

Cabinet

**Date & time**

Tuesday, 24
September 2019 at
2.00 pm

Place

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

Contact

Vicky Hibbert or Angela
Guest
Room 122, County Hall
Tel 020 8541 9229 or 020
8541 9075

Chief Executive

Joanna Killian

vicky.hibbert@surreycc.gov.uk
or
angela.guest@surreycc.gov.uk



We're on Twitter:
@SCCdemocracy

Cabinet Members: Mr Mel Few, Mr Matt Furniss, Mr Mike Goodman, Dr Zully Grant-Duff, Mrs Julie Iles, Mr Colin Kemp, Mrs Mary Lewis, Mrs Sinead Mooney, Mr Tim Oliver and Ms Denise Turner-Stewart

Deputy Cabinet Members: Mrs Natalie Bramhall, Miss Alison Griffiths and Mr Mark Nuti

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

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 16 JULY 2019

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

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 PROCEDURAL MATTERS

a Members' Questions

The deadline for Member's questions is 12pm four working days before the meeting (18 September 2019).

b Public Questions

The deadline for public questions is seven days before the meeting (17 September 2019).

c Petitions

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

1. "We demand reinstatement of full waste disposal services at Warlingham CRC" – 513 signatories – Lead petitioner: Mr Geoffrey Kempster
2. "Keep Cranleigh CRC open" – 2,756 signatories (includes online and paper petitions) – Lead petitioner: Hanna Nicholson
3. "Stop the charge for disposing of wood, bricks and concrete at CRCs" – 1,112 signatories – Lead petitioner: Mr Tim Harding

- d 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**
- A report from the Communities, Environment & Highways Select Committee, being held on 19 September, is expected in relation to item 9 – Making Surrey Safer.
- 6 LEADER / DEPUTY LEADER / CABINET MEMBER / STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 1 - 8)
- To note any delegated decisions taken by the Leader, Deputy Leader, Cabinet Members and Investment Board since the last meeting of the Cabinet.
- 7 SCHOOL PLACE PLANNING: STRATEGY FOR SPECIALIST PLACEMENTS** (Pages 9 - 20)
- As part of the SEND transformation plan, approved by cabinet on 29 January 2019 a recommendation was made to provide more specialist school places in Surrey– in specialist provision in mainstream schools and in special schools – so that children with special educational needs and / or disabilities (SEND) could be placed closer to home. Accordingly, officers have drafted a ten year place planning strategy, the aim of which is to provide a greatly improved environment for children with the highest level of specialist needs and increase their outcomes through more newly-built or refurbished state-funded, local provision.
- [The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]*
- 8 CAPITAL STRATEGY FOR SPECIALIST SCHOOL PLACEMENTS** (Pages 21 - 32)
- This paper sets out the current position with regard to the SEND capital programme, and recommends approval to progress with specific capital projects over a 4 year period from 2019/20 to 2022/23. Further work is underway to assess the needs for the service over a 10 year period.
- [The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]*
- 9 MAKING SURREY SAFER - OUR PLAN 2020 - 2023** (Pages 33 - 204)
- The vision of Surrey Fire and Rescue Service (SFRS) is to make Surrey a safer place to live, work, travel and do business. This means thinking differently about how to deliver prevention, protection and response activities and finding better ways of working with partners, residents and businesses. The detail of how we intend to do this is set out in Making Surrey Safer – Our Plan 2020-2023 (“Our Plan”).

[The decisions on this item can be called in by the Communities, Environment & Highways Select Committee]

- 10 SURREY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19** (Pages 205 - 236)

The Surrey Safeguarding Adults Board (SSAB) is a statutory Board with responsibilities set out in the Care Act 2014. It is a statutory duty for all Safeguarding Adult Board's to publish an annual report. To support the transparency of the work of the Board, the Annual Report (Annex 1) is presented to Cabinet.

[The decisions on this item can be called in by the Adults and Health Select Committee]

- 11 MONTH 4 FINANCIAL MONITORING REPORT** (Pages 237 - 244)

This report summarises the most significant issues for the Council's 2019/20 financial position as at 31 July 2019 for revenue and capital budgets. Annex1 provides further details on service budgets, expenditure to date and year-end forecast.

[The decisions on this item can be called in by the Resources & Performance Select Committee]

- 12 SURREY COUNTY COUNCIL PREPARATIONS FOR EXITING THE EUROPEAN UNION (BREXIT) - 31 OCTOBER EXIT DATE** (Pages 245 - 262)

This report updates Cabinet on the ongoing work Surrey County Council and partners are undertaking to prepare for all eventualities of Britain's anticipated exit of the European Union on the 31 October 2019. The context surrounding Brexit is changing rapidly, so this report reflects the position at the time of drafting.

[The decisions on this item can be called in by the Resources & Performance Select Committee]

- 13 SURREY COUNTY COUNCIL RESPONSE TO THE STATUTORY HEATHROW AIRPORT EXPANSION CONSULTATION** (Pages 263 - 296)

The statutory consultation on Heathrow Airport's Preferred Masterplan for the future expansion of the airport ran between 18 June 2019 and 13 September 2019. This was scheduled to be the last public consultation in advance of Heathrow Airport Limited (HAL) submitting an application for a Development Consent Order (DCO) to the Planning Inspectorate (PINS) for examination under the provisions of the Planning Act 2008 for determining Nationally Significant Infrastructure Projects. The draft consultation response attached at Annex 1 has been produced in consultation with Surrey County Council services impacted by the scheme and provides commentary on the specific issues that are likely to significantly affect Surrey residents, businesses and county council service interests.

[The decisions on this item can be called in by the Resources & Performance Select Committee]

- 14 INTERIM PROCUREMENT FORWARD PLAN** (Pages 297 - 300)
- The revised Procurement and Contract Standing Orders agreed by the Council in May 2019 require the preparation of an Annual Procurement Forward Plan during the business planning cycle. This new approach will be implemented in full for 2020/21, with a plan being considered by Cabinet in December. However, currently we are in a transitional phase and there is no such plan in place for the projects underway or due to start in the financial year 2019/20. To ensure transparency and oversight Cabinet are therefore asked to approve an Interim Procurement Forward Plan to cover this activity.
- NB: A Part 2 annex is at Item 18
- [The decisions on this item can be called in by the Resources & Performance Select Committee]*
- 15 MOVING CLOSER TO RESIDENTS: A WORKFORCE FOR THE FUTURE** (Pages 301 - 308)
- As part of the council's ongoing transformation programme, it is making significant cultural and structural changes to the way it operates to benefit residents. In addition, the council is committed to modernising its ways of working as well as recruiting and retaining a workforce fit for the future. This report focuses on the need to accelerate the development of our workforce and new ways of working, as set out in the council's Organisation Strategy 2019-2023.
- [The decisions on this item can be called in by the Resources & Performance Select Committee]*
- 16 UPDATED STATEMENT OF COMMUNITY INVOLVEMENT** (Pages 309 - 352)
- The Statement of Community Involvement (SCI) is the County Council's public statement of how it engages with the public and consultees on planning applications and planning policy documents. It is a statutory requirement to produce the SCI and to keep it up to date. The current SCI was adopted in 2015 and this revision takes account of changes in legislation and policy.
- 17 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

- 18 INTERIM PROCUREMENT FORWARD PLAN** (Pages 353 - 368)
- This Part 2 annex contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).
- [The decisions on this item can be called in by the Resources & Performance Select Committee]*
- 19 COMMERCIAL PROGRAMME (WASTE) UPDATE** (Pages 369 - 374)
- This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).
- The Chairman of the Communities, Environment & Highways Select Committee has been notified of the decision to be made on this Part 2 item but not waived the right to call-in the decision for scrutiny.
- [The decisions on this item can be called in by the Communities, Environment & Highways Select Committee]*
- 20 DISPOSAL OF WATERMAN HOUSE AND THE FORMER YOUTH CENTRE, WOKING** (Pages 375 - 404)
- This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).
- This report is dealt with under Standing Order 55.1 (General Exception) as it has not been on the Forward Plan for at least 28 days before the decision is to be made. The Chairman of the Resources and Performance Select Committee has also waived the right to call-in on this item.
- 21 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.

Joanna Killian
Chief Executive
Monday, 16 September 2019

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.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

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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SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: N/A****LEAD OFFICER: JOANNA KILLIAN, CHIEF EXECUTIVE****SUBJECT: LEADER/DEPUTY LEADER/CABINET MEMBER DECISIONS/
INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST
CABINET MEETING****SUMMARY OF ISSUE:**

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

RECOMMENDATIONS:

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

REASON FOR RECOMMENDATIONS:

To inform the Cabinet of decisions taken by Cabinet Members / Investment Board 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. The Leader has also delegated authority to the Investment Board to approve property investment acquisitions, property investment management expenditure, property investment disposals and the provision of finance to its wholly owned property company, Halsey Garton Property Ltd.
3. Delegated decisions are scheduled to be taken on a monthly basis and will be reported to the next available Cabinet meeting for information.
4. **Annex 1** lists the details of decisions taken by Cabinet Members since the last Cabinet meeting.

Contact Officer:

Angela Guest, Democratic Services Officer, Tel: 020 8541 9075

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 SEPTEMBER 2019

LEADER

(i) DISSOLUTION OF THE ORBIS PUBLIC LAW JOINT COMMITTEE

Details of decision

The following recommendations were agreed:

1. The Orbis Public Law Joint Committee is dissolved.
2. The necessary consequential changes are made to the Constitution.

Reasons for decision

The recommendations were agreed because there is no current intention to fully integrate the legal services contained within the Orbis Public Law partnership with Brighton and Hove City Council, East Sussex County Council and West Sussex County Council.

(Decision taken by the Leader of the Council – 16 July 2019)

(ii) UPDATES TO THE COUNCIL'S SCHEME OF DELEGATION

Details of decision

The following recommendations were agreed:

1. The updated Legal Services Scheme of Delegation in Annex 1 was approved.
2. A further delegation was given to the Cabinet Member for All-Age Learning to approve the following policies and any subsequent changes to these:
 - a. Home to School Transport Policy 4-16 year olds 2019/20
 - b. Home to School/College Transport Policy for Surrey students of sixth form age – 2019/20
3. The delegation for taking decisions at the Shareholder and Investments Panel was expanded to the Executive Director of Resources as per Annex 2.
4. The Council's financial 'key decisions' threshold was increased to £1,000,000 and the new capital programme delegations outlined in Annex 3 were approved.
5. The updated Children, Families, Lifelong Learning and Culture Scheme of Delegation in Annex 4 was approved.
6. The Director of Law and Governance was authorised to make the necessary changes to the Council's Scheme of Delegation and the Constitution will be updated accordingly.

Reasons for decisions

The revised scheme sets out the Executive functions that are authorised to exercise the functions of the Council relating to their areas of responsibility and any changes to this are required to be approved by the Leader of the Council and reported to the Council.

The Council will benefit from a clear and unambiguous scheme in the carrying out of its functions. The updates are intended to ensure legal compliance following changes to the Council's staffing structures and follow best practice in the exercise of delegated powers.

(Decision taken by the Leader of the Council – 3 September 2019)

CABINET MEMBER FOR ENVIRONMENT AND WASTE

(i) PUBLIC QUESTIONS

Details of decision

That the response, attached to this decision sheet as Appendix 1, be approved.

Reasons for decision

To respond to the public question.

(Decision taken by the Cabinet Member for Environment and Waste – 3 September 2019)

(ii) PETITIONS

Details of decision

That the response, attached to this decision sheet as Appendix 2, be approved.

Reasons for decision

To respond to the petition.

(Decision taken by the Cabinet Member for Environment and Waste – 3 September 2019)

CABINET MEMBER FOR HIGHWAYS

(i) A25 GODSTONE ROAD, BLETCHINGLEY – SPEED LIMIT REVIEW

Details of decision

The following recommendations were approved:

1. Noted the results of the speed limit assessments carried out on the A25 between Godstone and the Tandridge boundary.
2. Agreed that, based upon the evidence, the speed limit be increased from 30mph to 40mph in the section of the A25, Godstone Road between the existing 30mph speed limit terminal signs in line with the property boundary between 14 Sunnybank Villas and Waterhouse Villa and a point 15m north-east of the north-eastern building line of the property Avalon; in the un-named service road fronting the properties Laburnums, Tall Trees Mooring, Dormers and Longacre; and in the un-named service road fronting the properties Somerstone, Pennyacre, Tonbridge and Waterhouse Villa and nos. 9-14 Sunnybank Villas, in accordance with Surrey's policy 'Setting Local Speed Limits'.

And;

Decrease the speed limit on the following roads from 50mph to 40mph to comply with all expert advice, in accordance with Surrey County Council's 'Setting Local Speed Limits' policy:

A25, Bletchingley Road, Godstone between the existing 30mph speed limit terminal signs at Godstone in line with property boundary between Priority Gates and 14 The Priory and a point 100m south-west of the junction with North Park Lane.

The un-named service road fronting the properties Tulip House and no. 1 Ivy House Cottages.

3. Authorised the advertisement of a notice in accordance with the Road Traffic Regulation Act 1984, the effect of which will be to implement the proposed speed limit change, revoke any existing traffic orders necessary to implement the change, and, subject to no objections being upheld, that the order be made.
4. Authorised delegation of authority to the Area Highway Manager in consultation with the Tandridge Local Committee, and the local divisional Member who is also the Vice-Chairman of the Tandridge Local Committee and the Cabinet Member for Highways, to resolve any objections received in connection with the proposal.

Reasons for decision

The current speed limit of 30mph on this section of the A25 Godstone Road, Bletchingley (reduced from the original speed of 50mph) does not comply with Surrey County Council's policy 'Setting Local Speed Limits'.

In the process of assessing the existing speeds on the A25 between the villages of Bletchingley and Godstone, it was found that another section complied with Surrey County Council's Speed Limit Policy for a reduction from 50mph to 40mph. It was therefore recommended that this be included in the required traffic regulation order.

(Decision taken by the Cabinet Member for Highways – 3 September 2019)

Question submitted by Judith Kinloch:

Firstly, given that I understand the initial drawing for a refurbished bridge to provide access to Lodge Farm in Norbury Park (and to land farmed by Nick Bullen at Swanworth Farm) was refused by the DE, what is the revised timetable for an alternative plan that takes the flooding issues into account? Over two years have now elapsed since the bridges in Norbury Park were surveyed.

Secondly, when will the specification for the bridge be published?

Response:

The County Council has looked at several different options for strengthening Cowslip Bridge following discussions with our consulting engineers and the Environment Agency (EA). We are currently finalising a different outline design for the work and have asked the EA for their comments. We hope that the latest design will meet their requirements from a flood prevention point of view. Once we have secured their initial approval, a detailed design will be commissioned from our consulting engineers. We will then be able to cost out the work and look to secure funding.

We would be happy to share a copy of the detailed design when it is available.

Mike Goodman
Cabinet Member for Environment and Waste
3 September 2019

Procure a fast bus service between Surrey Heath and London Heathrow Airport:

Many Surrey Heath residents work and/or fly from London Heathrow Airport (LHR). We have no direct rail or bus links to LHR. The pressure on politicians to step up action against global warming and climate change has intensified recently. A fast bus service to LHR would carry passengers who otherwise must use cars or taxis. When I was a Surrey county councillor (2009-2017), I used to regularly use the X26 fast bus service (Croydon to LHR). Quite recently the operators replaced the single decker bus with a double decker. Such a service could involve buses starting from Farnborough and stopping at the Meadows, Camberley RMAS Gate, Camberley Fire Station, Bagshot, Windlesham, Sunningdale Station, Virginia Water, Egham.

Submitted by: Mr Denis Fuller
Signatures: 176

Response:

As part of Surface Access Proposals contained in the current Heathrow Expansion Consultation, Heathrow Airport Ltd. (HAL) is proposing several new or enhanced bus or coach links from Surrey. They have pledged to work with operators "to secure delivery of new routes from areas not currently well-served by public transport. Focus would be first on areas identified in the Colleague [airport staff] Travel Proposal, particularly to the south and south-west of the airport. They would also form part of our proposals to increase public transport use by airline passengers."

Already, HAL is funding a new fast bus link from Staines station to Terminal 5, seven days a week. From Terminal 5, free onward connections are available to other parts of the airport campus. This creates a connection with trains from Frimley, Camberley, Bagshot, Ascot, Sunningdale, Virginia Water and Egham. For the future, HAL is suggesting that one of the targeted corridors for a new bus or coach service direct to the airport should be the A30, including Camberley and Bagshot, etc. They estimate that Surrey Heath is the domicile of 1,300 airport or airline staff and that it generates 230,000 airline passengers each year.

Such a service is unlikely to be commercially-viable for an operator, at least for the first few years. Surrey County Council's Bus Support budget is fully-committed and is likely to remain so for the foreseeable future. Priority must be given to maintaining existing local bus services within the county. However, if HAL intends a service along the A30 to contribute to a worthwhile reduction in car use, it is likely that it will need to provide pump-priming funding.

Surrey County Council endorses proposals for future new or enhanced bus or coach links to Heathrow and will include such support in its formal response to the Heathrow Expansion consultation. The Council already works in partnership with HAL through the Heathrow Transport Forum, its associated Bus & Coach Working Group and Heathrow's Bus Strategy Manager, to plan and secure better bus services to the airport from Surrey.

Mike Goodman
Cabinet Member for Environment and Waste
3 September 2019

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SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MRS JULIE ILES– CABINET MEMBER FOR ALL-AGE LEARNING****LEAD OFFICER: DAVE HILL - EXECUTIVE DIRECTOR FOR CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE****SUBJECT: SCHOOL PLACE PLANNING: STRATEGY FOR SPECIALIST PLACEMENTS****SUMMARY OF ISSUE:**

As part of the SEND transformation plan, approved by cabinet on 29 January 2019 a recommendation was made to provide more specialist school places in Surrey– in specialist provision in mainstream schools and in special schools – so that children with special educational needs and / or disabilities (SEND) could be placed closer to home. This will reduce travel time and enable children with SEND to be more a part of their local community, and, crucially, help to increase their progress, attainment and outcomes.

At present, there are insufficient places in mainstream (resourced places) and special schools in Surrey. This means the council is reliant on non-maintained independent schools (NMI) to meet the demand. On average, these schools are much more expensive, not local to the child's home, and rarely more effective than state-funded schools. Surrey currently has approximately 12 per cent of pupils with education, health and care plans (EHCPs) in NMIs. This is nearly double that of English local authorities (LAs), which have approximately six per cent of pupils with EHCPs in such provision, leading to significantly higher costs in the high needs block (HNB), which is the council budget used to fund SEN.

Accordingly, officers have drafted a ten year place planning strategy, the aim of which is to provide a greatly improved environment for children with the highest level of specialist needs and increase their outcomes through more newly-built or refurbished state-funded, local provision. This strategy is in two parts:

- a four year plan, which is intended to provide an extra 883 specialist places, including 77 'bulge' places, over that period. Each of these types of place provision will be reported to cabinet where appropriate as they are identified and require approval; and
- a broader 10 year plan, which is less specific and will be developed depending on whether improved practice reduces the need for specialist provision compared with current forecasts through more places within mainstream schools, but which currently projects the need for 1,693 additional specialist places in the period.

RECOMMENDATIONS:

It is recommended that cabinet:

1. approves 'in principle' the SEND place-planning strategic approach for a ten-year period (2019 to 2029);
2. approves the 77 bulge places for September 2019; and

3. agrees that future projects identified as part of this place planning strategy are, where appropriate, reported to cabinet or cabinet member for approval.

REASONS FOR RECOMMENDATIONS

Developing and maintaining the right Surrey specialist provision is vital in ensuring appropriate placements for the Surrey young people who require a specialist SEND placement. The proposed place-planning strategy will ensure a significant number of extra specialist places are provided that offer good value for money. This strategy is needed to make sure that activities in this area are coordinated and that there are a clear set of principles on which work will be based. This strategy will be reviewed on an annual basis.

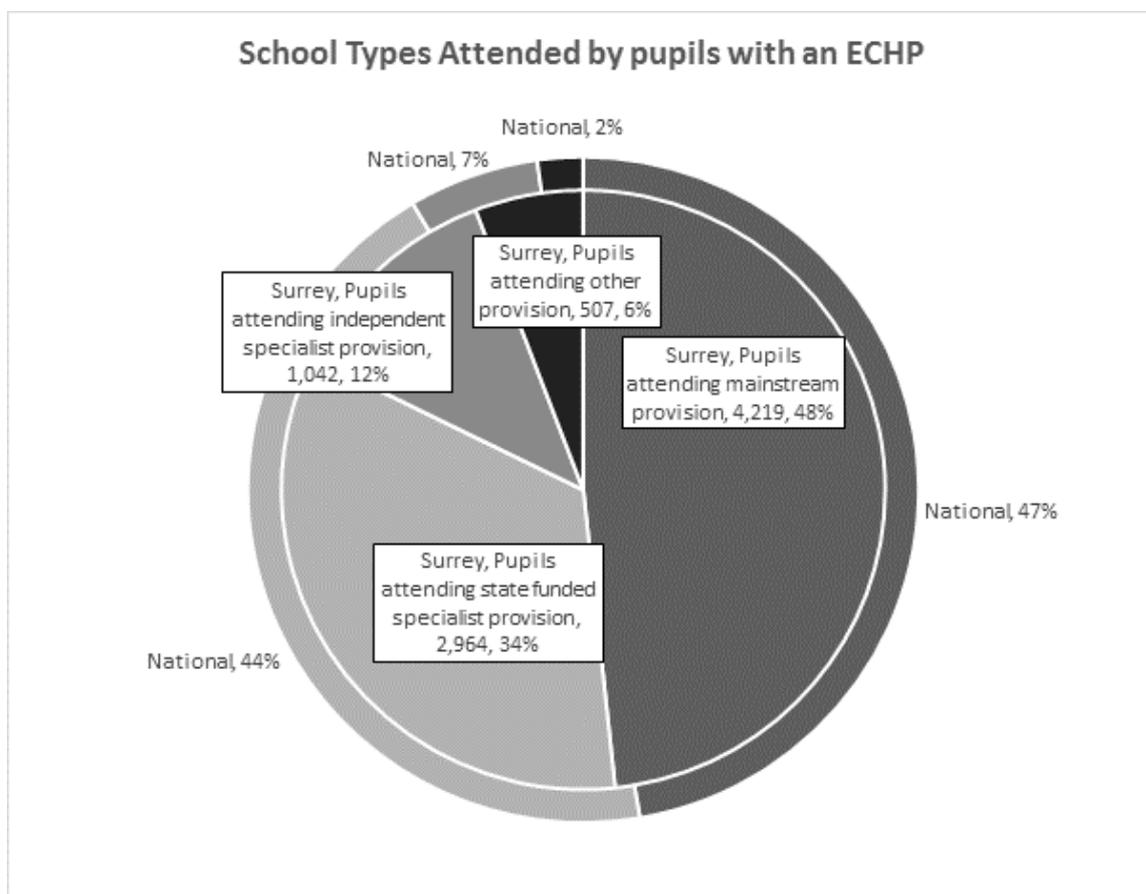
DETAILS

The context

1. The size of Surrey's specialist estate has not kept up with the growing demand. This has led to an increasing number and proportion of children being placed in NMIs, often out of county (in October 2018, over 40 per cent of our NMI placements were outside Surrey). As a proportion of the 2 – 18 population Surrey places nearly twice as many children in NMI SEND placements as our comparator counties (0.4 compared to 0.22 per cent). Although an NMI placement will be the most appropriate choice for some children, many of the children placed in NMIs are there because of gaps in Surrey's current provision.
2. Moreover, the location of these assets is not ideal and sometimes inappropriate. There are two key elements of the strategic approach set out in this report:
 - reconfiguring provision so that specialist provision is available much closer than presently to where pupils live; and
 - increasing opportunities for pupils with specialist needs (educational and behavioural) in mainstream schools and further education colleges.
3. A significant consequence of the current pattern of placements for pupils with SEND is a very high financial cost. This is due to the costs on placement in NMIs being (on average) much more expensive than specialist placements in special schools or resourced provision in mainstream schools. On average, the annual unit cost is £22,000 for state specialist placements and £48,000 for NMIs (120 per cent more).
4. The total NMI spend was £49m in 2018/19 and will be higher in 2019/20 as the number of pupils with EHCPs has continued to rise, with only a small number of temporary extra places available. If Surrey had reduced its expenditure on NMI provision in line with the average of its statistical neighbours this year, through having state-funded specialist places available, there would be a saving of about £12m. As a result, the current amount allocated to the HNB would reduce by approximately £12m.
5. Finally, there is a significant issue with the condition of the county's pupil referral units (PRUs). The PRU estate is very poor and dilapidated. In most, buildings are outdated and not fit for purpose. Currently, most of the buildings do not meet the current Department for Education minimum size requirements, which inhibits: sport, recreational and vocational opportunities, all of which are important for the children and young people who access PRU.

The current offer and the deficit of places

- Surrey currently has 24 special schools and 49 specialist units in mainstream schools providing a total of 3,091 places in 2018/19. These are a mixture of maintained schools and academies. In Surrey there are currently six designations based on the types of needs are: learning and additional needs (LAN), communication and interaction needs (COIN), complex social and communication needs (CSCN), severe learning difficulty and disability (SLDD), social emotional and mental health needs (SEMH) and hearing and visual impairment (HI/VI).
- In January 2019, there were 8,732 young people with an EHCP maintained by Surrey. The pie chart below shows the type of schools attended. The county has – as noted above in paragraph 1 – a very high percentage of pupils with SEND attending NMI's - 12 per cent against 6.3 per cent nationally. The overall percentage of pupils with an EHCP in mainstream schools reflects the national average, with those in state-funded specialist provision proportionately lower – hence higher costs to the HNB as relatively expensive NMI places must be utilised.



- In January 2019, 318 (10 per cent) of the 3,091 Surrey specialist places were occupied by children with EHCPs maintained by other local authorities and 191 children with EHCPs maintained by Surrey were placed in provision maintained by other local authorities. Surrey was a therefore net 'importer' of 127 SEND pupils in specialist placements.

Projecting future demand

- Projections of the demand for specialist SEND placements for ages 4 – 19 (reception to year 14) in Surrey over the next 10 years have been modelled, with the first four years (2019 to 2023) being the subject of detailed work. Based on pupil movement

trends and underpinned by demographic projections including birth rates, population estimates and housing growth, the forecast suggests an increase in the numbers of children with an EHCP and demand for Surrey placements from other local authorities.

10. The recent increase seen in the demand for specialist placements will begin to slow and then level off by 2024/25. The forecasts indicate there could be a 38 per cent increase in demand for mainstream placements and a 34 per cent increase in demand for specialist placements over the next decade.
11. The outputs of a forecasting model such as this are not a guarantee of what will happen. They merely show the predicted future numbers and trends based on a particular set of input assumptions. A key variable is the extent to which practice in schools improves, for example, in the early identification of educational needs, and the accommodation of a higher proportion of those children without the need for an EHCP, or with a plan but accommodated in the pupil's local school. This would increase the percentage of pupils with identified needs in mainstream (non-resourced) provision, freeing up places in resourced units and special schools, thus lowering the number of extra places needed.

Principles and strategic approach

12. The Council and key strategic partners including health have just finalised a SEND strategy that contains our ambitions for children as a partnership and provides the wider strategic view in which this place planning work sits. The strategic objective is that the council provides a place as close to every child's home as possible, and that out of county placements reduce year on year throughout the 10 year period.
13. The principles underpinning our strategic approach are that:
 - pupils with SEN should be able to attend their local school in most instances;
 - parental preference should be supported by increasing the number of appropriate places available in both resourced provision and special schools;
 - provision is flexible, e.g. meeting a wider range of needs and 'bulge' classes in special schools are provided to meet peaks of demand; and
 - a place in a high-quality state-funded school is available to every parent who wants one.
14. The desired outcome is that the progress, attainment and life-chances of children with SEN increases, through good-quality schooling that is local for most and with short journey times for the majority of children who cannot be provided with local places. Local schools have the additional benefit of local friendship groups and a community experience available to most children and young people.
15. The intention is to achieve this objective by:
 - transitioning children from NMI's into maintained provision at key transition points where that meets their needs;
 - reducing the number of new children entering into NMI's by providing sufficient maintained provision that delivers the best outcomes;
 - prevention and early intervention is delivered ,which meets the needs of children without an EHCP, thus reducing demand for EHCPs as well as mitigating the forecast increase in future demand; and

- moving to fully shared accountability across the whole system between health, education and social care that has the child at the centre of our collective attention.
16. The council has strengthened considerably its resource capability and capacity to deliver the programme:
- the assistant director, SEND is in post and links programme delivery with SEND commissioning;
 - we have increased our programme and project management capacity;
 - a team of 6 seconded SENCO's has been recruited to support the roll-out of the graduated response over the next two years;
 - we are forming a strategic partnership with London South Bank University to support the develop of work around autism; and
 - an interim director of transformation is in place.
17. Table 1 below shows the number of pupils with specialist needs over the next four years 'as is' without the SEND transformation strategy, which was approved by the change management board in June 2019. While the overall increase in numbers is stark, it does not translate into the need for an extra 5,141 places. This is because Surrey has the overall capacity required in mainstream schools, and thus while the number and percentage of pupils with an EHCP will increase by 3,021, the places will be available through the normal place-planning work. Therefore, the actual number of specialist, independent and other places would be 2,120.

Table 1: forecast number of EHCPs by placement type

| School type | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | increase |
|-----------------------|---------|---------|---------|---------|---------|----------|
| Mainstream | 4,219 | 4,832 | 5,540 | 6,338 | 7,240 | 3,021 |
| Specialist provision | 2,964 | 3,110 | 3,374 | 3,673 | 4,010 | 1,046 |
| Independent provision | 1,042 | 1,125 | 1,270 | 1,434 | 1,619 | 577 |
| Other | 507 | 570 | 697 | 841 | 1,004 | 497 |
| Total | 8,732 | 9,637 | 10,881 | 12,286 | 13,873 | 5,141 |

18. The SEND transformation strategy sets out a strategic plan that is intended to result in the reduction of 851 EHCPs between 2018 and 2023, achieved by meeting pupils' needs earlier. This will affect principally the number of pupils with EHC plans in mainstream schools, as shown in table 2 below (941 fewer EHC plans) with a small increase in specialist places, including independent and 'other' provision (90) being required.
19. There are three main parts to the place planning strategy:
- working with maintained primary schools (including nursery provision, and infant and junior schools) and secondary schools (including sixth-forms) to ensure that there is the expertise and willingness to provide places for most pupils with a level of need that has resulted in the issuing of an EHCP;
 - increasing the number of specialist places available, through bulge classes, expansions and opening new schools; and

- renewing the specialist estate, 'right sizing' the place numbers and ensuring that provision is appropriately placed in the county, and is as local as possible.
20. The strategy is intended to result in significant changes in the type of setting pupils with EHCPs attend by the 2022/23 school year. Mainstream schools are expected to meet the needs of increasing numbers of pupils without EHCPs, with state-funded specialist places increasing, reducing the dependency on independent providers (see table 2 below).

Table 2: potential reduction in EHCPs by 2023 as implied by the SEND strategy

| School type | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | change |
|-----------------------|---------|---------|---------|---------|---------|--------|
| Mainstream | 4,219 | 4,832 | 4,314 | 3,796 | 3,278 | -941 |
| Specialist provision | 2,964 | 3,110 | 3,335 | 3,560 | 3,785 | +821 |
| Independent provision | 1,042 | 1,125 | 891 | 658 | 424 | -618 |
| Other | 507 | 570 | 511 | 452 | 394 | -113 |
| Total | 8,732 | 9,637 | 9,051 | 8,466 | 7,881 | -851 |

21. Table 3 shows the places currently planned in the first four years, and the gap between this figure and the projected demand.

Table 3: additional specialist places planned against place demand – 2019 to 2023

| Places and demand | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------------------|---------|---------|---------|---------|---------|
| Additional places | 0 | 208 | 145 | 350 | 180 |
| Cumulative additional places | 0 | 208 | 353 | 703 | 883 |
| Additional place demand | | 146 | 264 | 298 | 337 |
| Cumulative place demand | | 146 | 410 | 708 | 1,046 |
| Place availability (plus or minus) | | 62 | -57 | -5 | -162 |

22. If the transformation programme was not in place – or is unsuccessful – the number of specialist places required by the 2022/23 school year is projected to be 1,046, against the 883 places planned. In the first four years of the strategy, excess demand would have to be met through:
- additional temporary accommodation or arrangements for bulge classes, in specialist provision to be identified;
 - available specialist provision in other local authorities; and / or
 - NMI placements.
23. Should the transformation programme deliver the projected reductions in EHCPs by 10 per cent, the demand for specialist places will still increase by 821. This is because pupils' needs will be managed without so many independent and other provider places being needed. Table 4 below shows the effect on place availability in the specialist sector between now and 2023 – a surplus each year except for 2020/21.

Table 4: additional specialist places – 2019 to 2023 against possible reduced demand as implied by the SEND strategy

| Places | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-----------------------------|---------|---------|---------|---------|---------|
| Additional places | 0 | 208 | 145 | 350 | 180 |
| Aggregate additional places | 0 | 208 | 353 | 703 | 883 |
| Additional place demand | | 146 | 225 | 225 | 225 |
| Aggregate place demand | | 146 | 371 | 596 | 821 |
| Place availability | | 62 | -18 | 107 | 62 |

24. Delivery of the proposed additional places in parallel with the SEND transformation will see the demand for NMI and other placements reduce significantly – by 618 and 113 respectively. The extra places might enable the further reduction of NMI and other placements used. Alternatively, places can be made available for pupils with EHCPs in mainstream schools whose needs are not being met.

Planned projects, 2019-2023

25. There are 14 planned projects in the first four years of the strategy. These are listed in annex 1 (attached). The new places that will be created total 752. In addition to the extra places, an additional 131 places have been agreed with schools that have the capacity to accommodate more pupils with no capital costs. This is how the 883 additional places by September 2022 (see table 3 above) will be achieved. Individual planned projects will be subject to individual consultation and relevant statutory process where appropriate, this will include further referral to Cabinet and Cabinet Member

CONSULTATION:

26. The approach to development of the Surrey SEND strategy was subject to full consultation that was considered by the Councils Cabinet on 29 January 2019. Consultees included Schools, Parents, Pupils, Local Districts and Boroughs.
27. The Council has undertaken engagement activities with schools during the summer term developing the place strategy. All phases of schools have been included within this process including, Primary, Secondary, Special and Mainstream provision and representative from Academy, Aided and Community Schools. Comments received from this programme have been used in the development of this strategy

RISK MANAGEMENT AND IMPLICATIONS:

28. There is a risk that current forecasts of demand for pupils with an EHCP are inaccurate and that there is therefore an under or over supply of specialist places with consequent capital and revenue implications for the Council. To mitigate this the Council has invested in high quality forecasting tools and continually reviews and assess forecasts in relation to outcomes.
29. There is a risk that allied aspects of the strategy do not impact on both the number of EHCPs and the placement of pupils with an EHCP that would therefore undermine the deliverability of the Place strategy. To mitigate this we will review the demand patterns and assess each individual project before bringing forward for further approval. In addition we will update the programme beyond 4 years to ensure that future proposals are in line with demand patterns.

