred to travel by taxi and several of the larger employers were having to pay for private vehicles to transport staff from the railway station to their sites. In addition to the cost to their business, these vehicles were adding to the congestion at key pinch points, made worse by their inability to use the Park and Ride sites or the bus station on these contracts.

#### **Group discussion around changes and outcomes:**

- Some of the issues raised were governed by national policy or other agencies outside of the control of SCC and so beyond the scope of the review.
- Some employers had suggested a level of collaboration between service providers that was either precluded by legislation or could not be justified by private companies seeking to make an individual profit.
- There was a 'window of tolerance' that defines whether a bus is early or late with excess running time built into schedules to allow for congestion.
- The issue of reliability with the RTPI system was recognised but assurances given that this was being addressed.
- While it was recognised that the bus network has not changed significantly in 50 years, it would be unnecessary to map an entirely new network as providers know where the population is based. It was also felt that changes to long-established service patterns, no matter how well communicated, would be poorly received.
- It was recognised that flexibility should be encouraged when operators seek commercial opportunities. However some of the routes suggested would be extremely peak intensive and run empty most of the day making them commercially unviable.
- It was agreed that some support is needed for commercial services for employers in Guildford especially employers on edge of town industrial estates, although it was pointed out that some existing services run close to business parks.
- It was suggested that employers had a role to play in raising awareness of travel opportunities among their employees: if staff had confidence in the bus service they would be more likely to use it, which in turn would encourage greater provision. In the meantime, however, employers need to retain their staff.
- If staff are to use bus services they need to be visible and reliable.

Paul Millin offered to facilitate a discussion with some of these businesses that provided private transport for their employees, to provide an opportunity to link up provision, thus reducing the cost to the organisations. It was suggested that senior managers lead by example and use local bus services themselves, as well as thinking creatively about encouraging their staff to do the same.

#### **Review of the event**

The outcomes of this event met the objectives of the review. The consultation and its likely impact were highlighted to those present and were disseminated throughout Surrey Connects. Members indicated that their organisations would respond individually.

This particular event presented an opportunity. Bus Users challenged the six big companies in Surrey to come up with a sustainable, collaborative and viable public transport solution to get their staff from stations to business parks.

These businesses could work with SCC and local operators to supply organisational data on what works well, identify where there are gaps (such as multi-operator season tickets with electronic top ups) and come up with initiatives to encourage take up of public transport.

Bus Users would willingly provide additional support to such an initiative.

#### **4.3 Roving ‘Your Bus Matters’ events**

A programme of roving street consultation events was designed in order to capture the opinions of local residents and existing bus users in various locations. The programme’s locations were determined by SCC and covered Addlestone and Walton-on-Thames on Thursday 8 January, Oxted and Dorking on Friday 9 January and Godalming and Woking on Saturday 10 January. Stagecoach provided a bus and driver to act as a focal point and the event was led by staff from SCC and staff and volunteers from Bus Users.

The events were designed to raise awareness of the consultation and distribute copies of the consultation questionnaire. In all, 124 completed individual comment or complaint sheets were received during these events and roughly 600 copies of the consultation questionnaire were handed out. The comments/complaints were collated and have been forwarded to SCC for action and onward transmission to the operators concerned.

One noticeable feature was that there was an unprompted willingness amongst concessionary pass holder passengers to ‘trade’ a token fare for retaining existing service levels (recognising that this is not an option available to SCC).

The unprompted awareness of the review amongst the target population was low: awareness had not been raised by local media coverage.

#### **4.4 Older Persons’ Forum**

This event was originally planned as a public meeting with the administration outsourced to Age Concern. Age UK Surrey was asked to identify suitable participants, specifically bus users and those representing their interests. The decision was taken by SCC not to proceed, however, due to the very low numbers of confirmed attendees.

Instead a telephone survey was carried out using three key questions to prompt conversation:

- What would be the impact on your quality of life if the bus network was reduced? What do you do now that would reduce or stop if your current bus journey was not possible?
- What alternative provision would you want or need if your bus service or community transport was changed?
- What do you think would be the impact on the retail, health, education or any other sectors in Surrey if public transport provision was reduced?

Some of the organisations contacted for this survey may have contributed separately to the SCC transport consultation (see Appendix 6.3 on page 16).

#### **Summary of responses:**

- Many comments reflected the perceived inadequacies of the current bus network, with infrequent and sometimes unreliable services and little or no provision in the evenings and at weekends
- There was a call for cheaper car parking and greater provision of parking spaces to compensate for the loss of bus services, while recognising the negative impact of increased pollution
- There was concern that bus drivers did not always wait until elderly passengers were seated before

- pulling away
- Drivers did not ensure that elderly people were given priority seating over mothers with buggies
- The cleanliness of buses and anti-social behaviour such as loud music was a concern
- Among some passengers, local bus services contrasted favourably with services in their other home countries
- Many concessionary pass holders would be willing to pay a token contribution in order to protect services

The general view was that further reductions would impact commensurately:

- Regular and reliable bus services enable many people to engage fully with local services and activities
- Volunteering, in particular, plays an important role in many older people's lives and many organisations would not be able to exist without their help
- The bus often provides a lifeline for vital health facilities and hospital visits
- Older passengers would have to arrange alternative forms of transport that would have an impact on congestion and pollution and would incur a cost to the individual
- Older people would become isolated, unable to access services, contribute economically to town centres, or socialise
- There was concern that older people would become physically less active if bus services were reduced

#### 4.5 Youth Forum

This event was originally conceived as two public meetings with the administration managed by SCC's Youth Services arm. The first meeting was to be made up of representatives from the FE sector and training providers, the second of young people. The decision was taken by SCC not to proceed, however, due to the very low numbers of confirmed attendees.

To encourage more young bus users to respond to the consultation, the Heads of the following colleges were contacted by Bus Users; Brooklands College, Esher College, Guildford College, Merrist Wood College, Richmond College, Salesian College, Strode College, West Thames College and Woking College.

In addition a number of schools in Surrey were contacted and Claire Walters, Chief Executive of Bus Users, was invited to visit Thamesmead College where the views of the pupils through tutor groups and class representatives on the School Council were gathered.

In addition, contact was made with Surrey Young Carers, which provided the results of a survey carried out with carers aged between 9 and 17 years old.

#### 4.6 Thamesmead School Council

##### Summary of responses:

- The perceived high costs of travel were a significant factor for many as was having to pay adult fares
- Cashless buses were a major concern with some young people reporting that they had become stranded when they needed to get home, not knowing about the emergency option that drivers have
- The location of stops and routes and poor connections was prohibiting and made some journeys very complex
- The timing of buses and the infrequency of services often resulted in long waits, late attendance leading to punishments, and no leeway for poor traffic
- Many young people have to resort to 'parent taxis' leading to increased congestion and pollution while for others, this was not an option available to them

- Many services are cramped and overcrowded at peak times
- Young people are more reliant on bus services. So the choices of many school leavers, especially those who are less academic or from poorer backgrounds are restricted by the lack of available buses to specific educational establishments, unreliable or badly-timed services and cost. This leads to many dropping out after a few weeks and struggling to find suitable alternatives.
- Suggestions for improvements included reduced fares, especially off-peak, monthly deals/cards/travelcards, improved punctuality, increased frequency, friendlier bus drivers and Wifi.

#### 4.7 Follow up telephone survey of Surrey schools

Pupils felt that there were not enough buses at peak times, or that they were arriving at college either too early or too late. Customer service issues were also raised with pupils believing that bus drivers are grumpy and impolite: there was the general feeling that drivers assume all young people will be rude and simply pre-empt this with rudeness themselves.

The cleanliness of buses was an issue despite pupils admitting that they do put their feet on the seats, that chewing gum gets stuck to seats, that food rubbish is often left behind and that body odour often leads to unpleasant smells. There was concern, however, that young people are attributed collective blame and are not treated as individuals.

#### 4.8 Surrey Young Carers

Respondents were between 9 and 17 years of age and currently using the bus between 3 and 5 days a week. They were asked for what purposes they would use bus travel if it was free.

Responses included: providing social and emotional help (seeing friends and having time for themselves); physical activities such as playing sport or going to the gym; educational access to schools, colleges and after school activities; employment including going to interviews, getting a job and accessing work or volunteering, with the benefit of financial independence and contribution to the household income; helping with the caring role itself, getting to hospital or GP appointments, getting the family shopping, taking younger siblings to school and activities and, of course, getting home in an emergency.

Many identified the benefits of free bus travel: *“I could also access leisure centres and activities to reduce my stress levels and provide time-out from my caring role”* and *“Will help us get out of the house more, away from our caring roles”* and *“Won't have to walk everywhere, as my mum doesn't drive”*.

Several reflected on the money it would save from the household budget: *“My mum can't afford to pay for my bus travel as it costs me over £10 to get to college every week”* and *“Sometimes I cannot afford to go to the gym because I don't have enough money”* and *“I cannot afford to see my sister and nephew much because the buses are expensive”*.

One respondent commented: *“I would be able to get out and see my friends and get a break from my caring role without having to pester my mum for money when she has enough stress already.”*

### 5 Bus Users' observations on the consultation process

Whoever is given the final task of evaluating the consultation will need to assess whether the process of this consultation followed the highest standards of current best practice if the outcome and any subsequent changes to services are to have the understanding, if not the support, of the public.

The last bus review consultation conducted by SCC in October 2010 was commended by Passenger Focus as a 'most thorough and inclusive exercise'. It seems reasonable, therefore, that an evaluation should look at

this process and outcomes in the light of the criteria of the House of Commons Transport Select Committee:

- *At the outset, it is important to state that consultation should not be confused with notification, as asking people for input when everything is settled is not consultation.*
- *It is essential that all interested parties are identified early on in the process so that the consultation exercises can be designed and targeted accordingly.*
- *The consultation must be targeted to identify and engage with those who use the affected services and those who rely on or benefit from them.*
- *When consultation exercises need to reach a diverse audience, several approaches may be required to ensure their views are properly captured as a variety of different approaches may be required to reach a diverse audience – it is unlikely that a single method/approach will provide sufficient information.*
- *Community organisations can help provide an effective way of reaching people or groups whose voice might otherwise go unheard as, even when timing is tight and the consultation needs to fit into fixed timetables (e.g. a budget cycle) there may still be alternative ways of gathering views.*
- *Careful consideration should be given to how to alert potential consultees to the consultation exercise and how to get views from relevant sectors of the community and the economy by being proactive when disseminating consultation documents.*
- *Any consultation material needs to be effectively targeted and distributed so that those who rely on the affected services and those who contribute to them have all been made aware of the consultation and their opportunity to influence the process.*

**The following three sets of questions should be posed:**

Firstly:

- Did the consultation take place as soon as there was sufficient information for effective and informed dialogue?
- Was the consultation designed to influence the final decision of elected members?
- Was the consultation scheduled as early as these two factors would allow?

Secondly:

- Did the consultation make it clear why the changes were being considered?
- Did the consultation explain the impact on the individual by including, for example, details of all services that could lose funding, services that would not lose funding and other facilities that might have been effected (information at bus stops, travel centres etc)?

Thirdly:

- Did the consultation provide a sense of the size and impact of the proposals?
- Did it include details of alternative options and the reasons for not putting them forward?
- Was it clear how many people might be effected by each of these options?
- Were options given for alternative forms of transport such as demand-responsive transport or taxis?
- Was a timetable given for the consultation process?

**Points for consideration:**

- The SCC has effectively given 12 months' notice of cuts to the transport budget. The response period for the consultation was well within recommended guidelines. A window of 12 weeks from 8 October 2014 to 15 January 2015 was allocated for the public to respond although this was extended until 5 February 2015 due to the overwhelming response. 6,723 individual responses were received through the consultation process. 14 postal responses and 68 email responses were received, and hundreds of calls were fielded through the contact centre.
- The Council's Cabinet will make its final decision on 26 May 2015. This allows plenty of time for a thorough analysis of the responses and for a comprehensive and informed options paper to be

presented to the Cabinet. It should be made clear in the final report exactly how the consultation responses have been recorded and whether they have been taken into account in the final decision. The report should also set out a timeline for what happens next.

- There are concerns, however, that the period for implementation is extremely short (the final decision on the consultation is due in May 2015 and the next round of tenders for subsidised bus services will have been let by September 2015). This does not allow for further consultation on the impact of service cuts.
- It is also clear from the consultation that passengers need as much notice as possible of changes to bus services to give them time to make alternative arrangements.
- The engagement of SCC with bus operators during the 2010 bus review led to a number of services being made wholly or partly commercial, resulting in a major subsidy saving. Without revealing details to Bus Users, SCC has confirmed that similar negotiations have been undertaken as part of the current consultation.
- No specific information was offered as to what services might be cut: often the only indication given was whether a service was currently operated commercially and therefore unlikely to form part of the review.
- Feedback from the roving bus events suggested low public awareness of the consultation and the likely impact on public transport.
- A greater number of responses were received as the consultation deadline approached. So while it is difficult to assess whether all of this can be attributed to the roving bus events, the events certainly raised awareness of the consultation.
- Turnout at the disability forum on 15 December 2014 in Leatherhead was good although some had been unaware of the consultation until they were invited to the event.
- While the costs of running a consultation appear significant, they must be seen in the context of the savings that need to be made.

## 6 Appendices

### 6.1 Organisations represented at Park House on 15 December 2014:

- Disability Alliance Network
- Surrey Choices
- Surrey Coalition
- SCC and parent
- Age UK Surrey Motability /Woking Access Group
- Surrey Deaf Forum
- Swale House

### 6.2 Organisations represented at Guildford Technology Park 15 December 2014:

- East Surrey Hospital
- Bank of America
- Allianz
- Centrica
- Siemens
- Epsom Coaches
- Alexander Dennis
- University of Surrey
- Surrey Chamber of Commerce
- IOD



### **6.3. Organisations contacted as part of the telephone survey of older persons organisations 27 January to 2 February 2015:**

- Action for Carers – Guildford Surrey (Carers of all ages to include young carers)
- Age UK Runnymede and Spelthorne
- Age Concern Merstham, Redhill & Reigate
- Age Concern Banstead
- Age Concern Mole Valley
- Age Concern Epsom & Ewell
- Age Concern Godstone
- Age Concern Dorking
- Alzheimer Society
- Community Connectors – Surrey
- Cranleigh Arts Centre
- 40 Degreez Centre (Young People)
- Domestic Abuse- Surrey (Male & Female via Sanctuary)
- Douglas Brunton Centre
- Esher Friendship Centre
- Faith Groups in Surrey
- Farnham Volunteer Bureau
- Guildford Volunteer Bureau
- Guildford & Waverley Mental Health Stakeholder Group
- Spelthorne Older People's Forum via Spelthorne VAIS
- SCYP
- Surrey Voluntary Action.
- Voluntary Action In Spelthorne (VAIS)
- Woking Older People's Forum via WVAS

### **6.4 Colleges contacted by Bus Users for Youth responses to Surrey plans 27 Jan – 4 Feb:**

- Brooklands College
- Esher College
- Guildford College
- Merrist Wood College
- Richmond College
- Salesian College
- Strode College
- Surrey Young Carers
- West Thames College
- Woking College



Surrey County Council

# Local Transport Review

Second consultation summary report: 11 May to 8 June 2015

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## 1. Introduction

- 1.1** From October 2014 to February 2015, Surrey County Council (SCC) ran a public consultation, as part of our review of Local Transport services. Over 6,800 Surrey residents and stakeholders told us about the local transport services that matter most to them. The feedback submitted in this consultation helped inform what proposals to change local bus services were drawn up.
- 1.2** In this consultation, some stakeholder groups stressed how important it was for residents and stakeholders, to see the detailed proposals for change to individual bus services before they were agreed.
- 1.3** Based on this feedback, a further public consultation was launched on Monday 11 May and ran to Monday 8 June 2015. The aim was to obtain, and understand, views on the proposed changes that had been drawn up following the first consultation.

## 2. Approach

- 2.1** This second campaign broadly followed a similar approach to the first consultation, although resources were focused on areas where there were proposed changes to local bus services.
- 2.2** Residents and Stakeholders could respond by:
- Completing the online survey at [surreycc.gov.uk/transportreview](http://surreycc.gov.uk/transportreview)
  - Completing the hard copy survey contained inside the information booklet on proposed changes to local bus services. This was available in libraries, local council offices and on buses in affected areas of Surrey. Residents could also request for this to be sent directly to them in either the standard, easy read or large print format by calling the contact centre. Further information can be found in **appendix A**.
  - Attending a public event, explained further in paragraph 2.5
  - Emailing or writing to the project team.
  - Phone or SMS text the contact centre to submit their response or to ask how to access the survey.
- 2.3** Emails and letters were sent out to a variety of stakeholders (a full list can be found in **appendix A**), informing them of the second public consultation and encouraging them to be involved.
- 2.4** Posters advertising the second public consultation were printed and distributed to the affected areas of Surrey. Reference copies were also sent to other locations in Surrey where there were no changes proposed. More information can be found in **appendix A**.
- 2.5** On 21 and 22 May, a roving bus visited affected areas of Surrey. The roving bus visited Woking, Addlestone, Walton on Thames and Staines upon Thames. Over 200 residents attended these events, giving them an opportunity to find out about the proposed changes to local bus services. At these events, SCC officers handed out information booklets and encouraged residents to submit their views on how the changes might affect them.
- 2.6** Other communication medium were used to promote the consultation including:
- A dedicated website for the review ([surreycc.gov.uk/transportreview](http://surreycc.gov.uk/transportreview))
  - Social media (Facebook promoted posts and Twitter campaign)
  - Digital advertising (Google Adwords search and display campaigns)
  - E-newsletters (Communicate members, Surrey Matters and Shelf Life)

- Press advertisements (Surrey Mirror, Surrey Advertiser and Staines Informer)
- Web banners on surreycc.gov.uk, getsurrey.co.uk and surreymirror.co.uk
- Editorial copy for District & Borough Council and Parish communications

**2.7 Stakeholder meetings were held with:**

- Local Committee Chairman's Group
- Local Transport Review Member Reference Group
- Environment & Transport Select Committee
- Disability Alliance Networks

**2.8** It is important to note that the responses to this consultation do not represent a statistically representative sample of the population of Surrey and consequently, findings should not be extrapolated and used to represent the wider population. Typically, consultations are not intended to be statistically representative of a population. Instead they are a vehicle for those with a desire to contribute and voice their opinion to influence findings and contribute to the future direction of policy.

### 3. Summary of the findings to the second public consultation

**3.1** The second consultation received a very high rate of responses. As expected, there was concern raised over the impact that some of the proposals could have on service users. However there were a number of respondents to the consultation that expressed support for some of the proposed changes

#### Consultation survey

**3.2** The consultation survey received 1480 responses. Over three fifths (62%) of these were via the hard copy questionnaire and nearly two fifths (38%) via the online questionnaire. A further breakdown of this can be found at the beginning of **appendix B**.

#### Email and letters from residents and stakeholders

**3.3** Sixty email responses and five letters were received in the consultation from residents. These were analysed together with the consultation survey responses.

**3.4** 18 responses were received from stakeholders via email. This is summarised below:

| Stakeholder Type            | Number of responses |
|-----------------------------|---------------------|
| Parish and Town Councils    | 5                   |
| Healthcare                  | 3                   |
| District & Borough Councils | 2                   |
| Resident Association        | 1                   |
| Bus User Group              | 1                   |
| Councillors and Others      | 6                   |
| <b>Total</b>                | <b>18</b>           |

#### Telephone calls via the contact centre

**3.5** Over 50 calls were fielded by the contact centre. Calls were mainly for assistance in understanding what the proposed changes were or to request for a hard copy information booklet.

**3.6** The results to the consultation can be found in **appendix B**. A summary on these has been provided below:

### Responses by area

**3.7** Responses were generally from the North West of Surrey (Spelthorne, Elmbridge, Runnymede & Woking), where the majority of changes are proposed. These have been broken down by district and borough, where a postcode was provided, as illustrated in **appendix B, Q12**.

### Profile of respondents

**3.8** About four in five (81%) of responses came from those aged 45 and over. The majority of responses came from females with a share of 63% of the overall response. Most responses came from those that are either retired with 61%, and those that are in employment (full time, part time, self employed or in voluntary employment) with 29% of the overall response. This may reflect the age, gender and employment status of a typical bus user of the services proposed for change.

### Local bus responses

**3.9** The most number of responses received indicating usage was for the 557 route (Woking-Chertsey-Sunbury-Heathrow Airport) with a total of 365 responses. The answers given in the consultation on service usage need to be analysed in the context of the actual number of users, as reported by operators. Further information can be found in **appendix B, Q1**

**3.10** This consultation told us buses are used mostly 3 – 5 days or less, and usually between 9:30am – 3:00pm

### Key findings in opposition of the proposed changes to local bus services

- 3.11** The proposal to change the route of the 557 (Woking-Chertsey-Sunbury-Heathrow Airport) and the 446 (Woking-Addlestone-Staines) could make it difficult for a number of people to access St Peter's Hospital direct.
- 3.12** Reducing the route and frequency of the 564 (Whitley Village-Hersham-Walton-Xcel) could make it difficult for some people to access medical appointments.
- 3.13** A small number of respondents said the proposals to withdraw sections of the 526/527 (Crawley-Charlwood-Horley-Crawley) could limit their access to shopping and reduce options to travel by bus.
- 3.14** The withdrawal of the 459 (Kingston-Weybridge-Addlestone-Woking) could increase journey times and reduce options to travel by bus.

### Key findings in support of the proposed changes to local bus

- 3.15** Many respondents agreed with the proposals to:
- Increase the frequency of the 458 (Kingston-Walton-Staines)
  - Change the route of 515 (Kingston-Cobham-Guildford) Sunday service
  - Extend the route of 437 (Woking-Pyrford-West Byfleet)
  - Extend the route of 555 (Heathrow Airport-Sunbury-Walton)

## 4. Next steps in the process

- 4.1** The feedback submitted in the second consultation will inform the final proposals that are submitted to Cabinet on 23 June.
- 4.2** If Cabinet agree to these proposals, a full communication programme will be launched with residents and stakeholders from July to ensure bus users are aware of the changes that will take effect from 29 August 2015.

## Appendix A: Summary of Stakeholders contacted and where materials were distributed

Emails were sent to stakeholders informing them of the second public consultation and encouraging involvement. These were sent to:

- SCC Members, Borough Councillors, Local Committees, Surrey MP's, LEPS, Central Government
- District and Borough (D&B) Councils, Parish & Town Councils, Resident Associations, Neighbourhood Forums, Neighbouring Local Authorities.
- Employers & Business Organisations via Surrey Connects, Schools & Colleges, Phase Council, Public Health, Acute Hospitals, Clinical Commissioning Groups (CCG's)
- Equality organisations (disability and older people groups etc) , Faith Groups, Bus Users UK and North West Surrey Bus User Group
- Community transport providers and service operators
- Internally – Schools and Learning, Adult Social Care etc.

The promotional campaign focused on areas of Surrey where changes to local bus services were proposed. Most of the changes were proposed in Spelthorne, Runnymede, Elmbridge, Woking and to a lesser extent in Mole Valley, Reigate and Banstead, Tandridge, Surrey Heath and Guildford.

**1700** posters advertising the public consultation were printed and distributed to locations in these areas including:

- SCC offices, D&B offices, Parish & Town Councils, resident associations, equality organisations
- Libraries, community centres, village halls, GP's, Sixth form colleges, supermarkets and citizen advice bureaux
- Bus stations, on buses and at our busiest bus stops
- Made available on request via our Contact Centre

**9000** paper copies of the survey were distributed to libraries, local council offices, bus stations, and on buses in the affected areas. They were also made available on request via the Contact Centre in standard, easy read and large print format.

## Appendix B: Responses to the consultation questionnaire

This appendix gives an analysis of the responses received to each question in the questionnaire. Some of the responses to questions in the questionnaire have been grouped for illustrative purposes but will still be treated as individual responses.

### Response by type of questionnaire

| Format                           | Number received | Percentage of response |
|----------------------------------|-----------------|------------------------|
| A4 standard hard-copy booklet    | 842             | 56.9%                  |
| Online                           | 558             | 37.7%                  |
| Printed PDF                      | 57              | 3.9%                   |
| A4 easy read hard copy booklet   | 19              | 1.3%                   |
| A4 large print hard copy booklet | 4               | 0.3%                   |
| <b>Total</b>                     | <b>1480</b>     | <b>100.0%</b>          |

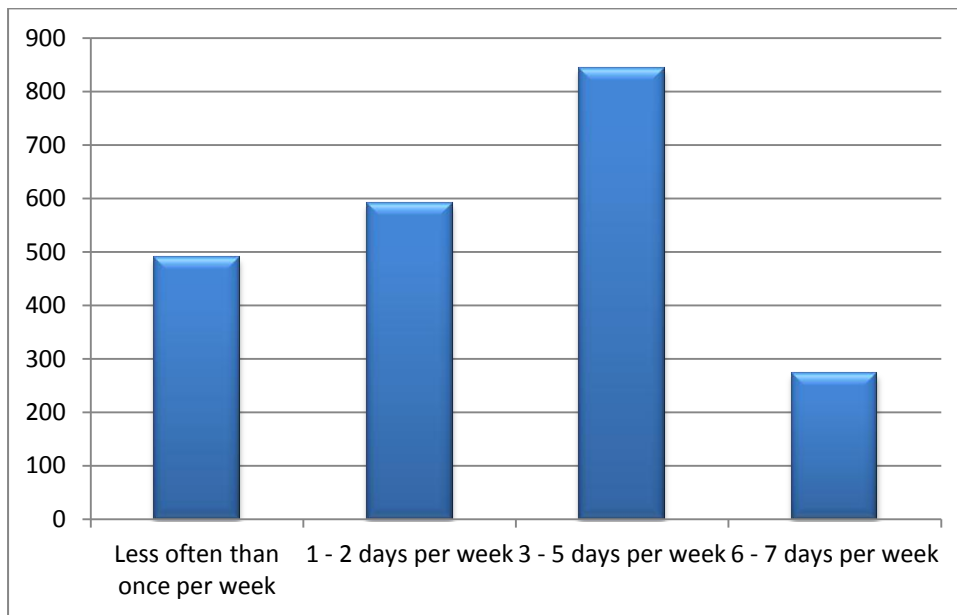
### Responses to local bus services proposed for changes

**Q1 Which number service(s) being proposed for change would you like to comment on?** .These have been sorted by the number of responses received with the highest first in the sort order. The results below indicate how many respondents use these services. Respondents could give comments on a maximum of three services that they use.

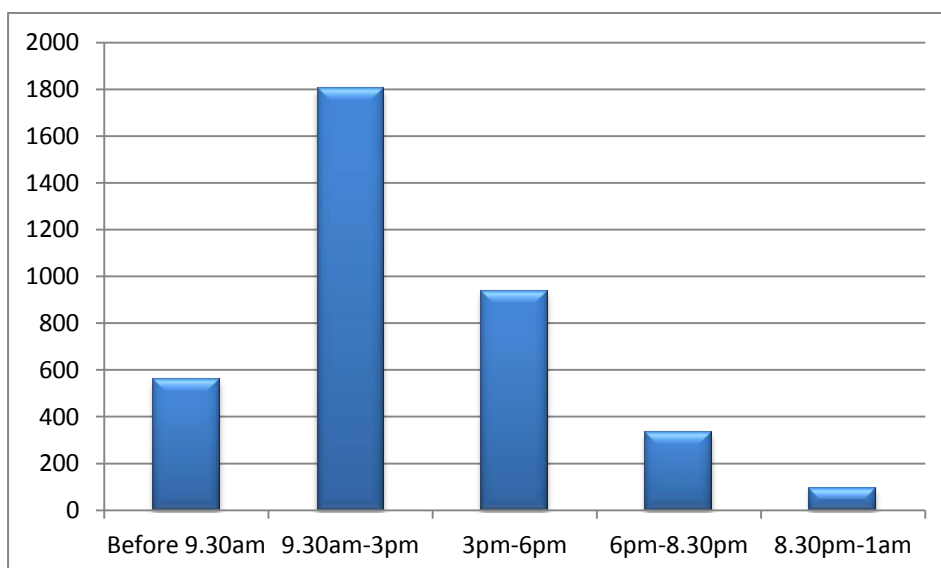
| Service Number                                | No of responses indicating usage |
|---|----------------------------------|
| 557 Woking-Chertsey-Sunbury-Heathrow Airport  | 365                              |
| 459 Kingston-Weybridge-Addlestone-Woking      | 247                              |
| 446 Woking-Addlestone-Staines                 | 185                              |
| 458 Kingston-Walton-Staines                   | 159                              |
| 564 Whitley Village-Hersham-Walton-Xcel       | 133                              |
| 451 Staines-Addlestone-Brooklands             | 127                              |
| 526/527 Crawley-Charlwood-Horley-Crawley      | 98                               |
| 438 Staines-Royal Estate-Shepperton           | 97                               |
| 555 Heathrow Airport-Sunbury-Walton           | 95                               |
| 514 Kingston-Molesey-Hersham                  | 92                               |
| 424 Redhill-Reigate-Horley-Copthorne-Crawley  | 79                               |
| 34 Guildford-Woking-Camberley                 | 71                               |
| 436 Woking-Byfleet-Weybridge                  | 69                               |
| 35 Guildford-Woking-Badger Drive Briar Avenue | 66                               |
| 540 Woldingham-Caterham-Redhill               | 49                               |
| 437 Woking-Pyrford-West Byfleet               | 47                               |
| 515 Kingston-Cobham-Guildford                 | 47                               |
| 566/567 Staines-Thorpe-Knowle Hill            | 37                               |
| 409 Caterham-Warlingham-Selsdon               | 32                               |
| 400 Staines-Charlton-Shepperton-Walton        | 29                               |
| 357 Warlingham - Caterham - Redhill – Reigate | 25                               |

|  |             |
|--|-------------|
| 22 Chart Downs-Dorking-Newdigate                               | 23          |
| 513 Downside-Oxshott-Kingston                                  | 16          |
| 592 Morrisons Store-Woking town centre-Brooklands<br>Tesco/M&S | 8           |
| 590/591 Stanwell Moor-Staines                                  | 7           |
| 91 Woking-Goldsworth Park-Knaphill Sainsbury's                 | 6           |
| 48 Woking-Brewery Road-Horsell                                 | 2           |
| <b>Grand Total</b>   | <b>2211</b> |

### Q2 How frequently do you use each of these services?

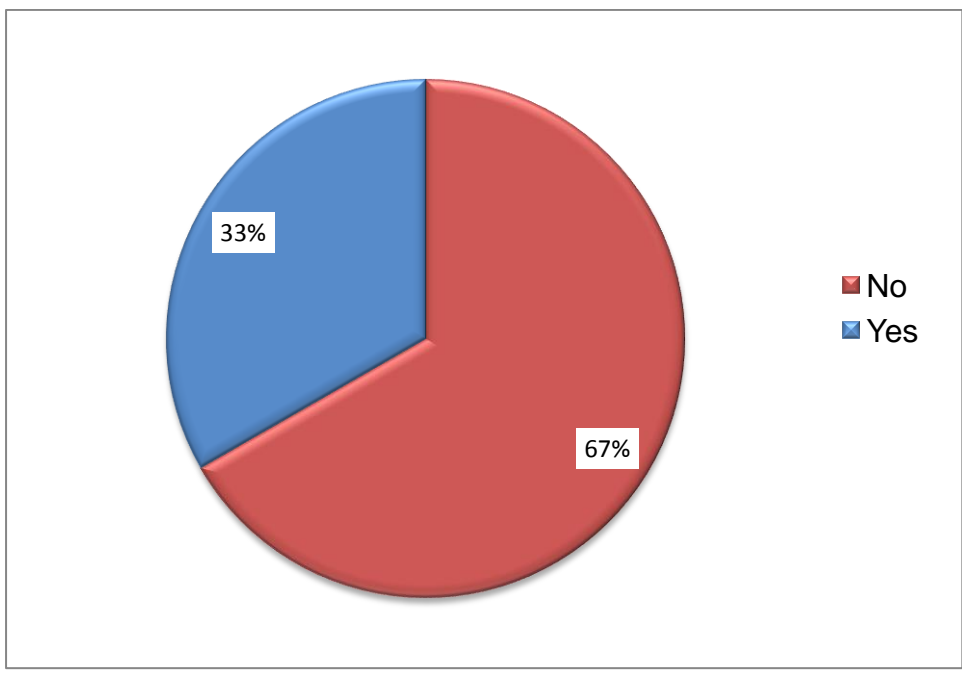


### Q3 At what times of the day do you use these services?





**Q4 Do you have access to other forms of transport (eg, car, train, bicycle, car sharing schemes)?**



**Q5 What impact would the proposed changes to the bus services proposed for change have on you?**

Comments received to this question have been broken down and categorised into groups. The table below demonstrates that the top key issues are options to travel by bus (210), increased journey times (207) and concern about no direct access to St Peter’s Hospital (169). However there were a number of responses (193) that supported some of the proposals.

| Issue   | Number of responses |
|---|---------------------|
| Proposal could reduce my options to travel by bus                   | 210                 |
| Proposal could increase my journey time                             | 207                 |
| Support proposal  | 193                 |
| Concern about no direct access to get to St Peter’s Hospital        | 169                 |
| Proposal could limit access to medical appointments                 | 152                 |
| Proposal could increase waiting times                               | 150                 |
| Proposal could impact vulnerable people                             | 149                 |
| Proposal could limit access to shopping                             | 144                 |
| Consider increasing frequency of the service                        | 137                 |
| Proposal could limit access to and from work                        | 133                 |
| Proposal could limit my ability to socialise/reduce quality of life | 103                 |
| Consider an evening service or Sunday service                       | 60                  |
| Consider altering the route of the service                          | 59                  |

|  |    |
|--|----|
| Proposal could limit access to education                             | 49 |
| Proposal could encourage me to switch to travel by car               | 43 |
| Current bus service not reliable                                     | 37 |
| Other  | 33 |
| Consider a better timetable  | 20 |
| No Impact  | 20 |
| Consider increasing the capacity of a bus                            | 10 |
| Don't understand proposed changes                                    | 10 |
| Proposal could have a negative impact on the economy                 | 7  |
| Proposal could impact the environment                                | 7  |
| Consider improving infrastructure, information or journey experience | 4  |
| Comments related to concessionary fares                              | 2  |

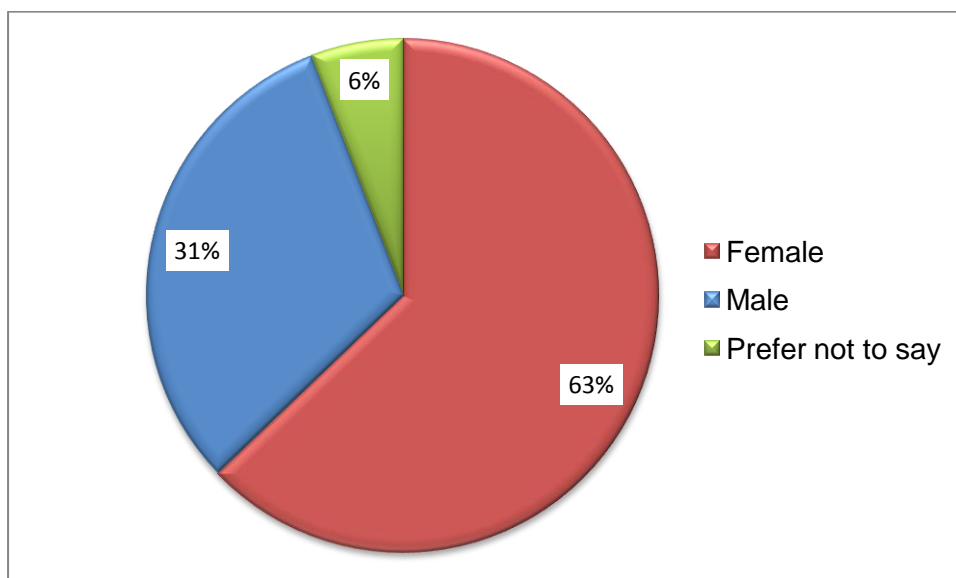
The responses to this question have been further analysed to understand what the main issue(s) are for each service proposal. Please see below:

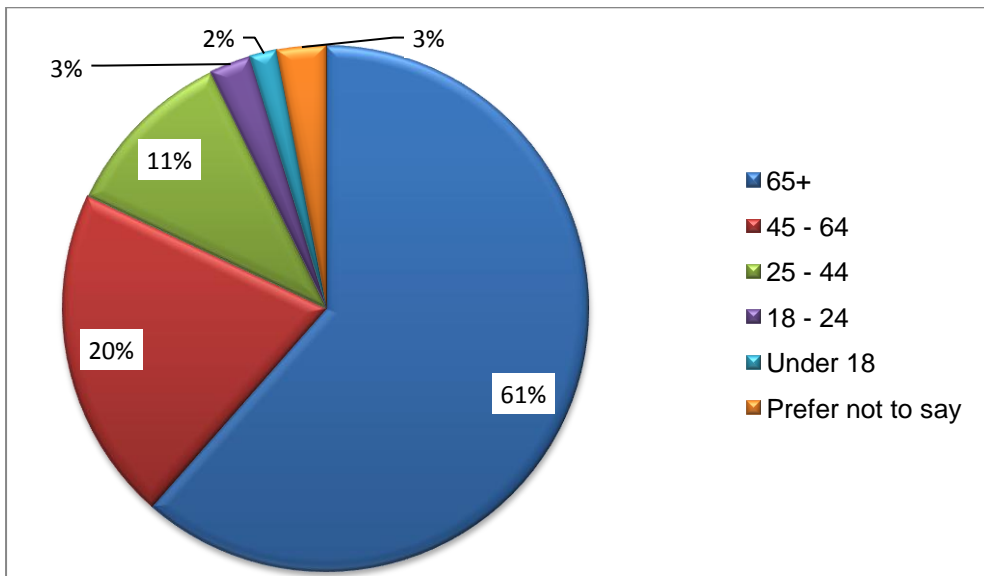
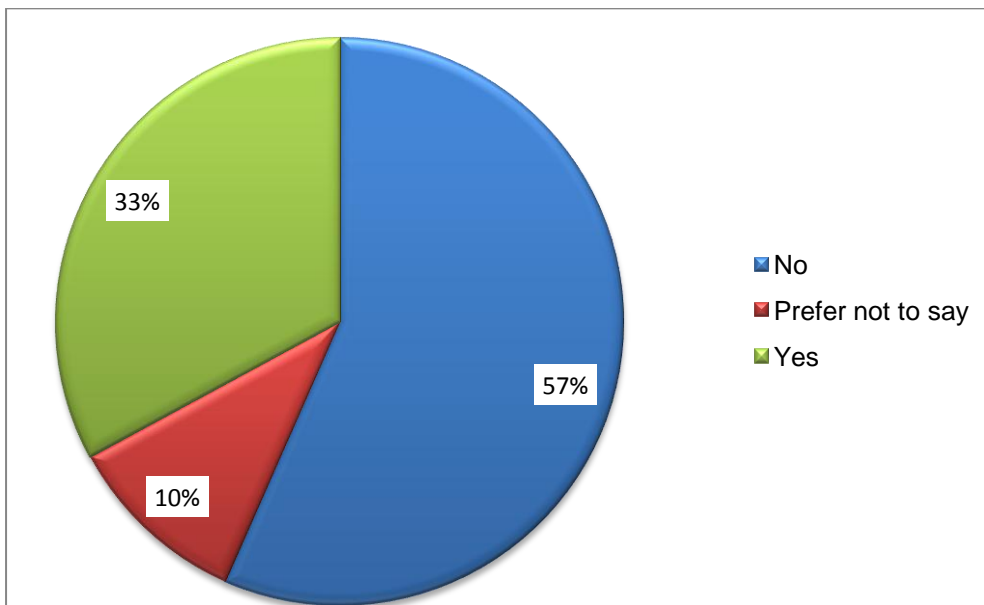
| <b>Service Number</b>                         | <b>Main issue(s) raised</b>  |
|---|--|
| 22 Chart Downs-Dorking-Newdigate              | Proposal could reduce options to travel by bus on a Saturday   |
| 34 Guildford-Woking-Camberley                 | Proposal could increase journey times  |
| 357 Warlingham - Caterham - Redhill - Reigate | Proposal could limit access to shopping  |
| 400 Walton – Shepperton – Staines             | Consider increasing frequency of service   |
| 409 Caterham-Warlingham-Selsdon               | Proposal could increase journey time   |
| 424 Redhill-Reigate-Horley-Copthorne-Crawley  | Proposal could reduce options to travel by bus. Support proposal to reduce the frequency                                       |
| 436 Woking-Byfleet-Weybridge                  | Consider increasing the frequency of the service   |
| 437 Woking-Pyrford-West Byfleet               | Support proposal to extend the route   |
| 438 Staines-Royal Estate-Shepperton           | Proposal could reduce options to travel by bus and could impact vulnerable people  |
| 446 Woking-Addlestone-Staines                 | Proposal could make it difficult to access St Peter's Hospital direct  |
| 451 Staines-Addlestone-Brooklands             | Proposal could increase journey times  |
| 458 Kingston-Walton-Staines                   | Support the proposal to increase the frequency   |
| 459 Kingston-Weybridge-Addlestone-Woking      | Proposal could increase journey times and reduce options to travel by bus  |
| 48 Woking-Brewery Road-Horsell                | One respondent commented on this proposal, asking for an additional service during school hours to Woking train station        |
| 513 Downside-Oxshott-Kingston                 | Five respondents commented on this proposal with the main issue having to walk further to access a bus                         |
| 514 Kingston-Molesey-Hersham                  | Support proposal to change and extend the route<br>Proposal could limit access to shopping and reduce options to travel by bus |
| 515 Kingston-Cobham-Guildford                 | Support the proposal to change the route of the Sunday service   |
| 526/527 Crawley-Charlwood-Horley-Crawley      | Proposal could limit access to shopping and reduce options to travel by bus  |
| 540 Woldingham-Caterham-Redhill               | Proposal could limit access to shopping and reduce options to travel by bus  |
| 555 Heathrow Airport-Sunbury-Walton           | Support proposal to extend the route   |
| 557 Woking-Chertsey-Sunbury-                  | Proposal could make it difficult to access St  |

|   |   |
|---|---|
| Heathrow Airport  | Peter's Hospital direct   |
| 564 Whitley Village-Hersham-Walton-Xcel                     | Proposal could limit access to medical appointments.  |
| 566/567 Staines-Thorpe-Knowle Hill                          | Proposal could limit access to shopping and increase waiting times  |
| 590/591 Stanwell Moor-Staines                               | Two respondents commented on this proposal suggesting that proposal could reduce their options to travel by bus |
| 592 Morrisons Store-Woking town centre-Brooklands Tesco/M&S | Three respondents commented on this proposal mostly suggesting it could limit their access to shopping.         |
| 91 Woking-Goldsworth Park-Knaphill Sainsbury's              | Four respondents commented on this proposal mostly asking for an increased frequency of service                 |