30. There will be specific risks associated with individual projects that relate to statutory process including Prescribed Alterations and Planning that could mean that specific projects cannot be continued. Each project will be subject to detailed consideration by Officers prior to submission to Cabinet or Cabinet member for approval where appropriate. Officers could review individual projects and bring forward alternative proposals for consideration in line with SEND strategy and overall demand profiles.

Finance and value for money implications:

31. The strategy to increase the proportion of pupils within maintained specialist provision against the proportion of those within non-maintained independent provision has a revenue benefit for the Council as indicated in paragraph 4 above. Additionally the SEND strategy to reduce the overall number of EHCPs due in part to more efficient early identification and support has further revenue savings for the High Needs Block.
32. The strategy assumes increases in maintained provision, elements of which will have capital implications as indicated in the Special Educational Needs and Disabilities (SEND) Capital Programme Paper. Each individual project will be subject to specific approval of Cabinet or Cabinet member to ensure that value for money is achieved. Additionally each project will be subject to robust cost challenge and scrutiny to drive optimum value as it progresses. The allocation of additional capital to complete the programme will have a borrowing cost for the council where it is above that provided by grant. Each individual project would need to be assessed through approval as to whether it achieved a financial benefit for the council set against this borrowing cost.

Section 151 officer commentary:

33. The Council is facing a very serious financial situation, whereby there are substantial savings which need to be achieved to establish a balanced budget on the High Needs Block of the Dedicated Schools Grant. This strategy is built around the need to reduce the cost of SEND as part of the SEND reset programme. The SEND reset aims for annual expenditure to be within annual High Needs DSG funding over three years. Without any action the cumulative deficit would increase to £250m by the end of 2022/23, but the reset reduces this cumulative deficit to £80m. As such, the Section 151 Officer supports the initiative to reduce reliance upon Independent, Non Maintained Independent Sector (NMIs), schools and colleges through the creation of additional places in local authority maintained schools and academies.

Legal implications – monitoring officer:

34. Section 13 of the Education Act 1996 places a duty on a Local Authority (with responsibility to education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area including pupils with additional Special Educational Needs.
35. Section 9 of the Education Act 1996 specifies a general duty that children should be educated in accordance with their parents' wishes, so long as this is compatible with the provision of efficient instruction and training and does not mean unreasonable public expenditure.
36. There is a statutory requirement for consultation in as set out in the School Organisation (Prescribed Alterations to Maintained School) Regulations 2013 for a number of projects identified within the strategy. Such consultation will need to involve those directly affected by such changes together with relevant representative groups.

Further reports on individual projects will be presented to cabinet as and when they are identified and require approval.

Equalities and diversity:

- 37. The SEND strategy was subject to a full EIA published on 21 January 2019.
- 38. The strategy focuses on inclusion and ensuring that children with SEND can get a good education at a school close to their home. The aim of the strategy is to make sure that every child growing up in Surrey has the best possible start in life so that children and young people with special educational needs and disabilities are able to live, learn and grow up locally.
- 39. We also need to ensure that this provision is cost-effective, fair across the range of children and young people’s differing needs and sufficient when taking into account predicted future rising levels of need.

OTHER IMPLICATIONS:

- 40. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

- 41 This strategy would provide for the opportunity to bring forward proposals to increase provision for maintained education places for pupils with an EHCP in Surrey. It is likely therefore that these places would be closer to home and reduce the incidence of pupils, including LAC pupils, from being placed outside of the Council area. This would be of benefit for some of our most vulnerable children.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN IMPLICATIONS

- 42. The council has a duty to promote and improve educational outcomes for all children, particularly those who are vulnerable or disadvantaged. The strategy aims to allow for increased maintained provision closer to home for pupils with an EHCP and furthermore reduce the possibility of pupils with an EHCP not accessing appropriate education.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

- 43. The provision of education places closer to home should reduce the average distance for travel for pupils with an EHCP and further reduce unnecessary journeys where relevant when set alongside the Councils SEND Transport Transformation programme.

WHAT HAPPENS NEXT

Approval, by Cabinet, of the Place Planning Strategy and allied Capital Programme will allow for individual projects to be developed and come forward for specific approval by Cabinet or Cabinet Member where appropriate.

Contact officer: Liz Mills, Director of Education, Lifelong Learning and Culture

Consulted: Schools

Annexes:

Annex 1: SEND place planning strategy: additional places planned, 2019 to 2023

Sources / background papers

Special Educational Needs and Disabilities (SEND) Capital Programme

Annex 1, SEND place planning strategy: additional places planned, 2019 to 2023

| Name of scheme | Education phase | Designation of Provision | Number of places | Place availability | Capital required (£'000) | Stage of approval |
|---|--------------------------------|--------------------------------|------------------|--------------------|--------------------------|--|
| Linden Bridge bulge class | Infant | ASD | 8 | Sep-19 | 75 | seeking approval in linked Property paper |
| Philip Southcote bulge class | Secondary | LAN | 10 | Sep-19 | 421 | |
| Woodfield bulge class | Secondary | LAN | 10 | Sep-19 | 354 | |
| Freemantles bulge class | Infant | ASD | 16 | Sep-19 | 160 | |
| Pond Meadow bulge class | TBC | ASD | 14 | Sep-19 | 570 | |
| Brooklands bulge class | Infant | ASD/LAN | 8 | Sep-19 | 250 | |
| Walton Leigh bulge class | Secondary | SLDD | 11 | Sep-19 | 544 | |
| Bell Farm specialist centre | Primary | ASD | 21 | Sep-20 | 800 | Seeking approval in linked Property paper |
| New free school (location TBD) | All-Through | TBC | 200 | Sep-21 | 25,000 | |
| Brooklands expansion | Primary | Mixed | 63 | Sep-20 | 1,700 | To be brought to Cabinet at a later date |
| Freemantles expansion | All-Through | ASD | 40 | Sep-20 | 2,200 | |
| Worplesdon specialist centre | Primary | ASD | 21 | Sep-20 | 1,100 | Approved by Cabinet in July 2019 |
| Lift Partnership Trust free school | All-Through | CSCN | 150 | Sep-21 | nil | Free school – preapproved |
| Howard Partnership Trust free school | Secondary | COIN | 180 | Sep-22 | nil | Free school – preapproved |
| Total additional places: | | | 752 | Total | 33,174 | |
| Additional places agreed with schools with no requirement for capital | Spread across all school types | Spread across all school types | 131 | Sep-19 | 0 | Agreed as part of annual ESFA return process |
| Overall total places | | | 883 | | | |

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SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MR MEL FEW, CABINET MEMBER FOR FINANCE****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR RESOURCES****SUBJECT: CAPITAL STRATEGY FOR SPECIALIST SCHOOL PLACEMENTS****SUMMARY OF ISSUE:**

This paper sets out the current position with regard to the SEND capital programme, and recommends approval to progress with specific capital projects over a 4 year period from 2019/20 to 2022/23. Further work is underway to assess the needs for the service over a 10 year period.

The school place planning strategy for specialist placements identifies a need to provide for the growing number of children who will enter the service and require specialist services. There is therefore an urgent need for places over the next 10 years. In accordance with this strategy we need to plan for and create and maintain the right number and type of Surrey specialist placements to meet future demand and help ensure that children are placed appropriately with easy access to their homes and reduce the dependence on out of county facilities.

Capital funding is required to deliver the SEND infrastructure programme to satisfy this need.

This paper is linked to the "School place planning strategy for specialist placements" paper which is also due to be considered by Cabinet on 24 September 2019.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Approve as part of the overall SEND capital programme a number of named projects at an estimated capital cost of £3.2m, for delivery from 2019/20. These projects are as identified in Annex 1, providing 77 bulge and 21 permanent places.
2. Agree to the development of projects as part of the overall SEND capital programme a number of "named" projects at an estimated capital cost of £28.9m, for delivery from 2019/20 over the next four years. These projects are as identified in Annex 1, and will provide 303 permanent places.
3. Note projects as part of the overall SEND capital programme that do not require any further approval within this paper, including £1.1m capital budget previously approved for the Worplesdon specialist centre. These projects are as identified in Annex 1, providing 482 permanent places.
4. Approval of £1m to support the delivery of the immediate identified school place planning and the long term requirements.

REASON FOR RECOMMENDATIONS:

Approval of the recommendations form a key part and will assist the Council in delivering the school place planning strategy for specialist placements.

Developing and maintaining the right SEND provision is an important part of ensuring a sustainable specialist estate to provide fit for purpose facilities for Surrey children and young people who require a specialist placement and cost effective solutions for high quality provision to support revenue savings within SCC. Grant capital funding of £10M is available from the DfE, to progress this capital strategy providing children and young people with increased positive opportunities for improved outcomes whilst attending an appropriate SEND provision.

The recommendations will enable the progression and delivery of the school place planning strategy for specialist placements ten-year plan. Children, Families, Lifelong Learning and Culture (CFLC) are seeking to provide 883 specialist places (including 77 'bulge' places) over the next four years and within the next 10 years deliver a broader plan which will be developed subject to need.

The school place planning strategy for specialist placements will be reviewed annually.

DETAILS:

The context

1. The size and location of the County Council current SEND estate has not kept up with the growing demand for places in appropriate locations, leading to long waiting lists and an increasing number and proportion of children being placed in non-maintained independent (NMI) provision within and out of County.
2. This paper sets out a proposed approach to the capital programme for developing and maintaining sufficient specialist placements across the county. It is presented within the context of the school place planning strategy for specialist placements, and includes early years and post 16, but excludes further education places.
3. Alongside identified capital projects for completion in the next four years, an overall 10-year SEND capital programme is included within the paper, naming identified projects and outlining future capital proposals to ensure that the capital programme remains in line with the overall specialist places strategy.
4. The capital programme, whilst focused on developing SEND placements, will also consider condition and suitability of the existing estate, to ensure that each project within the programme considers the options available seeking to maximise the value and benefits achieved.
5. This capital programme will assist the delivery of the school place planning strategy for specialist placements, as part of the 'improving our local offer' workstream, in achieving financial sustainability, creating school places for children with SEND and improving their outcomes. It also seeks to address the inefficiencies, condition and suitability issues which exist within the SEND estate as part of improving the schools estate within Surrey.

The current offer

6. The County Council currently has 24 special schools and 49 specialist units within mainstream schools, which in 2018/19 provided 3,091 places. These are a mixture of maintained schools and academies. Specialist provision is given a designation based on the types of needs for which it caters. The six main designations currently used are: Learning and additional needs (LAN), Communication and interaction needs (COIN), Complex social and communication needs (CSCN), Severe learning difficulty and disability (SLDD), Social emotional and mental health needs (SEMH) and Hearing and visual impairment (HI/VI).
7. Table 1 below summarises the current specialist offer in the school year 2018/19, split by education phase and designation. This includes special schools and specialist units attached to mainstream schools.

Table 1: Surrey specialist SEND places for the school year 2018-19

| Type of school | Primary (up to year 6) | Secondary (year 7+) | Total |
|----------------|------------------------|---------------------|-------------|
| LAN | 306 | 687 | 992 |
| SLDD | 434 | 298 | 732 |
| COIN | 305 | 310 | 615 |
| CSCN | 247 | 177 | 424 |
| SEMH | 70 | 160 | 230 |
| HI/VI | 52 | 46 | 98 |
| Total | 1412 | 1679 | 3091 |

Future demand

8. The school place planning strategy for specialist placements report to Cabinet provides detailed need and place provision for the first four years.

Developing the SEND capital programme, alongside CFLC.

9. In working with the service, where gaps in provision are identified, an evaluation will be undertaken by the service and technical professionals to determine the most effective method of removing these gaps, where appropriate developing new or adapting existing Surrey specialist provision.
10. Whilst there are projects already identified for delivery within the four years from 2019 to 2023, further opportunities will be explored and progressed, developing ideas and concepts identified across the schools estate in Surrey, for delivery within the next 10 years from 2020/21.
11. These opportunities will be assessed both in terms of service requirements and technical review, with a gateway process in place to enable the further capital development of appropriate selected opportunities. In this way allowing an investment decision based on viability, affordability, initial technical feasibility, fit with service needs identified in the universal place planning strategy for specialist placements.

SEND capital programme

12. The SEND capital programme is developed to provide the 883 additional places identified within projections for additional required SEND places in Surrey and work is continuing to establish the needs over the next 10 years.
13. The immediate capital programme includes identified projects for delivery in the next four years from 2019/20. This provides 883 additional places, of which 806 are permanent places and are 77 temporary one year bulge classes.
14. Of these places, initial projects identified within the existing estate to provide the 77 bulge places and 21 permanent places at an approximate cost of **£3.2m** are identified in annex 1. The recommendation to provide these places additional places at these sites was made with reference to the following key achievable principles;
- The additional places meet the forecast demand patterns.
 - Elements of existing school accommodation can be used thereby reducing capital cost
 - Offer can be in place and accessible early within the capital programme
 - Where possible additional placements meet the expression of parental preference
 - The placement of pupils will ensure a year on year revenue saving against similar Non-Maintained Independent Placements
 - Additional places are close to home
15. Further named projects, including a new all-through SEND school in the west of the County, providing a further 303 permanent places in total, at an indicative capital cost of **£25.6m**. These named projects, identified in annex 1, require development to allow recommendation for approval, require a project viability capital budget allocation of **£0.5m** will enable to develop these projects to the end of RIBA Stage 3.
16. A further 482 permanent places are being provided by way of two new DfE Free Schools). New specialist placements do not always require additional capital. On an annual basis SCC Children's Services discuss with schools the possibility of adding additional places within their existing estate.
17. Between 2018/19 and 2019/20, an additional 131 places have been made available with no recourse to additional capital. The remaining 21 permanent places are provided by way of a specialist centre. Annex 1 provides further detail.
18. Further permanent SEND places are to be identified in line with the strategy and programmed for delivery over the next 10 years from 2020/21.
19. This requirement will be regularly reviewed with the SEND strategy. It will be provided through a combination of a new special school; extension and / or remodelling of existing special schools and mainstream provision; and through consideration of options available via the school place planning strategy for specialist placements. A project viability capital budget allocation of **£0.5M** will enable the development of these projects.
20. The National School Delivery Cost Benchmarking, Primary, Secondary and SEN Schools, June 2019, has been referenced to identify the cost per SEND pupil.

Table 2: summary of SEND capital requirements

| Item description | Capital required |
|--|-------------------------|
| Named projects seeking approval - see annex 1 | £3,174,000 |
| Project viability budget | £1,000,000 |
| Total approval required | £4,174,000 |
| Named projects requiring development and delivery over the next four years – see annex 1 | £25,573,690 |
| Worplesdon specialist centre, previously approved | £1,100,000 |
| Total | £30,847,690 |

The anticipated spend profile over future years is provided in Annex 2.

CONSULTATION:

21. The approach to development of the Surrey SEND strategy was subject to full consultation that was considered by the Council's Cabinet on 29 January 2019. Consultees included schools, parents, pupils, local districts and boroughs.
22. The Council has undertaken engagement activities with schools during the summer term developing the place strategy. All phases of schools have been included within this process including, maintained and academy primary, secondary and special schools. Comments received from this programme have been used in the development of this strategy.

RISK MANAGEMENT AND IMPLICATIONS:

23. Current forecasts of demand for pupils with an Education Health and Care Plans (EHCP) can be inaccurate and that there is therefore an under or over supply of specialist places with consequent capital and revenue implications for the Council. To mitigate this the Council has invested in high quality forecasting tools and continually reviews and assess forecasts in relation to outcomes.
24. Specific risks associated with individual projects that relate to statutory process including prescribed alterations and planning that could mean that specific projects cannot be continued. Each project will be subject to detailed consideration by officers prior to submission to Cabinet or Cabinet member for approval where appropriate. Officers can review individual projects and bring forward alternative proposals for consideration in line with SEND strategy and overall demand profiles.
25. Risks associated with building projects. Therefore, a risk register will be compiled and regularly updated. It must be noted that the ability to deliver the new SEND School to the West of County by the due date of September 2021 is a significant risk., due complexities associated with design, procurement, land availability, and construction duration. A contingency allowance appropriate to the schemes will be included within the project budget to mitigate for potential identified risks.

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|--|
| Finance and value for money implications: |
|--|

26. The strategy to increase the proportion of pupils within maintained specialist provision against the proportion of those within non-maintained independent provision has a revenue benefit for the Council. Additionally, the SEND strategy to reduce the overall number of EHCPs due in part to more efficient early identification and support has further revenue savings for the high needs block.
27. The strategy identifies increases in maintained provision, that have capital cost as outlined. A sustainable specialist estate will be developed to provide fit for purpose facilities for Surrey children and young people who require a specialist placement, providing cost effective solutions to support revenue savings within SCC. Grant capital funding of £10M is available, to progress this capital strategy. Each individual project will be subject to specific approval of Cabinet or cabinet member to ensure that value for money is achieved. Additionally each project will be subject to robust cost challenge and scrutiny to drive optimum value as it progresses.

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|--|
| Section 151 officer commentary: |
|--|

28. The Council is facing a very serious financial situation, whereby there are substantial savings which need to be achieved to establish a balanced budget on the High Needs Block of the Dedicated Schools Grant. As such, the Section 151 Officer supports the initiative to reduce reliance upon non maintained independent schools and colleges through the creation of additional places in local authority maintained schools and academies.
29. The Section 151 Officer confirms that the proposed £4.2m increase to the capital programme is funded by Government grant and has the support of the Capital Programme Panel.
30. The Section 151 Officer supports progression of the three other schemes detailed in Annex 1, likely to cost £25.6m; and the progression of further schemes to deliver additional places as required. Once further feasibilities and details are available these schemes will need to go to Capital Programme Panel prior to going to Cabinet for approval.

| |
|---|
| Legal implications – monitoring officer: |
|---|

31. Section 13 of the Education Act, 1996 places a duty on a Local Authority (with responsibility to education) to ensure sufficient primary and secondary education provision is available to meet the needs of the population in its area including pupils with additional Special Educational Needs.
32. There is a statutory requirement for consultation as set out in the School Organisation (Prescribed Alterations to Maintained School) Regulations 2013 for a number of projects identified within the strategy. Such consultation will need to involve those directly affected by such changes together with relevant representative groups.
33. The Council's duties under the Education Act must be balanced against the fiduciary duty that the Council owes to its residents. As such, there is a requirement to act having regard to both the short and long term consequences of any decision.

Equalities and diversity:

34. The SEND strategy was subject to a full EIA published on 21 January 2019.
35. The strategy focuses on inclusion and ensuring that children with SEND can get a good education at a school close to their home. The aim of the strategy is to make sure that every child growing up in Surrey has the best possible start in life so that children and young people with special educational needs and disabilities are able to live, learn and grow up locally.
36. We also need to ensure that this provision is cost-effective, fair across the range of children and young people's differing needs and sufficient when taking into account predicted future rising levels of need.

OTHER IMPLICATIONS:

37. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

38. This strategy would provide for the opportunity to bring forward proposals to increase provision for maintained education places for pupils with an EHCP in Surrey. It is likely therefore that these places would be closer to home and reduce the incidence of pupils, including LAC pupils, from being placed outside of the Council area. This would be of benefit for some of our most vulnerable children.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN IMPLICATIONS

39. The council has a duty to promote and improve educational outcomes for all children, particularly those who are vulnerable or disadvantaged. The strategy aims to allow for increased maintained provision closer to home for pupils with an EHCP and furthermore reduce the possibility of pupils with an EHCP not accessing appropriate education.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

40. The provision of education places closer to home should reduce the average distance for travel for pupils with an EHCP and further reduce unnecessary journeys where relevant when set alongside the Councils SEND Transport Transformation programme.
41. Design philosophy that has been adopted to create new or refurbish and extend existing buildings will support low energy consumption, reduce solar gain and promote natural ventilation. Any proposals will be in line with this policy and any new building will be to the standards in the local planning authority's adopted core planning strategy.

WHAT HAPPENS NEXT

Approval, by Cabinet, of the place planning strategy and allied capital programme will allow for individual projects to be developed and come forward for specific approval by Cabinet or cabinet member where appropriate.

Contact officer: Peter Hopkins | Lead Asset Strategy Manager

Consulted: schools, settings and colleges parents, pupils, local districts/ boroughs

Annexes:

annex 1; Capital SEND projects over next 4 years

annex 2; Spend profile

Sources / background papers:

School place planning strategy for specialist placements, report to Cabinet 24th September 2019.

National School Delivery Cost Benchmarking Primary, Secondary & SEN Schools,
A national cost benchmarking study undertaken by Hampshire County Council in conjunction with East Riding of Yorkshire Council and the Department for Education. June 2019.

Capital strategy for specialist placements

Annex 1: Projects to create new specialist places over the next 4 years (£30M) – bulge classes; specialist places

| Name of scheme | Education phase | Number of places | Capital required (£) | Approval required | Named development projects | No approval required |
|--|-----------------|------------------|----------------------|-------------------|----------------------------|----------------------|
| Linden Bridge bulge class | Infant | 8 | £75,000 | Yes | | |
| Philip Southcote bulge class | Secondary | 10 | £421,000 | Yes | | |
| Woodfield bulge class | Secondary | 10 | £354,000 | Yes | | |
| Freemantles bulge class | Infant | 16 | £160,000 | Yes | | |
| Pond Meadow bulge class | TBC | 14 | £570,000 | Yes | | |
| Brooklands bulge class | Infant | 8 | £250,000 | Yes | | |
| Walton Leigh bulge class | Secondary | 11 | £544,000 | Yes | | |
| Bell Farm specialist centre | Primary | 21 | £800,000 | Yes | | |
| Worplesdon specialist centre | Primary | 21 | £1,100,000 | | | Approval in place |
| Brooklands Special School expansion | Primary | 63 | £1,700,000 | | Yes | |
| Freemantles Special School expansion | All-Through | 40 | £2,200,000 | | Yes | |
| New SEND School West of County | All Through | 200 | £25,000,000 | | Yes | |
| Lift Partnership Trust new free school | All Through | 150 | 0 | | | No |
| Howard Partnership Trust new free school | Secondary | 180 | 0 | | | No |
| Additional places agreed with schools | All phases | 131 | 0 | | | No |
| Permanent SEND places provided within above | | 883 | | £3,174,000 | £28,900,00 | £1,100,000 |
| SUB TOTAL | | | £33,174,000 | | | |
| Project viability budget allocation | All phases | NA | | £1,000,000 | | |
| TOTAL | | | £33,174,000 | £4,174,000 | £28,900,00 | £1,100,000 |

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Capital strategy for specialist school placements: draft cost profiles

Capital strategy for specialist placements

Annex 2: Spend profile

| Project | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Total Budget |
|--------------------------------|------------|------------|-----------|------------|----------|--------------|
| | £'m | £'m | £'m | £'m | £'m | £'m |
| Worplesdon Specialist Centre | 1.1 | 0 | 0 | 0 | 0 | 1.1 |
| Named projects for approval | 1.8 | 1.4 | 0 | 0 | 0 | 3.2 |
| Named projects for development | 1 | 7 | 10 | 7.6 | 0 | 25.6 |
| Fees/surveys | 0.5 | 0.5 | | | | 1 |
| Total | 4.4 | 8.9 | 10 | 7.6 | 0 | 30.9 |

| | | | | | | |
|--------------|------------|------------|-----------|------------|----------|-------------|
| SCC Funding | | 3.3 | 10 | 9.9 | 0 | 23.2 |
| Grants | 4.4 | 5.6 | | | | 10 |
| Third Party | | | | | | 0 |
| Total | 4.4 | 8.9 | 10 | 9.9 | 0 | 33.2 |

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SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MS DENISE TURNER-STEWART, CABINET MEMBER FOR COMMUNITY SAFETY, FIRE AND RESILIENCE****LEAD OFFICER: STEVE OWEN-HUGHES, CHIEF FIRE OFFICER AND DIRECTOR OF COMMUNITY PROTECTION AND EMERGENCIES****SUBJECT: MAKING SURREY SAFER – OUR PLAN 2020-2023****SUMMARY OF ISSUE:**

The vision of Surrey Fire and Rescue Service (SFRS) is to make Surrey a safer place to live, work, travel and do business. To achieve this in an ever changing environment, we need to reimagine our service and innovate. This means thinking differently about how we deliver our prevention, protection and response activities and finding better ways of working with partners, residents and businesses. The detail of how we intend to do this is set out in Making Surrey Safer – Our Plan 2020-2023 (“Our Plan”). This is included within this report at Annex 1.

There are significant drivers for this change:

- a. The Government’s Fire and Rescue reform agenda sets out how the work of Fire and Rescue Service’s needs to change. There has been a considerable reduction in the number of fires across the country (fire incidents have reduced by 45% nationally and 30% in Surrey over the past decade- Annex 4 contains the data), there is much greater emphasis on prevention and protection activities, and there is a move to a more people centred approach to identifying risk and providing services.
- b. There is a new Community Vision for Surrey in 2030. This puts resident’s safety at its core and emphasises the need for prevention activities to improve outcomes.
- c. Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection has said that our response to incidents is inefficient (Annex 2). We also do not undertake enough prevention and protection activity to reduce the likelihood of emergencies. This means we need to do more of this in the future. We also need to ensure we are providing an efficient, effective, accountable and transparent service that is reflective of the communities we serve.

The Fire and Rescue National Framework for England requires that all Fire and Rescue Authorities produce an Integrated Risk Management Plan, which considers all the fire and rescue related risks that could affect our communities. This is contained in Our Plan and associated appendices. We want to develop a wide

reaching approach to managing risk, not just in the home and workplace but in every place where we can influence behaviour and encourage a safer attitude and environment, whilst still ensuring we respond to emergencies well.

Our Plan was consulted on from 04 March – 26 May 2019 and the feedback was broadly supportive of our proposals. A report on the consultation responses, including the survey data and qualitative comments can be found at Annex 3 to this report.

RECOMMENDATION:

It is recommended that Cabinet, as the Fire and Rescue Authority, approves the “Making Surrey Safer – Our Plan 2020-2023”, for publication and implementation.

REASON FOR RECOMMENDATION:

Our Plan puts people at the heart of what we do by focussing on our most vulnerable people and our most risky places. This will reduce the likelihood of emergencies. Our Plan also ensures that when emergencies do happen we respond more efficiently.

Our Plan will meet the national direction from government for the future and local risks, whilst responding to the recommendations for improvement made by HMICFRS. The feedback from the consultation broadly agreed with Our Plan. However, concerns about night time response cover have been expressed and we have responded to these in Section 18 of this report.

DETAILS:

Making Surrey Safer – Our Plan 2020-2023

1. Fire and Rescue services undertake three main functions:
 - a. **Community Safety** – focuses effort on education and prevention, including raising awareness amongst the most vulnerable in our communities. The aim is to minimise serious injuries and loss of life across Surrey.
 - b. **Business Safety** – focuses effort on prevention of damage to property, heritage, the environment and preventing serious injuries and loss of life across Surrey.
 - c. **Response** - When a call to help is received, fire and rescue crews are sent out to attend and resolve the incident. The range of incidents attended is vast and is changing.
2. Whilst we have always placed a strong emphasis on response activities we have not focused enough on prevention and protection activities (delivered through our Business and Community Safety Teams) to meet the risk profile of Surrey. The proposals set out in Our Plan shifts effort to these activities whilst continuing to provide a strong, effective response which will be more efficient. This approach is also consistent with the Community Vision 2030.

Underlying Principles

3. Our Plan adopts the National Fire Chiefs Council's Person Centred Approach to managing risks to vulnerable people. We will be sector leaders in doing so. This is at the core of Our Plan and builds on and strengthens the work we already do together with our partners to look after vulnerable people, so that they have the tools they need to live safely in their communities. We have also developed a Place Centred Approach.
4. The Person Centred Approach considers the factors that affect an individual's risk profile, based on their lifestyle, location and circumstances. The Place Centred Approach will focus on economic, geographic, social and political factors that impact on the risk present in the location. For example, our road network, rivers, places of assembly and agricultural or rural areas.
5. These two core approaches will ensure that our management of risk will be holistic, robust and deliver better outcomes for Surrey's residents. We are at the forefront of the development of a Place Centred Approach nationally.

Proposals

6. Our proposals address the findings from the HMICFRS inspection. A re-visit by the inspectors took place early in September 2019. During the course of the re-visit we made Our Plan available to them. We have also sought the advice of the National Fire Chiefs Advisory Panel which is made up of representatives from other Fire Authorities in developing Our Plan. Our Plan makes the following proposals:
 - a. To spend more time on prevention and protection activities to reduce the likelihood of emergencies. This means educating people and businesses about the risks of fire and other emergencies, and how to prevent them. This will realign our resources to meet the risk in Surrey and this will ensure that we deliver public value.
 - b. To increase availability of crews at Haslemere and Walton during weekend days, which will improve our resilience for specific risks including water and wildfire.
 - c. To maintain the number of fire stations in Surrey and change how some of them are crewed. Changes are proposed in the Banstead, Camberley, Egham, Fordbridge, Guildford, Painshill and Woking areas. Camberley, Fordbridge, Guildford and Woking will have one immediately available fire engine available at night, rather than two. There will be no station based night time response cover provided from Egham, Banstead and Painshill. Night time cover at these locations would come from neighbouring fire stations. The response time for the first appliance, would continue, on average, to be less than 10 minutes. Annex 4 sets out the proposed changes to crewing.
 - d. To further increase the number of On-Call firefighters in Surrey. We will do this by improving the attractiveness of the role and by increasing the area we can recruit from. This will further improve our availability to respond.
 - e. To charge for some incidents we attend such as false reports of fire (hoax calls and automatic false alarms) and animal rescues so that we

can recover our costs. Wherever possible, we will work with partners, business and animal owners (in particular farmers), to avoid the need to respond to these types of incidents in the first place – handing the incident over to the responsible person(s). This will avoid the need for a charge to be made.

CONSULTATION:

Public Consultation

7. Public consultation took place for 12 weeks from 04 March – 26 May 2019 in accordance with the Surrey County Council Consultation framework. During this period we engaged extensively with the public and with partners using a variety of methods. This included meetings with various community groups, District and Borough briefings, online and targeted social media advertising and in print. The consultation documents were also made available in accessible formats. Based on feedback further additional formats were also provided.
8. The consultation received feedback from over 1,800 individuals and groups, through the consultation survey, letters and face-to-face engagement events. This represents 0.14% of the Surrey population, which is estimated to be 1,185,300 (*The Office for National Statistics (ONS)*).

SUMMARY OF CONSULTATION RESPONSES

9. Feedback from the consultation has been broadly supportive, in most areas of our proposals, with the exception of the proposed changes to night time response cover. A summary of the key findings are as follows:
 - a) The majority of people agree with adopting a risk-based approach
 - b) Most people agree with the proposal to spend more time on prevention and protection activities (Business and Community Safety)
 - c) The majority of people disagree with the proposal to change how some fire stations are crewed
 - d) Most people agree with recovering costs from some incidents and to re-invest in SFRS. However, charging for animal rescues was less favoured
 - e) Most people agree with expanding the recruitment area for On-Call firefighters to aid recruitment

For further detail please refer to the Consultation Report at Annex 3.

Our response to these key findings:

10. Respondents agreed with adopting a risk-based approach and doing more business and community safety activity, but some were concerned that this was at the expense of emergency response cover. Some respondents also reported the changes to be perceived as cost cutting and wanted more information. Our Plan is based on the resources that we need to provide business safety, community safety and emergency response cover to meet the risk set out in the Community Risk Profile (“CRP”) (Annex 5). To meet this risk, we need to change how we resource response activities so we can invest more in business and

community safety. This will align our resources to meet the risks in Surrey and this will ensure that we will deliver public value.

11. Respondents raised perceived concerns about reductions in staff and fire engines. Some respondents were concerned they may be less safe due to waiting longer for fire engines to arrive at night. Our Plan contains a robust workforce plan that means we do not rely on overtime to maintain our operational response and is based on:
 - a. Five years of evidence about incidents in Surrey. This includes reviewing our calls which drop significantly at night-time. The data has been used to model the impact on emergency response cover and has been independently verified. The changes will result in a more even distribution of cover across Surrey based on the identified risk.
 - b. Our CRP which contains the most recent data about current and forecasted risks within Surrey. This information helps us to understand where the risks associated with places in the county are, where the most vulnerable people are and when and where the risks are greater.
 - c. A minimum of 20 fire engines to be available during the day. Our new configuration will provide 25 fire engines, 22 of which will be crewed by firefighters that will be available to respond immediately. The remaining 3 will be crewed by On-Call firefighters.
 - d. A minimum of 16 fire engines to be available at night. Our new configuration will provide 23 fire engines, 13 of which will be crewed by wholetime firefighters and will be available to respond immediately. The remaining 10 will be crewed by On-Call firefighters.
 - e. Tried-and-tested plans that make sure we can always deal with emergencies effectively. We continually monitor all our vehicles around the county, using new technology, so that people and equipment are in the right place at the right time.
 - f. The introduction of new technology and new procedures that will improve response times.
 - g. An increase in the availability of crews at Haslemere and Walton during weekend days, which will improve our resilience for specific risks including water and wildfire.
 - h. Making further improvements to On-Call firefighter attraction, recruitment and ways of working.
 - i. Active recruitment of firefighters and no redundancies. The focus on prevention and protection will mean we will provide our firefighters with additional training to ensure they have the necessary skills to implement Our Plan.

We will regularly review our CRP and distribution of resources as population numbers and distribution changes over time, to ensure we are providing adequate resources that continue to meet the risk and changing needs of communities. Our Plan will result in a significant increase in activities including safety visits for every Surrey school and much more partnership working with all

boroughs and districts. By increasing our safe and well visits we will be able to target all people with mobility issues, other disabilities or other vulnerabilities. We will do much more to help prevent fires and work with residents and businesses to understand what to do when a fire does occur.

12. There was widespread support from respondents for charging for some services, concerns were raised though, in relation to charging for animal rescues, with respondents fearing their animals may be at risk. Our Plan makes a provision for rescuing animals and we will continue to train our firefighters to rescue animals safely and provide the equipment they need to do so. We do not receive any additional funding to allow us to do this. The National Framework for Fire and Rescue in England makes it clear that any additional activity that services undertake should not be at the expense of effective delivery of their statutory core fire functions. Charging for these types of calls will allow us to recoup some of the cost of doing so, however our focus will be on working closely with our communities (such as farmers) to ensure the right person is attending a call for assistance.

Staff Engagement

13. We have engaged with our staff throughout this process and will continue to do so. Our staff have been given the opportunity for a face-to-face discussion led by members of the Service Leadership Team (SLT). These discussions explained the proposals, the rationale and the potential implications.
14. Staff will continue to be engaged on an ongoing basis to ensure they are given the opportunity to shape the design of the service.

Employee Relations

15. There was early engagement with trade union representatives and further opportunity for discussion was offered during the consultation period. The Fire Brigades Union (FBU) has responded formally to the consultation and that response is available on its website. The FBU's submission focused on changes to the response model which it opposes whilst welcoming the approach to business and community safety. There will be ongoing consultation and negotiation, as appropriate with the trade union. In addition, the FBU has engaged with Elected Members through the Fire Transformation Working Group.

Fire Transformation Working Group

16. A Working Group of the Communities, Environment and Highways Select Committee was established to act as a critical friend in order to help improve performance and support the Service's transformation. The Working Group has questioned and challenged officers about the changes being considered and assisted in ensuring Our Plan is as comprehensive as possible. The Working Group has consulted with a number of key witnesses, including trade unions and community groups and plan to submit a report for Cabinet to consider alongside the draft Our Plan, on the 24 September, 2019.