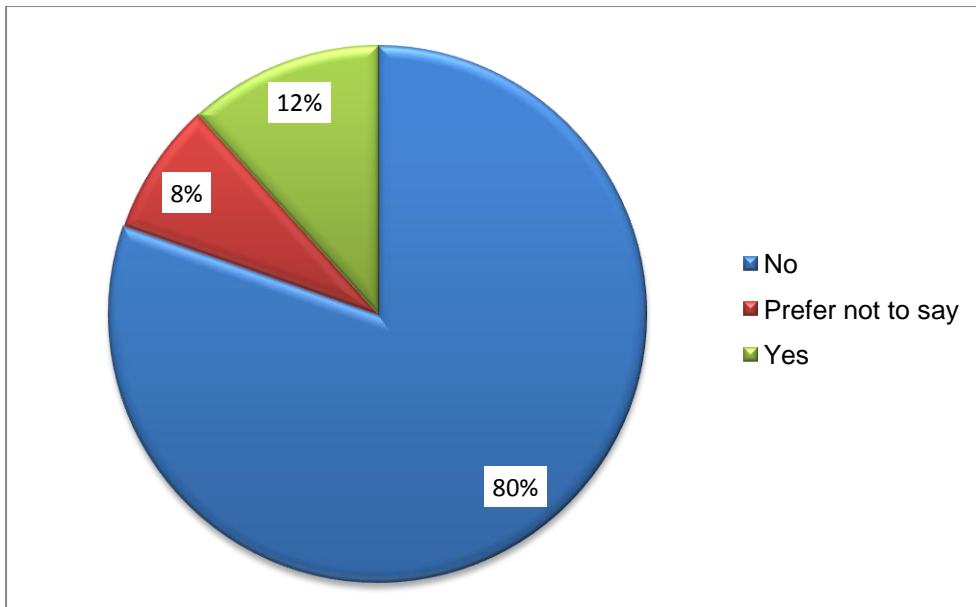
**About you**

**Q6 What is your gender?**

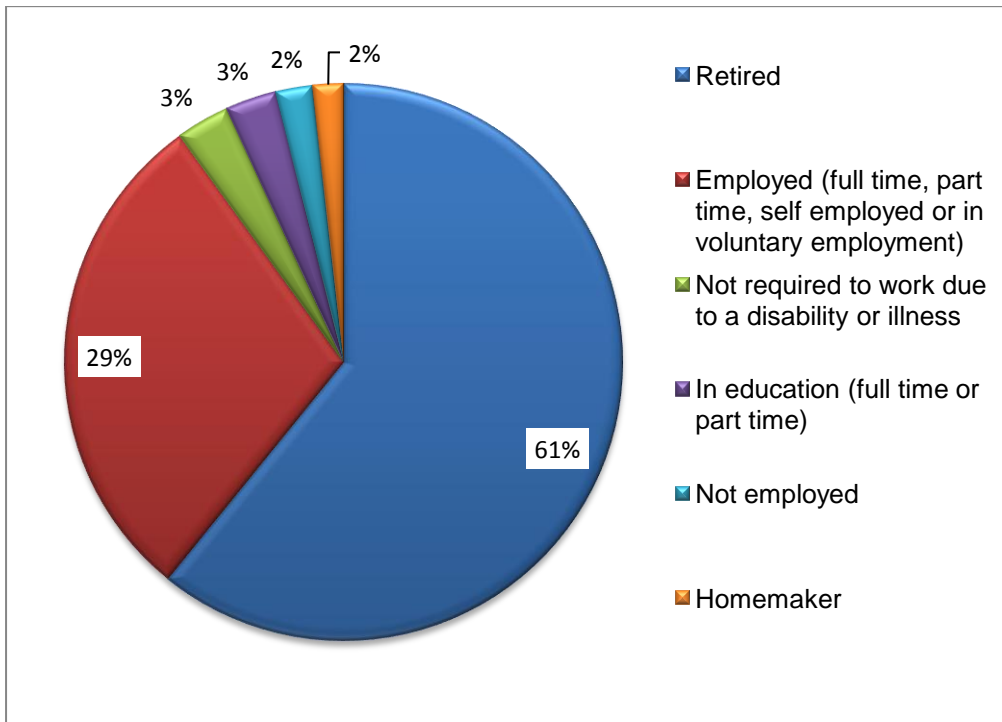


**Q7 What is your age?****Q8 Do you consider yourself to have a disability or a longstanding condition which affects how you travel?**

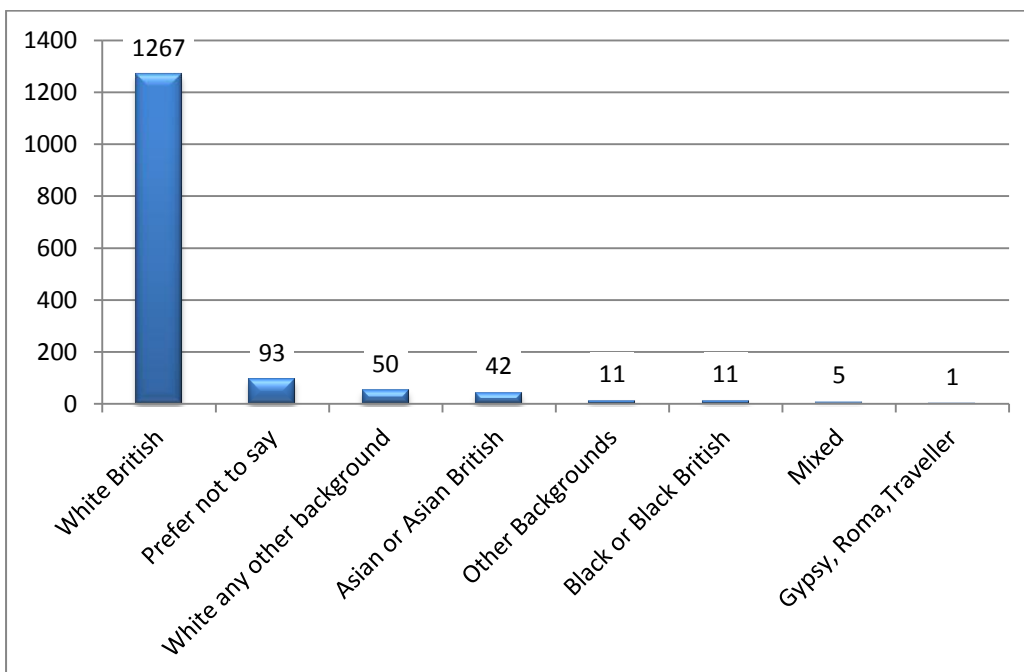
**Q9 Do you have a caring responsibility for an adult or a child with a disability?**



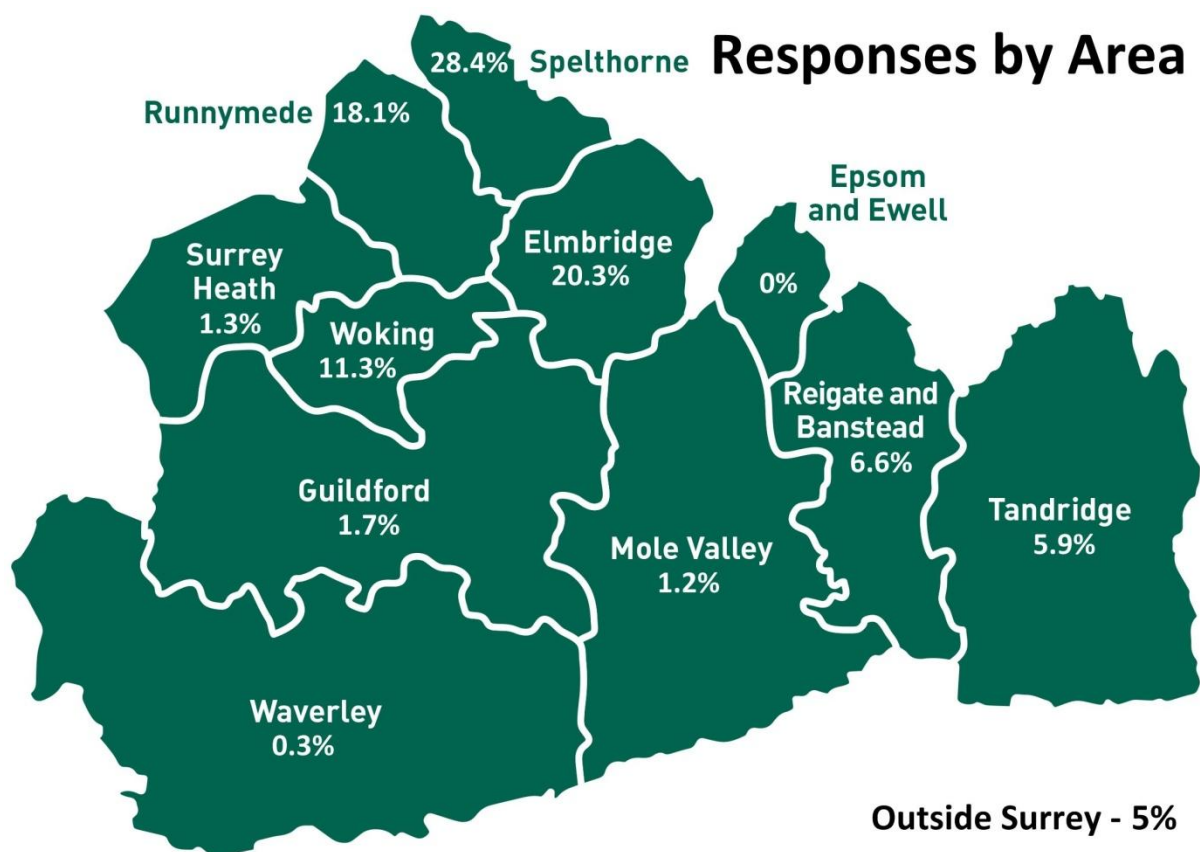
**Q10 Which of the following categories do you feel best describes your employment status?**



**Q11 Which of the following categories best describes your ethnicity?**



Q12 Responses by area



| Area               | Number of responses | Percentage of overall response |
|--------------------|---------------------|--------------------------------|
| Spelthorne         | 420                 | 28.4%                          |
| Elmbridge          | 301                 | 20.3%                          |
| Runnymede          | 268                 | 18.1%                          |
| Woking             | 167                 | 11.3%                          |
| Reigate & Banstead | 98                  | 6.6%                           |
| Tandridge          | 87                  | 5.9%                           |
| Outside Surrey     | 73                  | 4.9%                           |
| Guildford          | 25                  | 1.7%                           |
| Surrey Heath       | 19                  | 1.3%                           |
| Mole Valley        | 18                  | 1.2%                           |
| Waverley           | 4                   | 0.3%                           |
| <b>Grand Total</b> | <b>1480</b>         | <b>100.0%</b>                  |

**Q13 Do you have any other feedback?**

The analysis for this question was included in the responses to question 5.

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## Proposed local bus service changes from 29th August 2015

| Service | Current route  | Present Operator /New Operator | Frequency and days of operation              | Borough / District served                   | Annual one-way passenger journeys on current service for 2014/15 | ***No of respondents to the first public consultation indicating usage | ****No of respondents to the second public consultation indicating usage | Potential effect on current route  | *Number of people on an average weekday potentially effected by proposed change | Current annual cost | New annual cost | Cost saving in 2015/16 financial year | Annual saving |
|---------|--|--------------------------------|--|---|--|--|--|--|---|---------------------|-----------------|---------------------------------------|---------------|
| 400     | Walton-Shepperton-Studios Estate-Charlton-Ashford Common-Ashford-Staines   | Abellio                        | Monday-Friday 3/4 off peak journeys each way | Elmbridge, Spelthorne                       | 8,654  | 20   | 29   | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Reduce service on current route to one journey each way, arriving Staines approx. 10am and returning to Walton approx. 1pm.</li> <li>Extend route from Walton to Vicarage Fields estate and Xcel Leisure Centre via Walton Hospital/ Health Centre with six journeys each way 9am-3.30pm, Mon-Fri.</li> </ul>   | 4 out of 18 daily passengers  | **                  | **              | **                                    | **            |
| 438     | Staines-Royal Estate-Laleham-Shepperton  | Abellio                        | Mon-Sat hourly                               | Spelthorne                                  | 54,188   | 33   | 97   | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Change route and frequency to operate between Staines and Royal Estate only, every 90 minutes.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Increase frequency of 458 service between Staines, Laleham and Shepperton to two buses per hour. A short section of Worple Road (between Pavilion Gardens and Staines Road) would not be served by the 458.</li> </ul>   | 5 - out of 85 daily passengers  | **                  | **              | **                                    | **            |
| 446     | Woking-Sheerwater-West Byfleet-New Haw-Addlestone-CooBELANDS-Ottershaw-St. Peter's Hospital-Chertsey-Penton Park-Staines | Abellio                        | Daily, hourly                                | Spelthorne - Woking - Runnymede             | 240,680  | 163  | 185  | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Change route between Woking and Ottershaw to go via McClarens and Brox Road, replacing 557 service over this section of route and giving a faster more direct service between Woking and Staines.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>New service 556 between Woking and Addlestone</li> <li>Service 461 between Addlestone and St. Peter's Hospital, Chertsey and Staines.</li> </ul>  | 39 - out of 410 daily passengers  | **                  | **              | **                                    | **            |
| 451     | Staines-Chertsey-Eastworth Road-Addlestone Moor-Brooklands Road-Byfleet-Brooklands Tesco/M&S (Mon-Sat, hourly)           | Abellio                        | Mon-Sat hourly                               | Spelthorne - Woking - Runnymede - Elmbridge | 79,013   | 69   | 127  | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Withdraw service.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Services 446 and 461 Staines to Chertsey.</li> <li>Service 557 Chertsey to Addlestone via Eastworth Road.</li> <li>Services 461 and 514 Addlestone to Weybridge.</li> <li>Services 436, 437 and 514 Weybridge to Byfleet/Brooklands Tesco.</li> </ul>   | 15 - out of 135 daily passengers  | **                  | **              | **                                    | **            |
| 458     | Kingston-Esher-Hersham-Walton Station-Walton-Shepperton-Laleham-Staines  | Abellio                        | Daily, hourly                                | Spelthorne - Elmbridge                      | 214,583  | 153  | 159  | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Increase Mon-Sat daytime service from hourly to half-hourly.</li> <li>Evening and Sunday services to remain hourly.</li> <li>Introduce later evening services Mon-Sat.</li> <li>Divert route between the Barley Mow at Hersham and Walton Station via Hersham Green, Queens Road, Ashley Road and Station Avenue to provide a more frequent link to Esher and Kingston and new direct link to Walton and Staines.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Services 514 and 555 would provide a substitute on the withdrawn section of route between Hersham Library and Walton Station or town centre.</li> </ul> | 15 - out of 370 daily passengers  | **                  | **              | **                                    | **            |
| 459     | Kingston-Esher-Hersham-Queens Road-Weybridge-Addlestone-CooBELANDS-Rowtown-New Haw-Woodham-Sheerwater-Woking             | Abellio                        | Mon-Sat hourly                               | Woking - Runnymede - Elmbridge              | 178,660  | 149  | 247  | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Withdraw service.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Service 458 between Kingston and Sir Richard's bridge via Esher and Hersham.</li> <li>Service 514 between Hersham Library and Weybridge via Walton Station and part of Queens Road.</li> <li>Services 461 and 514 between Weybridge and Addlestone.</li> <li>Services 556 and 557 between Addlestone and New Haw (direct).</li> <li>Service 592 between Addlestone and New Haw via Rowtown.</li> <li>Service 557 between New Haw and Woking via Woodham and Sheerwater.</li> </ul>  | 55 - out of 215 daily passengers  | **                  | **              | **                                    | **            |

|   |     |   |         |  |                                  |         |     |  |   |                                  |    |    |    |    |
|---|-----|---|---------|--|----------------------------------|---------|-----|--|---|----------------------------------|----|----|----|----|
| 7 | 461 | 461 Kingston-Hampton Court-Hurst Road-West Molesey-Molesey Road-Rydens Road-Ambleside Avenue-Cottimore Lane-Walton-Oatlands Drive-Weybridge-Addlestone-Coombelands-Ottershaw-St. Peter's Hospital-Chertsey-Staines    | Abellio | (Mon-Sat, half-hourly Kingston to St. Peter's Hospital, hourly through to Staines: evenings and Sundays hourly throughout) | Spelthorne - Runnymede-Elmbridge | 520,753 | 208 | n/a (no proposal to change this service) | Basic pattern of service, frequency and route unchanged (listed here for completeness of main Abellio network)  | nil                              | ** | ** | ** | ** |
|   | 513 | Downside-Cobham-Stoke D'Abernon-Oxshott-Esher-Weston Green-Thames Ditton-Hampton Court-Kingston   | Abellio | Monday-Saturday, three off peak journeys each way  | Elmbridge                        | 9,136   | 16  | 16                                       | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Reduce service from three to two off peak journeys each way, Mon-Fri.</li> <li>Withdraw Saturday service.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Cobham Chatterbus C2 between Downside and Oxshott.</li> <li>Abellio 515 between Esher and Kingston.</li> </ul>   | 6 on a Saturday                  | ** | ** | ** | ** |
|   | 514 | Kingston-Surbiton-Lovelace Road-Long Ditton-Winters Bridge-Thames Ditton-Imber Court-East Molesey-Beauchamp Road-West Molesey-Field Common Estate-Hersham Station-Hersham Library                                     | Abellio | Mon-Sat hourly   | Elmbridge                        | 69,130  | 62  | 92                                       | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Change route between Surbiton and Winters Bridge to go via Brighton Road and Portsmouth Road rather than Lovelace Road and Long Ditton.</li> <li>Extend route from Hersham Library via Hersham Road, Halfway, Walton Station and Queens Road to Weybridge, with an hourly service between Kingston and Weybridge.</li> <li>Extend route beyond Weybridge to Addlestone on two alternate routes: either direct via Weybridge Road, or via Weybridge Station, Brooklands Road, Manor Farm, Byfleet village, Brooklands Tesco/M&amp;S, Byfleet and New Haw Station, and The White Hart. This would partly replace sections of services 451, 459 and 592, provide a direct link from Byfleet to Addlestone, and reinstate a direct service from Byfleet to Kingston.</li> <li>Journeys to and from Esher High School would be retained.</li> </ul> | 10 - out of 130 daily passengers | ** | ** | ** | ** |
|   | 515 | Kingston-Surbiton-Brighton Road-Portsmouth Road-Winters Bridge-Thames Ditton-Imber Court-Ember Lane-Lower Green-Esher-Cobham-Wisley-Ripley-Burnt Common-Burpham-Guildford   | Abellio | Daily, hourly  | Elmbridge, Guildford             | 176,121 | 162 | 47                                       | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>No changes to Mon-Sat service.</li> <li>Replace 515A Sunday service (via Hampton Court between Kingston and Imber Court) with same route as Mon-Sat 515 service. This would introduce a Sunday bus service for Thames Ditton village.</li> </ul>   | nil                              | ** | ** | ** | ** |
|   | 555 | Heathrow Airport Central Area-Hatton Cross-Terminal 4-Stanwell-Ashford Hospital-Ashford-Feltham Hill Road-Ashford Common-Sunbury Tesco-Sunbury Cross-Sunbury village-Upper Halliford-Shepperton-Walton-Walton Station | Abellio | (Mon-Sat, half-hourly, but hourly evenings and Sundays and extended on Sundays from Walton Station to Hersham Library)     | Spelthorne - Elmbridge           | 523,895 | 141 | 95                                       | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Extend Mon-Sat route to run through to Hersham (currently just extended on Sundays), offering a substitute for sections of service 458 in Hersham Road area.</li> </ul>  | nil                              | ** | ** | ** | ** |
|   | 556 | New Route: Woking - Sheerwater- West Byfleet- New Haw Black Prince-White Hart-Addlestone  | Abellio | Daily, hourly  | Woking - Runnymede               | n/a     | n/a | n/a                                      | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>New daily, hourly service that would replace current 446 route between Woking - Sheerwater- West Byfleet- New Haw Black Prince-White Hart-Addlestone.</li> </ul>   | n/a                              | ** | ** | ** | ** |
|   | 557 | Woking-McClarens-Ottershaw-St.Peter's Hospital-Chertsey-Shepperton-Upper Halliford-Sunbury Cross-Sunbury Tesco-Ashford Common-Feltham Hill Road-Ashford-Ashford Hospital-Stanwell-Stanwell Moor-Heathrow Terminal 5   | Abellio | Mon-Sat hourly   | Woking - Runnymede - Spelthorne  | 138,032 | 119 | 365                                      | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Change route to: Woking - Sheerwater - Woodham - New Haw Black Prince - White Hart - Addlestone - Addlestone Moor - Eastworth Road - Chertsey - Shepperton - Upper Halliford - Sunbury Cross - Sunbury Tesco. To run hourly, Mon-Sat except evenings.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Service 446 between Woking and St. Peter's Hospital/Chertsey.</li> <li>Service 555 beyond Sunbury Tesco to Stanwell and Heathrow Airport.</li> </ul>   | 32 - out of 250 daily passengers | ** | ** | ** | ** |
|   | 564 | Whiteley Village-Hersham-Hersham Station-Walton Hospital-Walton-Vicarage Fields Estate-Xcel Leisure Centre  | Abellio | (Mon-Fri every 40 minutes, Saturday every hour and ten minutes)  | Elmbridge                        | 75,265  | 28  | 133                                      | <b>Proposed changes:</b><br><ul style="list-style-type: none"> <li>Reduce route and frequency to run between Whiteley Village and Walton town centre, hourly, Mon-Sat.</li> </ul> <b>Alternative services:</b><br><ul style="list-style-type: none"> <li>Service 400 between Walton, Vicarage Fields and Xcel Leisure Centre</li> </ul>   | 6 - out of 138 daily passengers  | ** | ** | ** | ** |



|           |  |               |  |                                 |                     |                   |                  |  |  |          |          |         |         |
|-----------|--|---------------|--|---------------------------------|---------------------|-------------------|------------------|--|--|----------|----------|---------|---------|
| 566/567   | Staines-Egham-Thorpe/Stroude-Virginia Water-Knowle Hill  | Abellio       | Mon-Sat hourly   | Spelthorne - Runnymede          | 31,540              | 40                | 37               | <b>Proposed changes:</b><br>• Reduce service from hourly to every 90 minutes, Mon-Sat.   | nil  | **       | **       | **      | **      |
| 590/591   | Stanwell Moor-Staines  | Abellio       | (Mon-Fri, one journey at 0742)   | Spelthorne                      | 97                  | 16                | 7                | <b>Proposed changes:</b><br>• Withdraw Mon-Fri service (one journey at 7.42am). Saturday 590 service (operated by Bear Buses) would continue.<br><b>Alternative services:</b><br>• Carlone Buses Service 591 between Stanwell Moor, Stanwell, Ashford Hospital and Staines, Mon-Fri.   | 3 per week   | **       | **       | **      | **      |
| 34/35     | 34: Guildford-Slyfield Green-Jacobs Well-Westfield-Kingfield Green-Woking-St Johns-Knaphill-Bisley-West End-Lightwater-Bagshot-Camberley 35: Guildford-Slyfield Green-Stringers Common-Mayford-Woking-St. Johns-Hermitage Estate-Knaphill-Bisley-West End-Lightwater-Badger Drive-Briar Avenue | Arriva        | Monday-Saturday: three buses per hour Guildford to Woking, four per hour Woking to Lightwater, two per hour Lightwater to Camberley. Hourly Guildford to Camberley, evening and Sunday | Guildford, Woking, Surrey Heath | 698,224             | 486               | 137              | <b>Proposed changes:</b><br>• Change Mon-Sat timetable to provide three buses per hour from Guildford to Camberley (two 34 buses per hour via Westfield and one 35 per hour via Mayford). No change to evening and Sunday service.<br>• Change route of service 35 to no longer serve Hermitage Estate in St John's and to divert from Guildford Road in Lightwater to serve Macdonald Road, Clearsprings, Aplin Way, Badger Drive and The Avenue.<br><b>Alternative services:</b><br>• Diverted service 28 for Guildford – Brookwood – St John's – Woking via the Hermitage Estate. | nil  | £355,260 | £322,260 | £19,250 | £33,000 |
| 48 and 91 | 48: Woking- Brewery Road-Horsell 91: Woking-Goldsworth Park-Knaphill sainsburys  | Arriva        | 48: one journey at 1935 Monday to Saturday 91: one journey each way on Friday evening (only) 2313 from Knaphill, 2355 from Woking  | Woking                          | 48 - 55<br>91 - 100 | 48 - 52<br>91 - 1 | 48 - 2<br>91 - 6 | <b>Proposed changes to 48 service:</b><br>• Withdraw one journey at 7.35pm, Mon-Sat.<br><b>Proposed changes to 91 service:</b><br>• Withdraw one journey each way, at 11.13pm from Knaphill and 11.55pm from Woking Station, Friday only.  | service 48- 1 passenger per day service 91- 2 passengers on a Friday | £3,000   | nil      | £1,750  | £3,000  |
| 436       | Woking-Sheerwater-West Byfleet-Manor Farm-Byfleet-Brooklands Tesco-Mercedes Benz World-The Heights-Weybridge   | Arriva        | Mon-Sat every 30 minutes   | Woking, Elmbridge               | 230,226             | 70                | 69               | <b>Proposed changes:</b><br>• Reduce frequency from half hourly to hourly, Mon-Sat.<br>• Change route to no longer serve The Heights.<br>• No change to Sunday service 436 between Woking and Brooklands Tesco (operated by Abellio).<br><b>Alternative services:</b><br>• Revised service 437 between Woking, Byfleet, Brooklands and Weybridge Means there would still be two buses per hour between Woking and Weybridge via Byfleet and Brooklands.  | nil  | £72,600  | £58,000  | £8,517  | £14,600 |
| 437       | Woking-Maybury Estate-Warren Farm-Pyrford-West Byfleet   | Arriva        | Mon-Sat hourly   | Woking                          | 41,715              | 40                | 47               | <b>Proposed changes:</b><br>• Extend route from West Byfleet to Byfleet, Brooklands Tesco, Mercedes Benz World and Weybridge (hourly, Mon-Sat), giving new links from the Maybury and Pyrford areas.   | nil  | £123,000 | £96,000  | £15,750 | £27,000 |
| 592       | Morrisons Store-Woking town centre-Kettlewell Hill-Woodham-New Haw-Addlestone-Orchard Way-Byfleet Station-Brooklands Tesco/M&S   | Carlone Buses | (Tue/Thur/ Sat, three journeys each way)   | Woking - Runnymede              | 4,458               | 13                | 8                | <b>Proposed changes:</b><br>• Change route to operate, as per current route, from Morrisons Store and Woking to New Haw Black Prince, then to Rowtown, Coombelands and Orchard Way, terminating at Addlestone. Replaces service 459 in the Rowtown area. Three journeys each way to/from Woking and Addlestone between 9.30am and 2.30pm. The link between Byfleet and New Haw Station/ Brooklands Tesco and Addlestone will be covered by the revised service 514.  | nil  | £24,100  | £24,100  | nil     | nil     |
| 22        | Chart Downs - Westcott - Wotton - Abinger Hammer - Holmbury St Mary - Abinger Common with certain journeys also serving Newdigate and Leigh  | Metrobus      | Monday - Saturday basically every 2 hours  | Mole Valley                     | 24,099              | 18                | 23               | <b>Proposed changes:</b><br>• Withdraw Saturday service.<br><b>Alternative services:</b><br>• Service 32 for Abinger Hammer, Wotton and Westcott to Dorking (hourly Saturday service).<br>Newdigate, Leigh, Chart Downs, Sutton Abinger, Holmbury St Mary and Abinger Common would no longer have a Saturday service.  | 11 - out of 55 passengers who travel on a Saturday                   | £124,233 | £106,394 | £10,406 | £17,839 |
| 409       | Caterham Valley - Caterham on the Hill - Whyteleafe - Warlingham - Farleigh - Chelsham - Selsdon   | Metrobus      | Monday to Saturday service operating approx every 30 minutes, hourly evenings  | Tandridge                       | 148,369             | 72                | 32               | <b>Proposed changes:</b><br>• Withdraw Mon-Fri 8.21am journey from Caterham The Village to Caterham Station.<br>• Change route of 7.33am journey from Chelsham Common so that it no longer diverts via The Village development.<br>• Change route to no longer divert via Caterham School.<br>• New link from Marden Lodge to Warlingham Secondary School.   | 7 passengers who use the withdrawn journeys                          | £250,947 | £250,947 | nil     | nil     |

|         |  |               |  |  |                                       |     |    |  |                                  |                                       |                   |                   |                 |                 |
|---------|--|---------------|--|--|---------------------------------------|-----|----|--|----------------------------------|---------------------------------------|-------------------|-------------------|-----------------|-----------------|
| 526/527 | Crawley - Ifield - Charlwood - Gatwick South - Hookwood - Horley - Smallfield - Burstow - Shipley Bridge - Gatwick Road North - Crawley                            | Metrobus      | Monday to Saturday - hourly]   | Mole Valley - Reigate & Banstead - Tandridge | 38,360                                | 93  | 98 | <p><b>Proposed changes:</b></p> <ul style="list-style-type: none"> <li>Withdraw service between Horley, Smallfield, Burstow, Shipley Bridge, Gatwick Road North, Crawley.</li> <li>Change route to no longer serve Gatwick Airport.</li> <li>Reduce frequency of remaining service (Crawley to Horley via Ifield, Charlwood and Hookwood) from hourly to every 90 minutes, with an off-peak Saturday service (9.30am-5pm).</li> <li>Journeys for Oakwood School from Smallfield and Charlwood would be maintained.</li> </ul> <p><b>Alternative services:</b></p> <ul style="list-style-type: none"> <li>Revised service 424 for Horley to Smallfield, Burstow and Crawley via Shipley Bridge and Gatwick Road North.</li> </ul> | 19 - out of 178 daily passengers | £227,491                              | £122,814          | £61,062           | £104,677        |                 |
| 540     | Woldingham - Marden Lodge - Caterham - Chaldon - Merstham - Colesmead Road - Redhill   | Metrobus      | Monday to Friday operating 2 hourly  | Tandridge - Reigate & Banstead               | 28,101                                | 20  | 49 | <p><b>Proposed changes:</b></p> <ul style="list-style-type: none"> <li>Withdraw service.</li> </ul> <p><b>Alternative services:</b></p> <ul style="list-style-type: none"> <li>Service 357 between Marden Lodge and Redhill (revised to divert via Colesmead Road).</li> <li>Proposed Buses4U service from Woldingham to Caterham and Caterham on the Hill Tesco.</li> <li>Revised journeys on service 409 serving Caterham, Marden Lodge to Warlingham Secondary School.</li> </ul>   | 4 - out of 115 daily passengers  | £52,872                               | nil               | £30,842           | £52,872         |                 |
| 357     | Warlingham - Whyteleafe - Marden Lodge - Caterham - Chaldon - Merstham - Gatton Point - Redhill - Reigate  | Southdown PSV | Monday - Friday operating hourly   | Tandridge - Reigate & Banstead               | not included - commercially sensitive | 61  | 25 | <p><b>Proposed changes:</b></p> <ul style="list-style-type: none"> <li>Divert to serve Colesmead Road in Redhill (replacing service 540) and to serve Wray Common and Timperley Gardens instead of operating direct via Reigate Road (replacing reduced service 424).</li> </ul>   | nil                              | nil                                   | nil               | nil               | nil             |                 |
| 424     | Redhill - Timperley Gardens - Reigate - Woodhatch - Meadvale - East Surrey Hospital - Whitebushes - Salfords - Horley - Smallfield - Burstow - Copthorne - Crawley | Southdown PSV | Monday to Friday service operating hourly Redhill to Crawley but half hourly off peak Redhill to East Surrey Hospital. Saturday service operates hourly Redhill to Crawley | Tandridge - Reigate & Banstead               | 131,731                               | 154 | 79 | <p><b>Proposed changes:</b></p> <ul style="list-style-type: none"> <li>Reduce frequency of Mon-Fri service to hourly throughout.</li> <li>Change section of route in West Sussex, between Copthorne and Crawley to go via Shipley Bridge, Gatwick Road North and Tinsley Lane.</li> </ul> <p><b>Alternative services:</b></p> <ul style="list-style-type: none"> <li>Revised service 357 between Redhill, Timperley Gardens and Reigate.</li> </ul>  | nil                              | £141,670                              | £113,243          | £16,582           | £28,427         |                 |
| **      |  | Abellio       |  |  |                                       |     |    | Services featured above annotated as **  |                                  | £2,337,770                            | £2,089,863        | £144,612          | £247,907        |                 |
|         |  |               |  |  |                                       |     |    | Additional savings secured by contract price negotiations, by retendering or by operators converting services to commercial provision, but NOT resulting in a change to the route or level of service offered.   | nil                              | £1,149,422                            | £840,487          | £274,779          | £308,935        |                 |
|         |  |               |  |  |                                       |     |    |  |                                  | <b>Current Annual Cost</b>            | <b>£4,862,365</b> |                   |                 |                 |
|         |  |               |  |  |                                       |     |    |  |                                  | New Annual Cost                       |                   | <b>£4,024,108</b> |                 |                 |
|         |  |               |  |  |                                       |     |    |  |                                  | Cost saving in 2015/16 financial year |                   |                   | <b>£583,550</b> |                 |
|         |  |               |  |  |                                       |     |    |  |                                  | Annual cost saving                    |                   |                   |                 | <b>£838,257</b> |

\* See explanatory note in paragraph 34 of the Cabinet Report

\*\* Some contract packages contain more than one service. As the negotiated contracts or services offered to tender are not necessarily packaged in the same way as previously, the overall current and future prices, and savings for the services operated by Abellio are best shown in an aggregated form, as individual comparisons would be misleading.

\*\*\* The first consultation questionnaire received a total of 10,993 response (the overall consultation response was 6,723 but bus users could tell us about a maximum of three services that they use) to bus services that are used in Surrey. These respondents told us when, how often and why they use these bus services. They also told us how important the service was to them and what they would do to make a journey if it was no longer available. Using this information and all of the other responses to the consultation, and through iterative work with our operators, as well as considering other important factors, the above proposals for change have been drawn up.

\*\*\*\*The second consultation questionnaire received a total of 2,211 responses indicating usage on the bus services that were proposed for change. (the overall consultation questionnaire response was 1,480 but bus users could tell us about a maximum of three services that they use) These respondents told us how frequently they used them, at what times of day and how the proposed change would impact them.

## 1. Topic of assessment

|                   |  |
|-------------------|--|
| <b>EIA title:</b> | Surrey County Council (SCC) Local Transport Review 2015/16 |
|-------------------|--|

|                    |                               |
|--------------------|-------------------------------|
| <b>EIA author:</b> | Nick Meadows, Project Manager |
|--------------------|-------------------------------|

## 2. Approval

|                                | <b>Name</b> | <b>Date approved</b> |
|--------------------------------|-------------|----------------------|
| <b>Approved by<sup>1</sup></b> | Paul Millin | 10/06/2015           |

## 3. Quality control

|                       |            |                      |            |
|-----------------------|------------|----------------------|------------|
| <b>Version number</b> | V1.0       | <b>EIA completed</b> | 10/06/2015 |
| <b>Date saved</b>     | 10/06/2015 | <b>EIA published</b> |            |

## 4. EIA team

| <b>Name</b>      | <b>Job title<br/>(if applicable)</b>                                 | <b>Organisation</b>   | <b>Role</b>                                 |
|------------------|--|-----------------------|---|
| Nick Meadows     | Directorate Programme Group, Change Consultant                       | Surrey County Council | Project Manager                             |
| Cassandra Brewer | Principal Transport Officer (Community Transport and Travel Schemes) | Surrey County Council | Project Officer                             |
| Valerie Sexton   | Senior Transport Officer Planning                                    | Surrey County Council | Project Officer                             |
| Thomas Pooley    | Project Consultant   | Surrey County Council | Directorate Equalities Group Representative |

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

## 5. Explaining the matter being assessed

### What policy, function or service is being introduced or reviewed?

Surrey County Council (SCC) invests significant Council funding in local bus services and concessionary fares; both are statutory duties. SCC also invests in the funding of community transport, supporting partnership work with District/Borough, community and voluntary organisations. All of these services benefit a large and diverse number of residents, giving them access to work, employment, health care and essential shopping, as recognised by the Department for Transport (DfT).

Twenty nine million trips are made each year on Surrey buses, half of these on services that we subsidise. About a third (31%) of these trips are made by concessionary pass holders (mostly older people) or children.

SCC's budget for supporting local transport services is under increasing pressure because:

- Bus operating costs have risen faster than general inflation.
- Increased road traffic in Surrey means bus services are becoming less efficient, which means higher operating costs.

The directorate has been tasked in its medium term financial plan (MTFP) with delivering £2million in savings, from an overall budget of £19.39 million, over three years from 2015/16. A summary of the expected savings for each financial year can be found below:

| 2015/16 (£000s) | 2016/17 (£000s) | 2017/18 (£000s) | Total     |
|-----------------|-----------------|-----------------|-----------|
| £750            | £515            | £735            | £2million |

The Local Transport Review aims to grow the commercial value of the network, integrate services, find efficiencies and make savings via three streams: local buses, concessionary fares and community transport.

A 17 week public consultation from 8 October 2014 to 2 February 2015 was held to understand:

- How important bus and community transport services are to our residents? And how this would impact them if it was reduced or no longer there?
- What could be done to encourage more people to travel by bus/increase their bus travel?
- How important and valued the two extra SCC funded concessions are to our qualifying English National Concessionary Travel Scheme (ENCTS) pass holders?

The feedback submitted in this consultation helped inform what proposals for change were developed. The Local Bus Team has worked with bus operators to negotiate better contracts that will give the Council better value for money. However, to make the required savings needed from the review, some changes are required to local bus services. A further consultation is being held, from 11 May to 8 June 2015, to share the detail of these proposed changes to local bus services.

On 23 June, the final proposals that have developed following phases one and two of the consultation will go to Cabinet, the council's main decision making body, for its consideration. Any agreed changes will be widely communicated to residents and stakeholders in early July, with the changes coming into effect from late August 2015.



|   |   |
|---|---|
|   | <p>As this is a three year savings programme, this equality impact assessment will focus on changes for year one (2015/16) but will be updated for the subsequent years of the programme (2016/17 and 2017/18).</p>   |
| <p><b>What proposals are you assessing?</b></p> | <p>The <b>proposals</b> for 2015/16 that the EIA will be assessing:</p> <ol style="list-style-type: none"> <li>1. To reduce the subsidy given by the County Council to the bus operators and community transport providers, who run services on the current transport network in Surrey.</li> <li>2. Recommend that SCC retains its policy in relation to concessionary fares as described below.</li> </ol> <p>Both of the above proposals are explained in more detail below:</p> <p><b><u>Local bus services</u></b></p> <p>Twenty nine million passenger journeys are made each year on Surrey's bus services. Over half of these journeys are made using the services subsidised by the County Council at a cost of £8.9m per annum. The remaining journeys are provided by the commercial market.</p> <p>In light of the financial pressures mentioned in the section above, the current subsidised network is unsustainable and to achieve the savings needed from the review, we are proposing some changes to local bus services including:</p> <ul style="list-style-type: none"> <li>• Reduce frequency (e.g. Instead of an hourly bus for some services it may now be every 90 mins).</li> <li>• Service restructuring (e.g. in some cases those affected by withdrawals may have to walk for 10 minutes to another bus or change buses to reach the same destination).</li> <li>• In isolated cases where there would be no conventional bus service an alternative in the form of a community transport style facility might be provided.</li> <li>• Saturday service reductions (e.g. in some cases services that operate 6 days a week may be reduced to 5 days).</li> <li>• Some areas will see an increase in the number of buses available and also an increased choice of destinations. Better evening services have been achieved in some cases with faster journeys times being achieved along some corridors.</li> </ul> <p>The 2015/16 savings projected in year 1 are £0.584m. This will be achieved through proposed changes to services as described above (see <b>annexe E</b> of the Cabinet report). And also through contract price negotiations, retendering and by operators converting services to commercial provision <b><u>without</u></b> changing the level of service offered.</p> <p>Analysis of annual passenger journeys, for those services with proposed changes in 2015 (total patronage per annum 3,393,089), on the commercial and supported network has been carried out to identify how many passengers could be affected by the proposed changes to the bus network. The results show that if the proposed changes were made 3,278,177 (96.6%) of the total current bus passenger journeys for those services identified in <b>annexe E</b> of the Cabinet report would still have access to services on Mondays to Fridays.</p> |

We believe that although the savings will be made through a combination of service reductions and contract negotiations the number of annual passenger trips will remain static due to the fact that in the vast majority of cases alternative bus services are available. The increased frequencies and destinations being introduced in some areas, together with the County Councils continued investment in Real Time Passenger Information and bus stop improvements within the County, will help to maintain and, in some areas, potentially grow the patronage of commercial and tendered services. In the first consultation (Oct – Feb) 83% of bus users said they would use buses more if there were better information, improved infrastructure or if a better journey experience could be offered. However, it must be recognised that in some areas reduced levels of services or reduced destination choices will be evident.

### **Community transport services**

Typically community transport services are not commercially viable and are often outside of an authority's statutory remit. Services are very much needs led with local solutions and without the commercial profit element this often leads to unconventional approaches to a community's transport problems. Community transport is not commercially viable and as such public/grant funding is essential to support schemes.

Due to increasing financial pressure both at a county and borough/district level, it is important to recognise that level of community transport grant and support cannot continue. The aim is to move toward a cost neutral delivery to the public purse with a phased programme of change, over several years, to be delivered in partnership with boroughs/district councils and the voluntary sector.

Currently SCC's grant funds the community transport sector approximately £0.643m per annum. This funding is allocated to community transport providers to assist them in the provision of Dial a Ride services, Taxi Vouchers Schemes and Voluntary Car Schemes. The boroughs and districts are the major funders of the Dial a Ride services and SCC contributes approximately 10% of the overall transport costs of a Dial a Ride service through its grant funding.

A review of community transport funding in 2015/16 has contributed a total of £0.040m in savings without changing the level of service offered. Surrey County Council will continue to grant fund organisations who provide Dial a Ride, Taxi Voucher and Voluntary Car Scheme services in 2015/16. However, more detailed work will be undertaken with our community transport partners in the coming months to revise allocations for 2016/17.