RISK MANAGEMENT AND IMPLICATIONS:

17. There are associated risks with the implementation of these proposals:

a. Industrial Relations:

Given Our plan will require staff changes and the opposition to elements of it by the FBU, there will be an impact on industrial relations. We will mitigate that impact through on-going dialogue with the trade unions, consulting and negotiating as appropriate.

b. Learning and Development:

The refocus on prevention and protection activities will require upskilling of the workforce in order to deliver it effectively. As a result, there will be a transition period whilst this is embedded which may impact on delivery in the short-term. We will mitigate this with a robust transition plan and a programme of training and development activities.

c. Transition of Staff Roles:

The realignment of resources between Response and Business and Community Safety team roles, will require the identification of a number of staff to move from their existing roles. This will impact current shift working patterns. We will mitigate this with a clear selection process for the new roles, allowing preferences and an opportunity to understand impacts from staff personally. Wherever possible, the number of staff moves will be minimised.

d. Public Perception of Response Changes:

The consultation feedback has demonstrated that our communities and partners believe that crews usually respond to incidents from fire stations nearest to them, and undertake limited other activity when not responding to incidents. We will deliver a proactive communication and engagement plan which clearly describes how our Service operates and what services we offer.

e. Ongoing Capital Investment for Materials:

The increased prevention activities require associated materials to mitigate risks identified in people's homes during Safe and Well Visits, this will require annual capital investment. We will manage this by robust financial planning and capital business case creation through the Council's Medium Term Financial Strategy, whilst also looking for opportunities for the sponsorship of these materials.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

18. The proposed changes will have a number of impacts against the operating costs of the service, and will also require initial and ongoing capital investment.

Prevention and protection activities

19. The new Business and Community Safety model requires a significant increase in establishment, which will cost an additional £1.9m per year. This will be funded from changes in the response establishment.

Changes to Response cover

20. The current planned increased recruitment in on call staffing numbers are estimated to cost an additional £0.3m per year.
21. The changes in how some stations are crewed will release £3.3m, which will fully fund the changes set out in Our Plan.

Capital requirements

22. The increased Business and Community Safety activity will require a total capital investment over the next three years of just over £1m. This will cover the initial team set up, and ongoing costs of equipment required for the Safe and Well visits. Following which there will then be an expected annual requirement of around £0.5m.
23. In addition to this there will be an increased vehicle requirement for the larger Business and Community Safety team. There is currently a vehicle renewal programme in the Service that will see the replacement of thirty vehicles over the next two years. It is considered that the vehicle requirements of the new employees could be covered by this renewal programme if the life of current vehicles are optimised. This will enable the analysis of vehicle usage and establish the actual requirements. There is the potential for new working practices to be instigated that will enable greater vehicle sharing to make better use of the current vehicle fleet. Should the analysis of vehicle use, combined with efficient management systems, show that additional vehicles are required this may necessitate further capital investment.
24. Our Plan confirms that going forward we will require the same number of fire appliances as are currently in operation. As part of the Medium Term Financial Strategy, the current appliance replacement programme and associated capital budget will be reviewed and updated accordingly to reflect this.

SECTION 151 OFFICER COMMENTARY

25. The HMICFRS inspection identified a number of issues in the Service. It said that the Service response to incidents is inefficient, and it does not undertake enough prevention and protection activity to reduce the likelihood of emergencies.
26. As set out in the report, the planned changes in response cover will create efficiencies that will enable the Service to fund increased prevention activities, and address the HMICFRS recommendations. It is anticipated that these changes can be implemented within the service's revenue budget envelope.
27. Capital investment will be required to deliver business and community safety activities, and the existing vehicle replacement programme will need to be reviewed. These changes will be incorporated into the council's Medium Term Financial Strategy.

Legal Implications – Monitoring Officer

28. The Fire and Rescue Service National Framework is the means by which the Government sets out its priorities and objectives for fire and rescue services in England. Pursuant to the Framework all Fire and Rescue Authorities must produce a publicly available integrated Risk Management Plan covering at least a three year time span which reflects up to date risk information and how services can be best used to mitigate that risk. "Making Surrey Safer" constitutes SFRS

Risk Management Plan and in its capacity as the Fire and Rescue Authority, Cabinet is asked to approve it.

29. The Plan sets out a number of proposals to change the way that SFRS delivers its prevention, protection and response activities so that there will be an increased emphasis on prevention. Although the proposals do not represent a reduction in the number of fire stations, appliances or fire fighters, they do, in part, constitute a reduction in night time response cover with a corresponding increase in some response times. The proposals also include plans to impose new charges for some discretionary services.
30. The Risk Management Plan has been the subject of a public consultation exercise. Although there was broad support for an increase in prevention work, the proposed changes in night time cover do not have overall public support and there was more limited support for some of the charging proposals. A consultation exercise is a mechanism to capture public opinion and Members are not obliged to reach a particular decision based on the number of responses that do not support a particular recommendation. In taking the decision Members must individually weigh up all relevant matters and conscientiously take them into account. In this context, relevant matters will include the consultation responses, the impact of the options on service provision, any risks associated with the options, any legal implications and the impact on the Council's financial position. Members must also have regard to the public sector equality duty and in so doing they must consider the Equalities Impact Assessment which has been provided to them. The weight to be given to all these considerations is for Members to decide.

Equalities and Diversity

31. Valuing and promoting equality and diversity are central to the work of the Service. The ability to protect the public through fire safety advice, fire prevention, fire protection and emergency response depends on understanding the differing needs of our diverse communities and responding appropriately to those needs.
32. In considering Our Plan members must 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 attached Equalities Impact Assessment "EIA" (Annex 6) which should be read alongside this report. The assessment is based on the proposals for change. If any changes in service delivery are necessary to implement Our Plan, a further, specific equalities impact assessment will be carried out.
33. The following potential positive impacts to different groups in the community were identified:

It is proposed to increase Safe and Well Visits (SAWVs) from 4,500 to 20,000 by 2021. This has the potential to benefit all members of society. The SAWV is a far more holistic and sophisticated product than the Home Fire Safety Visit that Fire Services have been offering for many years. The SAWV looks at all elements of an individual or family's lifestyle and circumstances and offers meaningful advice and interventions to help ensure that people not only stay safe in their homes but get wider support in their community to enable them to thrive.

This is accomplished by broad collaboration with other agencies, including social services, police, housing providers and community groups. By giving people the tools they need to live safe lifestyles we can build safe, resilient communities. This has the potential to have a far greater long-term impact than the traditional response-led approach that has been the mainstay of Fire and Rescue Services in the past. In the EIA, the groups that have been identified as likely to receive the greatest benefit from this approach were the elderly, people with disabilities, and males in certain age groups who are at greater risk from drowning incidents.

The proposed system of Lifelong Learning will expand the potential for positive impacts to all age groups. The resultant community outreach work will benefit people from different religions and ethnicities who may not have been reached by our community safety work in the past.

34. The following potential negative impacts were identified:

The reduction in fire and rescue cover at night may have a negative impact. The EIA has identified certain groups that may be more negatively impacted by these changes than others. These include the elderly, particularly people who live alone who may be at greater risk from fire. This also applies to people with certain disabilities, especially those who have reduced mobility and families with children. Young drivers, who are statistically more likely to be involved in road traffic collisions, especially in the areas of Runnymede and Guildford may also be impacted.

The above are mitigated through a number of measures that include:

- a. developing embedded community engagement programmes that focus community safety work on groups and individuals identified as most at risk, such as elderly people who live alone.
- b. the proposed response model which will efficiently deploy resources to the areas and times of greatest need, based on rigorous independently reviewed modelling.
- c. expanding driver safety initiatives (including the award-winning "Safe Drive Stay Alive").
- d. focussing business safety inspections at tertiary learning establishments.

35. Changes to crewing patterns from 'days and nights' to 'days only' will have an impact on staff. There may be positive and/or negative impacts to individuals depending on their personal circumstances. No specific issue has been identified at this stage however there is potential for a greater impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This will be analysed and then addressed in a separate EIA once the patterns of crewing are known. The findings from the internal engagement programme and focus groups will be used to inform this EIA as well as outputs from the staff consultation process should the proposals be agreed.

Other Implications:

36. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Safeguarding responsibilities for vulnerable children and adults

37. Surrey experiences relatively low numbers of fatalities and injuries from fires. Our challenge is to continue to reduce these small numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers. We recognise that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.

Public Health

38. Increase integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and public health, and add value. We continue to educate the public through community safety campaigns and Safe and Well Visits. Our Safe and Well Visit is designed to cover fire safety, road safety, environment safety and by using the One Stop Surrey referral process, cover a range of health and social issues that support independent living. We also supply a range of equipment, such as smoke alarms, hard of hearing alarms, fire retardant bedding and advise on TeleCare alarms and sprinklers. We are continuing to work with the Surrey Health and Wellbeing Board members, such as Adult Social Care, the NHS, public health and Age UK Surrey, to develop the content of our Safe and Well Visits to reduce risk to the elderly.

Climate change

39. The Civil Contingencies Act 2004 places a legal duty on all emergency services to carry out risk assessments in their area. Significant risks are recorded on the Surrey Community Risk Register. We have to assess the risk of major emergency incidents such as flooding, derailments, major spillages, fires, chemical incidents, civil unrest, terrorist attacks and flu pandemics.

Carbon emissions

40. Through the greater utilisation of the existing fleet, the service will minimise the impact on the environment and carbon footprint.

WHAT HAPPENS NEXT:

41. Subject to approval the plan will be published and implemented.

Report contact:

Steve Owen- Hughes, Director of Community Protection and Emergencies (CFO)

Contact details:

Tel: 01737 733613

Email: steve.owenhughes@surreycc.gov.uk

Consulted:

The service gathered the views of residents, staff, partners and stakeholders. Partners and stakeholders included Surrey MPs, borough and county councillors, district and borough council leaders & chief executives, parish councils, business groups, community groups, voluntary sector and vulnerable groups. Full details are provided in Annex 3.

Sources/background papers:

- Annex 1 – Draft Making Surrey Safer - Our Plan 2020-2023
- Annex 2 – HMICFRS Inspection Report
- Annex 3 – Full Consultation Report
- Annex 4 – Changes to Crewing Model and Fire Incidents Graphs
- Annex 5 – Community Risk Profile
- Annex 6 – Equality Impact Assessment

[Fire and Rescue National Framework for England](#)

[Fire and Rescue Services Act 2004](#)

[Civil Contingencies Act 2004](#)

Communities and Environment Select Committee

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Making Surrey Safer

Our plan for 2020 - 2023

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Foreword

Welcome to our Plan

Fire and rescue services in England are constantly striving to ensure that every pound of your money invested in us adds maximum value to your communities. The government's fire and rescue reform programme¹ sets out a clear direction of travel and highlights the challenges we will face in this journey. This is reinforced by a new statutory inspection regime² which checks on our improvement progress, and a refreshed Fire and Rescue National Framework for England³ which explains how our work is changing, in particular the number of fires that we are called to is dramatically reducing.

Surrey County Council, our Fire and Rescue Authority, has set out a new vision for Surrey in 2030, placing greater emphasis on prevention, services for vulnerable people, and the need for greater collaboration with partners.

Fire and Rescue Services play a crucial role in making our communities safer, whether it be preventing and protecting people from fire and other risks or responding swiftly to the emergencies that occur.

Our HMICFRS Inspection last year highlighted that Surrey Fire and Rescue Service (SFRS) are not doing enough to protect people or prevent emergencies from happening, so we will be doing more of this in the future. We also need to ensure that we are providing an efficient, effective, accountable and transparent service that is reflective of the diverse community we serve.

Most significantly, our plan sets out how we intend to refocus our resources to increase our work with communities and businesses to prevent emergencies from happening, whilst also responding more efficiently when they do, with the aim of leaving no-one behind. Our vision is to make Surrey a safer place to live, work, travel and do business.

Thank you for your feedback which has helped shape our plan. We are confident that this plan will ensure we are best placed to meet your expectations of a modern fire and rescue service.

¹ [Fire and Rescue Reform Programme](#)

² [Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspection Programme and Framework](#)

³ [Fire and Rescue National Framework for England](#)

Purpose of this plan

The Fire and Rescue National Framework for England requires Fire and Rescue Authorities to produce an Integrated Risk Management Plan (IRMP). Our plan is called “Making Surrey Safer - Our plan for 2020-2023”.

The plan sets out our priorities to keep you safe in Surrey, improving how we deliver services to ensure our communities are safer, whether it be preventing and protecting people from fire and other risks, or responding swiftly and effectively to the emergencies that occur. It also is our plan for how the Surrey Fire and Rescue Service responds to the changes and challenges we face.

Over the past decade we have seen a significant decrease - almost half - in the number of fires attended across the UK. This suggests that, as a society, we are becoming safer than ever from the risks and consequences of fire.

This decrease can be attributed to many factors, including in part the prevention and protection work that Fire and Rescue Services deliver day in, day out, up and down the country. We know in Surrey we need to do more of these types of activities, not only to continue the downward trend in fires but also to address the increase in fatalities in the water and as a result of road accidents. We must do more to keep people, especially the most vulnerable in our communities, as safe from fire and other risks as possible. In many cases, this means engaging effectively with other agencies to work together to better protect and improve the outcomes for these individuals.

Making Surrey Safer - Our plan for 2020-2023, amongst other things, sets out how we will respond to:

- Surrey County Council’s Community Vision for Surrey in 2030⁴. Surrey County Council is our Fire and Rescue Authority, and the Vision emphasises the need for prevention activities to improve outcomes for residents.
- Our recent HMICFRS inspection⁵, highlighted areas we need to continue working on to make us more effective and efficient in the ways we keep people safe from fires and other risks, particularly how we use our resources to do so

This plan sets out how we will:

- Do more to prevent emergencies from happening in Surrey
- Make sure we have the right resources in the right places at the right time to respond when you need us
- Continuously look at ways that we can improve what we do so we are as effective and as efficient as we can be
- Continue to strengthen our approach to collaboration with our partners
- Invest in our people to make sure they have the best training and development and are as motivated as possible
- Create a culture that is collaborative, inclusive and diverse so that we maximise our understanding of our communities’ needs

⁴ [Surrey County Council’s Community Vision](#)

⁵ [HMICFRS – An inspection of Surrey Fire and Rescue Service](#)

New ways of working

This document outlines how our Fire and Rescue Service is going to operate. By working differently we can be more efficient and effective.

Our new ways of working means:

More prevention work to keep communities safe

When our firefighters and fire engines aren't needed at 999 calls, we will be undertaking preventative activities i.e. teaching you how to be safe around water, preventing fires from occurring and working with businesses to understand their legal responsibilities as a business owner. Much of this is done during the day when people are at school, work, home and most active in the community. Some of this will also be done by our teams at night.

More resilience and firefighter training

We need 20 fire engines during the day and 16 at night to keep Surrey safe. We will have more fire engines than we need - five more during the day and seven more at night-time, this additional capacity allows extra resilience for larger and longer emergencies as well as training and practice in the increasing variety of emergencies we now respond to.

More on-call firefighters

To be an on-call firefighter you need to live or work within four minutes of our on-call fire stations so you can get there quickly. This means it's often difficult to recruit on-call firefighters, especially in Dunsfold and Gomshall. We are expanding the catchment area for firefighters at some of our on-call areas, including Dunsfold and Gomshall, so that we will attract more people to our service. Any increased time taken to reach the fire station by on-call firefighters will be factored into our operations and will not affect our response standard.

More investment in business and community safety

We want to be able to invest more money in prevention and protection activities via our business and community safety services. The more prevention and protection work we do, the less we will need to respond. By ensuring we have the right allocation of resources to meet the needs of Surrey, we can reinvest in prevention and protection activities.

Charging for non-statutory services

We are also looking at charging for some incidents we attend such as false reports of fire (hoax calls and automatic fire alarms that aren't real) and animal rescues, to re-invest into our service. Wherever possible, we will work with partners, business and animal owners, for example the National Farmers' Union, to avoid the need to respond to these types of incidents at all, handing them over to the responsible person(s); this will avoid the need for a charge to be made.

Our finances

The total budget for the Fire and Rescue Service for 2019/2020 is £34.9m. The majority of this is spent on staffing.

Our commitments

To spend more time on business and community safety to help prevent emergencies occurring in the first place.

Why we are doing it

To educate people and businesses about the risks of fire and other emergencies and how to prevent them.

What this means

- We will prevent more emergencies occurring in the first place.
- We will make every contact with you count
- We will do more Safe and Well visits for vulnerable people.
- We will deliver fire safety messages from school age to adulthood.
- We will work more closely with businesses, district and borough councils and partners to improve business safety.

To maintain the number of fire stations in Surrey and change how some of them are crewed.

Why we are doing it

- To manage our resources more efficiently and effectively, focusing resources to protect those at higher risk.
- We aim to provide a service offer that is broader than solely 'time to respond' and recognise that the urban and rural response is different.
- We will establish new measures based upon business and community safety activity (a core element of our future offer) as well as response.

What this means

We are changing the way we work in the Banstead, Camberley, Egham, Fordbridge, Guildford, Haslemere, Painshill, Walton, Woking, Dunsfold and Gomshall areas.

To recover costs from some incident attendances.

Why we are doing it

- We are sometimes called to incidents that are not emergencies, such as freeing trapped animals and persistent false automatic fire alarms.
- The introduction of the Localism Act 2011 increased the scope for recovering costs for emergencies we respond to that turn out to be non-emergencies.

What this means

We are exploring charging for some services such as persistent false alarms and animal rescues and re-invest this in SFRS. We will balance our statutory obligations to ensure we act ethically, humanitarily and maintain our values and standards.

Understanding community risks

The recently developed 'National Fire Chiefs Council Person Centred Approach' is a step forward in recognising how risk changes for individuals and families throughout their life and standardising the Fire and Rescue Service offer across England and devolved administrations. We want to take this further and recognise that the places where people live, work, travel and enjoy recreation also have a part to play. We will develop a wide-reaching approach to managing risk, not just in the home and workplace, but in every place where we can influence behaviour and encourage a safer attitude and environment.



Understanding our risk

We use our Community Risk Profile⁶ (CRP) to assess all foreseeable fire and rescue related risks that could affect our communities in Surrey. This includes our biggest risks for the types of emergencies we respond to and other factors, including understanding where the most vulnerable people are. We use this information, alongside national and local statistics, to decide how best to allocate our resources to prevent these risks from happening, and plan how to best respond to them if they do. This also enables us to focus our prevention activities to the areas where they are most needed and have most impact.

Some risks require us to work with partners including other emergency services, health providers, local authorities and other partner agencies. These come together through the Surrey Local Resilience Forum (SLRF) which prepares and plans for a range of emergencies across Surrey. We also use the Community Risk Register⁷ which highlights potential risks facing Surrey.

Risks associated with people

A number of factors might make someone more or less vulnerable to emergencies, particularly fire. We need to ensure that the people within Surrey are safe, we identify those that are most at risk and where we can, undertake prevention and protection activities to reduce the risk.

The most vulnerable and at greatest risk of fire tend to have at least one of the following characteristics:

- aged over 60
- living alone
- mobility issues
- hearing loss
- mental health issues
- disability
- drug or alcohol dependency
- a smoker

There is a clear link between age and vulnerability, with many of the vulnerabilities listed being more likely to occur with age. Additionally, Surrey has an aging population with over 82,000 residents being over 65 and living alone, a figure expected to rise by 34% by 2030. The number of people with alcohol and drug dependencies is also forecast to rise by 4% by 2030.

As more people are supported to live in their own home for longer, the risks increase for those who are vulnerable. For example, people with mobility issues may find it harder to self-rescue and may suffer from slips and falls. Our work needs to better focus on the most vulnerable in our county, through both prevention and protection activities to reduce the risks to them, as well as help them understand what to do in an emergency.

⁶ [Surrey Fire and Rescue Service – Community Risk Management](#)

⁷ [Surrey Community Risk Register](#)

Risks associated with places

We respond to a diverse range of risks in Surrey. They range from road traffic collisions to local fires to major disasters. As a Fire and Rescue Service we continue to work across the wide and diverse range of places we have in Surrey. Understanding the risks and learning from others to ensure we continue to minimise and prevent risks occurring in the first instance is a priority, while always being ready to respond if the risks do occur.

Surrey has a diverse range of buildings, each potentially have different risks. We have homes that are at risk of flooding and we also have a number of green spaces that may be at risk from wildfire. We have many listed buildings and heritage sites in the county, as well as a range of industrial and commercial buildings. We have manufacturing plants, fuel farms, laboratories and research sites.

The transport networks in Surrey are constantly developing. The county has around 3,452 miles of road which carry almost double the national average amount of traffic. We have a number of small airfields within our borders, and Heathrow, Gatwick and Farnborough airports are close by.



Community Safety

We will make every contact with you count

Our Community and Business Safety strategy⁸ sets out how we try and prevent emergencies from happening. We use our Community Risk Profile to target our prevention and protection activities where it will make the biggest difference. We aim to educate people about fire and other risks and how to prevent them. We also work with businesses to ensure that the buildings they use reach the required fire safety standards.

Preventing emergencies – community safety

We can do more to prevent emergencies from happening and reduce our community risks via the most appropriate use of resources.

Our community safety activity focuses on a number of areas:

- On our roads within Surrey - we engage with road users to highlight the risks of dangerous or careless driving
- Better integration of our fire stations and other premises into local communities for community use where appropriate
- Creating a 'centrally led, locally delivered' approach, that better aligns our teams with areas of risk within Surrey and develops consistency across the county in how we deliver our services to ensure we keep our residents as safe as possible
- Improving the way we collect and share intelligence so we can better identify the people in our communities who are the most vulnerable and provide the right support to keep them safe
- Broadening the kind of emergencies we aim to prevent so it is more than just fires and road traffic collisions, to include water and wildfire safety work
- Do even more Safe and Well visits for vulnerable people and expand the content to make every contact count and keep people as safe as possible in their homes
- Introduce a 'lifelong learning' concept to deliver key safety advice and information throughout resident's lives via schools, colleges and universities as well as adult learning centres and other organisations where groups of individuals meet up (particularly our known vulnerable groups)
- Expand our Surrey Fire Volunteer Service
- Work with partner agencies to drive down serious organised crime, hate crime and other partner priorities, where it aligns to our activity and the risks we intend to reduce
- Work with partner agencies which includes tackling social issues together in partnership and we have a responsibility to raise a concern when we see one. We know that people with drug or alcohol dependency problems are at greater risk of having a fire. We support our partners with their work on preventing problematic drug and alcohol use

⁸ [Surrey Fire and Rescue Community and Business Safety Strategy](#)

Protecting people and property - business safety

Our business safety activity focuses on supporting business and business owners within our community. We work with businesses to ensure that they have effective fire safety management to protect people and property. Our business safety activity also protects the safety of our firefighters, should they need to respond to a fire in that building, by understanding the risks of specific buildings before an emergency happens.

There are approximately 85,000 business premises in Surrey covered by the Regulatory Reform (Fire Safety) Order 2005 (RRO). This is the main piece of legislation that we have a duty to enforce. The RRO puts the emphasis on the responsible person to comply with the law. We operate a 'risk-based' inspection programme based on protecting the most vulnerable and those that are at higher risk.

Our business safety team delivers advice in the workplace and targets the heart of the business community to support fire safety, arson prevention, false alarm reduction and the benefits of sprinklers. We also engage with businesses throughout the county through our Primary Authority Scheme (PAS). This is a statutory scheme available to businesses with a presence in more than one local authority area.

We know that effective fire safety management makes buildings and people safer. We will do even more of this work to make businesses in Surrey safer including the following:

- Do more to target high-risk business premises to ensure they are complying with the RRO and enforce compliance where necessary
- Work more closely with district and borough councils to provide robust building consultation responses (planning regulations)
- Introduce Local Competency Authorities to support the life of buildings through fire safety provisions
- Increase our education work to improve businesses understanding of their legal requirements in relation to fire safety management and how to apply this in practice
- Work more closely with partners to develop more resilient communities, helping to prevent emergencies from happening and helping residents and communities to know how to respond if they do happen

Responding to emergencies

When we receive a 999 call, our Control Centre operators send fire and rescue personnel, vehicles and equipment to deal with the emergency. The range of emergencies we attend is vast and is constantly changing. Examples include road traffic collisions, fires in homes and business premises, water rescues and wildfires. We also attend emergencies that turn out not to be emergencies, such as responding to false reports of fire and helping to free trapped animals. These are instances that we will continue to explore the option of not needing to attend or charge for if we do.

We operate from 25 fire stations, which include a range of staff shift systems, and the crewing of 'special' vehicles capable of activities a fire engine alone cannot achieve, for example water rescues.

We do not send a fire engine based upon the closest fire station to you. We want to get to you as quickly as possible so we send the closest and most appropriate resource to the situation, regardless of where they are based. This helps us get the right equipment to you as soon as we can.

We also have arrangements in place with neighbouring Fire and Rescue Services, other emergency services and partners, including voluntary groups, to manage significant emergencies as part of a multi-agency response, for example widespread flooding.

We have introduced improvements that have reduced the time it takes between a call coming in and our firefighters leaving the station. This is helping us to get resources to the scene of an emergency more quickly. Further improving our measurement of this will tell us how successful we are being.

We will modernise the way we measure our response service. Currently it is outdated and does not necessarily take account of a range and changing types of emergencies, the development of our rural and urban areas and the changes in infrastructure. We aim to modernise this by utilising data and technology to assist us.

Our Mobilising and Response strategy⁹ sets out how we respond to emergencies.



Proposed crew and vehicle placement

Crewing and vehicle placement across the county will change in order to ensure the right resources are in the right place when we need to respond to emergencies.

This will allow us to re-focus some resources to life saving business and community safety activity instead.

⁹ [Surrey Fire and Rescue Service Mobilising and Response Strategy](#)

How we developed our new ways of working

We undertook a detailed risk analysis, using a range of information for fire and rescue cover in Surrey. This included data about previous 999 calls, predictive (demographic) data which showed us where those at highest risk are in Surrey and sites that are most at risk. We also considered local and national statistics about fires and other emergencies. Our response modelling has been externally verified. From this risk analysis, we concluded that we had more resources at night than we need.

We used this information to inform us of the best way to manage risks by allocating our resources to prevent emergencies from happening and also making sure we can respond to them when they do. This information informed our data modelling work, which took account of

- the last five years emergency response data
- call-outs per station
- critical emergencies hotspots
- current and future provision requirements
- the baseline number of fire engines that are required to provide a full response and meet safety requirements.

The modelling work carried out showed that in order to deliver an emergency response under normal circumstances, the service is required to provide the minimum number of appliances shown in the table below.

Number of fire engines available (excl special appliances)

| | Minimum requirement | New model including resilience |
|----------------------------|---------------------|---|
| Day time | 20 | 22 (plus 3 on call) Total = 25 |
| Day time - weekends | 20 | 22 (plus 8 on call) Total = 30 |
| Night time | 16 | 13 (plus 10 on call) Total = 23 |

However, there will be times when we require more resilience to cover larger or longer emergencies and community protection and prevention activities, as well as release fire fighters for a wider variety of training activity than they undertake now. This is required because we now have less fires than we used to, and go to a wider range of emergencies, meaning our staff have less experience of more things. Therefore we must increase our training to ensure staff are well prepared and confident to deal with the fuller range of emergencies effectively and efficiently. Our new way of working reflects this.

The national Health and Safety Executive are clear it is the responsibility of fire and rescue services to adequately prepare personnel to operate in high pressure, dynamical changing and dangerous situations.

This new way of working will ensure we have enough flexibility within our workforce to deliver an **efficient emergency response** alongside **increasing our effectiveness in business and community safety** within our communities.

Measuring our performance

We will use data and analytics to continuously look at ways that we can improve so we are as effective and as efficient as we can be. We have a refreshed and robust performance framework which supports our aspiration for continuous improvement. It monitors performance on an individual, team and a service basis. This is reviewed and scrutinised to make sure we are delivering our outcomes. We publish an annual external highlight report which provides an overview of our performance.



Glossary

Fire engine

The general term used to describe all firefighting and incident management vehicles, including the standard fire engine. Also called frontline appliance or pumping appliance.

Special appliances

Vehicles which have specialist capabilities to assist in dealing with emergencies, eg water rescue.

Wholetime

Full-time firefighters.

Day crewed

The station will have crewed appliances available during the day.

On-call duty system

Firefighters are recruited to be available on-call close to their local fire station for a certain number of hours, plus regular training. They are paid a retainer plus a call-out fee for incidents attended.

Surrey Fire volunteers

To assist the operational firefighters, Surrey Fire and Rescue has developed a network of volunteers to help stations and departments to engage more effectively with local communities and deliver community safety activity.

Community safety

The range of fire prevention activities undertaken by the fire service in residents homes and to raise awareness of other community risks, for example water, often in conjunction with partner agencies.

Safe and Well visits

Working with partners to help keep the most vulnerable residents in communities safe in their home. They are visits by firefighters or other trained fire service staff, to provide information on fire safety in the home, falls prevention, alcohol use, staying warm and well, and crime reduction. Visits are free to residents.

Business safety

The range of fire protection activities undertaken by the fire service within businesses, often in conjunction with partner agencies.

Fire safety audits

These examine premises and relevant documents to ascertain how the premises is being managed in relation to H&S/fire avoidance and if the Fire Safety Order is being complied with.

Further reading

1. <https://www.local.gov.uk/sites/default/files/documents/HO%20fire%20reform%20programme%20-Nick%20Chard.pdf>
2. <https://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services>
3. <https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2>
4. <https://www.surreycc.gov.uk/council-and-democracy/finance-and-performance/our-performance/our-corporate-strategy/community-vision-for-surrey-in-2030>
5. <https://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services>
6. <https://www.surreycc.gov.uk/people-and-community/fire-and-rescue/about/our-vision-mission-and-aims/priorities-plans-and-governance/how-surrey-fire-and-rescue-manage-risk-and-business-continuity>
7. https://www.surreycc.gov.uk/data/assets/pdf_file/0008/71729/Surrey-LRF-Community-Risk-Register-2018-2019-ZM.pdf
8. https://www.surreycc.gov.uk/data/assets/pdf_file/0008/182951/Community-and-Business-Strategy-2018-to-2020.pdf
9. https://www.surreycc.gov.uk/data/assets/pdf_file/0007/182950/Mobilising-and-Response-Strategy-2018-to-2020.pdf

Fire & Rescue Service

Effectiveness, efficiency and people 2018/19

An inspection of Surrey Fire and Rescue Service



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About this inspection

This is the first time that HMICFRS has inspected fire and rescue services across England. Our focus is on the service they provide to the public, and the way they use the resources available. The inspection assesses how effectively and efficiently Surrey Fire and Rescue Service prevents, protects the public against and responds to fires and other emergencies. We also assess how well it looks after the people who work for the service.

In carrying out our inspections of all 45 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings. After taking all the evidence into account, we apply a graded judgment for each of the three questions.

What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Good is our 'expected' graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant [national operational guidance](#) or standards.

If the service exceeds what we expect for good, we will judge it as **outstanding**.

If we find shortcomings in the service, we will judge it as **requires improvement**.

If we find serious critical failings of policy, practice or performance of the fire and rescue service, we will judge it as **inadequate**.

Service in numbers



Public perceptions

Surrey

England

Perceived effectiveness of service

Public perceptions survey (June/July 2018)

84%

86%



Response

Surrey

England

Incidents attended per 1,000 population

12 months to 31 March 2018

10.0

10.2

Home fire risk checks carried out by FRS per 1,000 population

12 months to 31 March 2018

3.0

10.4

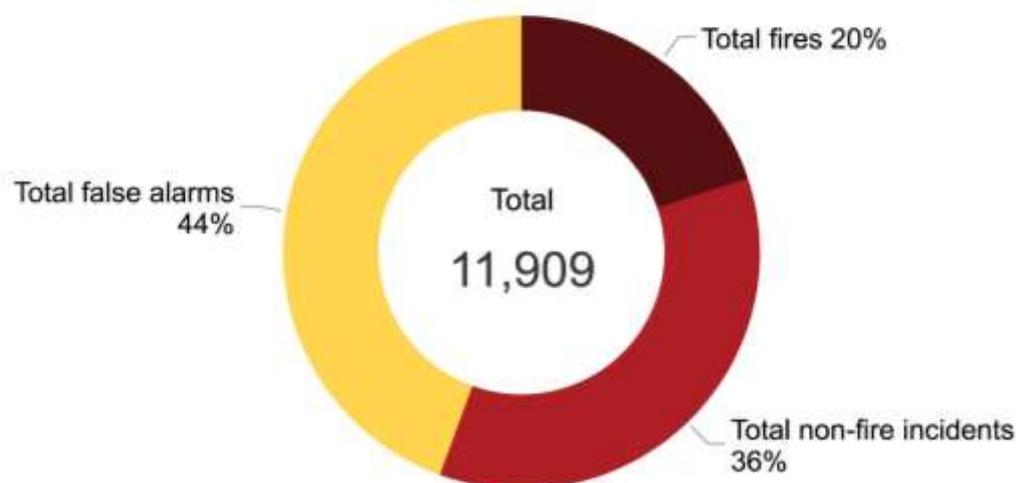
Fire safety audits per 100 known premises

12 months to 31 March 2018

5.2

3.0

Incidents attended in the 12 months to 31 March 2018





Cost

Surrey

England

Firefighter cost per person per year
12 months to 31 March 2018

£22.73

£22.38



Workforce

Surrey

England

Number of firefighters per 1,000 population
As at 31 March 2018

0.5

0.6

Five-year change in workforce
As at 31 March 2013 compared with 31 March 2018

-20%

-14%

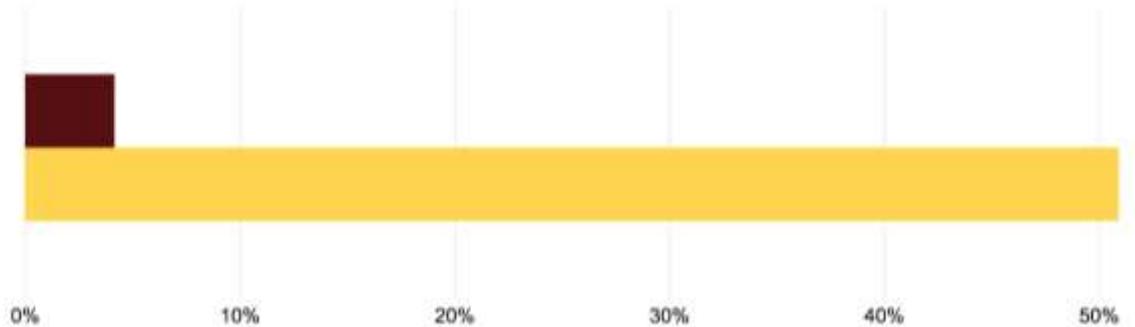
Percentage of wholetime firefighters
As at 31 March 2018

84%

70%

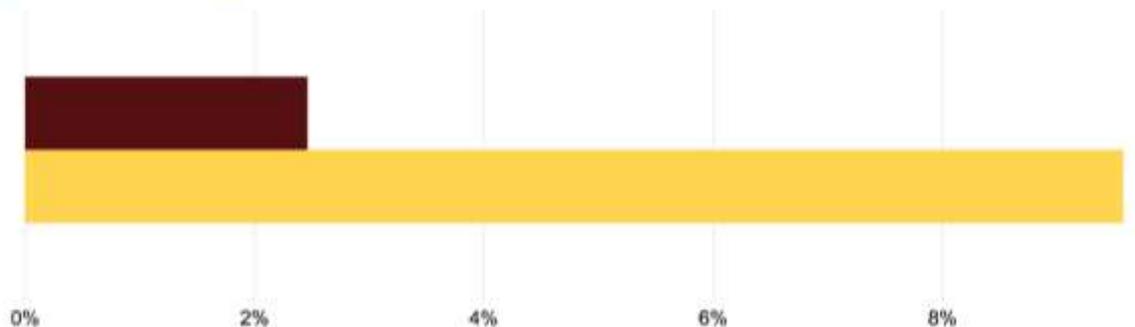
Percentage of female firefighters as at 31 March 2018

● Female firefighters ● Female residential population



Percentage of black, Asian and minority ethnic firefighters as at 31 March 2018

● BAME firefighters ● BAME residential population



Please refer to annex A for full details on data used.