### **Extra concessions**

SCC funds two additional local concessions to complement The English National Concessionary Travel Scheme (ENCTS) funded by central government. These are:

- i. Surrey residents who hold a disabled person's bus pass have no time restriction on travel, meaning they can also travel for free before 09:30 and after 23:00 Monday to Friday, all day Saturday, Sunday and Public Holidays. There are about 190,406 concessionary passes in circulation across Surrey, with the vast majority of these older person pass holders (177,672) and a smaller number of disabled pass holders (12,734)
- ii. Companion passes (C+) are issued to qualifying Surrey residents



|  |  |
|--|--|
|  | <p>(already disabled or older person's bus pass holders) who cannot travel without assistance. This means a pass holder who needs assistance can take someone with them to enable travel, such as a friend, carer or relative. This companion can also travel for free. There are currently 3,395 C+ bus pass holders in Surrey, with the vast majority of these issued to disabled users.</p> <p>Because travel is free to the pass holder, Surrey County Council then has to reimburse the bus operators for the fare revenue forgone using the agreed DfT methodology. What we spend as an authority is directly related to the number of trips made by pass holders on the Surrey bus network. The spend in 2014/15 for this was £8.676m.</p> <p>The two non-statutory local scheme enhancements mentioned above, no time restriction on travel for disabled pass holders and companion passes, is estimated at cost an additional £0.400m per annum. This is a relatively low additional cost in the context of the £8 million + overall scheme, and as a result of the consultation process we recognise the high value that is placed on them.</p> <p>Analysis of the feedback received told us that withdrawal of these could cause isolation, frustration, depression and greatly reduce independence in an already vulnerable and disadvantaged community. The relatively small saving made could be negated by increasing the need on other service areas within the council, such as Adults Social Care etc. This broad assessment recommends that SCC continues to maintain these enhanced local concessions.</p> |
| <p><b>Who is affected by the proposals outlined above?</b></p> | <ul style="list-style-type: none"> <li>• Service users and, their carers or families.</li> <li>• General public.</li> <li>• Service operators.</li> <li>• Partner and External organisations.</li> </ul>   |

## 6. Sources of information.

| Engagement carried out   |  |
|--|--|
| <p>On 23 September 2014, Cabinet authorised officers to carry out a wide ranging public consultation on proposed changes to local transport. A 17 week public consultation, from 8 October 2014 to 2 February 2015, was held and SCC wanted to understand:</p> <ul style="list-style-type: none"> <li>• How important bus and community transport services are to our residents? And how this would impact them if it was reduced or no longer there?</li> <li>• What could be done to encourage more people to travel by bus/increase their bus travel?</li> <li>• How important and valued the two extra SCC funded local concessions are to our qualifying ENCTS pass holders?</li> </ul> <p>Feedback submitted in this consultation played an important part in the review and helped draw up plans for change. A further consultation is being held from 11 May 2015 to 8 June 2015 to share and understand the views of residents and stakeholders on the proposed changes to local bus services.</p> <p>Residents and stakeholders could respond to both phases of the consultation by:</p> |  |

- Filling out a questionnaire (online and hard-copy). Hard copy questionnaires were available from multiple locations across the county including libraries, local council offices and on request via the contact centre. They were also available in easy read and large print format. In the second phase these have been concentrated to areas of Surrey and neighbouring counties where there are proposed changes to bus services.
- Emailing or writing to the project team.
- Phoning or texting the contact centre.
- Emails and letters were sent out to a variety of stakeholders, informing them of them of both phases of the public consultation and encouraging them to be involved.
- **3850** posters advertising the first public consultation were printed and distributed to multiple locations around the county. A further **1700** posters were printed and distributed to areas affected by the proposed changes.
- Other communication medium were used to promote both phases of the consultation including a dedicated website for the review ([www.surreycc.gov.uk/transportreview](http://www.surreycc.gov.uk/transportreview)), social media (Facebook and Twitter posts), online newsletters (communicate, surrey matters, issues monitor), online advertising on the SCC website and Travel SMART website, editorial copy for District & Borough Council and Parish newsletters, and paid for press advertising in the Surrey Advertiser, Surrey Mirror , Surrey Herald (Phase 1 only) and Staines Informer (Phase 2 Only).
- A forum was held in December 2014 with the Disability Alliance Network, Surrey Choices, Surrey Coalition of Disabled People, Age UK Surrey, Motability Woking Access Group, Surrey Deaf Forum, Swale House plus individuals and carers.
- A range of other meetings were held throughout the first consultation with Empowerment Boards, Disability Alliance Networks, A Deaf Forum, Groups with Learning Disabilities, Community Transport Group meetings, parish & town councils, the North West Surrey Bus User Group, Bus Users UK, Businesses, Youth Groups and Local Area Committees. Further meetings were held with the Disability Alliance Networks and Member scrutiny groups in the second consultation.
- A roving bus event was organised to visit 6 destinations across Surrey over three days in January, giving residents and bus users an opportunity to find out more about the review and submit their feedback. In May, two days of public roving bus events were held giving residents an opportunity to find more about the proposed changes to local bus services and have their say.

#### Data used

- Surrey-i, our local data and information portal, which can be searched by protected characteristic.
- Feedback to the consultation questionnaire and views submitted by e-mail or post. (This will include the feedback from the second consultation when it closes on 8 June 2015).
- Outcomes of stakeholder meetings/public events in both phases of the consultation (The National Travel Survey).
- ESP Systex Concessionary Fares Card Management System
- Data provided by service operators
- Community Transport Grant annual monitoring data

## 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>2</sup>   | Potential positive impacts  | Potential negative impacts   | Evidence  |
|---|---|--|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 151</p> <p style="text-align: center;"><b>Age</b></p> | <p>The recommendation that SCC continues to fund the free companion pass will have a positive impact on this protected characteristic. This means that 268 older person concessionary pass holders who qualify for the companion pass, and need assistance to travel, will still be able to take someone with them on a journey to enable travel, such as a friend, carer or relative, and this companion can also travel for free.</p> | <p>The National Travel survey indicates that bus usage is highest amongst 16-24 year old and those aged 65+. In Surrey we have 177,672 older person concessionary passes in circulation.</p> <p>And a third (31%) of all annual journeys by bus are made by concessionary pass holders (mostly older people) or children.</p> <p>Almost half (46%) of respondents to the first consultation questionnaire were aged 65 and over, and 1 in 10 (9%) of respondents were aged 24 or lower.</p> <p>Nearly two thirds (61%) of respondents to the second consultation were aged 65 and over, and 1 in 20 (5%) of respondents were aged 24 or lower. The under 24 age group was under represented in both consultations.</p> <p>Any changes to services could have a great impact on older people and younger people who rely on local bus services to</p> | <p>Evidence gathered from both public consultations, ESP Systex Concessionary Fares Card Management System, and the national travel survey.</p> |

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

|  |  |  |  |
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|  |  | <p>access work, employment, education, health care and essential shopping.</p> <p>Reduced levels of community transport grant funding may lead to a lower level of service provision if additional income is not generated from other opportunities. As a consequence this would make it more difficult for those older residents who need accessible transport to travel and access key services. This could then have an adverse effect on other service areas within the council e.g. Adults</p>  |  |
| <p>Page 152</p> <p><b>Disability</b></p> | <p>The recommendation that SCC continues to fund the two extra local concessions for qualifying concessionary pass holders (free disabled travel and free companion passes – explained further in section 5) will have a positive impact on this protected characteristic. This means that 12,734 disabled pass holders will be able to travel for free before 09:30am and after 11:00pm Monday to Friday. And all day Saturday, Sunday, and Public Holidays. And 3,127 disabled pass holders who qualify for the Companion pass, and need assistance to travel, will still be able to take someone with them on a journey to enable travel, such as a friend, carer or relative, and this companion can also travel for free.</p> | <p>About 1 in 5 (19%) of respondents to the first consultation questionnaire, and 1 in 3 (33%) to the second consultation questionnaire, said that they had a longstanding condition or a disability that affects how they travel.</p> <p>Reduced levels of services may affect disabled people who are dependent on using bus services to access work, employment, education, health care and essential shopping.</p> <p>Reduced levels of community transport grant funding may lead to a lower level of service provision if additional income is not generated from other opportunities. As a consequence, this would make it more difficult</p> | <p>Evidence gathered from both public consultations and ESP Systex Concessionary Fares Card Management System.</p> |

|                                |      |   |  |
|--------------------------------|------|---|--|
|                                |      | for those residents with disabilities who need accessible transport to travel and access key services. This could then have an adverse effect on other service areas within the council e.g. Adults   |  |
| <b>Gender reassignment</b>     | None | None  | There is no differential impact on this protected characteristic.                          |
| <b>Pregnancy and maternity</b> | None | Reduced levels of service on routes may make journeys longer for pregnant women particularly on way to/from health appointments   | No data was collected on this protected characteristic as part of the public consultation  |
| Page 153<br><b>Race</b>        | None | We believe that there will be no differential impact on this protected characteristic. However an overwhelming majority of respondents (93%) to the first consultation questionnaire were of a white background, this was slightly lower in the second consultation at (86%). Both figures are consistent with the ethnic profile of Surrey.<br><br>In the 2011 census the majority (90.4%) reported their ethnic group as white. | Evidence gathered from the both public consultations and Surrey i.                         |
| <b>Religion and belief</b>     | None | Reduction in Sunday services or other days for other worships may affect people's ability to get to their place of worship.   | No data was collected on this protected characteristic as part of the public consultations |
| <b>Sex</b>                     | None | The National Travel Survey indicates that a greater proportion of bus users are female. Precisely three-fifths (60%) of the respondents to the first consultation questionnaire, who  | Evidence gathered from both public consultations and the national travel survey.           |

|  |  |   |   |
|--|--|---|---|
|  |  | <p>said they had used bus services in Surrey in the last 12 months, were female.</p> <p>Roughly two-thirds (63%) of respondents to the second consultation questionnaire, were female.</p> <p>Therefore any reduced levels of service may have a greater impact on the female population.</p>   |   |
| <b>Sexual orientation</b>              | None   | None  | There is no differential impact on this protected characteristic. |
| <b>Marriage and civil partnerships</b> | None   | None  | There is no differential impact on this protected characteristic. |
| <b>Carers<sup>3</sup></b>              | <p>The recommendation that SCC continues to fund the free companion pass will have a positive impact on carers. There are currently 3,395 C+ bus pass holders in Surrey; these are issued who cannot travel without assistance. This means a pass holder who needs assistance can take someone with them to enable travel, such as a friend, carer or relative, and this companion can also travel for free.</p> | <p>Reduced levels of service may impact on carers if the cared for person is no longer able to access a bus service as a result of the change. About 1 in 10 (8%) of respondents to the first consultation said they had a caring responsibility for an adult or child with a disability.</p> <p>In the second consultation this is slightly higher with more than 1 in 9 (12%) saying they had a caring responsibility for an adult or child with a disability.</p> <p>So any impact on the services</p> | Evidence gathered from both public consultations                  |

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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.'

|  |  |   |  |
|--|--|---|--|
|  |  | <p>they use needs to be quantified.</p> <p>Reduced levels of community transport grant funding may lead to a lower level of service provision if additional income is not generated from other opportunities. As a consequence, this would make it more difficult for those carers who require accessible transport to travel and access key services. This could then have an adverse effect on other service areas within the council e.g. Adults</p> |  |
|--|--|---|--|

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

There is no implications on staff with protected characteristics only service users.

## 7 8. Amendments to the proposals

| Change | Reason for change |
|--------|-------------------|
| N/A    | N/A               |

## 9. Action plan

| Potential impact (positive or negative) | Action needed to maximise positive impact or mitigate negative impact   | By when  | Owner                             |
|---|---|--|-----------------------------------|
| <b><u>Negative</u></b>                  | It is recognised that SCC is unable to meet the needs of everyone in the review; however in any potential changes to services, we'll ensure that provision is directed to where it is most needed. We'll endeavour to achieve this through iterative work with our service operators, and considering other important factors centring on social and economic need. | Ongoing throughout the timescale of the review(2014/15 to 2017/18) | Local Bus Planning Team           |
| <b><u>Positive</u></b>                  | To make some savings through contract pricing efficiencies resulting in no changes to the current service that is provided. We'll endeavour to achieve this by extending contracts that are due to expire and through iterative work with our operators to provide best value for money   | Ongoing throughout the timescale of the review(2014/15 to 2017/18) | Local Bus Planning Team           |
| <b><u>Positive</u></b>                  | Look for opportunities to grow the commercial value of the current network. We'll endeavour to achieve this by securing funds through bid opportunities or contributions from developments to implement improvements that will encourage people to start travelling by bus or increase their bus travel.  | Ongoing and beyond the life scale of the review                    | Transport Projects Team           |
| <b><u>Positive</u></b>                  | Investigate income generation opportunities for the community transport sector to sustain, support and grow their services. Moving organisations to become less grant reliant and more income reliant with improve the robustness of the sector.  | Ongoing and beyond the life scale of the review                    | Transport Projects Team           |
| <b><u>Positive</u></b>                  | Ensure the robust communication of any service changes well in advance of them  | July 2015 – September 2015 (for year                               | Review Project team and corporate |



|                 |   |  |                     |
|-----------------|---|--|---------------------|
|                 | coming into effect. This will include providing these materials in alternative formats if requested for those with a visual impairment or those with learning disabilities. | one changes 2015/16)   | communications      |
| <b>Positive</b> | Update this equality impact assessment for changes in year 2 and 3 of the review ( 2016/17 and 2017/18)   | Ongoing throughout the timescale of the review(2014/15 to 2017/18) | Review Project team |

### 10. Potential negative impacts that cannot be mitigated

| Potential negative impact  | Protected characteristic(s) that could be affected       |
|--|--|
| <p>Analysis of annual passenger journeys, for those services with proposed changes in 2015 (total patronage per annum 3,393,089), on the commercial and supported network has been carried out to identify how many passengers could be affected by the proposed changes to the bus network. The results show that if the proposed changes were made 114,912 (3.4%) of all current bus passenger journeys, using services identified in <b>Annex E</b> of the Cabinet report, could be negatively impacted by the proposals. This impact could be due to a change of bus being required to reach some destinations or in a few cases, passengers having to walk further to reach a bus stop. If the latter issue is taken into account, it is not expected that any person currently travelling will have no bus service at all after the 2015 changes, but may require a change of bus to reach certain destinations.</p> <p>A very small number of passengers; namely those using Saturday services 22 and 513, 17 passengers in total per Saturday (data collected from Operators electronic ticket machine data), will not have an alternative service on Saturdays. We'll endeavour to work with local communities to signpost residents to other transport options.</p> <p>Where service frequencies have reduced it is difficult to make assumptions on any negative impact this could create as the journey is still possible, albeit with less choice. However, it should be recognised that this may have a negative impact on some users.</p> | <p>Age, Disability, Religion and Belief, Sex, Carers</p> |

## 11. Summary of key impacts and actions

|   |   |
|---|---|
| <p><b>Information and engagement underpinning equalities analysis</b></p>                     | <p>Analysis is mainly based on:</p> <ul style="list-style-type: none"> <li>• Responses received during two public consultations</li> <li>• Feedback given at our stakeholder events during the public consultation period</li> <li>• National surveys and bus operator patronage data</li> <li>• ESP Systemex Concessionary Fares Card Management System data</li> <li>• Local information (Surrey-i)</li> </ul>  |
| <p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p> | <p>Potential impacts are perceived to be negative and in some cases positive. However any changes to local bus services are likely to impact people with protected characteristics who rely on services to access work, employment, education, health care, places of worship and essential shopping. Mitigating actions have been developed to ensure the likelihood of any potential inequalities is reduced.</p> <p>Our recommendation that SCC continues to fund the two extra local concessions for qualifying concessionary pass holders (free disabled travel and free companion passes) is likely to have a positive impact on the protected characteristics Age, Disability and Carers.</p>  |
| <p><b>Changes you have made to the proposal as a result of the EIA</b></p>                    | <p>No amendments made</p>   |
| <p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>      | <ul style="list-style-type: none"> <li>• Ensure that funding support is directed where it's needed most</li> <li>• To make some of the required savings without changing the current service level.</li> <li>• Look for opportunities to grow the commercial value of the current bus network.</li> <li>• Make Community Transport organisation less grant reliant and more income reliant.</li> <li>• Ensure service changes are communicated well in advance of them coming into effect including providing materials in alternative formats for those who are visually impaired or those that have learning disabilities.</li> <li>• Continue to update the equality impact assessment throughout the life cycle of the review.</li> </ul> |
| <p><b>Potential negative impacts that cannot be mitigated</b></p>                             | <p>An average of 234 current passengers, identified as using services proposed for change in <b>Annex E</b>, could be negatively impacted by the proposed changes. This could mean they have to walk further to reach a bus stop or may need to change bus to get to their required destination meaning they can still access local transport. However, a very small number of these passengers (17 in total), that are unique to services 22 and 513 on a Saturday, will have no alternative service</p>   |

**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 JUNE 2015**

**REPORT OF: MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE**

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

**SUBJECT: ANNUAL GOVERNANCE STATEMENT 2014/15**



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

Surrey County Council has a statutory duty under the Accounts and Audit (England) Regulations 2011 to publish an Annual Governance Statement (AGS). The AGS provides a comprehensive assessment of the council's governance arrangements. Once signed by the Leader of the Council and the Chief Executive, the AGS is incorporated into the Statement of Accounts and the Annual Report.

#### **RECOMMENDATIONS:**

It is recommended that:

1. the 2014/15 Annual Governance Statement (ANNEX A) is approved and signed by the Leader and the Chief Executive for inclusion in the Statement of Accounts and Annual Report; and
2. the Audit and Governance Committee continue to monitor the governance environment and report to Cabinet as appropriate.

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

There is a statutory duty to annually review and report on governance. The identification of issues in governance and a responsive approach to addressing those issues is viewed as best practice.

#### **DETAILS:**

1. Surrey County Council's 'Code of Corporate Governance' describes the good governance principles adopted by the council and by which the governance arrangements are assessed. It also details the methodology by which the annual review of governance is undertaken.
2. The review of governance is overseen by the Governance Panel (Director of Legal and Democratic Services [Chair], Director of Finance, Chief Internal Auditor, senior representatives from HR and Organisational Development and Policy and Performance and the Risk and Governance Manager), which has responsibility for the development and maintenance of the governance environment and production of the AGS.

3. The annual governance review has provided a satisfactory level of assurance on the governance arrangements across all activities for the financial year ending 31 March 2015. The AGS (ANNEX A) has three main sections:
  - The governance environment – pages 3 to 8 (summarises the council's key policies, procedures and arrangements that evidence good governance; and includes the overall opinion of the Chief Internal Auditor)
  - Continually strengthening governance – page 9 (identifies areas for improvement)
  - Focus for 2015/16 – page 10 (outlines areas that the council will focus on during the year ahead to ensure continued good governance).
4. The AGS identifies two specific issues that have arisen during the year (ANNEX A, page 9), for which management action plans are being implemented by the identified responsible officers and monitored by scrutiny Boards and the Audit and Governance Committee.

#### **CONSULTATION:**

5. The Statutory Responsibilities Network, Chief Executives Direct Reports, the Chief Executive and the Leader of the Council have been consulted on the draft AGS and their comments are incorporated.
6. The Audit and Governance Committee considered the AGS at its meeting on 28 May 2015. The Leader of the Council and the Chief Executive introduced the AGS, proposed some additional wording and commended it to the Committee. No further changes were made during the discussion.
7. At the end of the discussion, the Committee made the following resolutions:
  - i. That the Committee is satisfied that the governance arrangements are represented correctly in the AGS; and
  - ii. That the Committee COMMENDS the draft AGS to the Cabinet, subject to additional amendments, for publication with the council's Statement of Accounts and Annual Report.

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

8. Strong governance arrangements support the council in the effective delivery of services and the achievement of objectives. Positive action to respond to the issues in the AGS will enhance the council's ability to mitigate risk.

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

9. There are no direct financial implications. Continued improvements in governance will help to deliver value for money for residents.

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

10. The Section 151 Officer is a member of the council's Governance Panel, as well as the Statutory Responsibilities Network and Chief Executives Direct

Reports. She is well sighted of key risks and the governance environment and confirms that all relevant matters are considered in the Annual Governance Statement.

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

11. The AGS is required by the Accounts and Audit (England) Regulations 2011 and forms part of the council's Statement of Accounts.

#### **Equalities and Diversity**

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

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

13. The AGS is signed by the Leader and the Chief Executive and incorporated into the council's 2014/15 Statement of Accounts and Annual Report.
14. The Audit and Governance Committee will continue to monitor the governance environment and report any significant issues to the Cabinet as appropriate.

#### **Contact Officer:**

Sheila Little, Director of Finance  
Tel: 020 8541 7012

#### **Consulted:**

Governance Panel, Statutory Responsibilities Network, Chief Executives Direct Reports, Chief Executive, Audit and Governance Committee, Leader of the Council.

#### **Annexes:**

Annex A – Annual Governance Statement 2014/15.

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

- Governance Panel minutes, governance review working papers, CIPFA/SOLACE Framework for Delivering Good Governance in Local Government, Code of Corporate Governance.

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# Annual Governance Statement 2014/15

## 8 CONTEXT

**The 2014/15 review has provided a satisfactory level of assurance on the governance arrangements for the year**



*Our Corporate Strategy, Confident in Surrey's future*

Surrey County Council (the council) has a responsibility for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for. The council is required to prepare an Annual Governance Statement (AGS) under the Accounts and Audit (England) Regulations 2011.

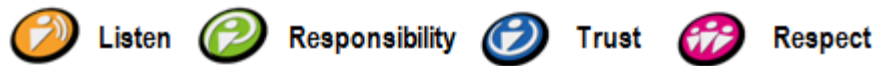
The council is committed to fulfilling its responsibilities in accordance with the highest standards of good governance to support its Corporate Strategy “Confident in Surrey’s future” and the council has adopted a Code of Corporate Governance through which good governance is evidenced. This AGS outlines the council’s governance arrangements and achievements during 2014/15 and highlights areas to continue to strengthen governance in 2015/16.

The annual review of governance is overseen by the Governance Panel (the panel). The panel comprises the Director of Legal and Democratic Services [chair], the Director of Finance, senior representatives from HR and Organisational Development and Policy and Performance, the Chief Internal Auditor and the Risk and Governance Manager. The panel meets four times a year and reports to the Statutory Responsibilities Network and the Audit and Governance Committee. The 2014/15 review has provided a satisfactory level of assurance on the governance arrangements for the year.



# THE GOVERNANCE ENVIRONMENT

## Purpose and outcome



The Corporate Strategy, 'Confident in Surrey's future', provides clear direction for staff as well as a signpost for residents, businesses and partner organisations and has the council's four values of Listen, Responsibility, Trust and Respect at its heart. It is underpinned by a suite of supporting documents such as the interactive Medium Term Financial Plan, Investment Strategy and service plans. The Chief Executive reports progress on delivering the Corporate Strategy to full County Council on a six-monthly basis.

The council's strategic framework for innovation is supporting the development of new ideas and approaches. The New Models of Delivery Programme is enabling and assisting services in identifying and assessing opportunities in a structured way. The council's 'Improvement toolkit' uses a range of concepts, principles and tools that identify and support effective service delivery from the residents' and service users' perspective. The Digital Transformation Programme is looking at ways in which technology can be used as a platform to improve service delivery and support partners.

There has been an increased emphasis on commercial activity and Boards have been put in place to provide oversight. A Shareholder Board monitors the council's trading activity and ensures satisfactory performance of the trading companies created and owned by the council. An Investment Advisory Board provides strategic oversight of the Investment Strategy and evaluates investment opportunities prior to presentation to Cabinet. Both these Boards are member led and are supported by relevant internal and external professional advisors. A high level Programme Board, including the Strategic Director for Business Services, Section 151 Officer and Monitoring Officer, monitors the overall progress of the New Models of Delivery Programme. The arrangements have been further strengthened by a new member led Transformation Sub-Group that will scrutinise partnership models and the Shareholder Board.

Scorecards are used to monitor progress against the corporate strategy objectives, measured through a variety of key indicators related to staff, costs, residents, and performance. Finance, performance and risk information is reviewed by senior management and scrutinised by member Boards. A Continual Improvement and Productivity Network oversees and tracks performance and improvement.

# THE GOVERNANCE ENVIRONMENT

## Leadership and behaviour

During 2014/15 the formal directorate/service arrangements have been supplemented by the establishment of four key leadership networks; Statutory Responsibilities, Continual Improvement and Productivity, New Models of Delivery, Prosperous Places; and the Extended Leadership Team (senior managers). These networks tackle key challenges and opportunities focussed on cross-cutting priorities and strengthen the one team approach by broadening the leadership within the council.

The Chief Executive continues to engage with and support staff by providing regular updates and key messages through emails and the intranet via a blog. He also regularly visits offices across the county by himself and with the Leader to meet, listen, learn and engage with staff. All heads of service have quarterly meetings with the Chief Executive.

The functions of the Monitoring Officer (Director of Legal and Democratic Services) and Section 151 Officer (Director of Finance) are specified by statute and between them they are responsible for ensuring lawfulness, fairness and financial prudence in decision-making.

The council's financial management arrangements fully comply with the Chartered Institute of Public Finance and Accountancy's Statement on the Role of the Chief Financial Officer (CIPFA, 2010). The Director of Finance meets her financial responsibilities and ensures fully effective financial management arrangements are in place. She has reported directly to the Chief Executive throughout 2014/15 and is a member of Chief Executive's Direct Reports and the Statutory Responsibilities Network. She has regular meetings with and has direct access to the Chief Executive, the Leader, Monitoring Officer, Chief Internal Auditor and External Auditor. The Director of Finance and the Chief Executive have regular support meetings with key budget holders. Budget workshops led by the Director of Finance are held with Cabinet and the Leadership Team on a monthly basis throughout the budget planning cycle. In addition, a programme of finance briefings for all members has been held throughout the year.

The roles, responsibilities and delegated functions for officers and members are set out in the Constitution of the Council. The Scheme of Delegation for members and officers is regularly reviewed and updated in consultation with services and the Cabinet, before being approved by full County Council.

The Cabinet comprises the Leader, Deputy Leader and eight additional Cabinet Members, with each Member holding the brief for a particular portfolio of services. Four Associate Cabinet Members

# THE GOVERNANCE ENVIRONMENT

## Leadership and behaviour

support Cabinet portfolio holders in the most complex areas but do not have voting rights. Decisions can be taken by individual members of the Cabinet or collectively by the full Cabinet (excluding Associates).

The Staff and Member Codes of Conduct set out the expected high standards of conduct and training is provided through induction. The Codes of Conduct are supplemented by the Member/Officer Protocol, which provides principles and guidance for good working relations, and the Strategy Against Fraud and Corruption. The Monitoring Officer and the Member Conduct Panel deal with allegations of breaches of the Member Code of Conduct. The register of pecuniary interests for all members can be viewed online. The Staff Code of Conduct is being refreshed following the

internal audit of Organisational Ethics so that it explicitly references the Standards in Public Life.

## Transparency and stewardship

The council produces an Annual Report that demonstrates the delivery of priorities over the year through highlighting key data on performance and notable achievements; and includes the AGS and summary audited accounts. The 2013/14 Statement of Accounts was audited and approved for publication by the end of July 2014 (previously September).

A Capital Working Group, comprising of senior managers, recommends the council's capital budget and oversees monthly monitoring. The Investment Panel continues to ensure all proposed service capital investments have robust business cases before formal decision by Cabinet or Cabinet Member as

appropriate. It is chaired by the Director of Finance and comprises senior leaders including the Chief Property Officer, Chief Internal Auditor and Head of IMT, as well as other heads of service to ensure a broad perspective for challenge.

The council's risk management strategy is part of the Constitution and is reviewed annually. The Strategic Risk Forum, chaired by the Director of Finance, brings together lead officers from across the council to review and challenge risk and ensure a consistent risk approach is adopted. The Leadership risk register is regularly reviewed by the Statutory Responsibilities Network, Audit and Governance Committee and Cabinet. The Cabinet attended a risk workshop, facilitated by the Director of Finance, to review the Leadership risk register.

# THE GOVERNANCE ENVIRONMENT

## Transparency and stewardship

The council's external auditors' latest report on value for money positively concluded that 'the council has adequate or better arrangements in place.'

The council's Whistle-blowing policy encourages staff to raise concerns, such as bullying or harassment or fraud, through an anonymous, confidential and independent hotline. A range of communication channels are used to publicise the policy and the supporting arrangements.

As part of the council's policy on transparency and openness, information is made available to residents and business through the publication of expenditure invoices for spend over £500 and salaries of staff who earn over £58,200 (named from (£100,000)).

The gifts and hospitality register is online and provides a means for staff to register anything offered or accepted, making the entire process transparent.

The council has six member Boards who provide challenge to the Cabinet. Each Board will have a Performance & Finance Sub-Group to undertake scrutiny of budgets and corporate performance measures. The Council Overview Board, comprising the Board chairmen, takes a council-wide view and leads on collaborative scrutiny issues. Every County Council, Cabinet and Planning and Regulatory Committee meeting is webcast to enable people to watch meetings online.

The Audit and Governance Committee comprises six councillors (the Chairman is a Residents' Association/Independent Councillor) who have been specifically chosen to enable robust challenge and assurance from a position of knowledge and experience. The committee provides independent assurance on the council's control environment, the adequacy of the risk and governance arrangements, financial reporting and ethical standards. During the year a task group of the committee undertook a self-assessment of the committee's effectiveness in line with CIPFA best practice. The review concluded that the committee is generally effective and made a number of recommendations that are being implemented and progress will be reported through the committee's annual report.

The Surrey Local Government Pension Fund Board takes decisions on behalf of the council as the administering body for the Local Government Pension Scheme and meets four times a year. A new Local Pension Board has been established to assist the Surrey Pension Fund Board in the exercise of its functions but has no decision making powers. There has also been the establishment of a Local Fire Pension Board to assist the Surrey Fire and Rescue Authority in the administration of its

# THE GOVERNANCE ENVIRONMENT

## Transparency and stewardship

Firefighters' Pension Scheme.

An Effective audit opinion was given following an internal audit of Organisational Ethics. The review concluded that the council has effective arrangements in place to ensure its decisions are open, accountable and in line with recognised ethical standards.

The annual review of the effectiveness of the system of internal audit, undertaken by the Chief Internal Auditor, concluded that appropriate controls were in place during 2014/15 to ensure an effective internal audit service was provided.

The overall opinion of the Chief Internal Auditor on the internal control environment for 2014/15 is "some improvement needed." A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives met.

The People Strategy sets out the council's aims and objectives in relation to employees and the wider workforce, including volunteers, charities and members of the public who help the council to help residents.

The council makes a considerable investment in skills and professional development training to ensure safety, compliance, safeguarding and high standards of professionalism and customer care. The training and development programme includes a range of e-learning and classroom based courses, online guidance and websites. A high performance development programme is in place to ensure staff are resilient and are able to perform strongly in challenging and uncertain circumstances.



# THE GOVERNANCE ENVIRONMENT

## Engagement and collaboration

The council created two new companies in 2014/15. Surrey Choices Ltd is delivering Adult Social Care day services and community support and a property company has been created to strengthen the council's ability to invest in a diversified and balanced portfolio of assets.

The council continues to build on the strong relationships with key partners such as Surrey's Districts and Boroughs and other public bodies, and is making good progress on emergency service collaboration, the Surrey Family Support Programme and health and social care integration. A 'Collaborate event' was held in November 2014 that brought together over 400 leaders, senior managers and partners from across Surrey, Sussex and the South

East to explore how services can be transformed by working together more effectively.

Surrey County Council and East Sussex County Council's business and support services have been brought together in partnership, known as Orbis, which will operate as one function under the management of a Joint Committee. The vision of the partnership is to create a resilient organisation that delivers value for money and is expected to develop and grow over time.

The trading standards services at Surrey County Council and Buckinghamshire County Council have been merged to form a new joint service, overseen by a Joint Committee. The shared strengths of the joint team allows for more effective protection to support residents and local businesses in both counties.

There has been continued focus on aiding the recovery post flooding. The council has worked with residents and businesses to help access grants for repairs to homes and repair flood damaged roads and bridges.

The council continues to develop Surrey-i, which publishes information about the council's residents and communities. It gives access to essential data, including customer needs, demand and supply side data. Snapshots are used to bring together information in a visual and user friendly way and these can be seen in the latest Annual Report.

The Surrey Residents Survey, jointly commissioned with Surrey Police, gathers customer satisfaction data and the results form part of the corporate performance scorecard. Formal customer feedback procedures ensure that feedback is both consistent and appropriate and outcomes are reported through a quarterly digest.



# CONTINUALLY STRENGTHENING GOVERNANCE

**We are continually strengthening and enhancing our governance arrangements**



During 2014-15 concerns emerged regarding performance in Children's Services. As a result an Improvement Board was established chaired by the Deputy Leader and comprising the Lead Member for Children and representatives from the Liberal Democrats, Independents and UKIP. This Board will continue in 2015-16 to provide oversight of a detailed improvement programme.

Governance arrangements have been strengthened through the implementation of Management Action Plans in all the areas highlighted in the 2013/14 AGS, which were information governance, social care debt and children in care health and dental checks. Improvements have also been made in the procedures for profiling and monitoring capital spend.

There are a number of areas where there is a need to enhance the governance arrangements during 2015/16, in particular:

- **Children's and Safeguarding Service**
  - There is a need to reduce reliance on long term agency resource particularly in management/supervisory roles;
  - As the number of children in receipt of direct payments increases, the council must ensure it has robust systems in place to demonstrate that social care reviews are conducted in a timely manner in line with stated policy; and
  - The council needs to improve its administration of looked after children's personal finances to ensure it meets its statutory duty as the corporate parent.
- **Contract Management** – there is a need to ensure that the council's central contract management system contains key information on significant contracts to enable effective contract monitoring and timely procurement.

## FOCUS FOR 2015/16

**Strong governance arrangements will support the increasing number and scale of challenges we are facing**

The scale of the strategic challenges the council is facing is increasing and the growing demand for services accelerated by new legislative responsibilities, alongside continuing to meet existing responsibilities. These include the implementation of the new duties incorporated in the Care Act and working with partners on the Better Care Fund Plan. The environment for delivering Adult Social Care and Children's Services is increasingly demanding due to complexity of cases, volumes and national concerns such as children in need. We will maintain our focus on programmes such as Family, Friends and Communities to assist with social care needs and demands. Strengthening our understanding of residents' experiences and our capability to co-design and co-deliver solutions is key to delivering our strategic goals.

The new Government brings potential changes to policy and future funding and long term financial planning will be challenging. We know we are going to have to continue thinking and working differently to find the best solutions for Surrey. Realising the opportunities identified by innovation work and seizing opportunities opened up by latest technology and digital developments will help to support the changes we want to make for residents, manage growing demands and ensure our county's economy remains strong and sustainable.

We will continue to make important investments and improvements for staff and members to ensure they have the training, support, equipment and working environments needed to work effectively and provide high standards of customer care for Surrey residents, business and the voluntary and community sector.

Leader of the Council

Chief Executive  
July 2015





**SURREY COUNTY COUNCIL****CABINET****DATE: 23 JUNE 2015****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE****SUBJECT: FINANCE AND BUDGET MONITORING REPORT FOR MAY 2015****SUMMARY OF ISSUE:**

The council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the council's financial position as at 31 May 2015 (month two).

The annex to this report gives details of the financial position.

**RECOMMENDATIONS:**

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:****Revenue budget overview**

1. Surrey County Council set its gross expenditure budget for the 2015/16 financial year at £1,671m. A key objective of MTFP 2015-20 is to increase the council's overall financial resilience. As part of this, the council plans to make efficiencies totalling £67.4m.
2. The council aims to smooth resource fluctuations over its five year medium term planning period. To support 2015/16, Cabinet approved use of £3.7m from the Budget Equalisation Reserve and carry forward of £8.0m to fund continuing planned service commitments. The council currently has £21.3m in general balances.
3. The financial strategy has a number of long term drivers to ensure sound governance, management of the council's finances and compliance with best practice.
  - Keep any additional call on the council taxpayer to a minimum, consistent with delivery of key services through continuously driving the efficiency agenda.

- Develop a funding strategy to reduce the council's reliance on council tax and government grant income.
- Balance the council's 2015/16 budget by maintaining a prudent level of general balances and applying reserves as appropriate.
- Continue to maximise our investment in Surrey.

### **Capital budget overview**

4. Creating public value by improving outcomes for Surrey's residents is a key element of the council's corporate vision and is at the heart of MTFP 2015-20's £696m capital programme, which includes £176m planned spending in 2015/16.

### **Budget monitoring overview**

5. The council's 2015/16 financial year began on 1 April 2015. This is 2015/16's first budget monitoring report. The budget monitoring reports focus on material and significant issues, especially monitoring MTFP efficiencies. The reports emphasise proposed actions to resolve any issues.
6. The council has implemented a risk based approach to budget monitoring across all services. The approach ensures we focus effort on monitoring those higher risk budgets due to their value, volatility or reputational impact.
7. A set of criteria categorise 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, which 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, which is the relative rate that either actual spend or projected spend moves 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); and
  - political sensitivity, which 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).
8. Managers with high risk budgets monitor their budgets monthly, whereas managers with low risk budgets monitor their budgets quarterly, or more frequently on an exception basis (if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower).
9. Annex 1 to this report sets out the council's revenue budget forecast year end outturn as at the end of May 2015. 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.
10. The report provides explanations for significant variations from the revenue budget, with a focus on 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 variances over 2.5% may also be material.

11. Annex 1 to this report also updates Cabinet on the council's capital budget.
12. Appendix 1 provides details of the MTFP efficiencies and revenue and capital budget movements.

#### **CONSULTATION:**

13. All Cabinet Members will have consulted their relevant director or head of service on the financial positions of their portfolios.

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

14. Risk implications are stated throughout the report and each relevant director or head of service 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**

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

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

16. 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**

17. There are no legal issues and risks.

#### **Equalities and Diversity**

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

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

19. 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, Strategic Directors, Heads of Service).

**Annexes:**

- Annex 1 – Revenue budget, staffing costs, efficiencies and capital programme summary.
- Appendix 1 – Directorate financial information (revenue and efficiencies) and revenue and capital budget movements.

**Sources/background papers:**

- None
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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 JUNE 2015**



**REPORT OF: MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE**

**LEAD OFFICER: SUSIE KEMP – ASSISTANT CHIEF EXECUTIVE  
JULIE FISHER – STRATEGIC DIRECTOR FOR BUSINESS SERVICES**

**SUBJECT: CONFIDENT IN SURREY'S FUTURE: EQUALITY, FAIRNESS AND RESPECT STRATEGY 2015-2020**

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

To consider *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020*, which is designed to meet the Council's responsibilities under the Equality Act 2010 and continue to mainstream and embed best practice in equality, fairness and respect across the Council. This Strategy has been refreshed to align with the Council's Corporate Strategy, *Confident in Surrey's Future: Corporate Strategy 2015-2020* in order to help achieve the Council's three strategic goals of wellbeing, economic prosperity and resident experience.

#### **RECOMMENDATIONS:**

It is recommended that the Cabinet approves *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* and agrees that progress towards its priorities should be reported on an annual basis through the Council's corporate performance reporting arrangements.

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

Approving *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* will support the delivery of the Council's commitment to ensure best practice in equality, fairness and respect, in the services it provides and in its workforce. It will also ensure that statutory requirements for the publication of equality objectives continue to be met.

|                 |
|-----------------|
| <b>DETAILS:</b> |
|-----------------|

## Background

1. *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* is an updated version of the Council's current equality strategy<sup>1</sup>, approved by Cabinet on 22 October 2013. The Strategy has been reviewed following approval of the Council's Corporate Strategy<sup>2</sup> on 10 February 2015, to ensure it continues to align. It will ensure that equality, fairness and respect remain an integral part of the delivery of the Council's priority areas of work and will enable more open and transparent progress reporting through the Council's corporate performance reporting arrangements.
2. The Equality Act 2010 introduced the Public Sector Equality Duty which requires public authorities, in the exercise of their functions, to have due regard to the need to:
  - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
  - Advance equality of opportunity between people who share a relevant protected characteristic<sup>3</sup> and people who do not share it.
  - Foster good relations between people who share a relevant protected characteristic and those who do not share it.
3. In addition, Surrey County Council as a public authority listed in Schedule 1 and 2 of The Equality Act 2010 (Specific Duties) Regulations 2011 (the specific duties) is required to:
  - Prepare and publish one or more objectives that the Council thinks it should achieve, to do any of the things mentioned in the aims of the general equality duty at least every four years.
  - Ensure that those objectives are specific and measurable.
  - Publish those objectives in such a manner that they are accessible to the public.
4. *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* meets these requirements by setting specific and measurable objectives designed to meet the aims of the general equality duty in a manner that is accessible to the public.

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<sup>1</sup> See [http://new.surreycc.gov.uk/\\_data/assets/pdf\\_file/0010/38296/Fairness-and-Respect-Strategy-2013-18.pdf](http://new.surreycc.gov.uk/_data/assets/pdf_file/0010/38296/Fairness-and-Respect-Strategy-2013-18.pdf)

<sup>2</sup> See [http://new.surreycc.gov.uk/\\_data/assets/pdf\\_file/0004/44932/Annex-1-Corporate-Strategy-2015-20v-final.pdf](http://new.surreycc.gov.uk/_data/assets/pdf_file/0004/44932/Annex-1-Corporate-Strategy-2015-20v-final.pdf)

<sup>3</sup> The 'protected characteristics' defined in the Act are: age; disability; gender reassignment; pregnancy and maternity; race (including ethnic or national origins, colour or nationality); religion or belief (including lack of belief); sex and sexual orientation. Marriage and civil partnerships is also protected but only with regards to the need to eliminate discrimination.

## Updating the Strategy

5. Following approval of the Council's Corporate Strategy by the Council in February 2015, the current Fairness and Respect Strategy 2013-18 was reviewed to ensure it aligned effectively and further improve its accessibility and format.
6. The Council approached the refresh by focussing first on the evidence base of the needs of residents with protected characteristics. This drew upon data from Surrey-i, the Surrey Joint Strategic Needs Assessment, the Residents Survey and other evidence from Directorates. An evidence 'snapshot' of the major findings of this review is available on Surrey-i<sup>4</sup>.
7. The Strategy, priorities and evidence have been further shaped through engagement with:
  - The Council Overview Board (on 3 June 2015)
  - The Council's Continuous Improvement and Productivity Network (providing officer oversight of the Strategy).
  - Directorate Equality Groups (Council staff who support service equality analysis and delivery).
  - The Surrey Equality Group, (external partners representing residents with protected characteristics, Council service representatives and Trade Unions).
8. *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* is supported by the *People Strategy 2013-18*<sup>5</sup> and the *Customer Promise*<sup>6</sup>. It helps deliver the Council's commitment to be a best practice employer for all staff and to reflect the diversity of Surrey's population through a specific priority to be a local employer of first choice for people from all our diverse communities, including disabled and younger people.
9. The table below shows the proposed new priorities. Priority 4 is unchanged from the current Strategy and priorities 1-3 have been updated to reflect evidence of need:

|  |
|--|
| 1. Ensure Surrey's children, adults and families are supported and helped to lead more independent lives.  |
| 2. Support all children and young people to participate and succeed in education, training and employment. |
| 3. Support preventative actions to reduce health inequalities and increase wellbeing for our communities.  |

<sup>4</sup> See <http://www.surreyi.gov.uk/get/ShowResourceFile.aspx?ResourceID=1574>

<sup>5</sup> See [http://new.surreycc.gov.uk/\\_data/assets/pdf\\_file/0011/38297/People-Strategy-2013-18.pdf](http://new.surreycc.gov.uk/_data/assets/pdf_file/0011/38297/People-Strategy-2013-18.pdf)

<sup>6</sup> See <http://new.surreycc.gov.uk/your-council/complaints-comments-and-compliments/customer-promise>

4. Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.

10. As a result of the setting of specific, measurable equality objectives in *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020*, the Council will be better placed to focus, prioritise and target improvements in policy making, service delivery and employment on areas where it will be able to make the greatest difference. Surrey's most vulnerable residents will benefit from specific consideration of their needs and a focussed Council-wide approach. The Strategy also ensures the Council meets its statutory equality requirements.