Overview

| | | | |
|---|----------------------|--|-----------------------------|
| | Effectiveness | | Requires improvement |
| Understanding the risk of fire and other emergencies | | | Good |
| Preventing fires and other risks | | | Requires improvement |
| Protecting the public through fire regulation | | | Requires improvement |
| Responding to fires and other emergencies | | | Requires improvement |
| Responding to national risks | | | Good |
| | Efficiency | | Inadequate |
| Making best use of resources | | | Inadequate |
| Making the fire and rescue service affordable now and in the future | | | Requires improvement |



People



Requires improvement

Promoting the right values and culture



Requires improvement

Getting the right people with the right skills



Requires improvement

Ensuring fairness and promoting diversity



Requires improvement

Managing performance and developing leaders



Requires improvement

Overall summary of inspection findings

We have concerns about the performance of Surrey Fire and Rescue Service in keeping people safe and secure. In particular, we have serious concerns about the service's effectiveness and efficiency. In view of these findings, we have been in regular contact with the chief fire officer, as we do not underestimate how much improvement is needed.

The service should keep people safe from fire and other emergencies more effectively. It must improve how it responds to and prevents fires and other risks, and how it uses fire regulation to protect the public. Positively, it understands these risks well. It is also good at responding to national risks.

The service is inefficient at keeping people safe from fires and other risks. This is particularly so in how it uses its resources. But the service should also be more affordable.

The service needs to improve how it looks after its people. More specifically, it should do better at:

- promoting the right values and culture;
- getting the right people with the right skills;
- ensuring fairness and promoting diversity; and
- managing performance and developing leaders.

Overall, there are improvements we expect the service to make. We will be monitoring progress.



How effective is the service at keeping people safe and secure?



Requires improvement

Summary

An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It will target its fire prevention and protection activities to those who are at greatest risk from fire. It will make sure businesses comply with fire safety legislation. When the public calls for help, the fire and rescue service should respond promptly with the right skills and equipment to deal with the incident effectively. Surrey Fire and Rescue Service's overall effectiveness requires improvement.

The service understands the risk of fire and other emergencies. It uses the adult social care database to inform this understanding. The service has an effective, continuous, ten-year [integrated risk management plan](#) (IRMP). It collects and uses risk information in a good way, generally. But it could do better at prioritising the collection of site-specific risk information. Crews working across borders lack awareness of the risk information that they need.

The service requires improvement in the way it prevents fires and other risks. It shares data with other organisations to identify people particularly at risk. It visits anyone who requests a [home fire safety check](#), without prioritising them according to risk. The service runs good prevention programmes, but does not evaluate them all. It promotes community safety, collaborating with others. It draws on the Surrey Fire Volunteer Service for prevention activities.

The service must improve the way it protects the public through fire regulation. Its audit and inspection rates are in line with the average for England. But it is not clear whether the service can inspect all the high-risk properties it identifies. The service works with other organisations. But we did not see much work with local businesses to reduce unwanted fire signals. The service does not engage with businesses to any great degree to educate them about complying with fire regulations.

The service requires improvement in the way it responds to fires and other emergencies. It has reduced its workforce over time but has not adjusted its way of working accordingly. We are concerned that it does not have a plan to ensure it can go on providing services in the way it does now. The service acknowledges that it relies too much on overtime working. Commanders have mixed levels of understanding of national guidance for decision making. The service holds debriefs after incidents and is working to improve the way it collects and shares learning from these.

The service is good at responding to national risks. It holds national assets for dealing with a variety of incidents. Control room staff know how to access these, but frontline staff are less confident in using them. The service has officers trained to command during an attack by marauding armed terrorists, but it has not tested these plans with frontline and control room staff.

Understanding the risk of fire and other emergencies



Good

Surrey Fire and Rescue Service is good at understanding the risk of fire and other emergencies. But we found the following area in which it needs to improve:

Areas for improvement

- The service should ensure its firefighters have good access to relevant and up-to-date risk information. This should include site-specific and cross-border risk information.

All fire and rescue services should identify and assess all foreseeable fire and rescue-related risks. They should also prevent and mitigate these risks.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Understanding local and community risk

The service interacts with the public in a positive way. It produces station plans that clearly detail its priority activities over the coming year. These plans show a good understanding of local communities and of the risks they face. But it is not clear how much the service engages with the public to produce these station plans.

The service publishes information on its website, such as its response standards. This allows the public to see how it is performing. The service has well-established working arrangements with organisations such as housing associations and Age UK Surrey. It uses social media to tell the public about incidents. The service could improve the information available to the public on its website by updating the content.

The service has a good understanding of its local community and of the needs of the people it serves and the risks they face. We found that the service uses a wide range of data to produce an accurate risk profile. This comes from a range of sources and includes general demographic data and data from other agencies like the NHS. Importantly, the service has direct access to the adult social care database. It uses this database to find and support those people most in need.

The service takes part in several community boards and plays an integral part in the [local resilience forum](#). There are clear links to the community risk register in the service's IRMP. The service is a lead agency for specific community risks, such as flooding and large chemical incidents. The service benefits from these partnerships and uses information from partner bodies to target its activity towards public need. Dedicated teams provide a range of educational and prevention work in targeted areas, such as youth engagement and road safety.

Having an effective risk management plan

Each [fire and rescue authority](#) must produce an IRMP. The service should consult the public when it writes this plan. The IRMP should provide an up-to-date picture of the risks within the county. It should say how the service will manage these through its prevention, protection and response activities. The plan should cover at least a three-year time span.

The service has a ten-year IRMP. The service refreshed its IRMP in 2016 and republished it. It used risk modelling, historical data and the council's future planning assumptions, including housing and population predications. The service consulted the public through online surveys and face-to-face reference groups.

The IRMP describes the risks and difficulties that the service and the people of Surrey face. The plan links risk to the public with the service's operational activity. This includes response times, education campaigns and its approach to protection and regulation.

The service does some good work with other agencies to reduce the risk of fires and other emergencies among those most in need. The IRMP does not explain how the service will work with neighbouring fire and rescue services to reduce risk and improve outcomes.

Maintaining risk information

The service has a programme to gather risk information. It uses specialist teams and wholtime crews to visit and update site-specific risk information. The service visits new premises and carries out risk assessments to determine whether the premises pose a risk to the safety of firefighters or to the public.

Operational crews can access site-specific risk information and other risk data. The information is available on [mobile data terminals](#) in every fire engine. It includes information about accidents involving chemicals, and data on vehicle safety systems when responding to road traffic collisions.

The service updates risk information to ensure crews are aware of changes to risks. Such changes might include sprinklers not working in a building, or the presence of a [vulnerable person](#). Operators in the control room give this information to crews through the mobile data terminals.

The service's use of risk information generally is good. And staff have good access to it. But the service could improve the way it updates and prioritises site-specific risk collection work. We found examples of out-of-date risk information. There were also no set time frames for the service to update risk data submitted for change. The service told us that risk information is available to crews working ten miles over the border. However, we found that crews were not always aware of this information. This could increase the risk to them when they attend fires outside their own service area.

Preventing fires and other risks



Requires improvement

Areas for improvement

- The service should ensure it targets its prevention work at people most at risk.
- The service should evaluate its prevention work, so it understands the benefits better.
- The service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Prevention strategy

The service prioritises prevention activity and aligns its plan for prevention work to risk. This is in line with statutory guidelines.

We found the service shares data with other organisations, such as adult social care and the health service. This helps it to identify those people within the community who are at risk from fires and other emergencies. But the service could do more to prioritise the most vulnerable people. This would allow it to manage better the increasing demand on its resources. For example, anyone who requests a home fire safety check from the service will receive one, regardless of how vulnerable they may or may not be.

In the 12 months to 31 March 2018, the service carried out 3,521 home fire safety checks. This represents 3.0 visits per 1,000 population and compares with the England rate of 10.4 per 1,000 population. The service should ensure it works more effectively to meet the needs of the most vulnerable in its communities.

The service runs education campaigns to improve the safety and wellbeing of its residents. These range from well-established programmes run by specialist teams to local events run by operational crews.

We found some good prevention activities developed by the service and other agencies. One example is the One Stop Surrey scheme. The service showed how it has evaluated the effectiveness of some campaigns, such as the Safe Drive, Stay Alive programme. But it was a limited evaluation. A consistent level of evaluation could help the service to better inform its approach and target its resources more effectively.

Promoting community safety

The service works closely with other organisations to promote community safety. For example, at Camberley fire station, the service has an agreement with a housing agency to refer new residents for home fire safety checks.

Health Hubs provide integrated health and social care teams in the community. The service works with these teams to share information to support vulnerable people. It works with youth justice and educational welfare services to identify those at risk of anti-social behaviour or fire-setting. In this collaboration, the service leads on youth engagement to combat anti-social behaviour among young people. It offers vulnerable children education and positive options through the Firewise scheme.

Staff receive training to help them identify vulnerable people. In their fire engines, they can access guidance on what makes someone vulnerable. They can also speak to on-call safeguarding officers. But we found the approach to [safeguarding](#) between specialist and operational crews inconsistent. Specialist teams felt more confident than operational crews at recognising vulnerable people and accessing safeguarding services. The service should assure itself that all staff have appropriate and up-to-date safeguarding skills.

Service leaders play an active part in road safety partnerships and the serious and organised crime partnership board. The service's team of fire investigators supports the police in reducing arson and the impact of fire-setting.

The service uses the Surrey Fire Volunteer Service in its prevention activities. The volunteers help the service with education programmes. They also make home fire safety checks and install sensory alarms in people's homes. The service's use of this group to support the service's objectives and keep the community safe is a good way of working.

Road safety

The service's main road safety education programme is Safe Drive, Stay Alive. This multi-agency, interactive experience has communicated its message to thousands of young people aged over 13, according to data provided by the service. The service has a dedicated team that raises funds and co-ordinates this activity. [Wholetime staff](#) and volunteers also provide support. The University of Surrey and Road Safety Analysis have independently reviewed this activity. The review shows a positive change to the sort of risk behaviour that may have led to accidents on the roads. Locally, operational firefighters promote road safety in line with their station plans. They promote road safety at station open days and through road-user awareness days.

Protecting the public through fire regulation



Requires improvement

Areas for improvement

- The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.
- The service should ensure it addresses effectively the burden of false alarms (termed 'unwanted fire signals').
- The service should ensure its staff work with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.

All fire and rescue services should assess fire risks in buildings and, where necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Risk-based approach

The service has a risk-based programme of audits and inspections. It uses a range of data to inform this programme. But the allocated resources do not meet the demands of its risk-based inspection programme. The central protection team manages the programme. Its members are trained to a higher level, and can do more complex risk protection work. The wholetime workforce conducts low and medium-risk thematic audits. The proportion of protection audits on known premises (except for private single dwellings) has increased from 1.1 percent in the 12 months to 31 March 2014 – which was below the England rate – to 5.2 percent in the 12 months to 31 March 2018 – which is above the current England rate of 3.0 percent. This equates to audits on 1,525 of the 29,076 known premises.

The service needs to consider how it is resourcing and prioritising its risk-based inspection programme. The resourcing levels may also limit the resilience of the team to respond to future changes in demand. As at 31 March 2018, the service identified 2,216 high-risk premises. In the 12 months to 31 March 2018, 313 protection audits were conducted on high-risk premises, representing a high-risk audit rate of 14 percent. It was unclear how the service will be able to inspect the 2,216 high-risk premises that it has identified.

Enforcement

The service audits businesses to improve fire safety in premises that do not comply with legislation. In the 12 months to 31 March 2018, the number of protection inspections that the service completed, where the outcome was unsatisfactory, was 24 percent. We saw examples of the service taking joint action to increase fire safety with enforcement agencies, such as housing and environmental health. In these cases, one agency takes the lead and the others provide support. This shows a collaborative approach and makes the best use of time and resources. The service has access to independent legal advice. It prosecutes those that fail to comply with their legal duties under the fire safety order. The service has successfully secured several prosecutions over the past two years.

Working with others

We saw limited evidence of effective work with local businesses to reduce the burden of unwanted fire signals. In the 12 months to 31 March 2018, Surrey FRS attended 5,292 false alarm incidents. Of these, 72 percent were due to the apparatus, rather than good intent calls or malicious calls. This is a relatively high proportion of false alarm incidents compared to other services, and an increase compared to the 12 months to 31 March 2011, when 67 percent of 4,994 false alarm incidents attended were due to the apparatus. The service has announced that it will reduce the number of times it goes out for unwanted fire signals. But its approach is not co-ordinated and it has not engaged well enough with businesses. Doing so could help the service target those premises with the highest numbers of unwanted fire signals.

The service could do more to improve compliance with fire safety legislation through education. We found examples of good work with businesses when crews found problems. But there was little evidence of the service taking a proactive approach to educate businesses. Education may help businesses to understand and comply with fire regulation. This would reduce the burden on the service and on local businesses.

Responding to fires and other emergencies



Requires improvement

Cause of concern

Surrey FRS doesn't have a robust and sustainable system to support its operational response model.

Recommendations:

By 30 June 2019, the service should:

- put in place a response plan based on a thorough assessment of risk to the community;
- ensure it has appropriate resources (people and equipment) available to respond to risk in line with its integrated risk management plan;
- ensure it understands and actively manages the resources and capabilities available for deployment; and
- tell the people of Surrey what benefits its service provision and ways of working in the operational response model will give them.

Areas for improvement

- The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing assets and resources

Since 2011, the service has reduced its wholetime workforce. But it could not show us how it has adjusted its operational model to work with fewer staff. The service pays some wholetime staff overtime to bolster the numbers of available crews. But sometimes it does not have enough fire crews to keep all the fire engines available to respond to the public (including specialist assets) in accordance with its normal expectations. So, station crews will be temporarily relocated to areas of greater need.

The service describes its over-reliance on overtime as its highest risk. But we could not see how it manages the daily operational consequences of this. [Watch](#) managers leading firefighters working overtime do not have enough management information. This means they cannot always assure themselves that crews are fit to work. We told the service that we are concerned about the potential risk to firefighter and public safety. Since our inspection, we have revisited the service to check on its progress in addressing this risk.

The service uses a system called a dynamic cover tool to support its operational resource management. This real-time mapping system uses historical data to predict current risk levels within the county. The service also has a policy for what is known as degradation. This considers the impact of reduced staffing levels and resulting reduction in appliances. The policy manages the order in which stations and appliances are removed from operational use. These tools help to relieve some of the effects of the over-reliance on overtime. The policy aims to ensure that the service can provide a prioritised response to the public when needed.

Response

In the IRMP, the service told the public it will have a certain number of fire engines available. It rarely achieves this figure, but still manages to respond to all calls for service. The service supplied data to us that shows this is worse during the day, when demand is at its highest. This is an ineffective use of resources. The service needs to consider what level of resources is appropriate for the risks it identifies within Surrey. It needs to communicate this to the public.

The service has clear response standards within its IRMP and its performance is available on its website. The service tells the public that it will get the first fire engine to the most [critical incidents](#) within 10 minutes, and a second in 15 minutes, 80 percent of the time. The service told us it met this target 79 percent of the time in 2016/17, and 78 percent of the time in 2017/18.

During our inspection, we saw a confident approach to intelligent call handling by [fire control room](#) staff. This allows control operators to use their skills and experience to make changes to resourcing when they felt it was appropriate. Staff felt confident to make these decisions. The automated vehicle location system allows them to identify the nearest fire engine to an incident. This means they can ensure the fastest response. The control room has good systems to pass on risk information to crews. This included information about buildings, national guidance or vulnerable people in their communities.

The control room is currently operating below its expected staffing levels. This limits the resilience of the organisation and the way it can adapt and respond to changing circumstances. It means that control managers sometimes have to support operational deployments when they could be managing the control room.

Command

Staff get appropriate levels of command training. Those required to command incidents felt confident and competent in their roles. The training team trains incident commanders. The team also formally assesses how safe and effective staff are. Operational commanders showed mixed levels of understanding of national models such as [Joint Emergency Services Interoperability Principles](#) (JESIP) and national guidance for command decision-making. We found less understanding among frontline managers than senior managers. The service should assure itself that all operational commanders are aware of, and well-practised in, the use of command principles. The levels of command at operational incidents are proportionate and based on risk.

Keeping the public informed

The service communicates with the public through other organisations, such as the police. It also uses social media, which the control room updates. It uses them to raise awareness of safety messages, such as the risk of wildfires during hot weather. The service has one communications officer. It was not clear how the service would maintain meaningful communications outside normal working hours, or during times of high demand.

The service also runs a Telecare service from two of its retained stations. Telecare supports vulnerable people in their homes who require help because of mobility issues or a fall. This interaction with vulnerable people raises the service's awareness of those in need in its communities.

We found that prevention specialists recognised vulnerable people and make safeguarding referrals appropriately. Frontline staff are less confident. The service should assure itself that all staff maintain their skills in recognising vulnerable people within their communities.

Evaluating operational performance

The service has access to a range of performance data. Response times have increased in recent years. For example, these are the average response times to a [primary fire](#):

- In 2015/16: 8 minutes and 52 seconds.
- In 2016/17: 9 minutes and 9 seconds.

The service is looking at ways to improve response times. Work is at an early stage. For example, the service is exploring the use of the initial response vehicles crewed by two firefighters. These vehicles can deal with low-level incidents or provide an initial assessment at the early stages. The service believes that this will allow for a better use of resources and free up fire engines to deal with higher-risk calls. The service is trying two of these vehicles and will evaluate the results.

[Hot debriefs](#), which crews conduct immediately after an incident, are in wide use across the organisation. Staff can also communicate learning from incidents using an electronic debrief form. This provides a more structured format and covers areas such as health and safety, and command.

The service holds structured debriefs after large or significant incidents. A central team co-ordinates this work. The service needs to ensure it does not miss opportunities to learn and improve its operational practices. For example, we saw examples of unreturned and poorly completed incident documentation, including operational risk assessments. The service knows about this and aims to do better but it is too early to observe any improvement. We also found that formal debriefing lacked scrutiny and challenge. It didn't always lead to improvements.

Responding to national risks



Good

Surrey Fire and Rescue Service is good at responding to national risks. But we found the following area in which it needs to improve:

Areas for improvement

- The service should ensure it is well-prepared to form part of a multi-agency response to a community risk identified by the local resilience forum, including a marauding terrorist attack, and that its procedures for responding to terrorist-related incidents are understood by all staff and are well tested.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Preparedness

The service has dedicated [national resilience assets](#) to deal with a range of incident types. We saw that staff in the control room are clear about how to make these available. The service can draw on national and local agreements with bordering services as needed. We found operational staff were less confident with the use of their national assets. The service needs to put a robust process in place to maintain and monitor these additional skills.

The service has effective arrangements to support the control room at times of high demand. It has back-up arrangements with another fire service to take excessive calls. But this can only hold calls until local [mobilisation](#) is possible.

Working with other services

Surrey FRS has several neighbouring fire and rescue services and cross-border work is well established at incidents. We found good examples of the service working closely with East Sussex and West Sussex FRSs. But we saw less work with other neighbouring fire services (including London Fire Brigade). We also found that crews have limited risk information when working over borders. We also found limited evidence of the service sharing learning when crews work with neighbouring services.

The service needs to encourage effective working arrangements with other fire services to improve safety and the service to the public.

Working with other agencies

The service works well with its multi-agency partners. But we found better working between more senior managers than at the operational level. The service is part of the local resilience forum and has a dedicated member of staff on this team. We found a good regime of multi-agency exercising. The service participates in a programme to co-ordinate volunteers called Surrey Preparedness, which the local resilience forum started after recent flooding.

The service has no dedicated teams for incidents involving marauding terrorist firearms teams. But it does provide a command function through specially trained officers ([national inter-agency liaison officers](#)). These officers have documented procedures that are well tested. Control staff and operational staff have access to information about what to do in the event of a terrorist incident. But there was little evidence that the service tests and exercises these plans. The service should ensure that it explains to staff across the organisation what it expects of them during marauding terrorist firearms incidents. It should also test their understanding of its plans.

Efficiency



How efficient is the service at keeping people safe and secure?



Inadequate

Summary

An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Surrey Fire and Rescue Service's overall efficiency is inadequate.

The service is inadequate at making the best use of resources. We are concerned that it does not use its financial and physical resources efficiently to manage risk and keep people safe. The service is working to manage its longer-term challenges but this is not resulting yet in sustainable change. It has reduced the size of its staff through people leaving and retiring but has not adjusted its ways of working accordingly. It relies on overtime working to keep fire engines available. This is not sustainable financially, and could put crew members and the public at risk. The service does not have a robust workforce plan. It relies heavily on staff working overtime. This has led to inefficient ways of working, such as managers spending too much time on planning. We saw a number of examples of the service collaborating with other organisations. But we did not see much evidence of benefits to the service.

The service must improve the way it makes its service affordable now and in future. It is making the savings required by Surrey County Council between 2010/11 and 2020/21. But it is not clear whether the service can maintain this until 2021. It uses the council's HR, IT and payroll, but does not check to see whether these provide good value. The service uses an effective tool that draws on historical risk data to map the need for cover. Frontline staff told us that the database they use for risk work is frustratingly slow and inefficient. The service needs to train staff fully in IT systems. The service is collaborating with others to save money but two such projects are delayed. A lack of investment in estate and fleet has left the service without some training facilities.

Making best use of resources



Inadequate

Cause of concern

Surrey Fire and Rescue Service doesn't use its resources efficiently to manage risk or its financial and physical resources effectively to keep people safe.

Recommendations

By 30 June 2019, the service should ensure that:

- its resourcing model meets risk demand sustainably;
- its workforce model supports its operational model to manage risk efficiently and sustainably; and
- it uses the available budget prudently to support its risk management activities.

Areas for improvement

- The service should assure itself that it makes the most of collaboration opportunities and that they improve its capacity, capability, service to the public and are value for money.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

How plans support objectives

The service lists nine proposals in its IRMP to manage its longer-term challenges and keep Surrey communities safe. It monitors these proposals regularly through the IRMP action plan. We could not find evidence that they are bringing about the sustainable changes that the service needs to make to meet its budgetary requirements.

The service must look closely at areas like workforce planning, collaboration and operational deployment.

The service decided to reduce the number of its wholetime operational staff seven years ago. It has achieved staff reductions through people leaving and retiring rather than through voluntary or compulsory redundancy. But it has not refreshed its assumptions for its operational response modelling in line with the changing profile of the workforce. The service relies on paying staff overtime to maintain appliance availability. This is an inefficient use of resources. The service needs to assure itself that it has enough staff for the level of risk its community faces in the

long term. It should not rely on short-term measures such as overtime payments. Until the service solves this for the long term, it needs more robust management to ensure crews are safe to work.

The service must consider the level of resources it needs to meet the risks in Surrey and manage its resources accordingly. The service has taken some steps towards this. For example, the service closed two fire stations and opened a new one, ensuring the same level of cover in both areas. But this project has not yet released the expected £900,000 in savings because of problems with property access.

Productivity and ways of working

As at 31 March 2018, of 558 full-time equivalent firefighter posts, 469 are wholetime firefighters and 89 are [retained duty system](#) firefighters. This is a reduction from the 641 full-time equivalent wholetime firefighters and the 103 full-time equivalent retained firefighters as at 31 March 2011.

Despite the service's decision to reduce the workforce, it does not have a robust workforce plan. The service's crewing model is based on four operational staff for each wholetime fire engine. In 2017, to increase the availability of crews, the service agreed to remove the limit on the amount of overtime that staff can work. The service now relies on firefighters working overtime to maintain its operational response. The service could not show that it had enough controls to manage the welfare of its staff working overtime. Owing to this decision, there are inefficiencies throughout the wholetime workforce. This includes managers spending excessive time planning moves and visits and the rescheduling of planned training. The service recognises this problem and is trying to increase its wholetime workforce through recruitment and transfers.

The service uses its wholetime workforce to do prevention and protection activities. We found that the service could improve the links it makes between station plans and local risks. Adopting a more tailored approach to station plans could ensure a better match between activities and risk, and improve staff productivity.

Collaboration

The service recognises its duty to collaborate and has a long history of attempted collaboration. But there is little evidence to show this has increased capacity or improved service.

Transformation funding for emergency medical response has improved the service to the public and diversified the skills of the operational workforce. But this project is on hold. The service has recently collaborated with Surrey Police on the provision of occupational health. Both organisations now hope to offer a wider range of support to staff. The service has yet to fully understand the benefits of this.

Closer work with East Sussex and West Sussex fire and rescue services is starting to show some promise. The services are aligning their in-house processes to increase collaborative opportunities. One example of this is joint recruitment, although this has not done much to increase capacity, capability or savings.

Continuity arrangements

The service's business continuity arrangements are externally audited each year. The service tests its control centre and its IT systems. Both have features to limit the risk in the event of a catastrophic failure. These include security accreditation of IT systems and [fall-back](#) arrangements for fire control.

Making the fire and rescue service affordable now and in the future



Requires improvement

Areas for improvement

- The service needs to ensure how it uses technology to improve its efficiency and effectiveness. It should ensure that efficient processes and appropriate training are in place for staff who use IT systems in their work.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Improving value for money

The service told us that between 2010/11 and 2020/21, Surrey County Council required it to save £10.7m. The service has managed its savings to date through a programme of workforce reduction and restructure, income generation and station relocation. It has set out the savings plans in its IRMP and in its medium-term financial plan (MTFP). However, the service does not have future savings plans that meet the demands of the MTFP.

The main savings to date have come from reductions in wholetime firefighters (full-time equivalent) of approximately a quarter (641 as at 31 March 2011 to 469 as at 31 March 2018) since 2011. The fire cover reconfiguration project, which involved the closure of two fire stations and the opening of a newly located station, has experienced delays. The project has not realised its predicted savings in time.

The service has ways to generate income through a trading arm of the county council. Data provided by the service stated the income generated in 2017/18 was £531,000. It comes from areas such as contingency and training provision. The council supports the service's savings plan.

The service does not have its own [reserves](#). Financial contingency is provided from a reserve held by the Surrey County Council. Surrey County Council provides support functions, including HR, IT and payroll. The service showed us the costs of these functions. But the service does not scrutinise or review these costs to ensure that they provide good value for money.

Innovation

The service is innovative in how it manages its resources as incidents happen. An example of this is its dynamic cover tool. This database has five years of historical data. It feeds a live mapping system that shows where fire engines are, and where it predicts risk. Fire control uses this tool to manage resources according to risk in real time. The service knows it could do more with this to develop the concept of borderless mobilising. This could increase efficiencies with its neighbouring fire and rescue services.

The service also uses a range of IT-based systems to support operational activity, but they aren't always efficient. An example is the database that the service uses for its prevention, protection and operational risk work. Frontline staff told us that this system is often slow and is not easy to use. It also creates inefficiencies by duplicating work, which staff find frustrating. The service also needs to ensure that it fully trains staff in the IT systems.

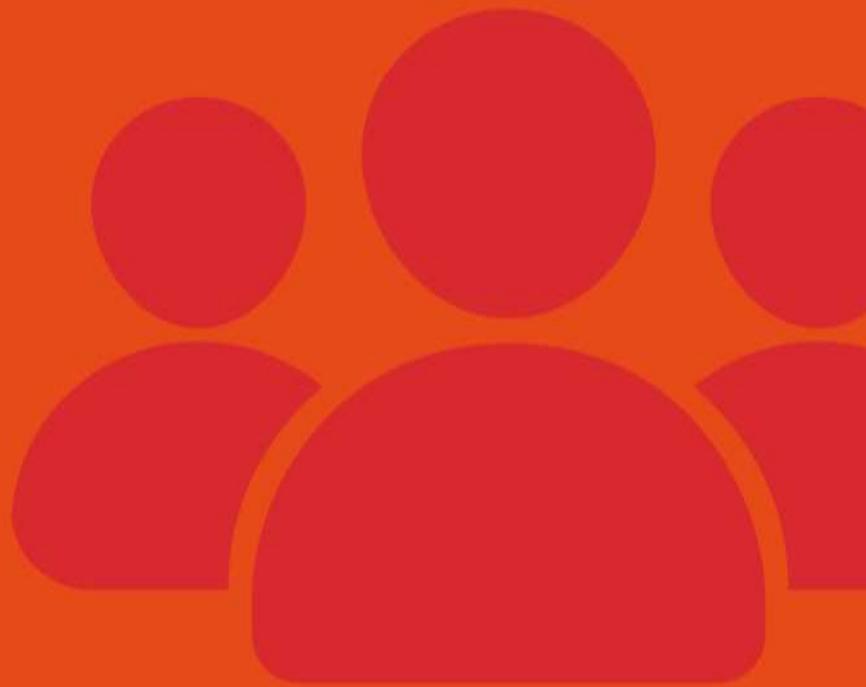
Future investment and working with others

The service has exploited opportunities for external funding. These include a £377,000 grant to provide emergency medical response with South East Coast Ambulance Service. The trial has now stopped. The service awaits the outcomes of negotiations at national level between the employers and the representative bodies. The service believes the ongoing benefits to the public would include better trained firefighters with access to more medical equipment.

In May 2015, the service received £5.95m in funding for its integrated transport function project. This is a collaboration between Surrey and Sussex fire and police. The aim is to increase capacity and reduce the cost of the transport function across these organisations. The project is happening more slowly than planned. It has not yet produced real financial benefits.

The service has not invested well in its estate and fleet. The service's hot fire house is unusable for realistic breathing apparatus training. But it has alternative arrangements in place. The service is using fire engines for longer than was planned instead of renewing them. Although the service is purchasing new fire engines, it is unclear how it is collaborating to reduce the costs.

People



How well does the service look after its people?



Requires improvement

Summary

A fire and rescue service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Surrey Fire and Rescue Service requires improvement at looking after its people.

The service requires improvement in promoting the right values and culture. It has the facilities to support staff wellbeing. But it needs to assure itself that managers know how to support staff as needed. Staff understand their role in keeping each other safe. They consider the processes for raising safety concerns effective. A staff survey conducted by the service in 2017 told it that leaders need to do more to model service values. The service is working on this. It launched a new set of values and behaviour in 2017 and involved staff in this. But staff do not show great awareness of the new values in their use of language at work. The service needs to assure itself that staff adopt the new values and forms of behaviour. Staff are proud of their work but find the increasing workloads hard to bear.

The service requires improvement at getting the right people with the right skills. Its 2017 people strategy describes its future workforce needs and possible performance difficulties. But it is not clear how this strategy relates to the savings planned in the service's medium-term financial plan. The service relies heavily on overtime. But it does not have enough controls to manage staff working hours. It recently removed overtime limits. This could have an impact on staff welfare. The service has a system for recording staff training. Only managers can access it. The competency recording system can make it difficult for managers to check whether standby moves and staff working overtime on a watch need training. The service's dedicated training team maintains core competencies and manages staff development. The learning opportunities are good for frontline staff, but

less so for support and control staff. The service offers some courses via an e-learning system. Not all learners complete the assigned activities when they are told to. The service should monitor e-learning completion rates.

The service requires improvement at ensuring fairness and promoting diversity. It surveys staff each year, but the response rates are falling. We asked staff about this and they told us that the service did not explain, or act on, the outcomes of previous surveys. Staff know how to use the service's grievance policy. But we found that many grievances get resolved locally with little or no documentation. This is not the service's policy. The service engages with the largest union, but not with all the other representative bodies. Engagement with all unions should give the workforce a voice and help the service to achieve the level of engagement it aspires to.

The service recognises that the diversity of its workforce does not reflect that of the community it serves. It has an inclusion strategy and intends to improve this. It could do more to engage people from underrepresented groups in its workforce.

The service requires improvement at managing performance and developing leaders. Staff use the service's appraisal process to access development opportunities. But we couldn't see how the service uses the process to manage performance. We could see no evidence that the service has trained managers in the appraisal process. This may result in missed opportunities to manage underperformance or nurture talent. The service has processes for promotion, but needs to explain these better to staff. Frontline staff have a formalised development process, but this is not so much the case for support staff. The service acknowledges that it has no formal process for managing talent.

Promoting the right values and culture



Requires improvement

Areas for improvement

- The service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce wellbeing

The service has facilities to support the wellbeing of its staff. They include an occupational health services department, which has recently merged with that of Surrey Police. The service should ensure it tells staff about the potential benefits of this merger.

Staff recognise the benefit of specially trained service personnel who provide critical debriefs following traumatic incidents. This year, staff will receive Mind's Blue Light training, which supports the mental health of emergency service staff. Managers have a crucial role in supporting staff welfare. The service needs to assure itself that managers have the skills to do this.

Health and safety

The service has a positive health and safety culture. Staff are well trained and understand their role in keeping each other safe. There is a well-established service-wide framework. It includes health and safety representatives and committees that deal with health and safety issues. Staff can raise and address any concerns about health and safety. Staff think this is effective. An example of this is the ongoing work to reduce the health impacts of exhaust fumes at fire stations.

Culture and values

The last service staff survey in 2017 highlighted that senior leaders need to do more to model service values. The service has plans to improve this. For example, the service engaged a management development company to help senior leaders to develop a more inclusive leadership style.

The service has an initiative called Brew with the boss, which is a more informal way for senior managers to meet staff. The service has yet to assess the effectiveness of this initiative.

In 2017, after talking with the workforce, the service launched a new set of values and behaviour. They include professionalism, leadership, fairness and respect, honesty and integrity, responsibility and openness. We didn't find much awareness of these among staff. We observed consistent use of non-inclusive language in the workplace. The service needs to assure itself that these values and behaviours help to shape and develop an inclusive culture.

The service communicates with staff through email newsletters, face-to-face briefings and with Yammer (a Facebook-type platform). We found that use of Yammer was inconsistent across the workforce. The service needs to assure itself that staff receive key messages across its communication channels.

Staff we spoke to were proud to serve their communities and wanted to do their best. But people across the service told us that increased workloads and too few staff were making this increasingly difficult.

Senior leaders should ensure the new value and behaviour statements create a culture that helps the staff to achieve the service's vision. The culture should also support staff in putting the public at the heart of everything they do.

Getting the right people with the right skills



Requires improvement

Areas for improvement

- The service should ensure it has clear and robust processes to manage staff overtime.
- The service should ensure staff and managers use its competence recording system and e-learning platform effectively.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce planning

The service describes its workforce difficulties in its IRMP. In 2017, it published a people strategy that details future workforce needs and the performance difficulties it faces.

The service's medium-term financial plan (MTFP) highlights the savings it needs to make. For example, it needs to reduce staff across the middle-management level of the workforce. It is not clear how the people strategy is linked to the MTFP. This means the service may not have the funding available to achieve the aspirations set out in the people strategy. Nor was it clear how the service will maintain service levels while reducing middle-manager numbers.

We found that the service relies on staff working overtime. There is a need for a properly managed system to support how the service responds to fires and other emergencies. The service must make sure it uses all its resources in the most efficient way. We found that the service doesn't have enough controls to manage the working hours of wholetime staff. The service has a reduced workforce, no clear policy on managing overtime and has recently removed overtime limits. It needs to monitor overtime closely. We found managers' approach to overtime to be inconsistent and retrospective. It could have an impact on the welfare of staff.

A system is in place to manage shortfalls in crewing numbers, but this is localised. The service suffers from a shortage of firefighters to crew fire engines. Day-to-day crewing decisions lie with the senior duty manager, who uses the dynamic cover tool and a degradation policy. This policy considers the impact of reduced staffing levels and resulting reduction in appliances. The senior duty manager decides which stations are temporarily closed and which fire engines are unavailable during that time. This provides some consistency and control in managing operational resources.

The service does not keep an accurate record of staff with secondary employment. It has a policy that says it should collect this information. But we didn't find any evidence to show how the service manages this to create a clear workforce picture. This could limit effective planning and the safe deployment of staff.

Learning and improvement

The service recognises the benefits of a well-trained workforce. It has a dedicated training team that supports core competencies and staff development. One example of this is the level of fire protection training given to staff. Another is the accreditation for managers through nationally recognised health and safety bodies. The service brings in external companies to supplement skills training, for example, in training in higher levels of incident command for operational managers. The service also sends its staff to external providers for training in skills that it cannot deliver in-house. Examples include emergency planning and management training.

The service's managers use a recording system for staff training called Fire Watch. Only managers can access this system. We found little evidence to show how the service reviews records on the system to ensure they are accurate. The service uses an e-learning system. But there is little quality assurance to ensure e-learning packages have been completed and understood. Operational managers can access the training records of staff working overtime or standing by on their watch. However, we found managers were not always aware of how to do this, which limits their ability to plan appropriate training for staff to cover shifts through standby or overtime.

The service's training team assesses core skills for operational staff at set frequencies. The service maintains these skills at a station level through local training. We found that staff cannot always book risk-critical training courses because of their limited availability or course cancellations. This was evident in risk-critical breathing apparatus and hot fire training. When this happens, the line manager assesses and records the individual's skill. A senior manager then signs it off until the individual can attend a course. The learning and development team monitors this centrally.

While there is a good system for learning in place for operational staff, this was less evident with support and control staff. The service supports the learning of its staff with an e-learning system, which uses videos and online questions and answers to support staff competencies. E-learning content ranges from operational knowledge to safeguarding. Staff can access it from any computer. We found use of the e-learning system to be inconsistent. Not all learners completed the activities assigned to them within the given timeframes. The service should clearly explain the e-learning part of its learning and development offer. It should then ensure it has a robust system to monitor completion rates.

Ensuring fairness and promoting diversity



Requires improvement

Areas for improvement

- The service should assure itself that it has effective grievance procedures which include clearly documented actions and outcomes.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Seeking and acting on staff feedback

The service seeks the views of its staff through an annual survey. The service informed us that over the last two years the response rate has fallen from 43 percent in 2016 to 40 percent in 2017 despite the service's aspiration for a 100-percent return rate. Staff told us that the service did not share the outcomes of previous surveys with them. Staff also did not recognise any changes made because of their feedback. The service should do more to increase the engagement of staff with the survey. It must also ensure that it acts on outcomes and tells staff about this.

There is a grievance policy that staff know how to access. But we found little evidence to show that the service follows the policy. Staff described resolving grievances informally at a local level with limited or no documentation to explain resolutions. This is contrary to organisational policy. The service must do more to document what it does when staff raise a grievance and what the result is.

The service engages well with the largest staff representative body. Well-established lines of communication allow the representative body to raise concerns on behalf of their members. This group also forms part of the workforce reform team and is a co-designer of new service initiatives. The Fire Brigades Union writes a chapter of the IRMP. Engagement with other representative bodies is less well established. The service needs to ensure that its whole workforce has a voice and representation in any change. The service's people strategy says the service aspires to have an engaged workforce. Giving the entire workforce a voice should help the service achieve this aspiration.

Diversity

The service workforce does not reflect the diversity of the communities it serves. As at 31 March 2018, only 4.2 percent (25) of firefighters were female and 2.5 percent (13) were from a black, Asian and minority ethnic (BAME) background (the BAME residential population is 9.6 percent). The service recognises this and has produced an inclusion strategy setting out how it intends to improve. It acknowledges this is still at an early stage.

In 2018, the service launched its first recruitment campaign for whole-time firefighters in seven years. The service has worked closely with the Surrey police force to locate and overcome the barriers preventing the recruitment of a more diverse workforce, although positive outcomes from this are yet to become apparent.

The service could do more to engage and consult with people from under-represented groups already in the organisation. We found no use of engagement groups or staff networks in developing service strategies to increase diversity and inclusion.

Managing performance and developing leaders



Requires improvement

Areas for improvement

- The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing performance

All staff complete an annual appraisal process annually which is reviewed every six months. This is a county council system, completed electronically by the line manager. It covers work-related goals and personal objectives. Staff told us appraisals were a good place to access development opportunities, for example technical or management courses. It was less clear how the service uses the appraisal process to support and manage staff. And we couldn't see how it linked to any performance management targets.

Staff felt the benefits and value of the appraisal system relied on the skills of the manager completing it. Some described it as serving a valuable purpose. Others felt it was a tick box exercise, done inconsistently. Staff see the process as a means to support development rather than manage performance.

There was little evidence to show how the service had trained its managers to do appraisals. We didn't learn what the service hoped to achieve from them. Managers explained this was particularly important with the introduction of a new appraisal system in 2017. This could limit the value the service gets from its appraisals. The service may be missing opportunities to record underperformance or nurture talent in the workforce.

Developing leaders

The service has processes to promote its staff. These include formalised assessment centres. But it needs to ensure that it effectively communicates the pathways for these. We found that operational staff could access development through the appraisal process, which led to formalised development programmes. This was less evident for support staff.

The service does not have a process to manage staff with high potential. It acknowledges the importance of this within the people strategy. Currently, the service leaves identification of talent to individuals or to their line managers.

Annex A – About the data

Data in this report is from a range of sources, including:

- Home Office;
- Office for National Statistics (ONS);
- Chartered Institute of Public Finance and Accountancy (CIPFA);
- our inspection fieldwork; and
- data we collected directly from all 45 fire and rescue services in England.

Where we use published Home Office data, we use the period to 31 March. We selected this period to be consistent across data sets. Some data sets are published annually, others quarterly. [The most recent data tables are available online.](#)

We use different data periods to represent trends more accurately.

Where we collected data directly from fire and rescue services (FRSs), we took reasonable steps to agree the design of the data collection with services and with other interested parties such as the Home Office. We gave services several opportunities to validate the data they gave us, to ensure the accuracy of the evidence presented. For instance:

- We checked and queried data that services submitted if notably different from other services or internally inconsistent.
- We asked all services to check the final data used in the report and correct any errors identified. Data that services submitted to the Home Office in relation to prevention, protection and workforce figures was published in November 2018. This data was updated after reports had been checked by services, so we haven't validated it further.

We set out the source of Service in numbers data below.

Methodology

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use [ONS mid-2017 population estimates](#). This is the most recent data available at the time of inspection.

BMG survey of public perception of the fire and rescue service

We commissioned BMG to survey attitudes towards fire and rescue services in June and July 2018. This consisted of 17,976 interviews across 44 local fire and rescue service areas. This survey didn't include the Isles of Scilly, due to its small population. Most interviews were conducted online, with online research panels.

However, a minority of the interviews (757) were conducted via face-to-face interviews with trained interviewers in respondents' homes. A small number of respondents were also interviewed online via postal invitations to the survey. These face-to-face interviews were specifically targeted at groups traditionally under-represented on online panels, and so ensure that survey respondents are as representative as possible of the total adult population of England. The sampling method used isn't a statistical random sample. The sample size was small, varying between 400 and 446 individuals in each service area. So any results provided are only an indication of satisfaction rather than an absolute.

[Survey findings are available on BMG's website.](#)

Service in numbers

A dash in this graphic indicates that a service couldn't give data to us or the Home Office.

Perceived effectiveness of service

We took this data from the following question of the public perceptions survey:

How confident are you, if at all, that the fire and rescue service in your local area provides an effective service overall?

The figure provided is a sum of respondents who stated they were either 'very confident' or 'fairly confident'. Respondents could have also stated 'not very confident', 'not at all confident' or 'don't know'. The percentage of 'don't know' responses varied between services (ranging from 5 percent to 14 percent).

Due to its small residential population, we didn't include the Isles of Scilly in the survey.

Incidents attended per 1,000 population

We took this data from the Home Office fire statistics, '[Incidents attended by fire and rescue services in England, by incident type and fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- There are six worksheets in this file. The 'FIRE0102' worksheet shows the number of incidents attended by type of incident and fire and rescue authority (FRA) for each financial year. The 'FIRE0102 Quarterly' worksheet shows the number of incidents attended by type of incident and FRA for each quarter. The worksheets 'Data fires', 'Data fire false alarms' and 'Data non-fire incidents' provide the raw data for the two main data tables. The 'Figure 3.3' worksheet provides the data for the corresponding chart in the statistical commentary.
- Fire data, covering all incidents that FRSs attend, is collected by the Incident Recording System (IRS). For several reasons some records take longer than others for FRSs to upload to the IRS. So totals are constantly being amended (by relatively small numbers).
- We took data for Service in numbers from the August 2018 incident publication. So figures may not directly match more recent publications due to data updates.

Home fire risk checks per 1,000 population

We took this data from the Home Office fire statistics, '[Home fire risk checks carried out by fire and rescue authorities and partners, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Each FRS's figure is based on the number of checks it carried out and doesn't include checks carried out by partners.

Please consider the following points when interpreting outcomes from this data.

- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- The England total hours figures for 'Number of Fire Risk Checks carried out by FRS' include imputed figures to ensure a robust national figure. These imputed figures are: '2016/17 – Staffordshire'.
- Figures for 'Fire Risk Checks carried out by Elderly (65+)', 'Fire Risk Checks carried out by Disabled' and 'Number of Fire Risk Checks carried out by Partners' don't include imputed figures because a lot of FRAs can't supply these figures.

Home fire risk checks may also be referred to as Home Fire Safety Checks by FRSs.

Fire safety audits per 100 known premises

Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment. It involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the [Regulatory Reform \(Fire Safety\) Order 2005 \(FSO\)](#). The number of safety audits in Service in numbers refers to the number of audits FRSs carried out in known premises.

According to the Home Office definition, “premises known to FRAs are the FRA’s knowledge, as far as possible, of all relevant premises; for the enforcing authority to establish a risk profile for premises in its area. These refer to all premises except single private dwellings”.

We took this from the Home Office fire statistics, '[Fire safety audits carried out by fire and rescue services, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- Berkshire FRS didn't provide figures for premises known between 2014/15 and 2017/18.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- Several FRAs report 'Premises known to FRAs' as estimates based on historical data.

Firefighter cost per person per year

We took the data to calculate firefighter cost per person per year from the annual financial data returns that individual FRSs complete and submit to CIPFA, and [ONS mid-2017 population estimates](#).

You should consider this data alongside the proportion of firefighters who are wholetime and on-call / retained.

Number of firefighters per 1,000 population, five-year change in workforce and percentage of wholetime firefighters

We took this data from the Home Office fire statistics, '[Total staff numbers \(full-time equivalent\) by role and by fire and rescue authority](#)' as at 31 March 2018.

Table 1102a: Total staff numbers (FTE) by role and fire authority – Wholetime Firefighters and table 1102b: Total staff numbers (FTE) by role and fire authority – Retained Duty System are used to produce the total number of firefighters.

Please consider the following points when interpreting outcomes from this data.

- We calculate these figures using full-time equivalent (FTE) numbers. FTE is a metric that describes a workload unit. One FTE is equivalent to one full-time worker. But one FTE may also be made up of two or more part-time workers whose calculated hours equal that of a full-time worker. This differs from headcount, which is the actual number of the working population regardless if employees work full or part-time.
- Some totals may not aggregate due to rounding.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Percentage of female firefighters and black, Asian and minority ethnic (BAME) firefighters

We took this data from the Home Office fire statistics, '[Staff headcount by gender, fire and rescue authority and role](#)' and '[Staff headcount by ethnicity, fire and rescue authority and role](#)' as at 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- We calculate BAME residential population data from ONS 2011 census data.
- We calculate female residential population data from ONS mid-2017 population estimates.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Annex B – Fire and rescue authority governance

These are the different models of fire and rescue authority (FRA) governance in England. Surrey Fire and Rescue Service is a unitary authority.

Metropolitan FRA

The FRA covers a metropolitan (large urban) area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

Combined FRA

The FRA covers more than one local authority area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

County FRA

Some county councils are defined as FRAs, with responsibility for fire and rescue service provision in their area.

Unitary authorities

These combine the usually separate council powers and functions for non-metropolitan counties and non-metropolitan districts. In such counties, a separate fire authority runs the fire services. This is made up of councillors from the county council and unitary councils.

London

Day-to-day control of London's fire and rescue service is the responsibility of the London fire commissioner, accountable to the Mayor. A Greater London Authority committee and the Deputy Mayor for Fire scrutinise the commissioner's work. The Mayor may arrange for the Deputy Mayor to exercise his fire and rescue functions.

Mayoral Combined Authority

Only in Greater Manchester. The Combined Authority is responsible for fire and rescue functions but with those functions exercised by the elected Mayor. A fire and rescue committee supports the Mayor in exercising non-strategic fire and rescue functions. This committee is made up of members from the constituent councils.

Police, fire and crime commissioner FRA

The police, fire and rescue commissioner is solely responsible for the service provision of fire & rescue and police functions.

Isles of Scilly

The Council of the Isles of Scilly is the FRA for the Isles of Scilly.

Consultation Report

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1. Context

This report summarises the findings of the public consultation on the [Making Surrey Safer Plan 2020 – 2023 that was undertaken from 4 March 2019 – 26 May 2019](#).

The [Fire and Rescue National Framework for England](#) requires that all Fire and Rescue Authorities produce an Integrated Risk Management Plan which considers all the fire and rescue related risks that could affect our communities. This is contained in the Making Surrey Safer Plan and associated appendices. We want to develop a wide reaching approach to managing risk, not just in the home and workplace but in every place where we can influence behaviour and encourage a safer attitude and environment, whilst still ensuring we respond to emergencies well.

This consultation explored the three proposals contained within the draft plan:

- To spend more time on business and community safety to help prevent emergencies occurring in the first place
- To maintain the number of fire stations in Surrey and change how some of them are crewed
- To recover costs from some non-emergencies to re-invest in SFRS

This evidence will support Surrey County Council's Cabinet in deciding how to proceed in relation to the proposals.

This consultation report should be read alongside the Equality Impact Assessment (EIA) which has been reviewed and updated following the consultation period.

2. Methodology

The service used a mix of quantitative and qualitative research methods, as well as a comprehensive mix of communication channels to gather the views of our residents, staff, partners and stakeholders (see Appendix 1 for details).

3. Analysis

The consultation received feedback from over 1,800 individuals and groups, through the consultation survey, letters and face to face engagement events.

3.1 Survey – quantitative responses

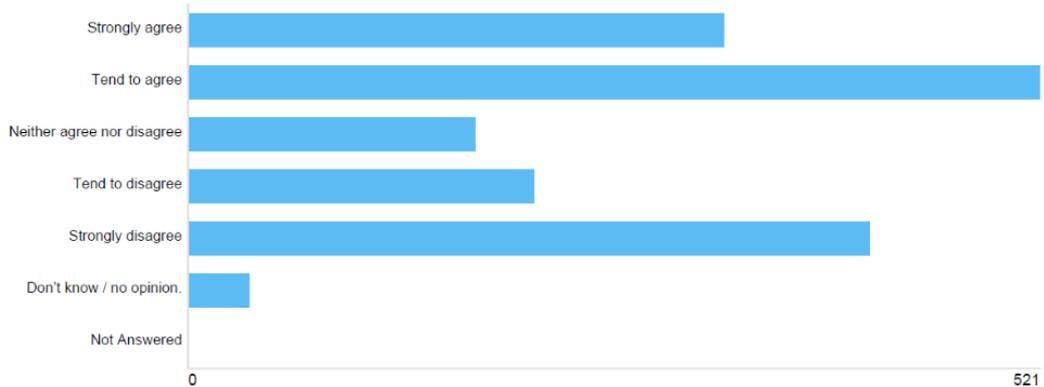
- There were 1687 responses to the survey compared to 600 responses on our previous IRMP consultation. This represents 0.14% of the Surrey population, which is estimated to be 1, 185, 300 (*The Office for National Statistics (ONS)*).

- The EIA identifies potential impacts for the elderly, young people, people with disabilities and mental health conditions and for carers. Therefore, the analysis will focus on responses from people with these particular protected characteristics

Question 4

Question 4: To what extent do you agree or disagree that SFRS should adopt a risk based approach and focus resources where they are needed, and when they are needed?

Risk based approach



| Response | Total | Percent |
|----------------------------|------------|---------------|
| Strongly agree | 327 | 19.38% |
| Tend to agree | 521 | 30.88% |
| Neither agree nor disagree | 175 | 10.37% |
| Tend to disagree | 211 | 12.51% |
| Strongly disagree | 416 | 24.66% |
| Don't know / no opinion. | 37 | 2.19% |

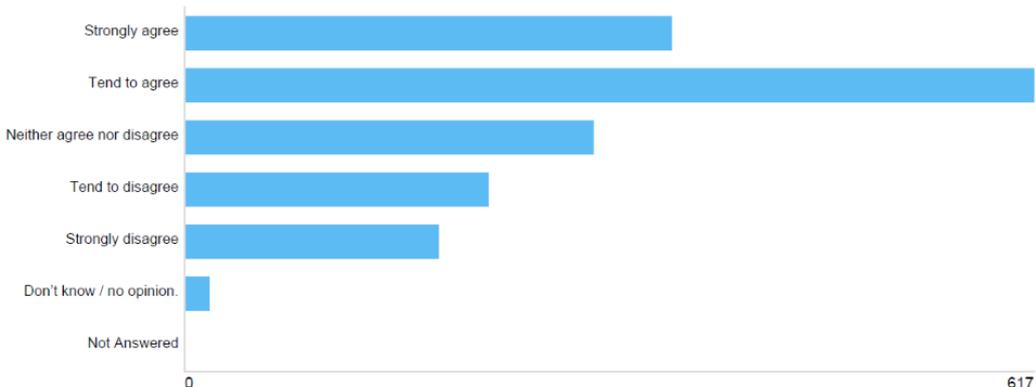
A small majority of respondents showed support for this proposal with 50.3% either strongly agreeing or tending to agree.

In the 65+ age group who we know are more vulnerable to fire death and injury, this figure is slightly higher with 59.3% of respondents in this age group either strongly agreeing or tending to agree with the proposal.

Question 5

Question 5: To what extent do you agree or disagree that SFRS should spend more time on community and business safety to help prevent incidents occurring in the first place?

More time preventing incidents occurring



| Response | Total | Percent |
|----------------------------|-------|---------|
| Strongly agree | 353 | 20.92% |
| Tend to agree | 617 | 36.57% |
| Neither agree nor disagree | 296 | 17.55% |
| Tend to disagree | 220 | 13.04% |
| Strongly disagree | 184 | 10.91% |
| Don't know / no opinion. | 17 | 1.01% |

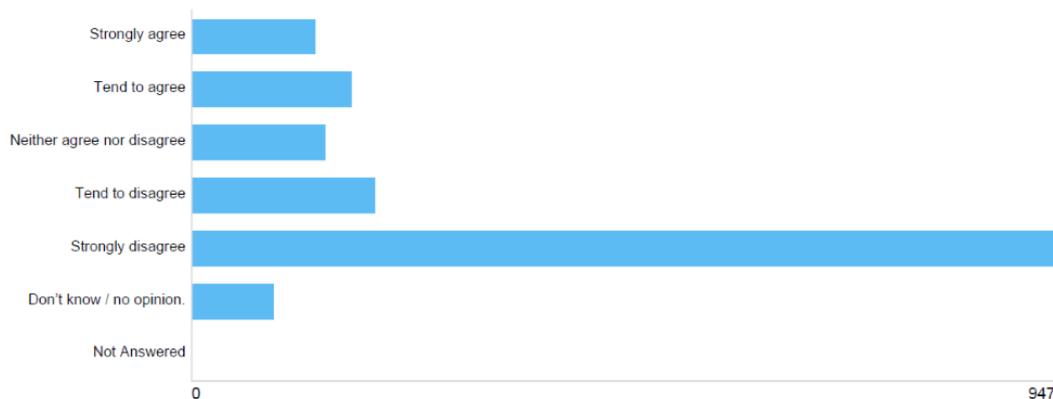
A majority of respondents agreed with this proposal with 57% either strongly agreeing or tending to agree.

This figure was higher (64%) amongst respondents who said they were limited a little or limited a lot by a disability or mental health condition. This correlates with the EIA which identified positive impacts for groups including the elderly and those with a disability, by increasing business and community safety activities including targeted safe and well visits.

Question 6

Question 6: To what extent do you agree or disagree with SFRS maintaining the number of fire stations and fire engines in Surrey but changing how Banstead, Camberley, Egham, Fordbridge, Guildford, Haslemere, Painshill, Walton and Woking are crewed at night?

Changing crewing at some fire stations



| Response | Total | Percent |
|----------------------------|-------|---------|
| Strongly agree | 134 | 7.94% |
| Tend to agree | 174 | 10.31% |
| Neither agree nor disagree | 145 | 8.60% |
| Tend to disagree | 199 | 11.80% |
| Strongly disagree | 947 | 56.14% |
| Don't know / no opinion. | 88 | 5.22% |

The majority of respondents disagree with this proposal with 56% strongly disagreeing and 12% tending to disagree.

This opinion was also expressed widely in responses to the free text question (see section 3.2) and in other responses including letters, staff briefings and community meetings.

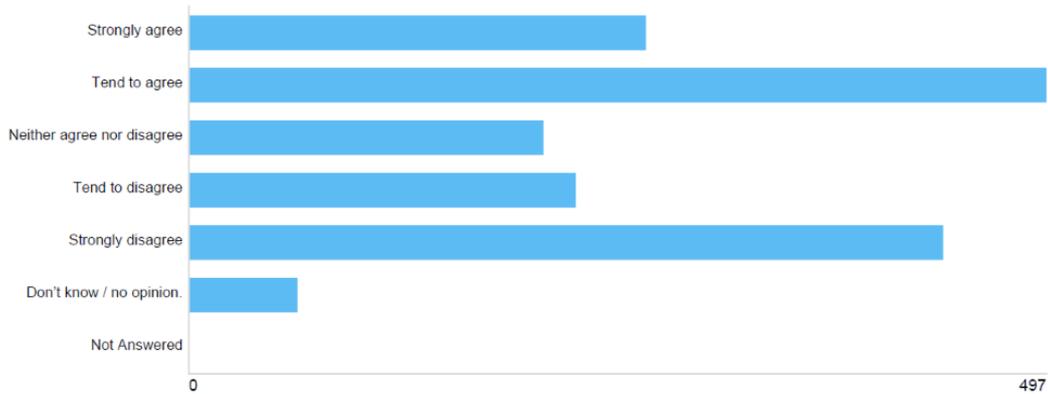
Young people - were more divided in their opinions in relation to this question. Of those aged 16-24, 28% supported these proposals, 28% neither agreed nor

disagreed and 41% didn't agree, however this group only represent 5.16% of respondents who completed the survey.

Question 7

Question 7: To what extent do you agree or disagree with increasing the catchment area for on-call firefighters to aid recruitment?

Increasing catchment area for on-call firefighters



| Response | Total | Percent |
|----------------------------|------------|---------------|
| Strongly agree | 264 | 15.65% |
| Tend to agree | 497 | 29.46% |
| Neither agree nor disagree | 205 | 12.15% |
| Tend to disagree | 223 | 13.22% |
| Strongly disagree | 436 | 25.84% |
| Don't know / no opinion. | 62 | 3.68% |
| Not Answered | 0 | |

More respondents agreed than disagreed with this proposal with 45.11% either tending to agree or strongly agreeing with it.

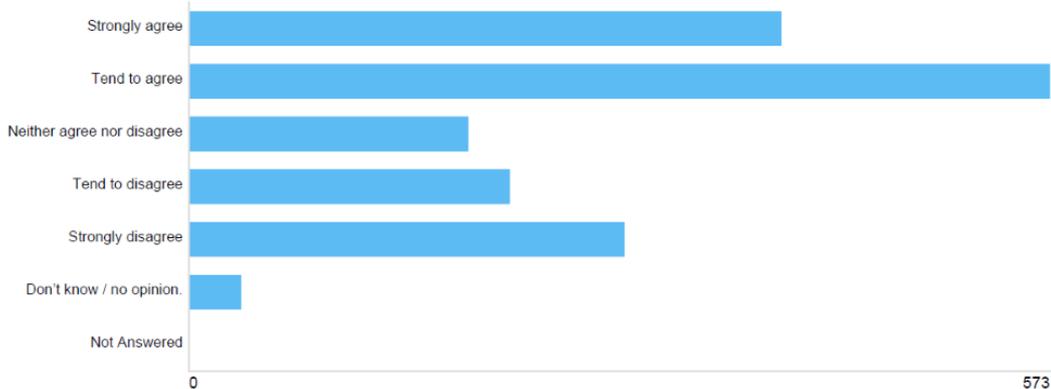
The majority of younger people (aged 16-29) and people aged 50 and over agreed or strongly agreed with this proposal whereas those aged between 30 and 49 years old tended to disagree.

Overall, 68.61% who were in agreement were women, compared to 31.39% for men.

Question 8

Question 8: To what extent do you agree or disagree that the service recovers costs from some non-emergencies to re-invest in SFRS?

Recovering costs to re-invest in SFRS



The majority of respondents agree with this proposal with 57.27% either strongly agreeing or tending to agree. This appears to be slightly contradictory with the qualitative feedback which shows a feeling against charging for services, particularly animal rescue.

There were very low levels of disagreement amongst those who have a disability or mental health condition and those that care for others.

3.2 Survey - qualitative responses

Respondents were asked if they had any further comments on the draft plan. Of all the responses, 1053 (62%) of respondents chose to comment. The key themes that arose were:

- **Reductions in staff and appliances**

This was the strongest theme to emerge in the qualitative feedback with 449 (26%) people expressing concerns. This correlates with the answer to the quantitative question (Q6) which showed disagreement for changing fire cover.

Respondents felt they would be less safe due to waiting longer for fire engines to arrive. Some commented that the current level of fire cover should remain and others felt firefighters would be at risk if there were fewer of them.

- **Reducing the night time response**

23% of people who answered the survey, raised concerns about reducing the number of fire engines and firefighters, specifically at night. Many respondents felt that most fires happen at night and that lives would be more at risk due to people sleeping. Others were concerned about areas where night cover would come from neighbouring fire stations. This theme links to the above and was regularly referenced at staff briefings, on social media, in letters and at community engagement meetings.

Respondents often agreed with doing more business and community safety but felt that this was at the expense of emergency cover.

- **Charging for services**

232 (13%) people made comments about charging for services, particularly animal rescue, making this the third strongest theme to arise from the survey.

People felt that their animals may be at risk and they would be unable to help them which could lead to animals dying.

There was however widespread support in the qualitative comments for charging for other services, particularly false alarms and hoax calls. The response to question eight also highlighted support for this proposal.

- **Perception that the changes are about cost cutting**

8% of people who completed this question felt that the proposed changes were about cost cutting.

Respondents frequently shared their opinions that the plan was about making savings for Surrey County Council.

Other lesser mentioned themes (by less than 8% of respondents) were:

- Agreement with realigning resources
- Agreement with improving prevention activity
- Agreement with expanding catchment areas
- Detrimental effect on airport/motorway cover
- The effect of less resources to deal with new buildings and infrastructure
- Concern about staff welfare and morale
- Disliked how the survey was worded
- Proposals appear to be misleading
- Colour coding in document not accessible for colour blind people
- Concerns about increasing catchment areas for Dunsfold and Gomshall

- Consideration should be given to reducing senior positions
- Increasing staff training
- Fordbridge fire station
- Improving cover in rural areas
- Governance of the fire and rescue service.

3.3 Letters

There were nine postal responses to the consultation from district, borough and parish councils which have been reviewed. Key themes emerging from these are in line with those in the survey feedback and summarised as follows:

- Acknowledging the need to review SFRS
- Agreement with risk-based approach and more prevention activity
- The need to consider response for nearby major rail and road networks
- Rising population and housing growth
- Perception that the proposals are about cost cutting
- Disagreement with reductions in day and night response cover
- Concerns about crewing levels
- Concerns about 'empty' fire stations
- Concerns about vulnerable people being more at risk if the proposals are implemented
- The need to align with district and borough plans
- Disagreement that there were more questions in the survey about the respondents than the proposals

3.4 Engagement meetings

Officers received good feedback from these meetings and identified ways of working in the future to benefit residents, especially the most vulnerable.

Vision Action Group

Members asked questions which included queries about Esher fire station, the validity of the draft plan and how the service works with vulnerable groups. No specific feedback on the proposals was given from the group at the meeting.

Long Term Neurological Conditions Community Group

Concerns were raised by the group that the proposed increase in response times will affect those with restricted mobility who cannot self-rescue if alerted by a smoke alarm.

Members of the group asked questions about savings and also highlighted the value of the service working with others including housing providers and landlords to consider fire safety for vulnerable residents.

East Disability Empowerment network

Members of the group asked questions about the methods of accessing the prevention services and which department to contact. A concern was expressed about adherence to national response time definitions. The risk based, locally oriented approach was explained. The group also asked for information about progress with the co-responding initiatives allowing firefighters to utilise their many skills to assist elderly people.

Haslemere Lunch Club

Club members valued the presentation. One of the members wrote to the organiser to say: "The presentation about making Surrey safer was well received by the members. They would welcome other presentations in the future."

Local Committee meetings

All local and joint committees were offered face to face briefings. Officers attended informal (private) meetings with Mole Valley, Reigate & Banstead and Elmbridge Local Committees to give an overview of the consultation and take questions. Individual comments were noted.

3.5 Colleague feedback

Members of fire and rescue staff were given the opportunity to attend a face to face briefing, led by the Senior Leadership Team. The feedback from these sessions is summarised as follows:

- Concerns about reducing the number of fire engines and firefighters, specifically at night
- Some people raised concerns about adequate resources for high rise fires
- Charging for animal rescue was raised by some individuals as a concern
- Some disliked the wording of the survey
- Questions regarding shift patterns, staff safety and data were raised regularly.

Surrey's Fire Brigades Union (FBU) submitted a response to the consultation via email. The full response is available on the Surrey FBU [website](#).

3.6 Other

There have been 96 contacts via the survey email. These have consisted of questions, concerns and comments from councillors, staff and residents. Requests for information have been honoured.

3.7 About You questions

To make sure we provide services equally and fairly we asked our survey participants to answer some questions about themselves. Answering was optional and the information gathered is held in the strictest confidence at the individual participant level and is only summarised in aggregate in this report.

- **Age:**

92% of respondents answered this question. The majority of respondents who completed the question belong to 40 - 44 and 50 - 54 age groups.

We know that people over 65 are at higher risk of fire death and injuries. Approximately 14% of people from this age group answered this question.

We also know that young people are at most risk of deaths and injuries from road traffic collisions. 5% of respondents were aged 16 - 24.

- **Disability:**

Mobility issues and mental health issues are known to be fire risk factors. Of the 1558 people that answered the question about health problems and disability, 253 respondents (16%) said that they had a condition that either limited them a lot or a little.

- **Gender:**

54% of survey participants who answered the gender question were female and 30% were male. 8 (0.4742%) respondents said their gender was different from the gender assigned to them at birth.

- **Ethnicity:**

76% of people who answered this question identified their ethnic group as British, English, Northern Irish, Scottish or Welsh. 18.3% of people preferred not to say or didn't answer this question.

- **Religion:**

The majority of respondents who answered this question (44%) stated their religion as Christian, followed by 37% who declared no religion.

- **Sexual orientation:**

1.7% of the people completing the equalities questions defined themselves as bisexual. 12% preferred not to say and 70% selected heterosexual/straight.

- **Pregnancy and maternity leave:**

1.7% of respondents said they were pregnant or on maternity leave.

- **Marital or same-sex status:**

The majority of people (799) who answered this question gave their status as married, followed by 16% who preferred not to say. 0.65% are in a registered same-sex civil partnership.

4 Key findings

Amongst the individuals and groups (0.14% of the Surrey population) who responded to the consultation:

- The majority of people agree with adopting a risk-based approach
- Most people agree with the proposal to spend more time on prevention and protection activities (Business and Community Safety)
- The majority of people disagree with the proposal to change how some fire stations are crewed
- Most people agree with recovering costs from some incidents and to re-invest in SFRS. However, charging for animal rescues was less favoured
- Most people agree with expanding the recruitment area for On-Call firefighters to aid recruitment

5 Next steps

This consultation report will be included as evidence in the paper outlining the proposals to Communities, Environment and Highways Select Committee on 19 September 2019 and submitted for decision at Surrey County Council's Cabinet on 24 September 2019. If the proposals are approved, a delivery plan will be implemented, and the actions outlined in the Equality Impact Assessment will be considered.

Appendix 1 – communication activities

Direct contact:

- 37 face to face briefings offered to all SFRS staff at fire stations were attended by 371 members of staff.
- Briefing for SCC Chairman's Group meeting
- Presentations/briefings for Elmbridge, Mole Valley and Reigate & Banstead informal local committees
- Presentation at Surrey Police Independent Advisory Group meeting
- Member workshop
- Briefing and Q&A for the Vision Action Group
- Briefing and Q&A for Long Term Neurological Conditions Community Group
- Briefing and Q&A for the East Disability Empowerment network
- Briefing and Q&A for the Haslemere Lunch Club
- Information shared (by email) with all members of the Surrey Equality Group, Faith Groups, Surrey Minority Ethnic Forum and Sight for Surrey
- Information shared by Catalyst (drug and alcohol service)
- Information shared by Surrey Youth Cabinet (via social media)
- Regular member briefings and FAQs
- Emails to staff

Print:

- Full and summary versions of the draft plan and questionnaires distributed to libraries, district and borough offices, SCC's contact centre and members of the public (on request)
- Emails to approximately 200 stakeholders, including other emergency services (e.g. Police, NHS, Ambulance and other fire and rescue services), Surrey MPs, borough and county councillors, district and borough council leaders & chief executives, parish councils, business groups, Surrey Coalition of Disabled People members and other partners
- Posters issued to fire stations, libraries, district and boroughs, colleges, community centres, churches, resident associations and parish councils

- Postcards issued to libraries and district and boroughs
- Roadside banners at Reigate, Guildford, Camberley, Woking, Walton, Painshill, Sunbury and Egham fire stations
- Articles in newsletters including Surrey Matters, e-brief, Issues Monitor and Communicate.
- Newspaper advertising
- Media – the proposals featured in many items of media during the consultation period, including BBC Surrey radio, Eagle Radio, the Surrey Advertiser and the Herald series. Media work included media releases, a video and radio interviews

Online:

- Standard and accessible formats (easy read, audio, screen reader and large print from May 2019) of the draft plan/summary document
- On-line consultation survey
- Regular social media promotion on SFRS Twitter and Facebook and SCC Surrey Matters account
- Online advertising, Facebook promoted posts and messenger scrolling text banner.