### **Delivery of the Strategy**

11. Work to identify specific measures and actions to embed the equality, fairness and respect priorities within service priority plans<sup>7</sup> is being undertaken with the Council's Continuous Improvement and Productivity Network, Directorate Equality Chairs and the Surrey Equality Group. Progress will be reported upon annually through the Council's corporate performance reporting system.
12. An implementation plan is also being developed to ensure effective communications and engagement with residents, staff, and partners. The Directorate Equality Groups and the Continuous Improvement and Productivity Network will promote awareness of the priorities, and HR will also update training materials for staff.

### **CONSULTATION:**

13. *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* builds on consultation undertaken to produce the current strategy *Confident in Our Future: Fairness and Respect Strategy 2013-2018*. This Strategy has further been developed in consultation with a number of groups including the Surrey Equality Group (including Trade Unions), the Continuous Improvement and Productivity Network, and Directorate Equality Groups. The Council Overview Board also reviewed the draft Strategy on 3 June 2015.

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

14. There are no additional risks which need to be managed as a direct result of this report.
15. Continuing to integrate equality, fairness and respect into the Council's business planning process will help ensure that any associated risks are managed as part of the Council's corporate performance management arrangements.

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<sup>7</sup> Please see the service priority plans within the Council's Medium Term Financial Plan 2015-2020, [http://new.surreycc.gov.uk/\\_data/assets/pdf\\_file/0008/55844/MTFP-201520-final.pdf](http://new.surreycc.gov.uk/_data/assets/pdf_file/0008/55844/MTFP-201520-final.pdf)



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

16. Priorities within this Strategy will be delivered within existing and planned resources.

### **Section 151 Officer Commentary**

17. The section 151 officer confirms that there are no material financial implications of this report and that implementation of the *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* may incur some small additional costs but will be within existing staffing and non-staffing resources.

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

18. The Equality Act 2010 and associated Public Sector Equality Duty placed a requirement on the Council to publish objectives that show how it will eliminate unlawful discrimination, advance equality of opportunity, and foster good relations between people from different groups. The *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* enables the Council to meet this requirement alongside the specific measures that will be adopted following further development with the Surrey Equality Group, the Continuous Improvement and Productivity Network and Directorate Equality groups.
19. In identifying the relevant objectives the Cabinet needs to have due regard to the points set out in the Public Sector Equality Duty as referred to in paragraphs 2-3 above.

### **Equalities and Diversity**

20. Summary of equalities impact assessment carried out for this strategy:

|   |   |
|---|---|
| <p><b>Information and engagement underpinning equalities analysis</b></p> | <p>Engagement on the draft Equality, Fairness and Respect Strategy and its priorities was conducted during the period February to mid May 2015. The following groups were provided with the opportunity to shape the Strategy: external Surrey Equality Group (including Trade Unions), Directorate Equality Groups (DEGs), Continuous Improvement and Productivity Network, Leader of the Council, current and previous Portfolio Holder for Equality and Diversity. The draft Strategy was reviewed by the Council Overview Board on 3 June 2015.</p> <p>Data has been used from a number of sources to inform the Strategy, including the 2011 Census, Joint Strategic Needs Assessment, information available on Surrey-i and equality Surrey County Council workforce data. This information was brought together in one place as an evidence snapshot of the needs of residents with protected characteristics in Surrey.</p> |
|---|---|

|  |  |
|--|--|
| <b>Key impacts (positive and/or negative) on people with protected characteristics</b> | The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> is expected to have a positive impact on all residents with protected characteristics in Surrey. It sets out the Council's priorities on equality and diversity and helps to embed equality, fairness and respect in Council services and in its workforce. It supports all Surrey residents, particularly the most vulnerable, and staff to be healthy, safe and confident about their future.   |
| <b>Changes you have made to the proposal as a result of the EIA</b>                    | N/A  |
| <b>Key mitigating actions planned to address any outstanding negative impacts</b>      | Progress against the priorities in the Strategy will be reported annually and will be published on the Council's website through the corporate performance reporting system.   |
| <b>Potential negative impacts that cannot be mitigated</b>                             | N/A  |
| <b>Information and engagement underpinning equalities analysis</b>                     | <p>Engagement on the draft Equality, Fairness and Respect Strategy and its priorities, was conducted during the period February to mid May 2015. The following groups were provided with the opportunity to shape the strategy: external Surrey Equality Group (including Trade Unions), Directorate Equality Groups (DEGs), Continuous Improvement and Productivity Network, Leader of the Council and portfolio holders for Equality and Diversity. The draft Strategy was reviewed by the Council Overview Board on 3 June 2015.</p> <p>Data has been used from a number of sources to inform the Strategy, including the 2011 Census, Joint Strategic Needs Assessment and information available on Surrey-i. This information was brought together in one place as an evidence snapshot of the needs of residents with protected characteristics in Surrey.</p> |
| <b>Key impacts (positive and/or negative) on people with protected characteristics</b> | The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> is expected to have a positive impact on all residents with protected characteristics in Surrey. It sets out the Council's priorities on equality and diversity and helps to embed equality, fairness and respect in Council services and in its workforce. It supports all Surrey residents, particularly the most vulnerable, and staff to be healthy, safe and confident about their future.   |
| <b>Changes you have made to the proposal as a result of the EIA</b>                    | N/A  |

|   |   |
|---|---|
| <b>Key mitigating actions planned to address any outstanding negative impacts</b> | Progress against the priorities in the Strategy will be reported on a yearly basis and will be published on the Council's website through the corporate performance reporting system. The delivery and specific measures for the priorities will be further shaped and developed with the external Surrey Equality Group and key internal stakeholders during June-July 2015. |
| <b>Potential negative impacts that cannot be mitigated</b>                        | N/A   |

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

21. Achievement of the priorities in *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* will positively impact on Looked After Children, notably the priorities: 'Ensure Surrey's children, adults and families are supported and helped to lead more independent lives' and 'Support all children and young people to participate and succeed in education, training and employment'.

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

22. Achievement of the priorities in *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* will positively impact on vulnerable children and adults, notably the priorities 'Ensure Surrey's children, adults and families are supported and helped to lead more independent lives' and 'Support preventative actions to reduce health inequalities and increase wellbeing for our communities'.

#### **Public Health implications**

23. *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* includes the priority 'Support preventative actions to reduce health inequalities and increase wellbeing for our communities', the achievement of which will positively impact on public health.

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

24. Actions:
- *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* will be published on the Council's website (with alternative formats on request) to ensure it is accessible to residents.
  - Performance measures and targets will be finalised for each of the Strategy's priorities. Progress against these will be reported annually from April 2016.
  - An implementation plan will be rolled out to include communications to residents, staff and partners. Officers will continue to work with the Surrey Equality, Group, Directorate Equality Groups and the Continuous Improvement and Productivity Network to promote awareness of the priorities. HR will also update any training materials for staff.

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**Contact Officer:**

Andrew Evans, Strategic Partnership Manager, 01372 833992  
Abid Dar, Equality, Inclusion and Wellbeing Manager, 020 8541 9591

**Consulted:**

- Council Overview Board
- Continuous Improvement and Productivity Network
- Surrey Equality Group (including Trade Unions)
- Directorate Equality Groups
- Leader of the Council, Cabinet Member for Business Services and Resident Experience and former Member for Health and Wellbeing
- Head of Policy and Performance and Director of People and Development

**Annexes:**

**Annex A** – Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020

**Annex B** – Equality Impact Assessment for Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020

**Sources/background papers:**

- *Equality Act 2010*, [Fairness and Respect Strategy 2013-2018](#), [Evidence 'snapshot' for Equality, Fairness and Respect](#), [Council's Corporate Strategy for 2015-20 Confident in Surrey's Future](#), [People Strategy 2013-18](#), [Our Customer Promise](#).
-

## PURPOSE

Ensure services support all Surrey residents; and our staff are healthy, safe and confident about their future.

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## VISION

- Equality
- Fairness
- Respect

## VALUES

-  Listen
-  Responsibility
-  Trust
-  Respect

## Context

The makeup of Surrey's 1.1 million residents is continuing to change, and over the next 25 years the population is projected to increase by over 20%. We will see an increase in the number of residents aged over 65 and an increase in the number of children and young people too. Residents are living longer with a range of different health and care needs, some have multiple and complex needs. Surrey is also a more ethnically diverse place to live than ever before.

This document sets out our priorities and demonstrates our commitment to deliver fair and inclusive services to meet the needs of all Surrey's communities. As one of the largest employers in Surrey this document also supports the Council's commitment to be a best practice employer for all our staff and reflect the diversity of Surrey's population.

This meets the Council's duty in the Equality Act 2010 to publish objectives that show how we will promote equality of opportunity and tackle discrimination.



- There are an estimated 110,000 unpaid carers of all ages in Surrey. The majority of carers are women and includes an estimated 14,000 young carers.
- We support around 30,000 people each year with a range of physical and learning disabilities as well as mental health issues. Over 20,000 people each year in Surrey access NHS mental health services.
- In Surrey's most deprived areas life expectancy is 6.4 years lower for men and 4.8 years lower for women compared to areas of higher wealth.
- 17% of Surrey's population identify themselves as being from a minority ethnic group. Since 2001, the non-white British population has doubled to 9.8%.

## Our strategic goals

### 1. Wellbeing

**Everyone in Surrey has a great start to life and can live and age well**

### 2. Economic prosperity

**Surrey's economy remains strong and sustainable**

### 3. Resident experience

**Residents in Surrey experience public services that are easy to use, responsive and value for money**

## Our Equality, Fairness and Respect Priorities

Drawing on a robust evidence base from sources such as [Surrey-i](#), and following engagement with internal and external stakeholders, we have set the following four priorities. These complement our [Corporate Strategy](#), [People Strategy](#) and [Customer Promise](#), and support the design and delivery of inclusive and accessible services that help meet the needs of our communities.

1. Ensure Surrey's children, adults and families are supported and helped to lead more independent lives.
2. Support all children and young people to participate and succeed in education, training and employment.
3. Support preventative actions to reduce health inequalities and increase wellbeing for our communities.
4. Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.

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## 1. Topic of assessment

|                   |   |
|-------------------|---|
| <b>EIA title:</b> | Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020 |
|-------------------|---|

|                    |   |
|--------------------|---|
| <b>EIA author:</b> | Andrew Evans, Strategic Partnership Manager |
|--------------------|---|

## 2. Approval

|                                | <b>Name</b>                                  | <b>Date approved</b> |
|--------------------------------|--|----------------------|
| <b>Approved by<sup>1</sup></b> | Liz Lawrence, Head of Policy and Performance | 02/06/2015           |

## 3. Quality control

|                       |            |                      |            |
|-----------------------|------------|----------------------|------------|
| <b>Version number</b> | 3          | <b>EIA completed</b> | 02/06/2015 |
| <b>Date saved</b>     | 02/06/2015 | <b>EIA published</b> |            |

## 4. EIA team

| <b>Name</b>  | <b>Job title (if applicable)</b> | <b>Organisation</b>   | <b>Role</b> |
|--------------|----------------------------------|-----------------------|-------------|
| Andrew Evans | Strategic Partnership Manager    | Surrey County Council | EIA author  |
|              |                                  |                       |             |
|              |                                  |                       |             |

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



5. Explaining the matter being assessed

|   |  |
|---|--|
| <p><b>What policy, function or service is being introduced or reviewed?</b></p> | <p>The Equality Act 2010 and its Public Sector Equality Duty requires public bodies to have due regard to the need to prevent discrimination, advance equal opportunities and encourage positive relationships. As part of the specific duties in the Act, the County Council is required to set equality objectives every four years.</p> <p>The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> sets out how the Council will meet the legislative requirements. It also establishes the Council's commitment to embedding Equality, Fairness and Respect across our services and in our workforce; and sets out the Council's equality, fairness and respect priorities for 2015-2020.</p> <p>The Strategy is made available to the public through the Council's website. Progress against the Strategy will be reported annually through the Council's corporate performance reporting system; and discussed with the external Surrey Equality Group (SEG).</p> |
| <p><b>What proposals are you assessing?</b></p>                                 | <p>The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> is an updated version of the Council's current equality and diversity strategy; the <i>Confident in Our Future, Fairness and Respect Strategy 2013-2018</i>, which was approved by Cabinet in October 2013.</p> <p>The Strategy has been reviewed as part of the annual business planning process to ensure that it is aligned with the Corporate Strategy <i>Confident in Surrey's Future: Corporate Strategy 2015-2020</i>, which was endorsed by full Council in February 2015.</p> <p>The Strategy has also been revised in light of the latest available data on groups with protected characteristics, notably from the 2011 Census, the latest Joint Strategic Needs Assessment (JSNA), analysis of the Resident's Survey and Surrey County Council equality workforce data.</p> <p>This assessment has been undertaken prior to the presentation of the Strategy to Cabinet on 23 June 2015.</p>     |
| <p><b>Who is affected by the proposals outlined above?</b></p>                  | <p>The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> is Council-wide and underpins all of the Council's work.</p> <p>It will cover all service users and Council staff, and therefore potentially all of the groups with protected characteristics.</p>   |



6. Sources of information

| Engagement carried out   |
|--|
| <p>Initial discussions around the approach behind refreshing the current Strategy were undertaken in February and March 2015 with the Leader of the Council, Portfolio Holder for Equality and Diversity, Surrey Equality Group (including Trade Unions), the Council’s Continuous Improvement and Productivity Network (senior officers from across the Council who have oversight for the Strategy) and Directorate Equality Groups (DEGs). There was broad agreement that the refreshed Strategy should be:</p> <ul style="list-style-type: none"> <li>• aligned with <i>Confident in Surrey’s Future: Corporate Strategy 2015-2020</i> in order to reflect the key strategic goals for the organisation;</li> <li>• based on evidence of priority needs of Surrey’s vulnerable groups;</li> <li>• integrated as part of the Council’s corporate performance reporting system and process; and external challenge by SEG on progress towards achieving the priorities of the Strategy and the specific measures and actions that lie underneath it; and</li> <li>• progress to be reported annually and published online.</li> </ul> <p>The draft Equality, Fairness and Respect strategy was subsequently shared April to mid-May 2015 with the same groups mentioned above providing them with an opportunity to help shape the Strategy and its priorities. Feedback received during this period was incorporated into the Strategy.</p> <p>The draft Strategy was presented to Council Overview Board for review and endorsement on 3 June 2015. Feedback received has been incorporated into the final draft Strategy for presentation to Cabinet on 23 June 2015.</p> |
| Data used  |
| <p>A number of data sources were used to inform the Strategy and better understand the needs of groups with protected characteristics in Surrey. These included:</p> <ul style="list-style-type: none"> <li>• 2011 Census<sup>2</sup></li> <li>• Latest Population figures<sup>3</sup></li> <li>• Surrey Snapshots<sup>4</sup> - in particular: <a href="#">How is population of Surrey changing?</a>, <a href="#">What do ethnicity and religion look like in Surrey?</a>, <a href="#">What does the school population look like in Surrey?</a>, <a href="#">What was the attainment of Surrey's pupils in 2013?</a>, <a href="#">Health and wellbeing in Surrey: Improving children's health and wellbeing</a>, <a href="#">Health and wellbeing in Surrey: Developing a preventative approach</a>, <a href="#">Health and wellbeing in Surrey: Promoting emotional wellbeing and mental health</a>, <a href="#">Health and wellbeing in Surrey: Older Adults</a>, <a href="#">What opinions do residents have about their neighbourhood and the Council?</a></li> <li>• JSNA<sup>5</sup></li> <li>• Slope Index of Inequality in Life Expectancy<sup>6</sup></li> <li>• Residents Survey</li> </ul>   |

<sup>2</sup> Census 2011 analysis, accessed on Surrey, <http://www.surreyi.gov.uk/GroupPage.aspx?GroupID=55>

<sup>3</sup> Accessed on Surrey, <http://www.surreyi.gov.uk/Viewpage.aspx?C=basket&BasketID=288>

<sup>4</sup> Accessed on Surrey, <http://www.surreyi.gov.uk/grouppage.aspx?groupid=58>

<sup>5</sup> Surrey JSNA, accessed on Surrey, <http://www.surreyi.gov.uk/grouppage.aspx?groupid=36>

<sup>6</sup> Accessed on Surrey, <http://www.surreyi.gov.uk/Resource.aspx?ResourceID=991>

- Adult Social Care [Local Account 2013/14 – how are we doing?](#)
- Surrey County Council equality workforce data
- Equality, Fairness and Respect Strategy 2015-2020, high level data snapshot, May 2015<sup>7</sup> - This was developed with DEGs and further discussed and validated with the Surrey Equality Group. The evidence snapshot was updated to reflect additional information, expert insight and provide further clarity in certain areas e.g. analysis of the Residents' Survey.

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

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<sup>7</sup> Accessed on Surrey, <http://www.surreyi.gov.uk/get/ShowResourceFile.aspx?ResourceID=1574>

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

| Protected characteristic <sup>8</sup>   | Potential positive impacts  | Potential negative impacts | Evidence   |
|---|---|----------------------------|--|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 191</p> <p style="text-align: center;"><b>Age</b></p> | <p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Ensure Surrey’s children, adults and families are supported and helped to lead more independent lives.</li> <li>• Support all children and young people to participate and succeed in education, training and employment.</li> <li>• Support preventative actions to reduce health inequalities and increase wellbeing for our communities.</li> <li>• Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.</li> </ul> | <p>None identified</p>     | <p>For example<sup>9</sup>:</p> <p>There are an estimated 1.15m people living in Surrey; this is expected to rise to 1.37m within 25 years. Over 65 year olds make up 16% of the population; within the next 25 years this will rise to 25%. In Surrey there are an estimated 108,400 people aged between 65-74; 69,000 people aged between 75-84; and 31,500 people aged 85+. With more people living longer this is expected to lead to an increase in age-related health and care needs.</p> <p>In Surrey’s most deprived areas life expectancy is up to five and a half years lower than areas of higher wealth</p> <p>Performance of Surrey’s disadvantaged pupils (free school meals in last 6 years and looked after children) remains below the national average.</p> <p>As of end March 2013/14 there were c.4,500 children in need in Surrey</p> |
| <p style="text-align: center;"><b>Disability</b></p>  | <p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Ensure Surrey’s children, adults and families are</li> </ul>   | <p>None identified</p>     | <p>For example<sup>10</sup>:</p> <p>18% of children in need have a disability recorded, compared to 3% of all children and young people.</p>   |

<sup>8</sup> More information on the definitions of these groups can be found [here](#).

<sup>9</sup> Data from Equality, Fairness and Respect Strategy 2015-20 high level data snapshot May 2015, accessed on Surrey <http://www.surreyi.gov.uk/get/ShowResourceFile.aspx?ResourceID=1574>

<sup>10</sup> Ibid

# EQUALITY IMPACT ASSESSMENT

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- supported and helped to lead more independent lives.
- Support all children and young people to participate and succeed in education, training and employment.
  - Support preventative actions to reduce health inequalities and increase wellbeing for our communities.
  - Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.

For children and young people with special educational needs and disabilities – Autistic spectrum disorder has increased (same as national). It is also estimated that 7% of 5-15 year olds in Surrey have a mental health disorder.

In addition Adult Social Care in Surrey support around 30,000 people each year with a range of physical and learning disabilities as well as mental health issues. Over 20,000 people each year in Surrey access NHS mental health services.