Appendix 2 – survey questions

- To what extent do you agree or disagree that SFRS should adopt a risk based approach and focus resources where they are needed, and when they are needed?
- To what extent do you agree or disagree that SFRS should spend more time on community and business safety to help prevent incidents occurring in the first place?
- To what extent do you agree or disagree with SFRS maintaining the number of fire stations and fire engines in Surrey but changing how Banstead, Camberley, Egham, Fordbridge, Guildford, Haslemere, Painshill, Walton and Woking are crewed at night?
- To what extent do you agree or disagree with increasing the catchment area for on-call firefighters to aid recruitment?
- To what extent do you agree or disagree that the service recovers costs from some non-emergencies to re-invest in SFRS?
- Do you have any further comments on the draft Making Surrey Safer plan

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COMMUNITY RISK MANAGEMENT

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Building intelligence to support
Business and community safety and response
strategies across Surrey

Surrey Fire and Rescue Community Risk Profile

Date of publication 08/02/2019

Working together, saving lives

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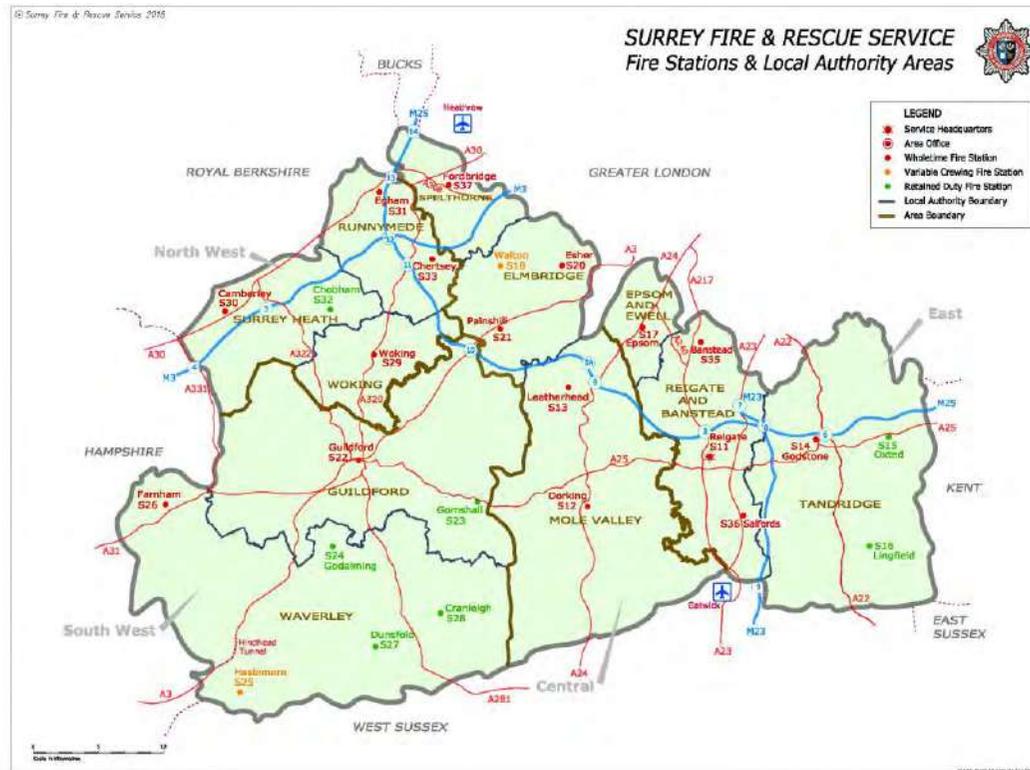
Introduction

This report provides information about different types of incidents and risks that Surrey Fire and Rescue Service (SFRS) responds to, so that we can better understand how to address these issues. This analysis is based on the most recent data.

This report helps us to identify the biggest risks for our incident types and other factors such as who is the most vulnerable. It also provides information about national threats and risks that could affect Surrey.

This document is a key part of our Integrated Risk Management Plan, and means that the Service can follow an evidence-led approach to managing the resources we have alongside the incidents we encounter.

This map shows the location of our fire stations across Surrey, and shows the counties that border us.



By looking at risk in our communities, we can assess the likelihood of an emergency incident occurring in a given area and what impact that could have on the community. By understanding these risks, we can make better decisions and plan for how to use our resources to reduce the occurrence and impact of incidents across Surrey.

Understanding the risks of incidents happening in Surrey helps us to make the right decisions on our operational response to the emergency, our prevention activities and our planning for major disasters.

Risks associated with population characteristics

A number of factors affect the risks to the population, and impact on the way we try and prevent incidents occurring and the strategies we put into place to respond. We are committed to reducing fire deaths, and between 2016 and 2018 there have been no deaths from fire in Surrey. We have dedicated fire investigation officers working to identify and tackle the causes of fire.

Deaths from fire

Between April 2006 and March 2018, there were 62 deaths as a result from fire, with 44 of those being caused by accidental dwelling fires. The main cause of the accidental dwelling fires were: smoking materials, ignition by naked flame, gas or electrical heaters being too close to combustible materials, candles, electric blankets. Other causes included faulty appliances and cooking. The main causes of fire deaths outside the home include: vehicle fires, common land fires, deliberate fire setting, and fires in gardens. Of the 18 people who died in fires outside the home, nine were suffering from mental health issues.

This analysis has shown us that the most vulnerable and at a greater risk of fire tend to have at least one of the following characteristics: aged over 60, living alone, suffering mobility or hearing loss issues, having mental health issues, having a disability, having alcohol or drug dependency, being a smoker.

Age

By looking at fire fatalities, we can see that the most vulnerable are older. The proportion of older people (65+) is expected to rise to 22% by 2030, from 19% in 2018.

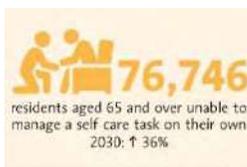
Living alone

Of the 44 people who died in accidental dwelling fires in Surrey between April 2006 and March 2018, 33 were people who lived alone. The predicted rise in single person households (increasing 34% for those aged 65 and over from 82,558 in 2018 to 110,628 in 2030) presents further challenges, given this evidence that those who live alone are more at risk of fire.

Mental health

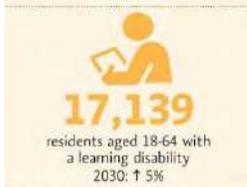
As explained above, mental health is a contributory factor to fire deaths. Furthermore, dementia is an increasingly prevalent condition, and one that is expected to rise. The number of people aged 65 and over with [dementia in Surrey is predicted to rise 46% between 2018 and 2030 to 24,559](#). Those with dementia may be



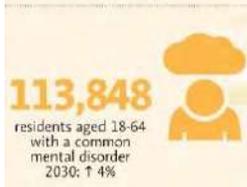


more at risk of accidental fires and may be less able to self-rescue or respond to smoke alarms. It is also estimated that 1 in 3 adults aged 65+ with dementia remain undiagnosed. For younger residents, the number with a common mental disorder is forecast to rise by 4% from 113,848 to 118,402.

Mobility issues



As more people are supported to live at home for longer, the risks increase for those who are vulnerable. People with mobility issues may find it harder to self-rescue and may suffer from trips, slips and falls. Residents aged 65 and over with a limiting long term illness are predicted to increase from 87,712 in 2018 to 119,288 by 2030 (an increase of 36%). Likewise those unable to manage a self-care task on their own increases by a similar proportion from 76,746 to 104,375, and those vulnerable to having a fall increasing by 40% from 4,770 to 6,678.



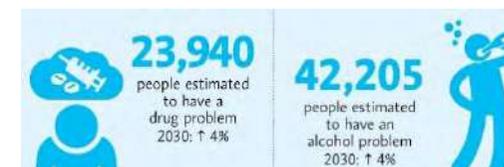
For younger residents, those with a physical disability is forecast to increase from 73,691 in 2018 to 78,849 (7%).

Learning disabilities and Autistic Spectrum Disorders

For those aged 18 to 64, the numbers of people with either learning disabilities (17,139 to 17,996) or an Autistic Spectrum Disorder (7,015 to 7,366) are predicted to increase by 5% between 2018 and 2030.

Dependencies and smoking

Those who consume high levels of alcohol can be at increased risk of fire, for example if they are cooking or smoking. Consuming alcohol can make people fall asleep and be less aware of dangers such as smoke or fire. The number of people predicted to have an alcohol problem by 2030 increases from 42,205 in 2018 to 43,893 (4%). Similarly those with a drug problem a forecast to have a 4% increase from 23,940 to 24,898.



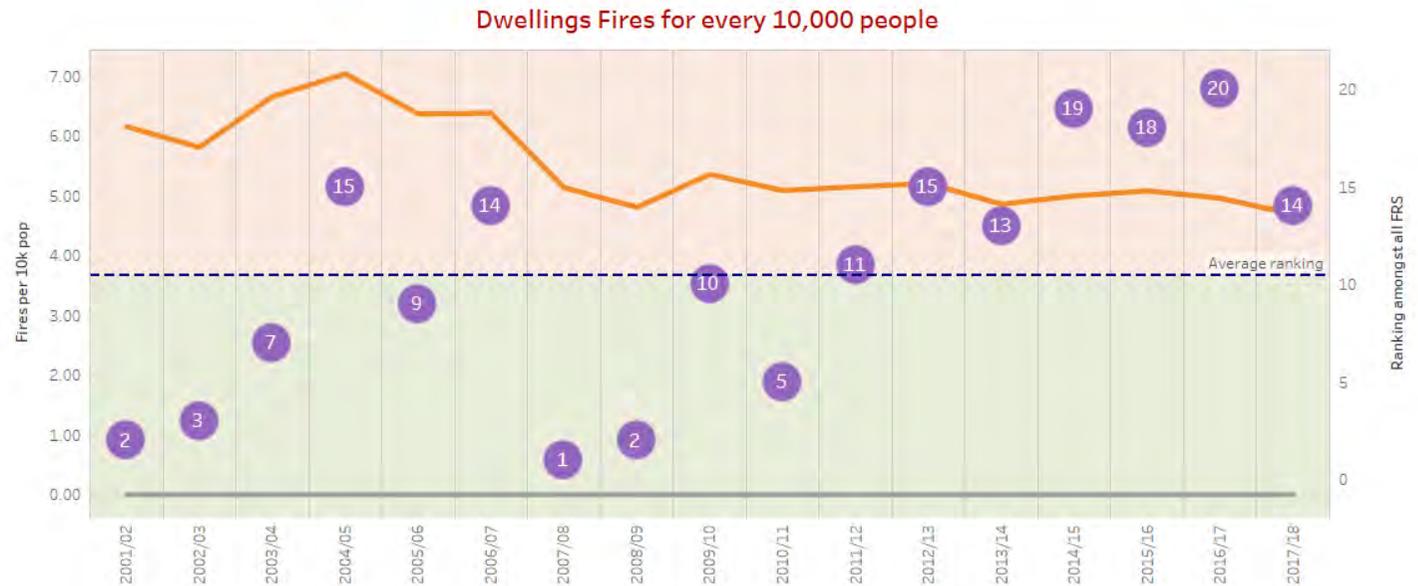
Residential property

There are also risks to residents due to the type of property they live in. Housing continues to be built across Surrey, both in rural areas and in town centres. High rise dwellings present different risks that we plan for and part of this is running exercises to test the response needed. To ensure we can access high rise buildings, we have a 42m (10 storeys high) Aerial Ladder Platform, among the tallest in the country, along with a Turntable Ladder.

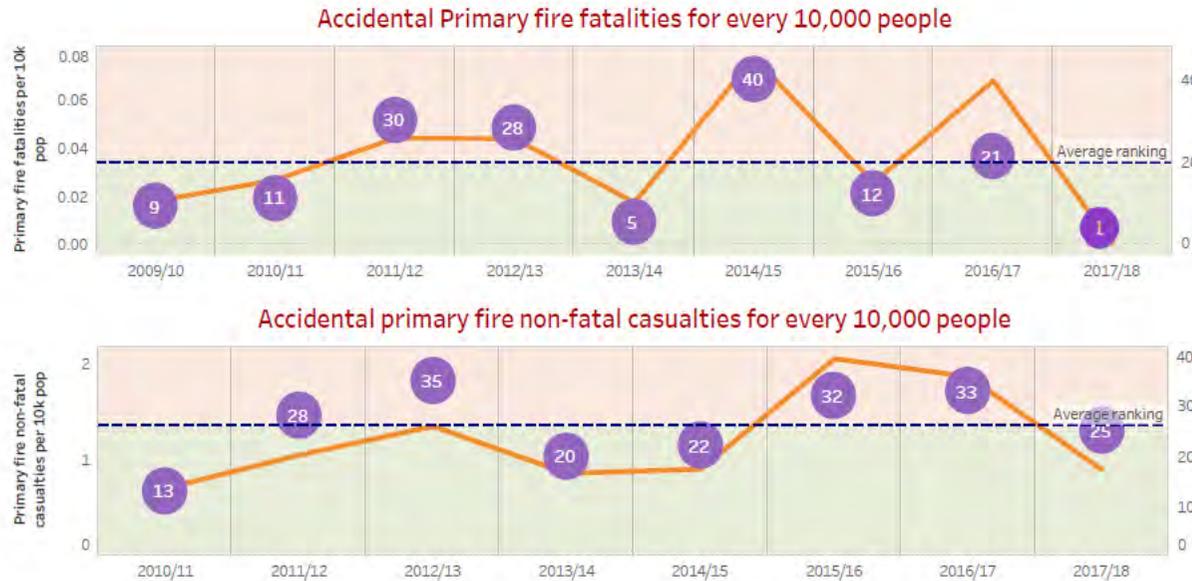
Comparative incident data – Risks associated with population characteristics

The orange line in this chart shows the number of house fires in Surrey over the last 17 years, when it broken down for every 10,000 people in Surrey. This shows that over that time period it has ranged between 5 and 7 house fires for every 10,000 people each year, and since 2007/08 it has remained at around 5.

The purple circles show Surrey's ranking position against other parts of England for the occurrence of house fires, where '1' represents the place having the lowest occurrence for every 10,000 people. The ranking is out of 45. This shows that Surrey has consistently been in the lower half of rankings for house fires, which suggests a relatively low risk compared to the average for England. Over the last six years the Surrey's ranking position has tended to increase which suggests that the decrease in such incidents over



that period did not keep pace with the decline in the overall England average.



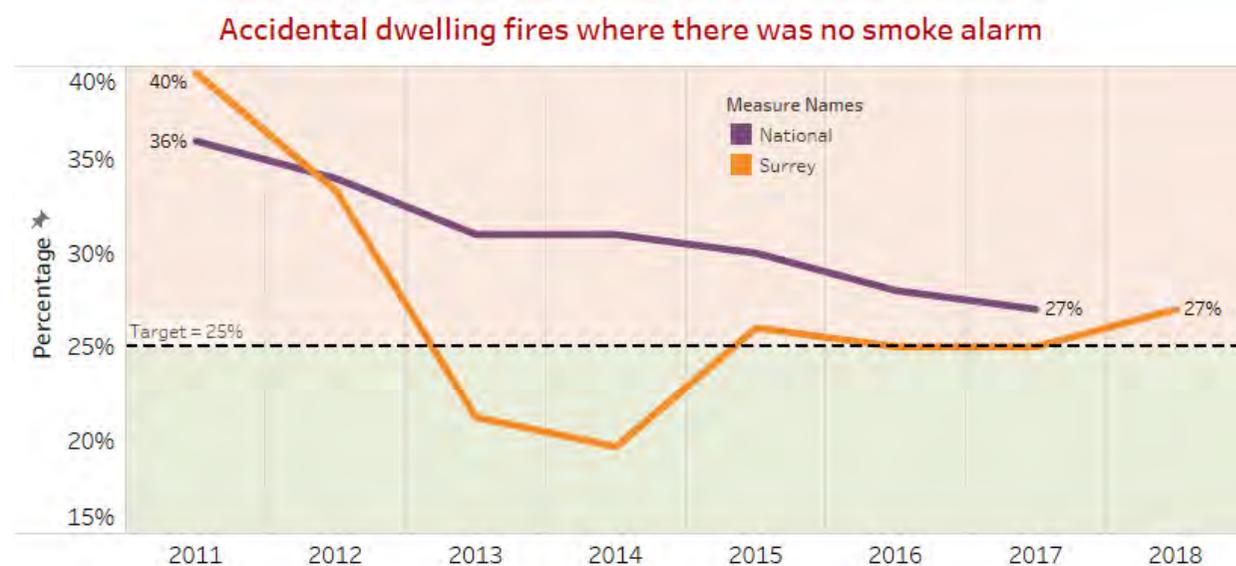
The national data does not allow for direct comparison for casualties from house fires, but we can compare against accidental primary fires, the large proportion of which will be house fires. From the first chart above, we can see that deaths from accidental fires, is extremely low for every 10,000 people. In fact you have to look at the number for every million people before you get a whole figure. For every million people over the last nine years it has ranged between 8 deaths and most recently zero. Because the numbers are small the ranking of Surrey compared to other parts of England tends to be volatile from year to year. So in 2014/15 we had a high ranking as a result of 8 fire deaths, and in 2017/18 we had the lowest ranking in England because of zero fire deaths. The average ranking is 20th.

Non-fatal accidental fire injuries, have tended to be around 1 to 2 for every 10,000 people over the last nine years. Surrey's average ranking is 26th.

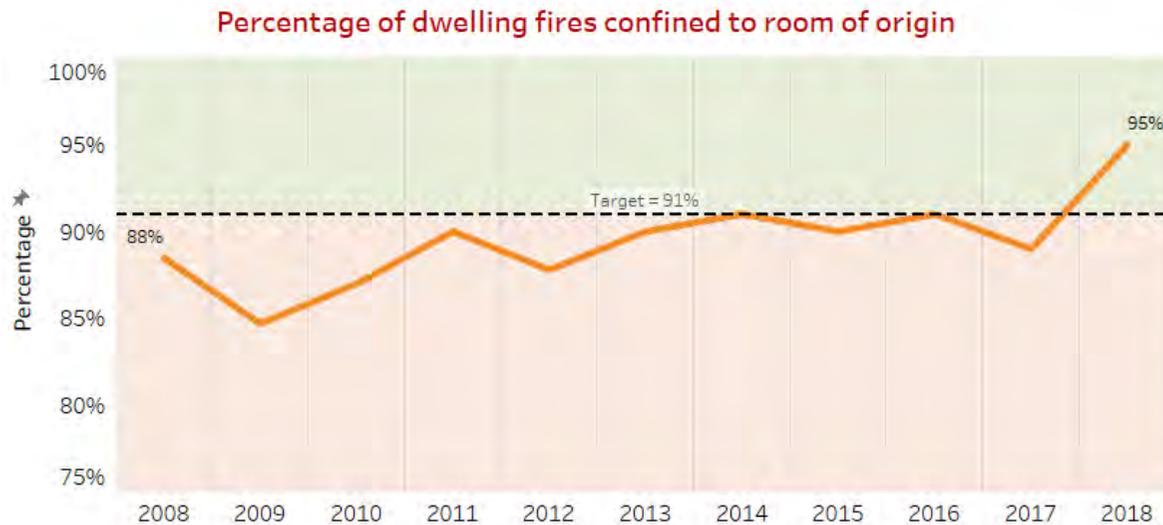
Another way to consider the risk from accidental dwelling fires is to look at those premises experiencing a fire that was found to be without a smoke alarm which otherwise would have given warning, and reduced the risk of casualties.

This chart shows that over the last eight years, between 3 out of 10 and 4 out of 10 accidental house fires have been found to be without a smoke alarm. This compares with a similar trend at national level.

For 2018/19 the Service has set itself a target of no more than 25% of accidental house fires having no smoke alarm. By the end of September 2018 the actual rate was 26%.



We can also look at house fires confined to the room of origin, as an indication of how quickly a fire has been effectively tackled by the Service.



There is no comparative information available for this, but we can see a trend for Surrey over the last eleven years. On average nine out of ten house fires are tackled in such a way that it is confined to the room of origin.

At the end of September 2018 it was a similar picture with 88% of fires since April 2018 being confined to the room of origin. This is against a target of no more than 91%.

How we use risk in our service plans and strategies: Risks associated with population characteristics

Population characteristics associated with the risk of a house fire, can be broken down into two main parts:

- The characteristics associated with a house fire occurring in the first place.
- The characteristics associated with the safe escape from a house fire.

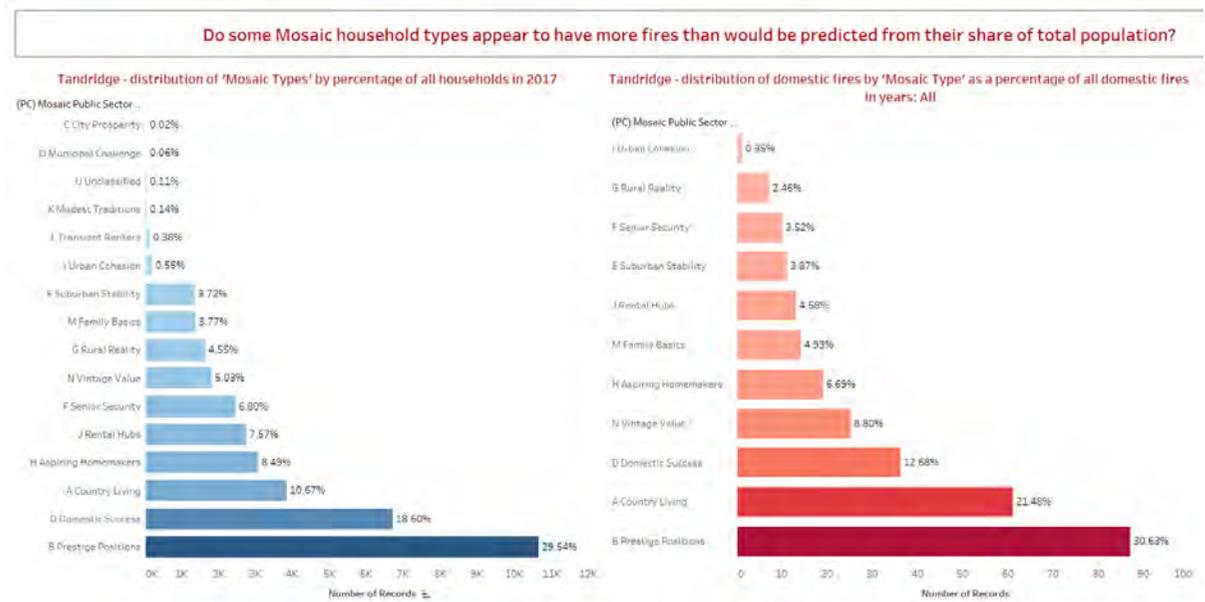
In terms of targeting those people who may be less able to safely escape uninjured should a house fire occur, it is the elderly and/or those with some form of mobility impairment who might be classified as the most vulnerable. The Service offers to visit people's homes as part of a "Safe and Well Visit" to assess what general hazards their might be in the living space and within that there will be advice about minimising the risk of a fire occurring, or if it does occur the practices that will help to slow its spread (such as closing doors at night) or facilitate a safe exit. To this end the Service regularly gathers information about some characteristics of the local population, such as the addresses of those who are 65 and older, and those who are known to be users of oxygen for health purposes. Firefighters will then give a priority to approaching those householders to see if they would like to receive a Safe and Well Visit.

In relation to those in the population who may be more at risk of a fire occurring in the first place, the Service routinely offers a Safe and Well Visit to those who have just experienced some form of house fire.

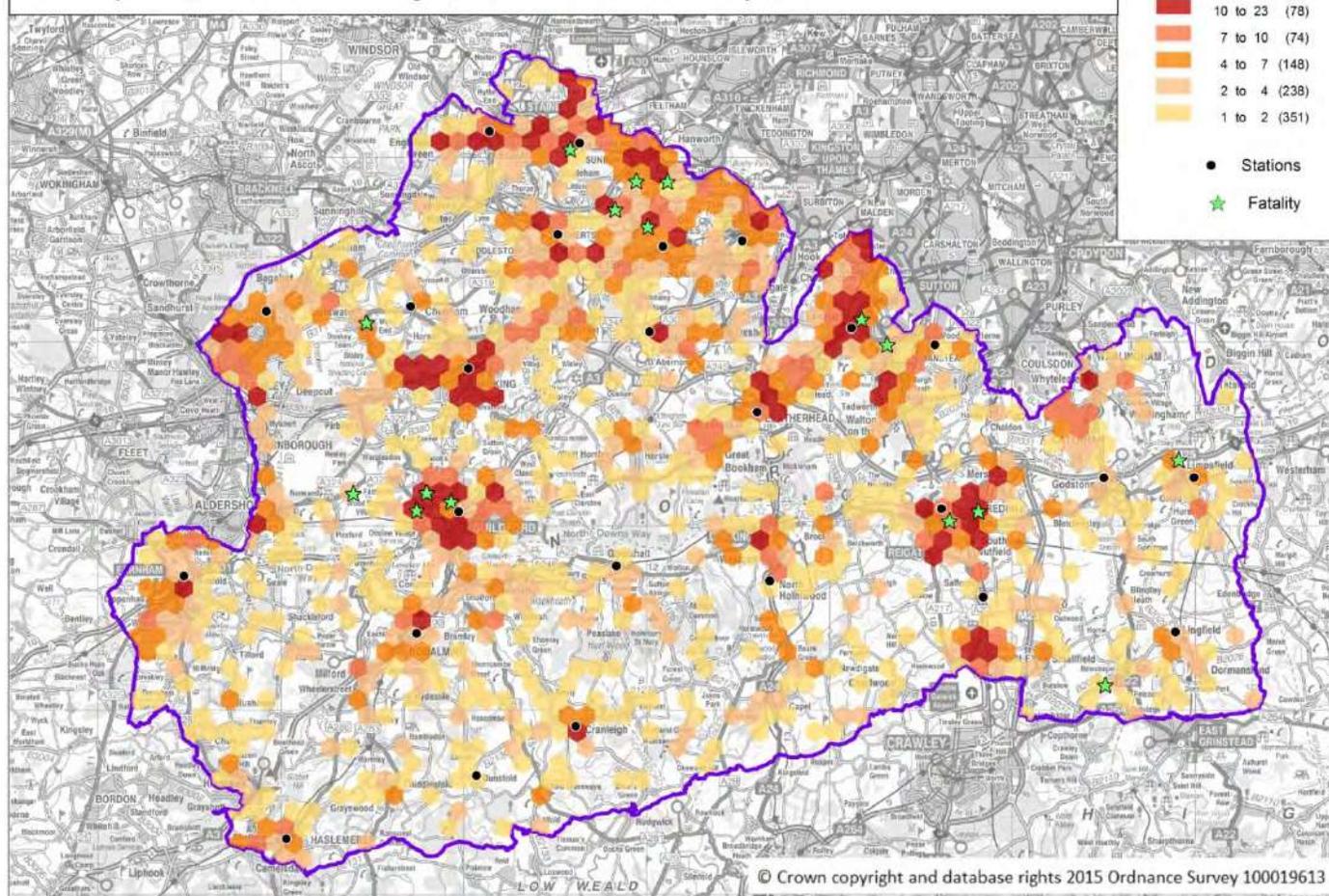
In addition to this the Service also has access to a set of commercially available data that has classified each household in the UK as one of 15 groups, and within that it is broken down to a further level that make up 66 detailed types in all. These classifications are based on demographic data and behavioural trends. Taking the 15 main groups we can see what share of the population they make up in Surrey as a whole, and also district by district. We can then compare these against the shares of home fires that each of the 15 groups has experienced.

If this comparison shows that a group is experiencing more home fires than would be anticipated from its share of the population, this may be a group to proactively target for Safe and Well Visits. We are still in the early stages of utilising this data. In addition all frontline staff have resources available to them through the fire safety toolbox for example; referral processes for vulnerable people or guidance on understanding and interacting with people with dementia.

In the example to the right, we can see that whilst “A. Country Living” as a household type makes up about 11% of the Tandridge population, in terms of the share of home fires over the last nine years, this household type has experienced 21%, suggesting it may be worth a closer look in terms of Safe and Well Visits.



Density of Accidental Dwelling fires, with fatalities - 5 years 2013-14 to 2017-18



This map shows where the most and least number of accidental dwelling fires have occurred from 1 April 2013 to 31 March 2018. The most intense activity (darkest red) occurs around the highest concentrations of population.

Surrey Fire and Rescue Service relevant strategies and plans

- [Community & Business Strategy](#)
- [Mobilising & Response Strategy](#)
- [Firewise Scheme](#)

Risks associated with the built environment

Our Business Fire Safety Team are responsible for the regulation and enforcement of fire safety legislation in non-domestic premises. We carry out inspections of commercial and industrial premises and prioritise these by risk. We give fire safety advice to local businesses to help them comply with legislation and keep their employees and the public safe.

There are some industrial risks within Surrey, which is mainly from small-scale manufacturing and processes, including: Walton Aviation Terminal, fuel farms near to the border, hospitals and drugs transport, and laboratories for chemical testing, animal health and food research.

Heritage

Surrey has many listed buildings, which require coordinated planning to prevent fires occurring and to mitigate the effects if they do. We do this by inspecting properties and producing maps for heritage buildings and structures. The data and maps that we produce is then made available to our crews, through Mobile Data Terminals on every fire engine. The fire at Clandon Park House in 2015 illustrates our response to heritage incidents. The fire spread very rapidly due to the design of the building. However, there was a well-rehearsed salvage plan and our crews supported the National Trust in saving over 400 items.

[Heritage Strategy](#)



Risks associated with the built environment – incident and comparative data



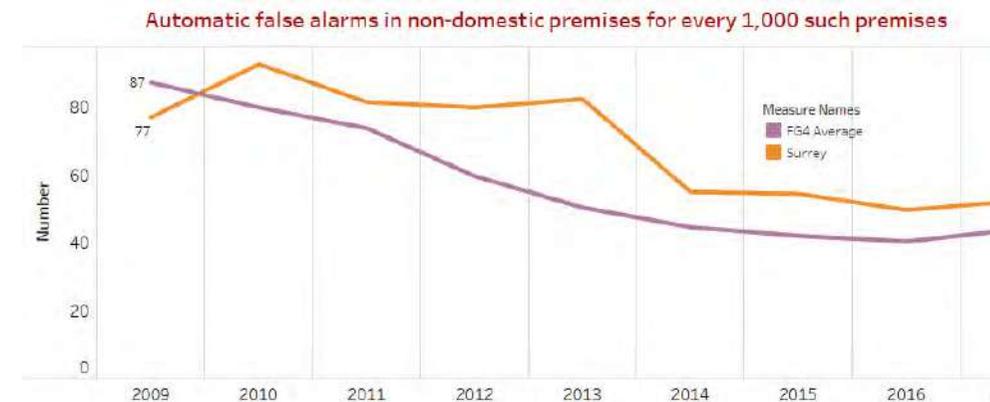
The orange line in this chart shows the number of fires in non-domestic buildings in Surrey over the last 9 years, when it broken down for every 10,000 people in Surrey. This shows that over that time period it has ranged between 2 and 3 such fires for every 10,000 people each year.

The purple circles show Surrey’s ranking position against other parts of England for the occurrence of non-domestic building fires, where ‘1’ represents the place having the lowest occurrence for every 10,000 people. The ranking is out of 45. This shows that Surrey has consistently been in the lower half of rankings for non-domestic building fires, which suggests a relatively low risk compared to the average for England. Over the last six years the Surrey’s ranking position has tended to increase which suggests that the decrease in such incidents over that period

did not keep pace with the decline in the overall England average.

The greater proportion of attendances by the Service to non-domestic buildings is actually in response to an automatically generated false alarm (89%).

This chart shows the volume of such false alarms for every 1,000 non-domestic premises – the blue line showing Surrey and the orange showing the average of a group of 20+ other Fire and Rescue Services with similar characteristics. This shows that Surrey is tending to attend slightly above the average number of automatic false alarms. With the aim of helping to improve efficient use of resources in this area the Service is implementing a new policy around how such incidents are handled. When the Service receives an AFA call from a commercial premises, or any other premises categorised as ‘in scope’, the Service does not make an automatic emergency attendance unless there is a confirmed fire or a perceived presence of fire reported from the premises, such as a smell of smoke or burning, etc. This applies any time of day or day of the week. The Service continues to provide an emergency attendance if a person is concerned that there may be a fire cannot investigate the premises or is unable to provide sufficient detail to allow the attendance to be sent in a non-emergency manner.



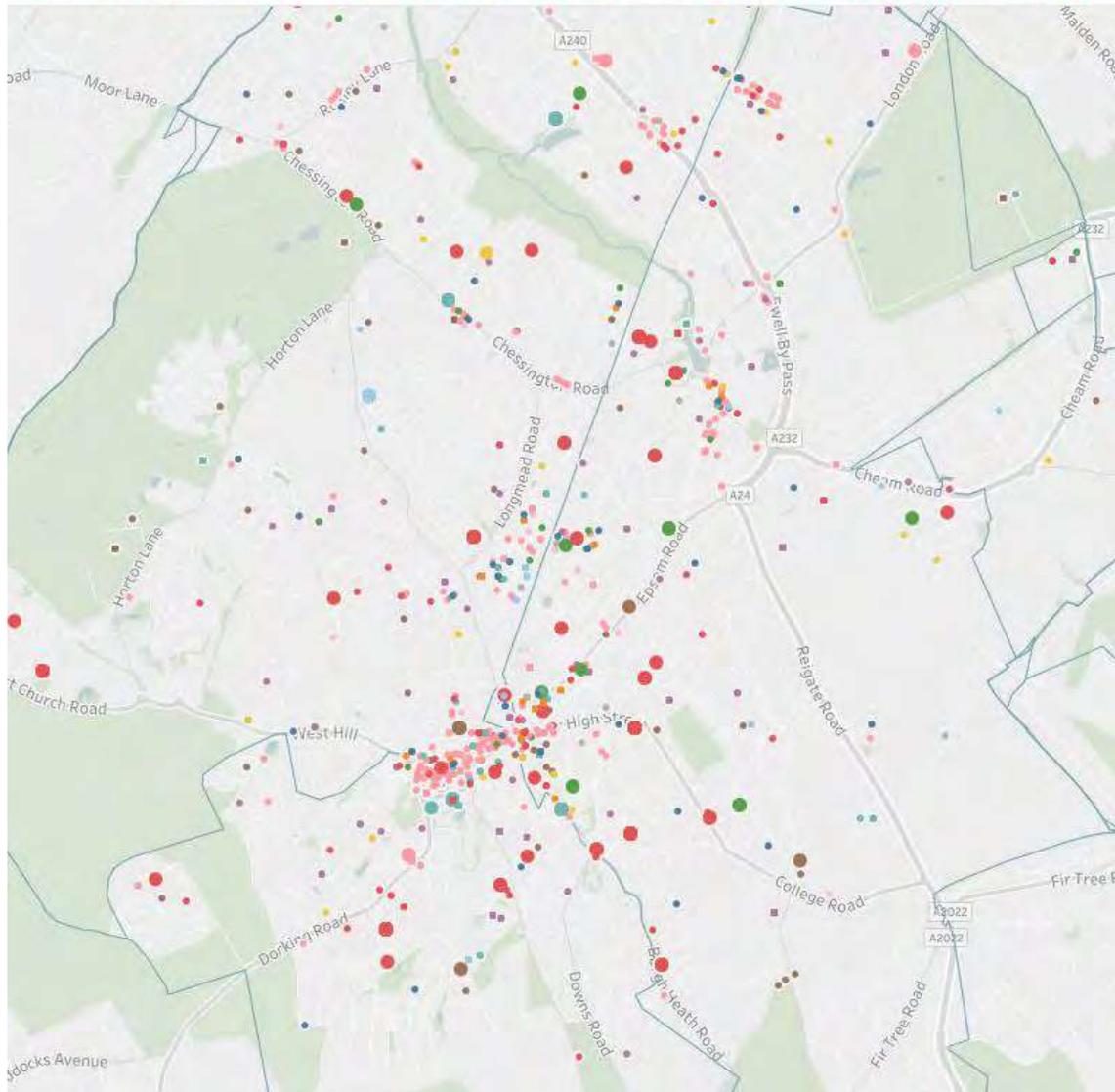
Risks associated with the built environment – how we use risk in our service plans and strategies

The Service maintains a database of information about business premises. This will include a record of the type of business being carried out, any unusual hazards at the site and an assessment of the risk rating posed by the premises. The level of risk of a premises will determine how frequently a premises is re-assessed. Service visits to a premises will generally be for one of two purposes:

- Business Safety Audit – to check on compliance with applicable fire safety regulations. Where a failure to comply is found an enforcement notice will be issued along with a follow up procedure.
- Premises Survey – to assess a premises from the perspective of firefighter safety in the event of an incident occurring. The first visit will be an initial survey and for those premises deemed to have above a certain level of risk, this will be followed by an operational survey.

In addition to this the Service also has access to a set of commercially available data that has classified each premises with a risk score ranging between 1 and 100. The score combines and number of considerations around premises type, the sector the business operates within, number of employees, whether there is a high volume of stock held on site and the use of cooking equipment on site. After analysing ten years of data a strong correlation was found between these factors and the occurrence of accidental fires. In fact 80% of such fires are found to occur within 20% of the riskiest premises.

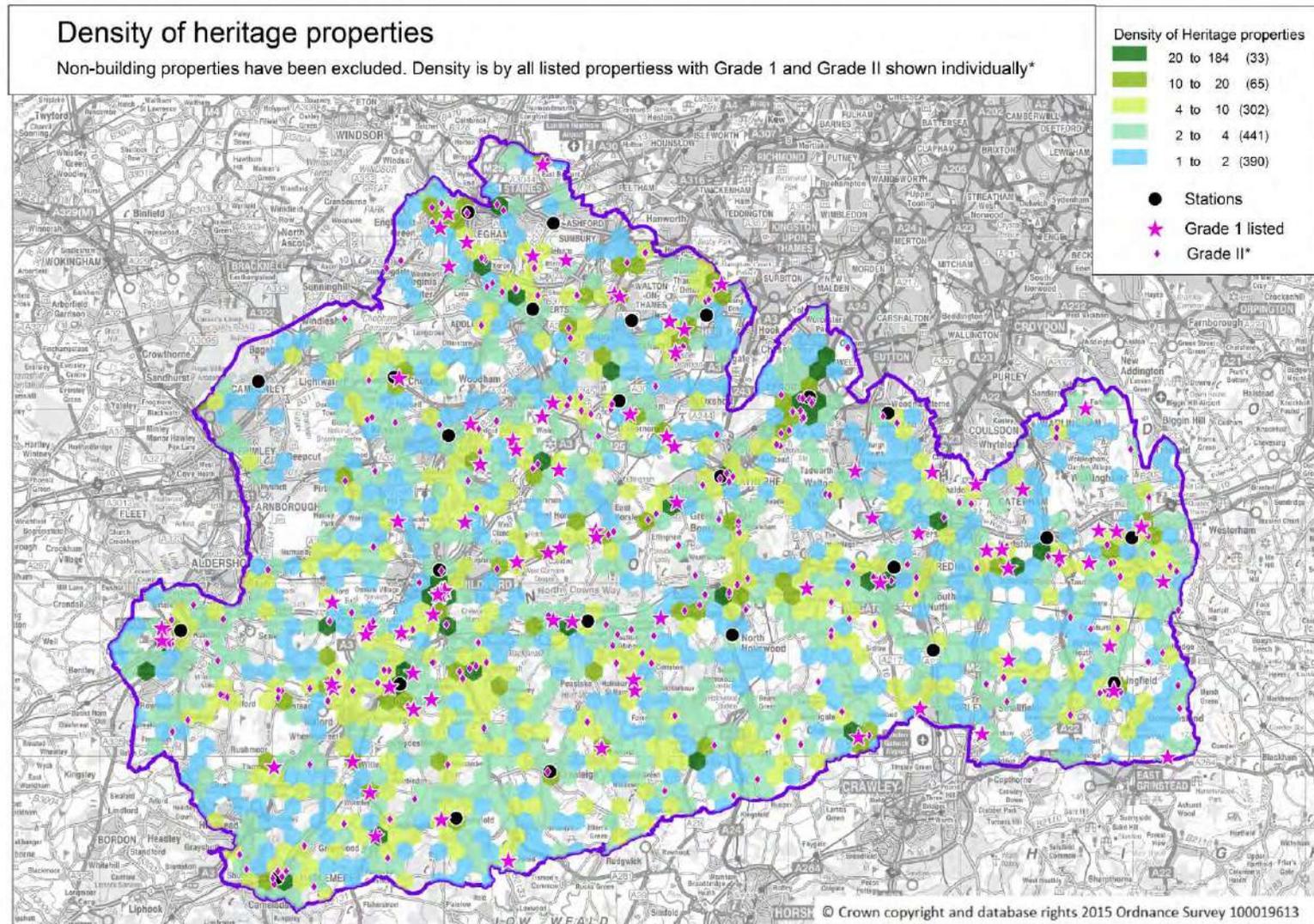
Commercial premises within Epsom and Ewell with a risk rating between 80 to 99



The Service has plotted this data on a map with a view to using this information to help target those business premises most in need of fire safety audits and surveys.

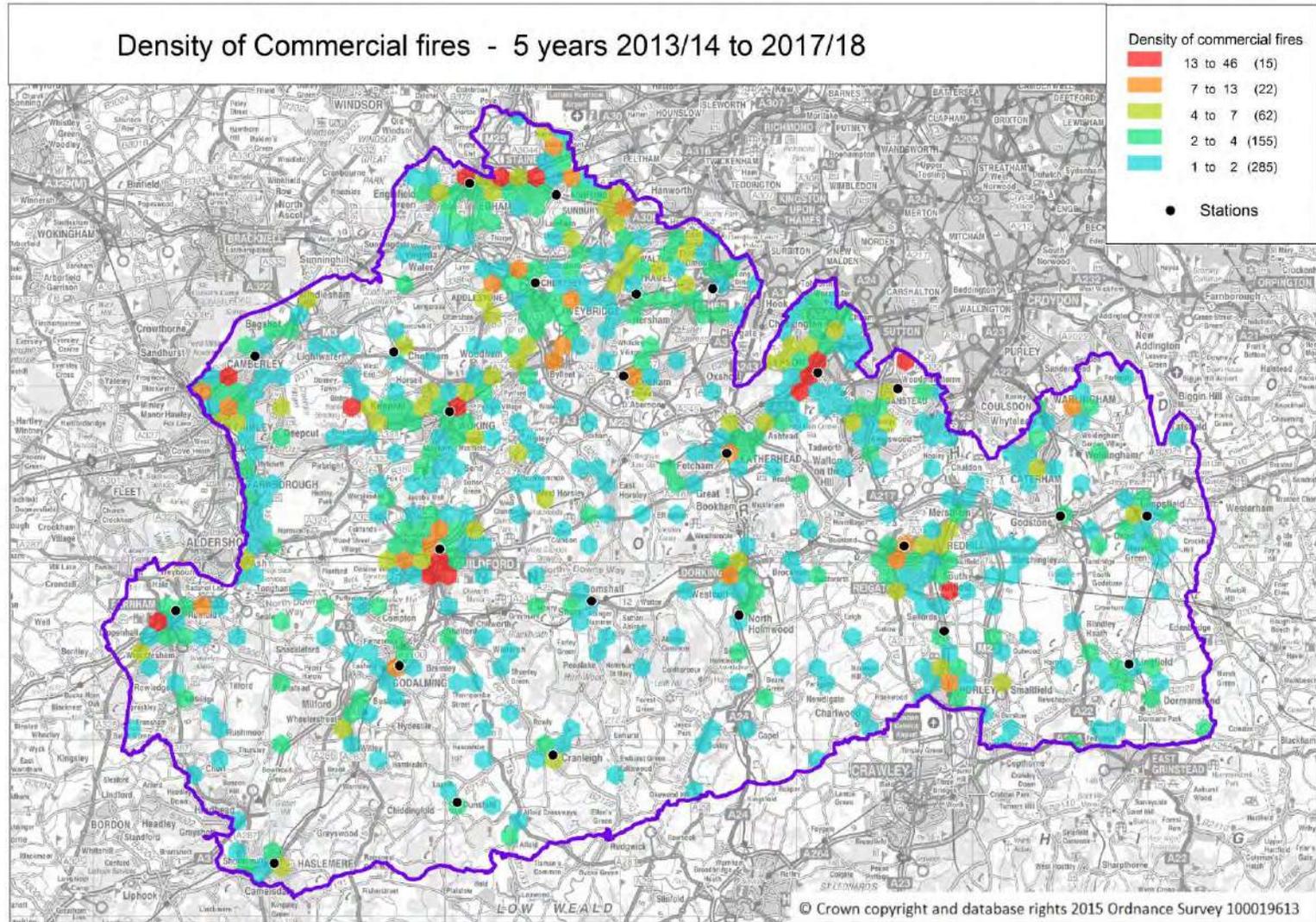
The colours represent different categories of business premises, and the larger circles are those that include a sleeping risk, such as commercial accommodation. This particular map shows those premises that fall within the highest 20% of risk ranking in one particular Borough (for illustrative purposes only).

This map shows the distribution and locations of Grade I and Grade II listed heritage sites. The most noticeable thing is the relatively even spread across all parts of the County.



This map shows where the most and least number of commercial fires have occurred from 1 April 2013 to 31 March 2018. The most intense activity (light red) occurs around the highest concentrations of population.

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Surrey Fire and Rescue Service relevant strategies and plans

- [Community & Business Strategy](#)
- [Mobilising & Response Strategy](#)

Risks associated with the transport infrastructure

Road safety

Surrey has around 3,452 miles of roads, with the majority being minor or A and B roads, however the county does have 63.3 miles of motorways. Our roads carry almost double the national average amount of traffic.

The number of Road Traffic Collisions (RTCs) that we have been called to has been reducing in the last few years.

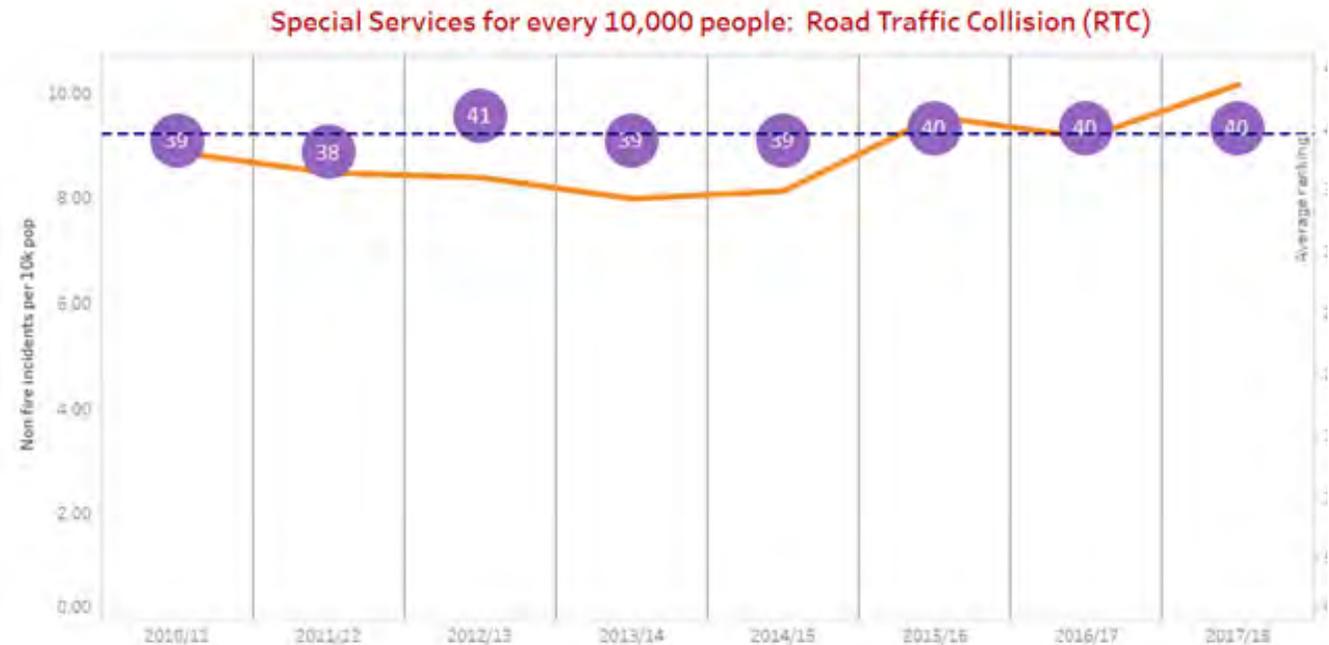
Another area that the Service is keeping under review is the plans for third runway at Heathrow airport. This is likely to increase air traffic movements and also traffic on the road network. A further unique road network risk for Surrey is the Hindhead Tunnel which is the UK's longest underground tunnel. Exercises and plans for evacuation are tested at Hindhead with our emergency service colleagues from Surrey and from over the border.

Rail network incidents are rare, but can have severe effects. To help familiarise crews with this potential risk, we engage in exercises with partner agencies to ensure that we can respond appropriately if required.

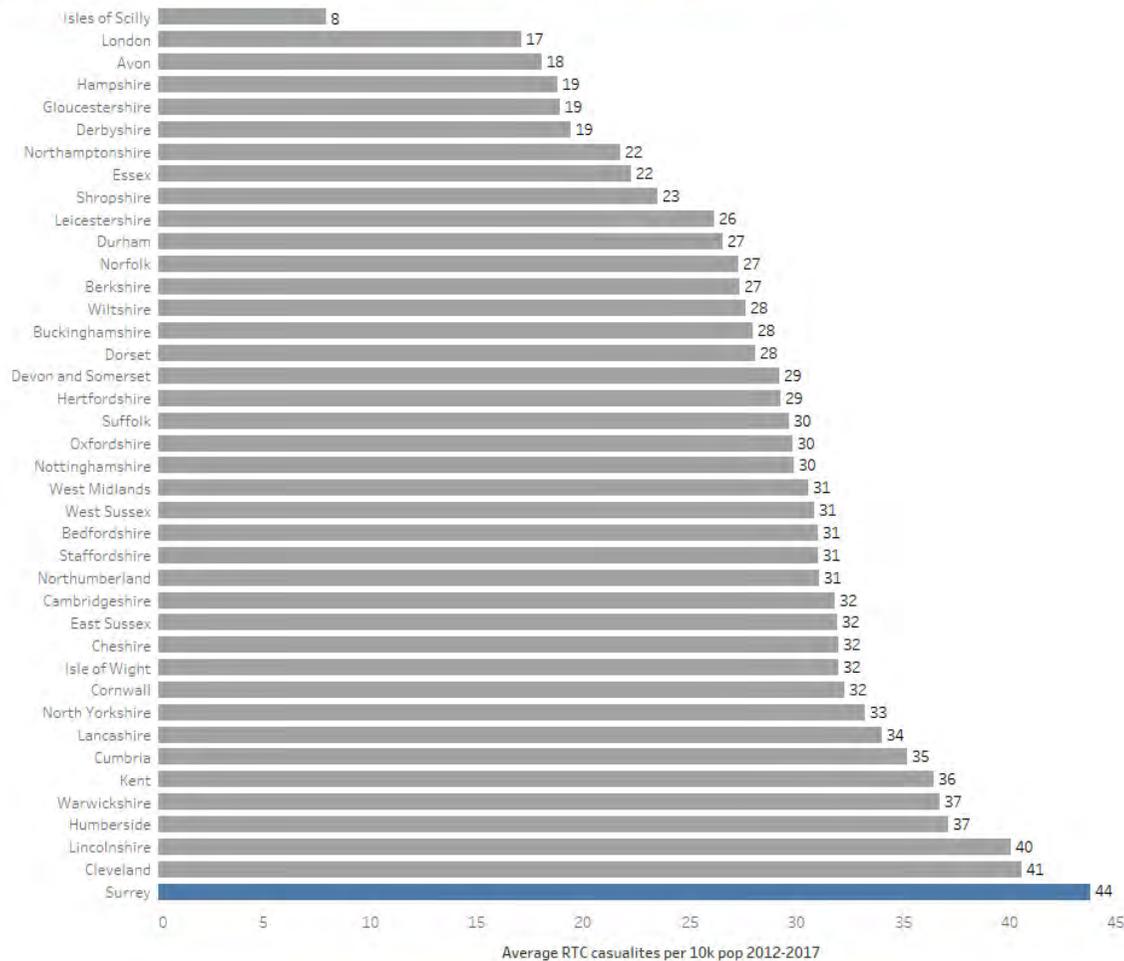
Surrey has a number of small airfields within its borders, and has Heathrow, Gatwick and Farnborough airports sitting just outside. For this reason we prepare for any aircraft-related incidents, such as attending emergencies at airports, and being aware of and trying to control smoke from incidents affecting the flightpaths.

Risks associated with the transport infrastructure – incident and comparative data

The orange line in this chart shows the number of road traffic collisions (RTCs) attended by the Service over the last eight years, when it broken down for every 10,000 people in Surrey. This shows that over that time period it has ranged between 8 and 10 such collisions for every 10,000 people each year. The purple circles show Surrey's ranking position against other parts of England for the occurrence of attendances at RTCs, where '1' represents the place having the lowest occurrence for every 10,000 people. The ranking is mostly out of 40 Fire and Rescue Services and in some years 41. This shows that Surrey has consistently been near the higher end of RTCs in the rankings, which suggests a relatively high risk compared to the average for England.



**Average road traffic collision casualties each year for every 10,000 people
2012 to 2017**



The relative risk of Surrey's roads compared to the rest of England shows even more starkly when looking at the average number of road casualties between 2012 and 2017. The average for Surrey over this period is 44 casualties for every 10,000 people. So in terms of relative risk in Surrey this is significantly higher than casualties from accidental fires. Also as can be seen Surrey has the highest average for all English local authority areas.

In 2017 when comparing millions of motor vehicle miles travelled across county and unitary authorities, Surrey had the fourth highest volume.

Government research on fatal road injuries has made the following key conclusions:

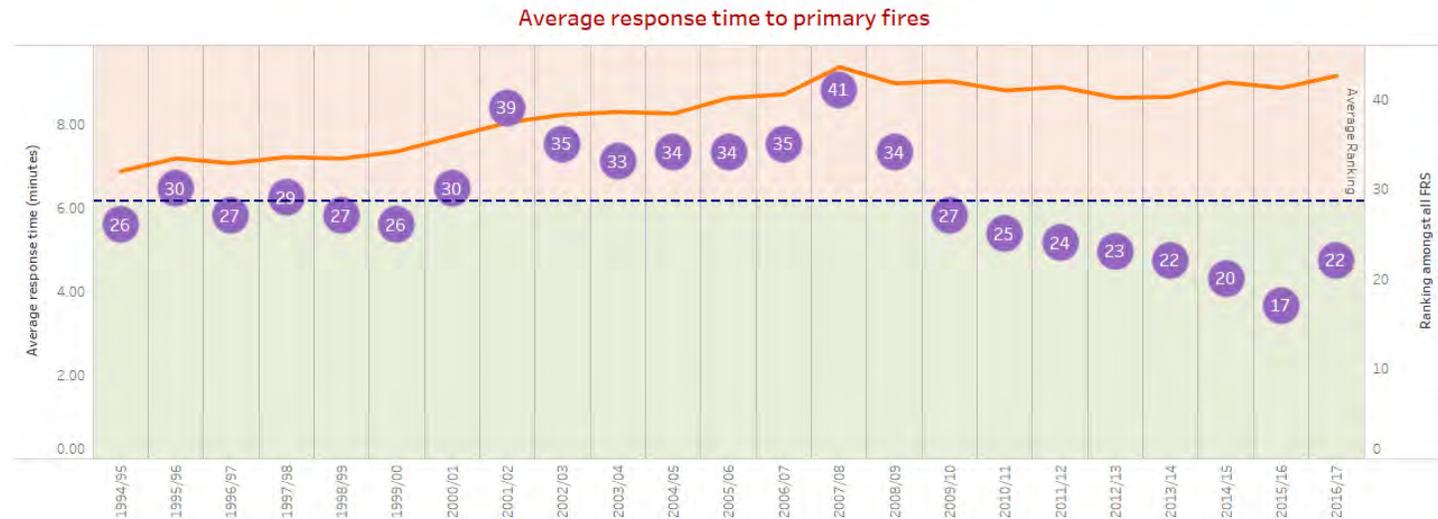
- Over 65 per cent of the accidents examined involved driving at excessive speed, a driver in excess of the legal limit of alcohol intake, the failure to wear a seatbelt or some combination of these
- The majority of accidents involving young drivers occur because of loss of control.
- Alcohol and dangerous driving are major contributory factors
- Older drivers had fewer accidents but fatalities involving them tended to

involve misjudgement and perceptual errors in “right of way” collisions.

The relative volume of traffic on Surrey’s road network is also likely to impact on travel times in general for the Fire & Rescue vehicles travelling to incidents.

This chart shows the average response time in Surrey over the last 23 years to primary fires in particular. In 1994/95 it was 6 minutes and 52 seconds. In 2016/17 it was 9 minutes and 9 seconds. Over that same period of time motor vehicle miles travelled on the road had increased by 17%.

The purple circles show that over the last eight years, Surrey’s ranking has tended to improve and be in the lower two thirds of the table when compared to others in England. So whilst the travel time is tending to increase it is part of a nationwide trend.



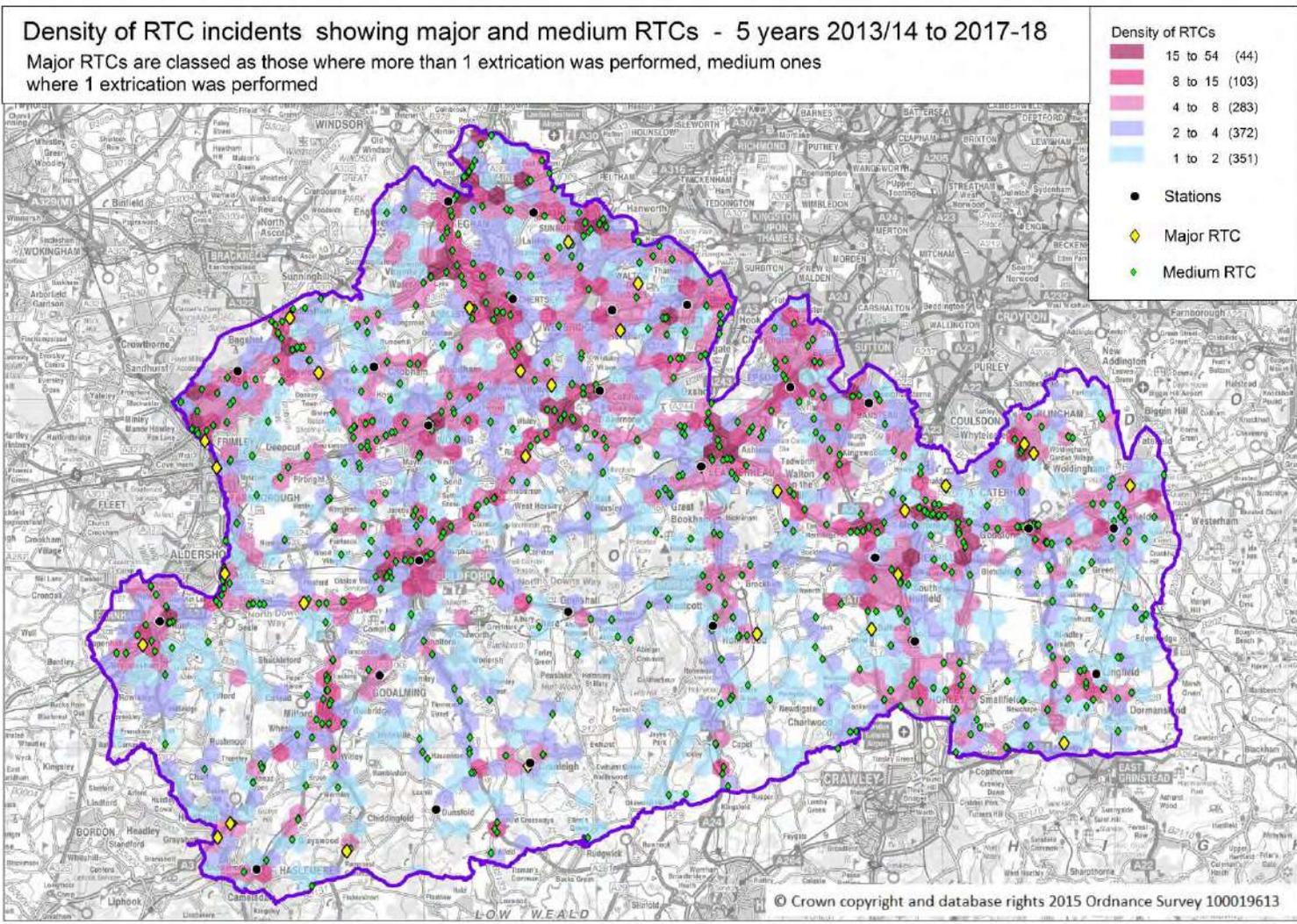
Risks associated with the transport infrastructure – how we use risk in our service plans and strategies

All frontline appliances are equipped with state of the art cutting and extraction technology to keep up with new safety systems which are incorporated in modern vehicles to support quick extraction where intervention is required. Furthermore, we ensure that all our staff are aware of the legal obligations when responding to emergency and other incidents on our roads, as there is a risk to the public and to our staff when we have to respond as an emergency.

Our aim is to educate and engage with the residents of Surrey to drive down the risk of harm to people. We will look to provide advice through events, one to one contact, literature, and through our external website. As part of our focus we will run appropriate courses or appropriate engagement for specific areas such as road safety, youth engagement, schools education and directly to vulnerable people where required.

Safe Drive Stay Alive

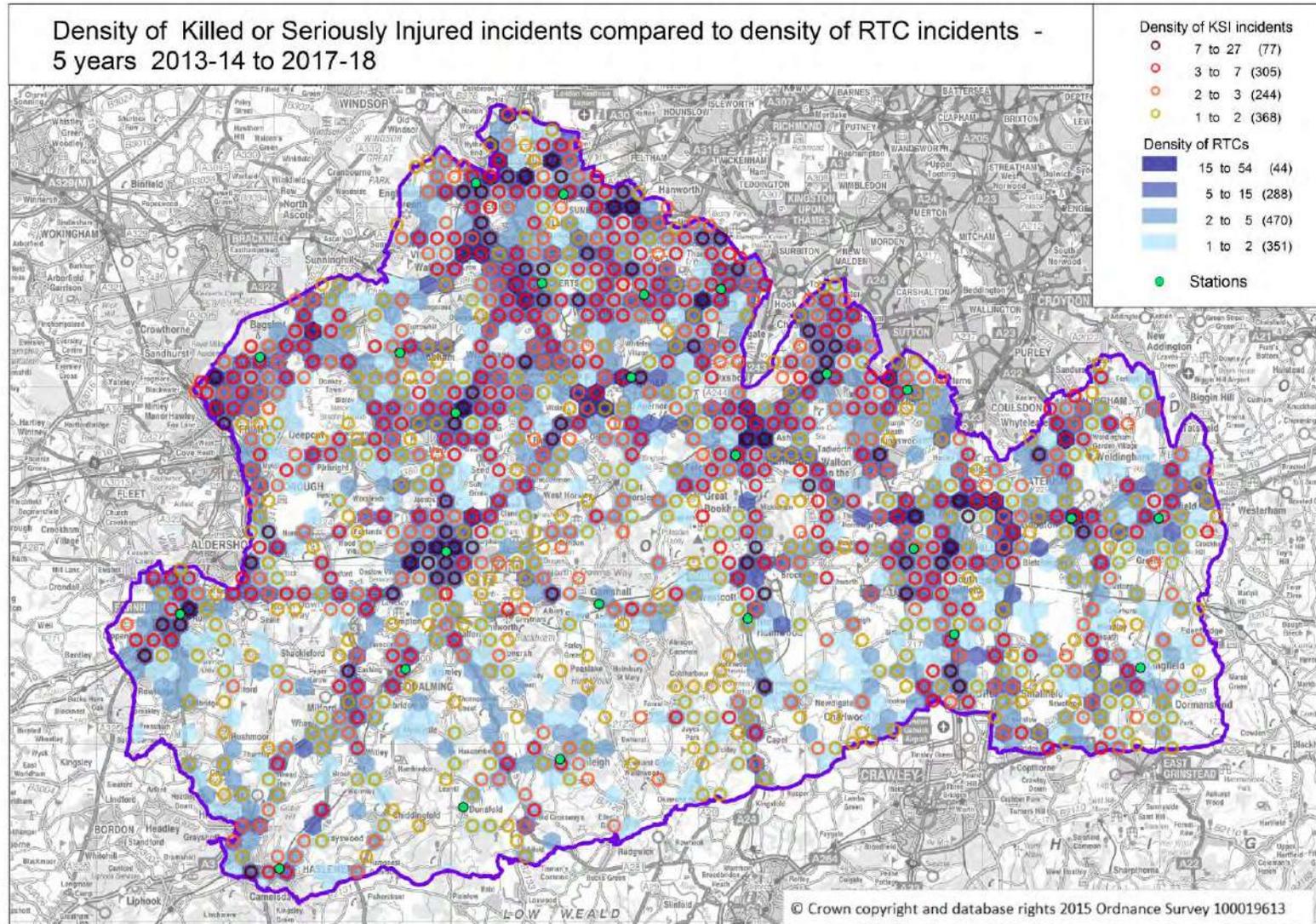
One of the ways that we engage with young people to highlight the risks of dangerous or careless driving is through our 'Safe Drive Stay Alive' performances. This theatre-based education production which the Service has been putting on since 2005, aims to raise road safety awareness among young people, and to positively influence their attitudes to driving. It uses a combination of videos and real-life experiences from people affected by RTCs, to make young people aware of the consequences of not taking responsibility when on the road. In 2018, around 13,500 young people attended a performance of Safe Drive Stay Alive.



This map shows where the most and least number of major and medium road traffic collisions have occurred from 1 April 2013 to 31 March 2018. The most intense activity (dark red) occurs around the M roads and A roads.

This map shows both the occurrence of road traffic collisions where people were killed or seriously injured alongside the occurrence of all road traffic collisions attended by the Service. This is from 1 April 2013 to 31 March 2018.

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Surrey Fire and Rescue Service relevant strategies and plans

- [Community & Business Strategy](#)
- [Mobilising & Response Strategy](#)
- [Safe Drive Stay Alive](#)

Risks associated with rivers and lakes

There are a number of rivers, lakes and reservoirs within Surrey, and most are used for transport and leisure activities. The River Thames presents additional risks due to the number of dwellings on islands within the Surrey stretch of the river. We have developed our waterborne and flood response capability to support these residents, and the wider community.

Surrey is vulnerable to both inundation of floodplains by river water, and local flooding of the drainage networks when overwhelmed by intense rain storms.



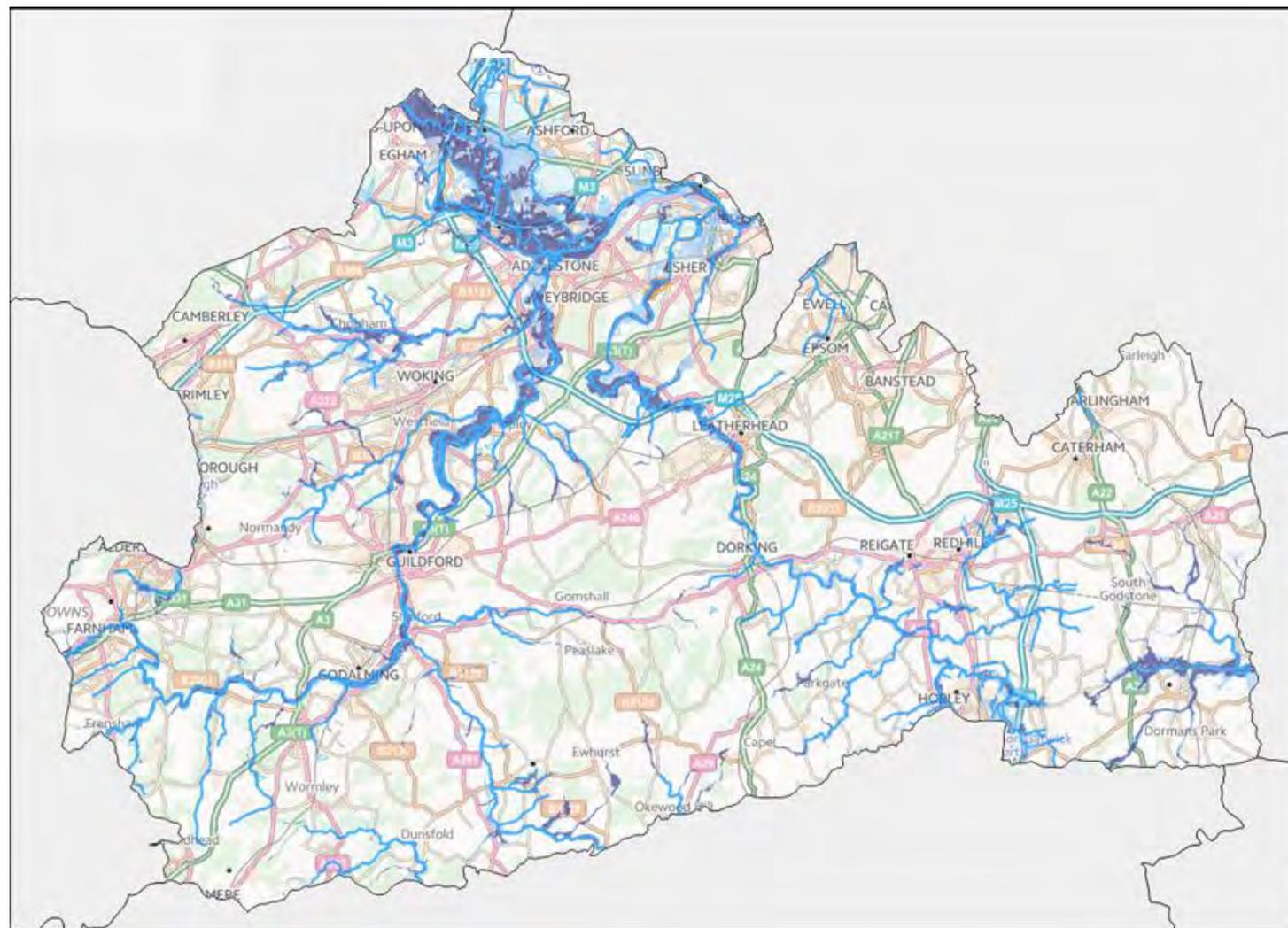
Nearly 64,000 households in Surrey are at risk of flooding, predominantly from the rivers Wey, Mole and Thames. 24,000 of these households are high risk. Previous experience of flooding in the county shows that the worst affected properties tend to be in the north of Surrey. While properties elsewhere may suffer to a lesser degree, there is still a large impact on local communities.