2% of people in Surrey are economically inactive due to long term illness or disability.

| <b>Working age(18-64) disability predictions in Surrey</b>                            | <b>2015</b> |
|---|-------------|
| Total population aged 18-64 predicted to have a learning disability                   | 16,894      |
| Total population aged 18-64 predicted to have a moderate physical disability          | 55,442      |
| Total population aged 18-64 predicted to have a serious physical disability           | 16,550      |
| Total population aged 18-64 predicted to have a serious visual impairment             | 452         |
| Total population aged 18-64 predicted to have a moderate or severe hearing impairment | 28,341      |
| Total population aged 18-64 predicted to have a profound hearing impairment           | 247         |

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|  |  |                 |  |   |       |  |       |  |       |  |     |
|--|--|-----------------|--|---|-------|--|-------|--|-------|--|-----|
|  |  |                 | <table border="1"> <tr> <td>People aged 18-64 predicted to have a borderline personality disorder</td> <td>3,140</td> </tr> <tr> <td>People aged 18-64 predicted to have an antisocial personality disorder</td> <td>2,419</td> </tr> <tr> <td>People aged 18-64 predicted to have psychotic disorder</td> <td>2,789</td> </tr> <tr> <td>Total people aged 30-64 predicted to have early onset dementia</td> <td>299</td> </tr> </table> | People aged 18-64 predicted to have a borderline personality disorder | 3,140 | People aged 18-64 predicted to have an antisocial personality disorder | 2,419 | People aged 18-64 predicted to have psychotic disorder | 2,789 | Total people aged 30-64 predicted to have early onset dementia | 299 |
| People aged 18-64 predicted to have a borderline personality disorder  | 3,140  |                 |  |   |       |  |       |  |       |  |     |
| People aged 18-64 predicted to have an antisocial personality disorder | 2,419  |                 |  |   |       |  |       |  |       |  |     |
| People aged 18-64 predicted to have psychotic disorder                 | 2,789  |                 |  |   |       |  |       |  |       |  |     |
| Total people aged 30-64 predicted to have early onset dementia         | 299  |                 |  |   |       |  |       |  |       |  |     |
| Page 193   | <p><b>Gender reassignment</b></p> <p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.</li> </ul>  | None identified | <p>The size of the transgender community in Surrey, and the UK, cannot currently be estimated. Previously the Government has suggested that 7% of the UK population is lesbian, gay, bisexual, transgender or questioning. Applying this to the 2011 Census estimate would mean that approximately 80,000 residents fall into this category, a proportion of which would be transgender residents.<sup>11</sup></p>                      |   |       |  |       |  |       |  |     |
|  | <p><b>Pregnancy and maternity</b></p> <p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>Ensure Surrey's children, adults and families are supported and helped to lead more independent lives.</li> <li>Support preventative actions to reduce health inequalities and increase wellbeing for our communities.</li> </ul> | None identified | <p>For example:</p> <p>A baby boom means that by 2015 2,800 additional school places are needed and 13,000 in next 5 years.</p> <p>A research study has found that women with high levels of symptoms of antenatal and postnatal anxiety, depression, and post-traumatic stress disorder have a high prevalence and increased odds of having experienced domestic abuse both over their lifetime and during pregnancy<sup>12</sup></p>   |   |       |  |       |  |       |  |     |

<sup>11</sup> Surrey-i JSNA Population Estimates and Projections Chapter

<sup>12</sup> JSNA Chapter: Domestic Abuse, accessed on Surrey, <http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=878>

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|  |   |                        |   |
|--|---|------------------------|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 194</p> <p style="text-align: center;"><b>Race</b></p> | <p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Support all children and young people to participate and succeed in education, training and employment.</li> <li>• Support preventative actions to reduce health inequalities and increase wellbeing for our communities.</li> </ul> | <p>None identified</p> | <p>For example<sup>13</sup>:</p> <p>Surrey has become more ethnically diverse. 17% of Surrey's population identify themselves as being from a minority ethnic group. This is made up of 'white other' now at 7% and non-white British, which has doubled to 9.8% in last 10 years. However there is less ethnic diversity in the population aged over 65 years old (92.5% White British).</p> <p>Increased ethnic diversity is also reflected in Surrey's schools – not English as a first language has doubled.</p> <p>In 2014, GRT children and young people performed 50-60% below the Surrey average for KS2 and KS4</p> <p>In 2014 those who performed better than the Surrey average KS2 and KS4 include: Chinese, Mixed White/Asian and Indian. Those performing below the Surrey average include Mixed White/Black Caribbean and Pakistani.</p> |
| <p style="text-align: center;"><b>Religion and belief</b></p>  | <p>In particular the following priorities is expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Support all children and young people to participate and succeed in education, training and employment.</li> <li>• Be a local employer of first choice for people from all</li> </ul>   | <p>None identified</p> | <p>Christianity is the largest religion in Surrey at 63% of people with no religion the next largest at 24.8%. Other categories include Muslim at 2.2% and Hindu at 1.3%.<sup>14</sup></p>  |

<sup>13</sup> Data from Equality, Fairness and Respect Strategy 2015-20 high level data snapshot May 2015, accessed on Surrey  
<http://www.surreyi.gov.uk/get/ShowResourceFile.aspx?ResourceID=1574>

<sup>14</sup> Ibid

|                           |   |                 |   |
|---------------------------|---|-----------------|---|
|                           | our diverse communities, particularly for disabled and younger people.  |                 |   |
| Page 195                  | <p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Ensure Surrey's children, adults and families are supported and helped to lead more independent lives.</li> <li>• Support all children and young people to participate and succeed in education, training and employment.</li> <li>• Support preventative actions to reduce health inequalities and increase wellbeing for our communities.</li> <li>• Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.</li> </ul> | None identified | <p>For example:</p> <p>There are different rates of economic inactivity between genders in Surrey with 27.8% of women in Surrey classified as economically inactive compared to 13.4% of men<sup>15</sup>. This is comparable with national and regional trends.</p> <p>Women over the age of 65 years old are around a third more likely to be diagnosed with depression in Surrey.</p> <p>Life expectancy also varies for men and women in Surrey. Men in the most deprived areas have a life expectancy of 76.6 years, compared to 83.3 years for the least deprived. For women there is a gap between a life expectancy of 82 years in the most deprived areas, and 85.9 in the least deprived.<sup>16</sup></p> <p>Women in general are at greater risk of becoming victims of domestic abuse than men. 92% of those that contact Surrey's outreach services are female<sup>17</sup></p> |
| <b>Sexual orientation</b> | <p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Be a local employer of first choice for people from all our diverse communities, particularly for disabled</li> </ul>   | None identified | <p>It is estimated that 7% of the national population are Lesbian, Gay, Bisexual, Transgender or Questioning which would translate to roughly 80,000 Surrey residents. The 2011 Census results showed that Surrey has a smaller percentage of people living in same-sex couples than England and the South East although detailed analysis for Surrey is not currently</p>  |

<sup>15</sup> Surrey Local Economic Assessment

<sup>16</sup> Surrey Slope Index of Inequality in Life Expectancy

<sup>17</sup> JSNA Chapter: Domestic Abuse, accessed on Surrey, <http://www.surreyi.gov.uk/ViewPage1.aspx?C=resource&ResourceID=878>



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|          |  |                 |  |
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|          | and younger people.  |                 | available. Based on the national figures, it is also estimated that there are 5,700 LGBTQ young people. <sup>18</sup><br><br>LGBT young people (as well adults) in Surrey continue to feel unable to be open with others about their identity due to fear or personal experience of homophobia and transphobia   |
| Page 196 | <p><b>Marriage and civil partnerships</b></p> <p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.</li> </ul>  | None identified | The 2011 Census showed that 52.6% of people in Surrey are married, 0.18% are in a Civil Partnership, and 47.2% live alone (single, separated, divorced and widowed). The position in Surrey is largely reflective of the national and regional averages. <sup>19</sup>   |
|          | <p><b>Carers<sup>20</sup></b></p> <p>In particular the following priorities are expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Ensure Surrey's children, adults and families are supported and helped to lead more independent lives.</li> <li>• Support all children and young people to participate and succeed in education, training and employment.</li> <li>• Support preventative actions to reduce health</li> </ul> | None identified | <p>For example:<br/>There are c.110,000 unpaid carers in Surrey. In addition there are 14,000 young carers living in Surrey. There is an issue of young carers when they stop becoming carers in adulthood (e.g. The person they are caring for dies) and not having good skills or health to enter the job market</p> <p>The majority of carers are also women.</p> |

<sup>18</sup> Surrey JSNA Lesbian, Gay, Bisexual and Transgender

<sup>19</sup> Surrey 2011 Census

<sup>20</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.'



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|  |  |  |  |
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|  | <p>inequalities and increase wellbeing for our communities.</p> <ul style="list-style-type: none"> <li>• Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.</li> </ul> |  |  |
|--|--|--|--|

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

| Protected characteristic | Potential positive impacts  | Potential negative impacts | Evidence   |
|--------------------------|---|----------------------------|--|
| Age                      | <p>In particular the following priority is expected to have a positive impact:</p> <ul style="list-style-type: none"> <li>• Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.</li> </ul> | None identified            | <p>Surrey County Council Workforce data indicates that:</p> <ul style="list-style-type: none"> <li>• Of those that are managers, directors and senior officials in Surrey, 68% are male and 32% are female (reflective of the national picture).</li> <li>• 15% of managers, directors and senior officials employed in Surrey are from BME groups</li> <li>• SCC workforce data shows 2.7% of staff have a disability, 7.9% from a BME background (4.5% senior), 51% work part time and 73% are women.</li> </ul> |
| Disability               |   |                            |  |
| Gender reassignment      |   |                            |  |
| Pregnancy and maternity  |   |                            |  |
| Race                     |   |                            |  |
| Religion and belief      |   |                            |  |
| Sex                      |   |                            |  |
| Sexual orientation       |   |                            |  |

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# EQUALITY IMPACT ASSESSMENT

## Annex B

|  |  |  |  |
|--|--|--|--|
| <b>Marriage and civil partnerships</b> |  |  |  |
| <b>Carers</b>                          |  |  |  |

**8. Amendments to the proposals**

| Change | Reason for change |
|--------|-------------------|
| N/A    |                   |
|        |                   |
|        |                   |

**9. Action plan**

| Potential impact (positive or negative) | Action needed to maximise positive impact or mitigate negative impact   | By when        | Owner        |
|---|---|----------------|--------------|
| All impacts                             | Progress against the priorities in the Strategy will be reported on an annual basis and be published on the Council’s website through the corporate performance reporting system. | Ongoing        | Andrew Evans |
|   | The delivery and specific measures for the priorities will be further shaped and developed with the external Surrey Equality Group and key internal stakeholders                  | June-July 2015 | Andrew Evans |

**10. Potential negative impacts that cannot be mitigated**

| Potential negative impact | Protected characteristic(s) that could be affected |
|---------------------------|--|
| N/A                       |  |
|                           |  |

**11. Summary of key impacts and actions**

|  |  |
|--|--|
| <b>Information and engagement underpinning equalities analysis</b> | Engagement on the draft Equality, Fairness and Respect Strategy and its priorities was conducted during the period February to mid May 2015. The following groups were provided with the opportunity to shape the Strategy: external Surrey Equality |
|--|--|

|   |   |
|---|---|
|   | <p>Group (including Trade Unions), Directorate Equality Groups (DEGs), Continuous Improvement and Productivity Network, Leader of the Council, current and previous Portfolio Holder for Equality and Diversity. The draft Strategy was reviewed by the Council Overview Board on 3 June 2015.</p> <p>Data has been used from a number of sources to inform the Strategy, including the 2011 Census, Joint Strategic Needs Assessment, information available on Surrey-i and equality Surrey County Council workforce data. This information was brought together in one place as an evidence snapshot of the needs of residents with protected characteristics in Surrey.</p>  |
| <p><b>Key impacts (positive and/or negative) on people with protected characteristics</b></p> | <p>The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> is expected to have a positive impact on all residents with protected characteristics in Surrey. It sets out the Council's priorities on equality and diversity and helps to embed equality, fairness and respect in Council services and in its workforce. It supports all Surrey residents, particularly the most vulnerable, and staff to be healthy, safe and confident about their future.</p>   |
| <p><b>Changes you have made to the proposal as a result of the EIA</b></p>                    | <p>N/A</p>  |
| <p><b>Key mitigating actions planned to address any outstanding negative impacts</b></p>      | <p>Progress against the priorities in the Strategy will be reported annually and will be published on the Council's website through the corporate performance reporting system.</p>   |
| <p><b>Potential negative impacts that cannot be mitigated</b></p>                             | <p>N/A</p>  |
| <p><b>Information and engagement underpinning equalities analysis</b></p>                     | <p>Engagement on the draft Equality, Fairness and Respect Strategy and its priorities was conducted during the period February to mid May 2015. The following groups were provided with the opportunity to shape the strategy: external Surrey Equality Group (including Trade Unions), Directorate Equality Groups (DEGs), Continuous Improvement and Productivity Network, Leader of the Council and portfolio holders for Equality and Diversity. The draft Strategy was reviewed by the Council Overview Board on 3 June 2015.</p> <p>Data has been used from a number of sources to inform the Strategy, including the 2011 Census, Joint Strategic Needs Assessment and information available on Surrey-i. This information was brought</p> |

|  |  |
|--|--|
|  | together in one place as an evidence snapshot of the needs of residents with protected characteristics in Surrey.  |
| <b>Key impacts (positive and/or negative) on people with protected characteristics</b> | The <i>Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020</i> is expected to have a positive impact on all residents with protected characteristics in Surrey. It sets out the Council's priorities on equality and diversity and helps to embed equality, fairness and respect in Council services and in its workforce. It supports all Surrey residents, particularly the most vulnerable, and staff to be healthy, safe and confident about their future. |
| <b>Changes you have made to the proposal as a result of the EIA</b>                    | N/A  |
| <b>Key mitigating actions planned to address any outstanding negative impacts</b>      | Progress against the priorities in the Strategy will be reported on a yearly basis and will be published on the Council's website through the corporate performance reporting system. The delivery and specific measures for the priorities will be further shaped and developed with the external Surrey Equality Group and key internal stakeholders during June-July 2015.  |
| <b>Potential negative impacts that cannot be mitigated</b>                             | N/A  |

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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 23 JUNE 2015**



**REPORT OF: MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE**

**MR RICHARD WALSH, CABINET MEMBER FOR LOCALITIES AND COMMUNITY WELLBEING**

**LEAD OFFICER: JOHN STEBBINGS, CHIEF PROPERTY OFFICER  
RUSSELL PEARSON, CHIEF FIRE OFFICER**

**SUBJECT: NEW BUILD SPELTHORNE FIRE STATION**

**SUMMARY OF ISSUE:**

A decision was taken by Cabinet on 4 February 2014 to close Sunbury and Staines fire stations and to build a new fire station at a suitable location in Spelthorne.

This paper relates to the building of a new fire station in Spelthorne and seeks approval to release capital funds from within the Medium Term Financial Plan (MTFP).

**RECOMMENDATIONS:**

It is recommended that, subject to the agreement of the detailed financial information for the project, as set out in agenda item 14 in Part 2 of this agenda, the business case for the provision of a new fire station in Spelthorne be approved.

**REASON FOR RECOMMENDATIONS:**

A new build fire station in Spelthorne will achieve the outcomes desired in the Surrey Fire and Rescue Authority's Public Safety Plan 2011 – 2020 by providing modern, efficient, low cost premises that are Disability Discrimination Act compliant and meeting equality and diversity needs with suitable operational training facilities to meet modern fire service duties. In addition, it will enable the Service to achieve the associated efficiency savings built into the MTFP resulting from the consolidation of the two fire stations into one.

**DETAILS:****Business Case**

1. Cabinet approved the commissioning of a new fire station in an appropriate location subject to a further business case setting out the delivery costs of the new station in February 2014.
2. Following a detailed property and land search, in collaboration with Surrey Fire and Rescue Service (SFRS), and under delegated approval given in September 2014 the council acquired freehold land at the Fordbridge Roundabout. This site met the search criteria for a new fire station in Spelthorne for location, size, adjacencies, topography, access and availability.
3. In addition to the acquisition of land for this station a secondary access is required to allow SFRS to obtain quicker access to the site when travelling in a West to East direction. Without it, the route could cause delays for returning fire appliances. The secondary access will enable a quick 'turn around' ready for the next incident. Thames Water owns a private access road suitable as a secondary access which they are willing to grant SCC a right to use.
4. Property Services has appointed professional services to assist with the design and delivery of the fire station. The designs have progressed considerably with the internal layout having been approved by SFRS and various options produced for accessing the site based on discussions with the Planning and Highways Authority internally at SCC. Work is now ongoing to submit a detailed planning application for approval.
5. As part of the Emergency Services Collaboration Programme, Property Services and SFRS have engaged in discussions with South East Coast Ambulance Service. It has been agreed that the new Fire Station will include an Ambulance Community Response Post, a location where Ambulance crews can park up and rest between calls. This supports the shared estates vision set out in the Public Service Transformation Network blue light collaboration programme.

**CONSULTATION:**

6. A number of consultation processes have been carried out with officers from SFRS, the Fire Brigades Union, Spelthorne Borough Council and a public consultation between August and November 2013. Details of the consultation can be found within the Cabinet paper for changes to fire deployment in the Borough of Spelthorne decision taken on 4 February 2014.

**RISK MANAGEMENT AND IMPLICATIONS:**

7. Common to all construction projects, there are risks associated with the project and a project risk register has been compiled and is regularly updated. A contingency allowance appropriate to the scheme has been included within the project budget to mitigate potential unidentified risks.
8. Planning permission will be required for the fire station and due to the land being in the Greenbelt this is higher risk than normal but pre planning application meetings have been had with Spelthorne Borough Council and SCC Planning and Highways.



9. During the site search and due diligence carried out on the acquired land, it was identified that parts of the site had fuel pipelines and electrical power cables that supply Terminal 5 at Heathrow Airport running through it. The scheme has been designed with these in mind and mitigates any potential risk.

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

10. The project 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 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**

11. The Section 151 Officer confirms that the reported costs and estimated savings are provided for in the current Medium Term Financial Plan. The capital costs will be met from the Fire Reconfiguration budget and although this budget is sufficient for this scheme it may not be adequate for the remaining projects. The budget will be reviewed as part of planning considerations for the MTFP.

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

12. Under section 120 of the Local Government Act 1972, the county council has the power to acquire any land by agreement for the purposes of any of its functions or for the benefit, improvement or development of its area. The acquisition of land includes the acquisition of a right of way over another party's land. The acquisition of a right to use the private access road owned by Thames Water as an access to the new Spelthorne Fire Station is therefore a proposal which complies with s120 of the Act. If the land is not immediately required for that purpose and, until it is required for that purpose, the right may be used for the purpose of any of the county council's functions, subject to the agreement of Thames Water in the relevant deed.

#### **Equalities and Diversity**

13. An Equality Impact Assessment (EIA) was included within the 4 February 2014 Cabinet paper regarding fire deployment in the Borough of Spelthorne which supported the decision that was taken. There are no known changes since then that would affect this.

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

- If approved, to proceed to complete tenders and subsequent contract award through delegated decision
- A detailed planning application is to be submitted with a view to a decision in August 2015

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**Contact Officer:**

Tim Borrie, Asset Strategy Manager, Property Services – tel: 020 8541 9157

**Consulted:**

Kay Hammond, Cabinet Associate for Community Safety Services

Tony Samuels, Cabinet Associate for the Built Environment

David McNulty, Chief Executive

Julie Fisher, Strategic Director for Business Services

Susan Smyth, Strategic Finance Manager

**Sources/background papers:**

Cabinet decision taken on 4 February 2014 – Changes to Fire Deployment in the Borough of Spelthorne

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**SURREY COUNTY COUNCIL****CABINET****DATE: 23 JUNE 2015****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****JUNE 2015****(i) LINGFIELD GUEST HOUSE TRUST****Details of decision**

1. That Surrey County Council's (SCC) trusteeship of the Guest House Lingfield be transferred to "Lingfield Guest House Trust Limited", a Company Limited by Guarantee to be incorporated with the sole purpose of acting as corporate trustee to the Guest House Trust.
2. That authority be delegated to the Assistant Chief Executive to sign on behalf of SCC authorising the above transfer.
3. That all assets, in relation to the Guest House Lingfield, including the Trust fund of £549,474 (subject to variation as described in paragraph 10 of the submitted report) that SCC holds, be transferred to the new Trust and that the agreed directors are appointed all subject to the grant of the lease.
4. That the library will transfer to a Community Partnered Library arrangement from June 2016 onward.

**Reasons for decision**

To give local people an opportunity to provide for more efficient and effective use of the Trust's resources, facilitate more local and direct involvement with the Lingfield Guest House building and thereby benefit the charity.

*(Decision of Leader of the Council – 9 June 2015)*

**(ii) ON STREET PARKING REVIEW PROCESS UPDATE****Details of decision**

That, as part of parking reviews, the following recommendations be approved:

1. Parking schemes that reduce obstruction, improve road safety and meet the council's other transport plan objectives be prioritised.
2. In order to include a permit parking or other residential parking management scheme in a review, support should be demonstrated by at least 70% of frontages or a representative consultation group. (Exception by agreement of the Local Committee chairman/local member and parking team manager)
3. The size of parking reviews be limited to a maximum of 50 sites per district review. (Exception by agreement of the local committee chairman/parking team manager)
4. To also seek comments in support of proposals as part of the statutory consultation process, not just objections.

5. To letter dropping all affected frontages as part of the parking review statutory consultation.
6. To actively aim to minimise displacement in new parking schemes.
7. That there is no change to the minimum existing charges for resident and visitor permits for on street parking schemes. These will be considered again during 2016 in conjunction with preparations for the review of parking enforcement agency agreements.
8. That local committees have more flexibility to set charges for business permits, however the minimum should be £150.
9. There is no change to the current level of charges for parking bay suspensions and waivers.

### **Reasons for decision**

Updating the Council's parking review process will:

- Improve communication with the public about new parking restrictions.
- Help the Council to understand the level of support for parking schemes and make sure we are implementing parking schemes that not only fulfil transportation requirements but also serve the needs of local communities and businesses.
- Help the Council to deliver parking reviews in a timely way and reduce unproductive work.
- District and Borough enforcement teams consider the current charges for parking schemes are adequate and cover the costs associated with them.

*(Decision of Cabinet Member for Highways, Transport and Flooding – 10 June 2015)*

### **(iii) SPEED LIMIT ASSESSMENT – A283 PETWORTH ROAD, MILFORD**

#### **Details of decision**

1. That the Waverley Local Committee request to reduce the speed limit to 30mph on the A283 Petworth Road between the Cherry Tree roundabout and the existing 30mph speed limit near Milford Heath Road be approved, on an experimental basis to be reviewed after one year, with one condition that the Local Committee review the opportunity to add further signage or proposals that may assist in managing the speed in the road in an improved manner.
2. The recommended outcome proposed by officers in the report to the Local Committee be refused.

#### **Reasons for decision**

That there is a budget of £20,000 to facilitate this request.

*(Decision of Cabinet Member for Highways, Transport and Flooding – 10 June 2015)*

**(iv) PROPOSED AMALGAMATION OF WEYBOURNE INFANT SCHOOLS AND WILLIAM COBBETT JUNIOR SCHOOL**

**Details of decision**

That the Statutory Notice stating the local authority's intention to amalgamate Weybourne Infant School and William Cobbett Junior School be approved. This will mean that Weybourne Infant School will close on 31 August 2015 and the age range at William Cobbett Junior School will be extended on 1 September 2015 to form a new primary school.

**Reasons for decision**

Both schools serve the Weybourne area of northern Farnham and both offer good education for all of their students. The two schools are on adjacent sites and the vast majority of students who attend Weybourne Infant School naturally transfer to William Cobbett Junior School. In such situations it is SCC's policy to consider amalgamation as it is felt that this secures the best future for all children.

*(Decision of Cabinet Member for Schools, Skills and Educational Achievement – 11 June 2015)*

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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