In 2013/14, Surrey experienced sustained flooding, leading to a sharp increase in the call outs for flooding incidents and water rescue. This was particularly felt in Elmbridge, Runnymede, Mole Valley, Spelthorne and Guildford boroughs.

Climate change may increase this risk in the future, and so in conjunction with the Local Resilience Forum, we work with local people in known flood areas, to help them prepare for flooding and make them aware of what they need to do should it occur.

Risks associated with rivers and lakes – incident and comparative data

Environment Agency Flood Map for Surrey as at 2018



This map shows the likelihood of flooding within Surrey. The highest risks “Flood zone 3” are in the darker blue, middle risks are “Flood zone 2” and lighter blue, and the areas of white are lower risk: “Flood zone 1”

Special Services for every 10,000 people: Flooding



This chart shows the incidents of flooding rescues in Surrey over the last eight years. The orange line illustrates that it has generally been around 2 or 3 flooding incidents for every 10,000 people in Surrey, although in 2013/14 which was a particularly notable year for floods that increased to 5 incidents. The purple circles show that in terms of relative position in England Surrey tends to be in the highest third of such incidents.

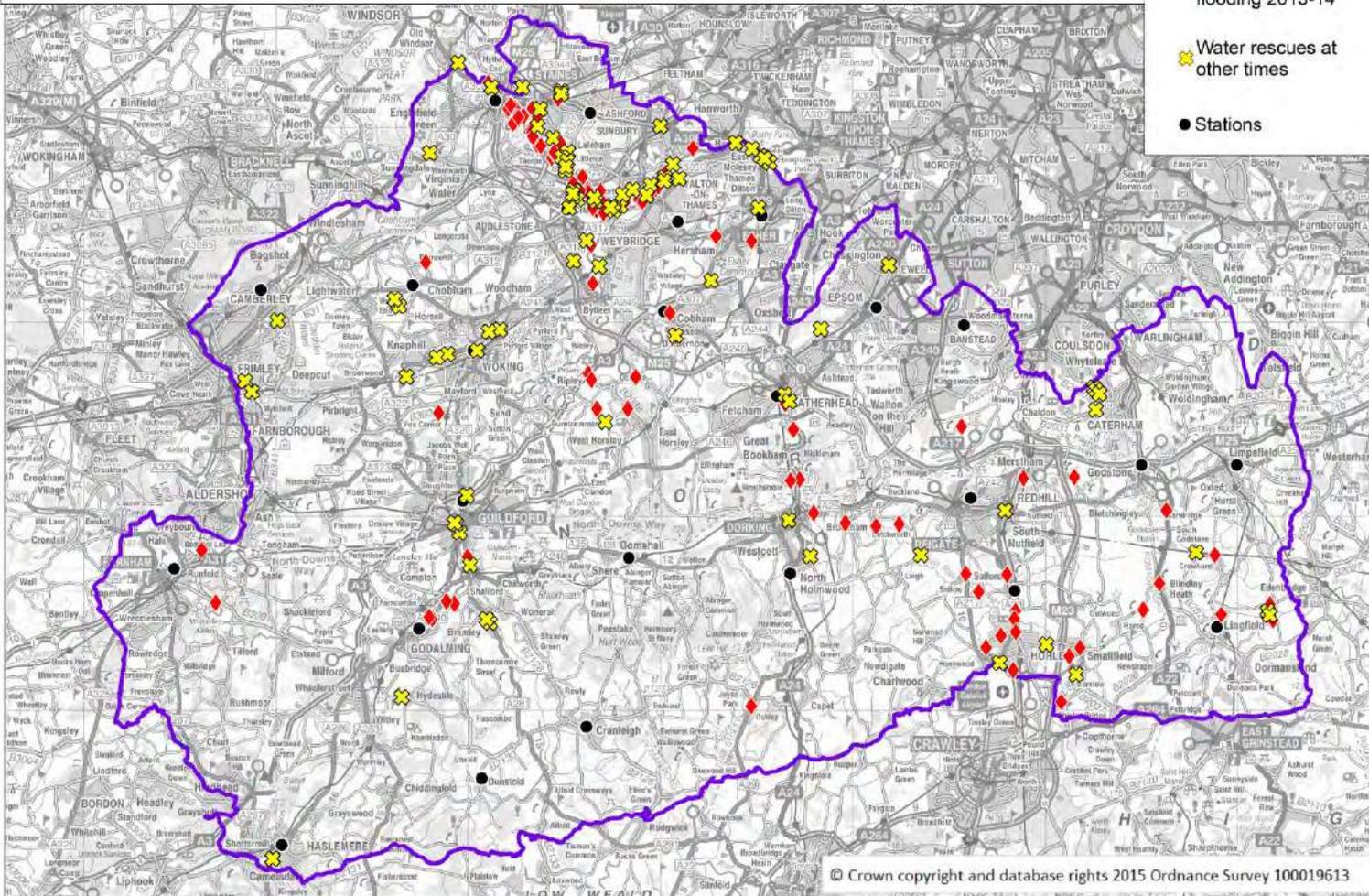
The rescue or evacuation from water trend line shows a similar pattern as might be expected but with an even more pronounced spike in 2013/14. Apart from that year the number of people rescued has been around 1 to 2 for every 100,000 people. What is different to flooding is the relative ranking, which has an average of 21st and therefore in the lower half of fire and rescue services.

Special Services for every 10,000 people: Rescue or evacuation from water



Locations of water rescues - 5 years 2013-14 to 2017-18
 Showing incidents during major flooding Dec 1013-Feb 2014 and other incidents

- Water rescues
- ◆ during major flooding 2013-14
- ✕ Water rescues at other times
- Stations



Risks associated with rivers and lakes – how we use risk in our service plans and strategies

We have specialist trained staff and rescue equipment available to respond to a range of flooding and water incidents across the County. We are involved in the Respect the Water campaign to ensure that a consistent water safety message is delivered to the public including at specific school visits. We have also worked closely with Districts and Boroughs to install public throwlines and signs, and train staff at pubs and restaurant along the Thames in the use of this equipment.

Surrey Fire and Rescue Service relevant strategies and plans

- [Community & Business Strategy](#)
- [Mobilising & Response Strategy](#)

Risks associated with the environment and climate change

The Surrey countryside is a highly valued leisure and commercial space. Surrey is a densely populated county and so the demands on green spaces are high. We aim to protect green spaces from fire, to protect the plants and animals which inhabit them, alongside safeguarding the enjoyment of these areas and the safety of residents.

Wildfires

Any fire occurring in natural vegetation, consuming the natural fuels and spreading in the environment can be classified as a wildfire. Surrey's mix of natural fuels, such as pine needles, tree moss, fir trees, leaves and twigs, make it susceptible to wildfires.

Wildfires and common fires have a number of impacts. They can threaten the health and wellbeing of visitors to the land, and may damage residential and commercial properties and recreation amenities. Wildfires can also affect critical national infrastructure, like transport networks and power lines. There can be an economic impact, like losses to forestry businesses and the wood processing sector, providers of tourism and recreation and also the cost of restoring woodlands after a wildfire.

Environmentally, wildfires can cause damage to the natural and historic environment (e.g. protected sites, endangered species, and listed buildings). Wildfires also release carbon dioxide stored in vegetation and soil, which increases carbon emissions and contributes to climate change.

Common and wildfires require a large number of our resources and may affect our ability to maintain fire cover elsewhere in the county.

Climate change and extreme weather

The current international predictions for the effects of climate change indicate that temperatures will rise, with increasing levels of rainfall. Higher temperatures for prolonged periods mean that we can expect to see more outdoor fires. This will impact also on water supplies, which is something that as a Service we need to take into account in our management and fighting of fires. More

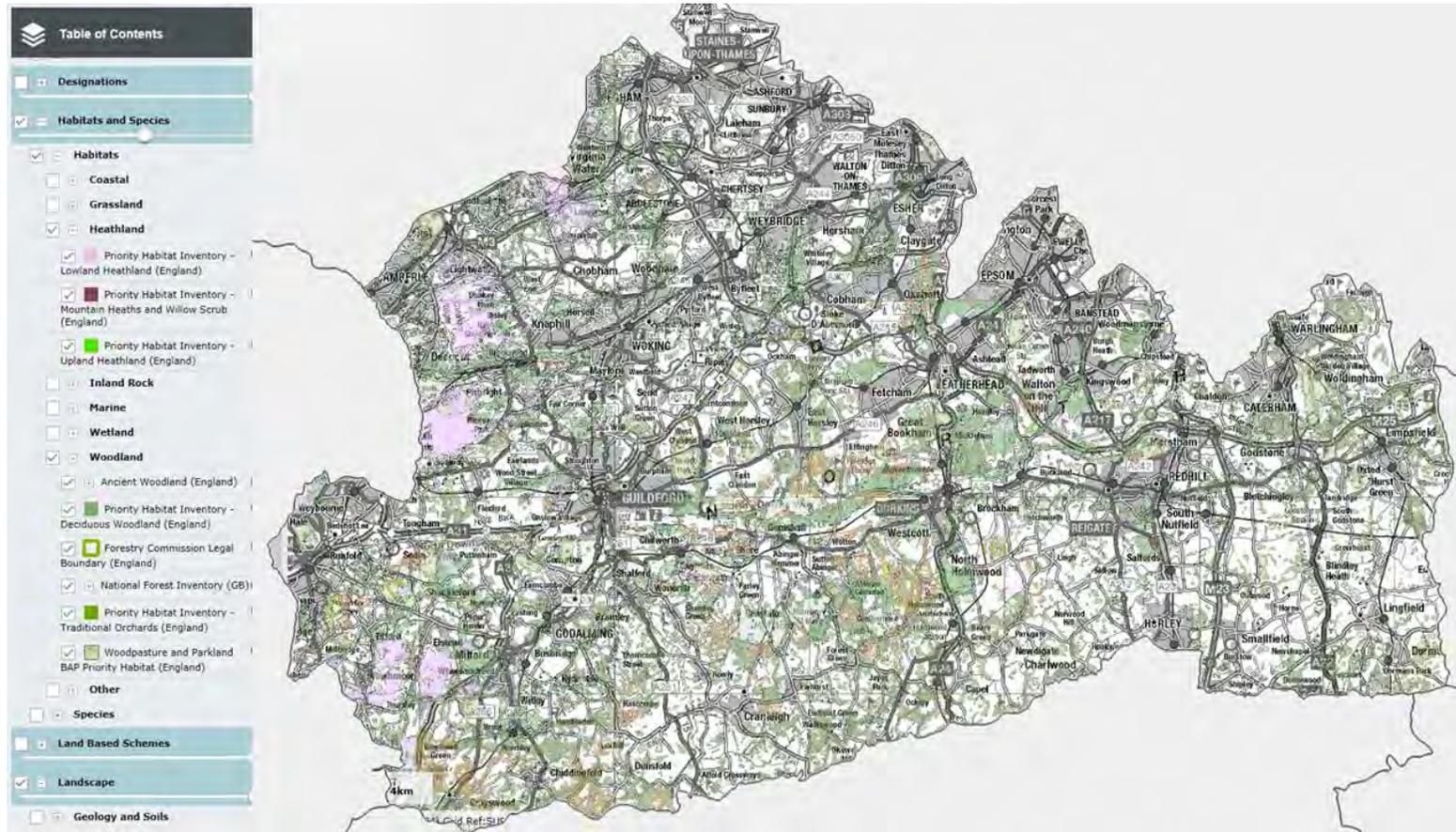


rainfall can lead to flooding, especially in communities close to rivers. Stormy weather can affect travel across the county, causing debris from fallen trees. Ice and snow can cause additional hazards on our roads.

Risks associated with the environment and climate change – incident and comparative data

Forest, heathland, agricultural, and other vegetation fires have considerable direct and indirect impacts on society, the economy, health and well-being, and may impact directly upon the transport and recreation sectors. Projected climate change highlights the urgency with which fire prevention planning for wildfires should be addressed.

Heathland and Woodland in Surrey – courtesy of the MAGIC interactive map

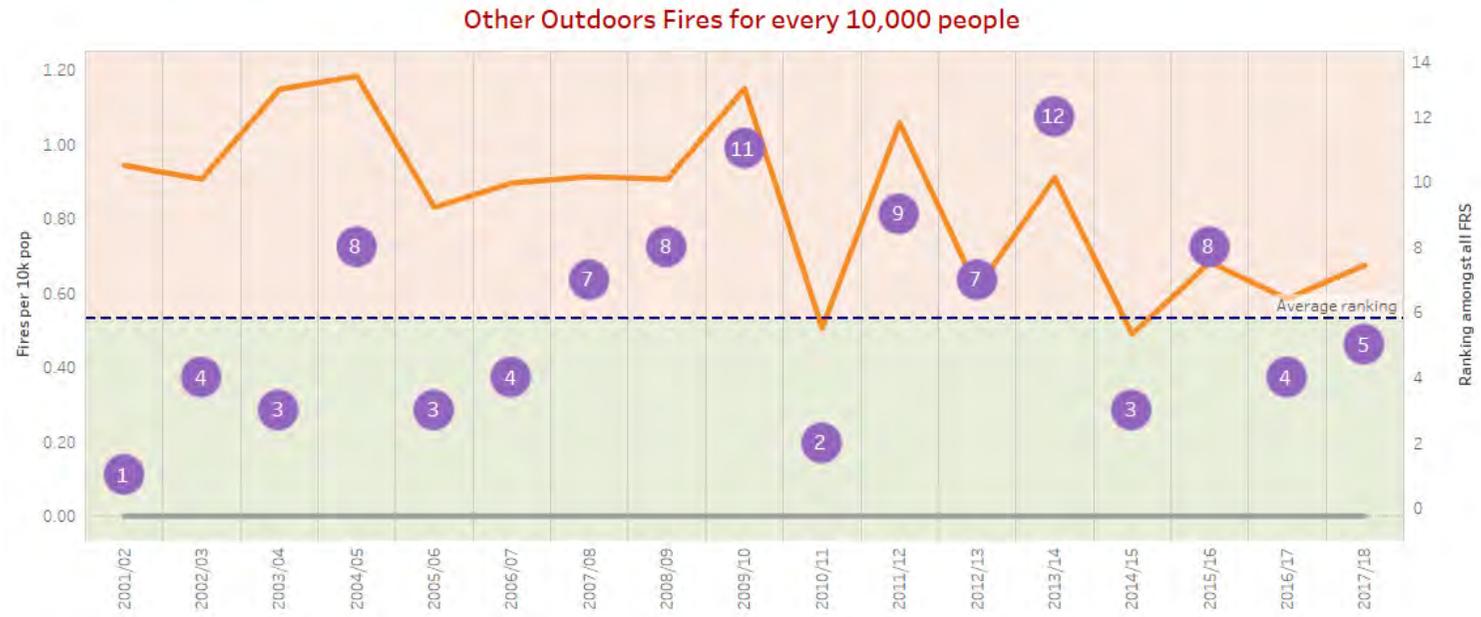


Surrey is the most wooded county in England. Waverley Borough, with nearly half of its land covered by trees, is almost as wooded as the New Forest.

Woodland covers 23% of the land area of Surrey, far more than the national average of 8.5%. However the figure for Europe is 33%.

To explore this map online in further detail please go to [this site](#).

Outdoor fires for the last 17 years have shown quite a volatile trend, but generally appears to be going downwards. Generally there has been 1 or 2 such fires for every 20,000 people in Surrey. Despite its wooded nature, Surrey's ranking position compared to others has generally fallen amongst the lowest 10.



Risks associated with the environment and climate change – how we use risk in our service plans and strategies

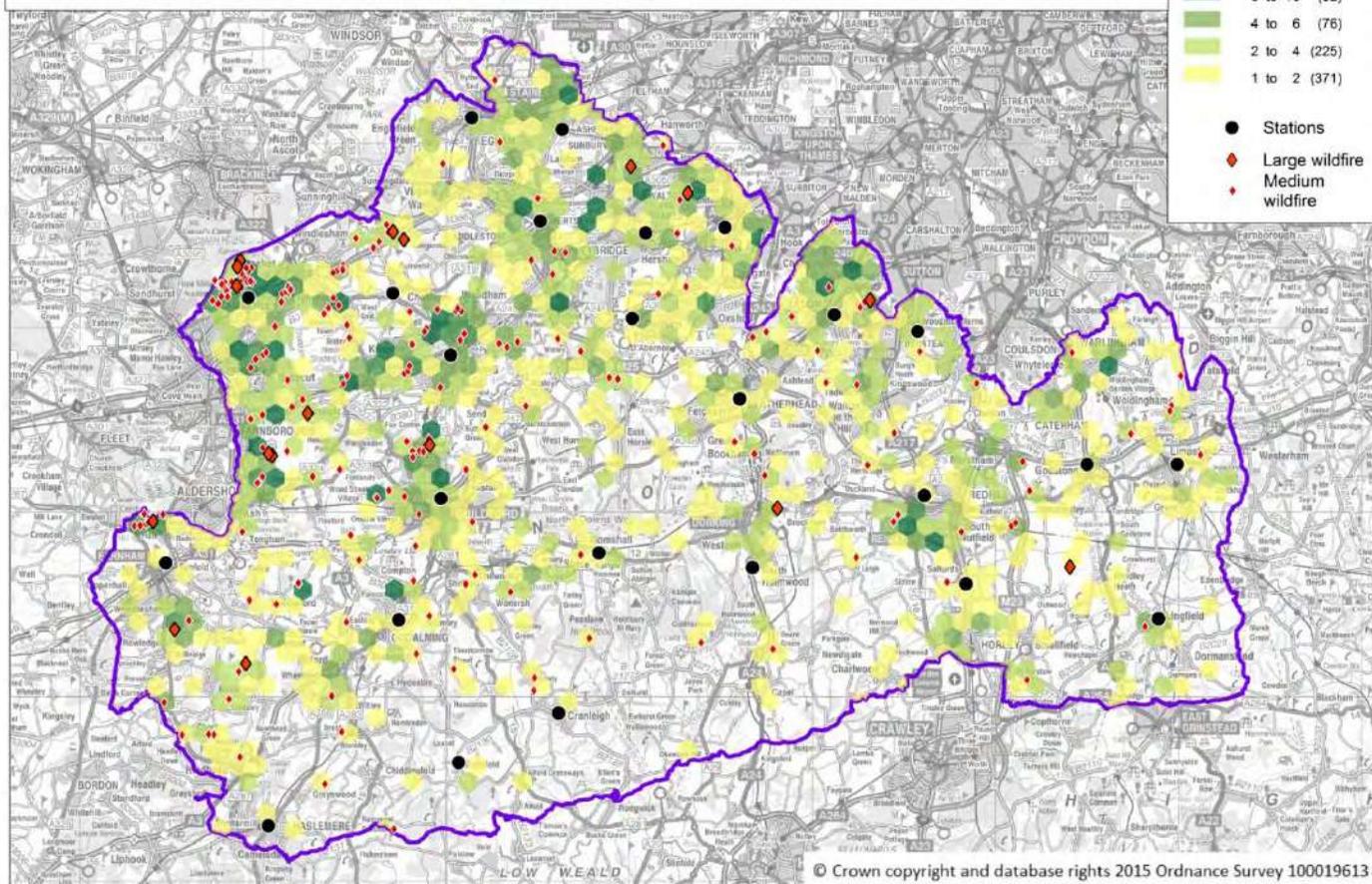
Preparing for wildfires includes maintaining specialist vehicles and specific additional training. Our focus is on prevention of wildfires and so we engage with local communities and provide education to young people through schemes such as FireWise and the Youth Engagement Scheme (YES). We engage with residents to provide information on reducing the risk of a wildfire occurring, and advice for evacuation if necessary. We have carried out inspections of areas at risk of wildfire and identified sites and premises that should be evacuated if a wildfire occurs.

The map below shows the density of wildfires in Surrey. Further work will be done by the Service to understand the different types of vegetation that succumb to wildfire and where they are in the county. This spatial representation will enable us to put clear prevention strategies in place. We will continue to develop links and work partnership with others, such as local authorities, Natural

England, Forestry Commission, Environment Agency and national parks, to deliver an effective wildfire strategy. This will include ensuring that habitats that are likely to be susceptible to wildfire have a plan in place to prevent, and respond to an incident through collaborative work with land managers. Wildfire Subject Matter Advisers are available for operational incidents and also for consultation with landowners as required.

Density of wildfires - 5 years 2013-14 to 2017/18

Large wildfires are those causing more than 10,000m² of damage, medium wildfires those causing more than 500m²



This map shows both the density of wildfires attended by the Service. This is from 1 April 2013 to 31 March 2018. It is evident from this that those categorised as 'Large wildfires' occur more frequently in the west of the County, particularly in the Borough of Surrey Heath.

Another area that the Service is looking to continue developing is understanding and mitigating the environmental impact of our operational response. This will include making use of our Environmental Protection Unit where required and ensuring that we are not leaving communities with negative environmental impacts as a result of our emergency response, for example water run-off from extinguishing fires which could cause flooding.

Fire and rescue vehicle and equipment play a key role in keeping our staff and residents safe. We want to make the best use of our resources, and have utilised Multi-Role Vehicles, designed to provide support in severe weather incidents where a fire engine cannot reach. Furthermore, we are looking at the environmental impact of vehicles throughout their production, use and when it's time to dispose of them. We are committed to operating sustainably and responsibly, assessing the carbon footprint and balancing with operational requirements, to ensure that at all times we are delivering the highest standards of public safety. We are encouraging our staff to become more aware of fuel-efficient driving, which both helps the environment and keeps our fuel costs down.

Surrey Fire and Rescue Service relevant strategies and plans

- [Community & Business Strategy](#)
- [Mobilising & Response Strategy](#)

National and regional risks

Planning for Major Incidents and Emergencies

The Civil Contingencies Act, and accompanying non-legislative measures, delivers a single framework for civil protection in the UK.

The Act and supporting Regulations and statutory guidance 'Emergency preparedness' establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each.

Those in Category 1 are organisations at the core of the response to most emergencies (the emergency services, local authorities, NHS bodies). Category 1 responders are subject to the full set of civil protection duties. They will be required to:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans
- put in place business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information with other local responders to enhance co-ordination
- co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

Partners involved in the emergency planning for Surrey come together in the Surrey Local Resilience Forum, chaired by the Chief Fire Officer, with the aim of coordinating the planning and response to incidents and to promote the cooperation between responders across Surrey.

Surrey's Very High Risks

The Local Resilience Forum is required to review risks and currently the very high risks in Surrey include the following areas,

Pandemic of infectious disease

This is a national risk. The impact would be very high given the expected infection numbers.

Widespread River (Fluvial) flooding

This is a very high risk based on historical events and winter 2013/14 experiences.

National Supply disruption failure – electricity

This a national risk. The impact of losing electricity for three days would be significant in Surrey.

There is a current focus on a number of other risks and threats including Terrorism and the impact on our communities, disruption to the supply chain for critical public services and the impacts from potential cyber-crime.



Emergency preparedness

SFRS has dedicated staff responsible for working with our county, borough and district partners in preparing for emergencies. They work with residents, communities and local businesses to help them create community resilience plans. These plans outline the roles and responsibilities to be activated if an incident occurs, supported by lead agencies and service plans. Key areas of focus are our response to flooding, wildfires and winter weather.

Surrey Fire and Rescue Service relevant strategies and plans

- [Community Risk Register](#)
- [Surrey Major Incident Protocol](#)



Equality Impact Assessment (EIA)

1. Topic of assessment

| | |
|------------------|---|
| EIA title | Making Surrey Safer – Our Plans for 2020 - 2023 |
|------------------|---|

| | |
|-------------------|--------------|
| EIA author | Sally Wilson |
|-------------------|--------------|

2. Approval

| | Name | Date approved |
|--------------------|------|---------------|
| Approved by | | |

3. Quality control

| | | | |
|-----------------------|--|----------------------|--|
| Version number | | EIA completed | |
| Date saved | | EIA published | |

4. EIA team

| Name | Job title | Organisation | Team role |
|--------------|---|--------------------------------|----------------------------|
| Sally Wilson | | Surrey Fire and Rescue Service | Lead |
| Owen Wilson | Equality, Diversity and Inclusion Officer | Surrey Fire and Rescue Service | Data analysis/ compilation |

5. Explaining the matter being assessed

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

All Fire and Rescue Authorities are required to produce an Integrated Risk Management Plan (IRMP) which considers all of the fire and rescue risks that could affect our communities.

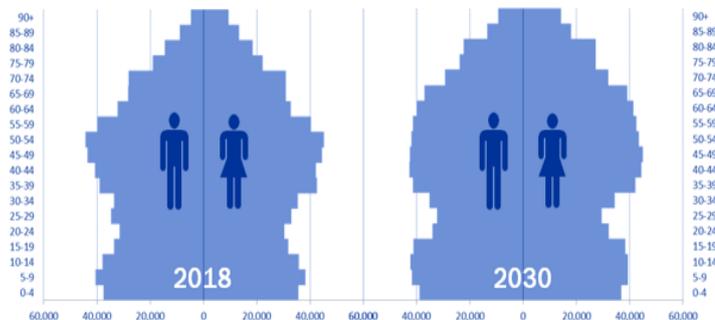
The vision of Surrey Fire and Rescue Service (SFRS) is to make Surrey a safer place to live, work, travel and do business. To achieve this in an ever changing environment, we need to reimagine our service and innovate. This means thinking differently about how we deliver our prevention, protection and response activities and finding better ways of working with partners, residents and businesses. The detail of how we intend to do this is set out in Making Surrey Safer – Our Plan 2020-2023 (“Our Plan”), our new IRMP.

Population Snapshot

As people are living longer, the age profile of the population will alter. There will be an increase in the proportion of people aged over 60 and aged over 85.

Surrey’s population in 2030

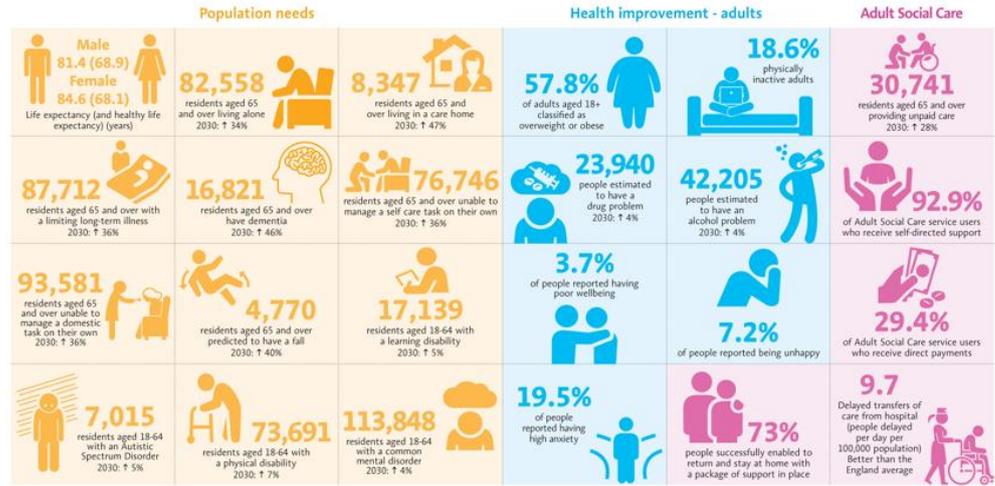
- The latest data shows Surrey’s population is growing rapidly, with more people living longer, consistently high birth rates and high migration levels. For instance, by 2030, over 22% of Surrey residents will be aged 65 and over (compared to 19% in 2018).
- Organisations need to continue adapting to keep pace with the changing and increasingly divergent needs, expectations and aspirations of the population. This includes increasing numbers of older people with more complex care needs and growing numbers of children and young people.



Notes:

- All data is latest available from sources such as Joint Strategic Needs Assessment, Surrey County Council publications and central government datasets
- Benchmarking used to show where Surrey stands out compared to local authority peers, regional and/or national averages

Growing older in Surrey



What proposals are you assessing?

Our Plan makes the following proposals:

- a. To spend more time on community and business safety prevention and protection activities to reduce the likelihood of emergencies. This means educating people and businesses about the risks of fire and other emergencies, and how to prevent them. This will realign our resources to meet the risk in Surrey and this will ensure that we deliver public value.
- b. To increase availability of crews at Haslemere and Walton over during weekends, during the days, which will improve our resilience for specific risks including water and wildfire.
- c. To maintain the number of fire stations in Surrey and change how some of them are crewed. Changes are proposed in the Banstead, Camberley, Egham, Fordbridge, Guildford, Painshill and Woking areas. Camberley, Fordbridge, Guildford and Woking will have one frontline appliance immediately available fire engine available of a night, rather than two. There will be no dedicated night time response cover for Egham, Banstead and Painshill. Night time cover at these locations would come from neighbouring fire stations. The response for the first appliance, would continue, on average, to be less than 10 minutes.
- d. To increase the number of On Call firefighters in Surrey. We will do this by improving the attractiveness of the role and by increasing the area we can recruit from. This will further improve our availability to respond.
- e. To charge for some incidents we attend such as false reports of fire (hoax calls and automatic false alarms) and animal rescues so that we can recover our costs. Wherever possible, we will work with partners, business and animal owners (in particular farmers), to avoid the need to respond to these types of incidents in the first place - handing them over to the responsible person(s). This will avoid the need for a charge to be made.

9

Who is affected by the proposals outlined above?

- All communities in Surrey
- Visitors to the county
- Surrey Fire and Rescue members of staff
- Fire Authority Members
- Surrey Local Authorities and other Emergency Services we work with

6. Sources of information

Engagement carried out

Direct contact:

- 37 face to face briefings offered to all SFRS staff at fire stations were attended by 371 members of staff.
- Briefing for SCC Chairman's Group meeting
- Presentations/ briefings for Elmbridge, Mole Valley and Reigate & Banstead informal local committees
- Presentation at Surrey Police Independent Advisory Group meeting
- Member workshop
- Briefing and Q&A for the Vision Action Group
- Briefing and Q&A for Long Term Neurological Conditions Community Group
- Briefing and Q&A for the East Disability Empowerment Network
- Briefing and Q&A for the Haslemere Lunch Club
- Information shared (by email) with all members of the Surrey Equality Group, Faith Groups, Surrey Minority Ethnic Forum and Sight for Surrey
- Information shared by Catalyst (drug and alcohol service)
- Information shared by Surrey Youth Cabinet (via social media)
- Regular member briefings and FAQs
- Emails to staff.

Print:

- Full and summary versions of the draft plan and questionnaires distributed to libraries, district and borough offices, SCC's contact centre and members of the public (on request).
- Emails to approximately 200 stakeholders, including other emergency services (e.g. Police, NHS, Ambulance and other fire and rescue services), Surrey MPs, borough and county councillors, district and borough council leaders & chief executives, parish councils, business groups, Surrey Coalition of Disabled People members and other partners.
- Posters issued to fire stations, libraries, district and boroughs, colleges, community centres, churches, resident associations and parish councils.
- Postcards issued to libraries and district and boroughs

- Roadside banners at Reigate, Guildford, Camberley, Woking, Walton, Painshill, Sunbury and Egham fire stations
- Articles in newsletters including Surrey Matters, e-brief, Issues Monitor and Communicate.
- Newspaper advertising
- Media –the proposals featured in many items of media during the consultation period, including BBC Surrey radio, Eagle Radio, the Surrey Advertiser and the Herald series. Media work included media releases, a video and radio interviews.

Online:

- Standard and accessible formats (easy read, audio, screen reader and large print from May 2019) of the draft plan/summary document
- On-line consultation survey
- Regular social media promotion on SFRS Twitter and Facebook and SCC Surrey Matters account
- Online advertising, Facebook promoted posts and ad messenger scrolling text banner.

Data used

The following are some examples of the data we have used to support this work to date.

- Fatal Fires Report
- Surrey-i
- Community Risk Profile – Understanding the risks we face is a key part of our decision making process. It forms our planning for how and where we should use our resources to reduce the occurrence and impact of emergency incidents across Surrey. Our [Community Risk Profile](#) document has been developed setting out how the Service works to address risk in Surrey and to achieve the proposals set out in our Plan.
- SFRS local intelligence data
- Office of National Statistics (ONS) data
- Neighbourhood data

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

This EIA focusses on the overall impact of the Making Surrey Safer – Our Plan 2020-2023.

Impacts may come from changes to both the community safety offer and the change to response times. There are potential impacts from the changes to fire and rescue cover at the stations of Banstead, Camberley, Dunsfold, Egham, Fordbridge, Gomshall, Haslemere, Guildford, Painshill, Walton and Woking. In some areas, response times are predicted to increase, and so it will take longer on average for an appliance to arrive at an incident. In other areas, response times are predicted to decrease, so on average the first appliance will arrive sooner than under the current

system. Appendix C provides the response time data for each Borough/District, and is summarised in the following section.

A change in the way that community and business safety activities are delivered may have positive impacts to certain groups. For example the plan is to increase Safe and Well Visits from approximately 4,500 in 2018 to 20,000 by 2021. Targeted visits could have an overall positive impact for groups at risk of fire, including the elderly and people with disabilities.

The proposals within Making Surrey Safer – Our Plan 2020-2023 set out similar provision for fire and rescue cover at each of the stations as they have now, with the same amount of fire engines at the same locations. The primary difference would be the way in which they are crewed.

Changes to crewing patterns from ‘days and nights’ to ‘days only’ will have an impact on staff. There may be positive and/or negative impacts to individuals depending on their personal circumstances. Patterns in terms of impacts to groups with shared protected characteristics will be assessed by an EIA specific to the changes in crewing patterns, using internal data regarding the specific staff at each station.

No specific issue has been identified at this stage, however there is potential for disproportionate impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This needs to be analysed in the EIA(s) for the crewing system once these are known and will then be addressed accordingly.

To understand the impact that the proposed changes to crewing patterns will have on the communities that they serve, response times have been analysed. The detail for the choice of data sets used, the different response times in the scenario proposed in the Plan, and supporting data, are contained in Appendix C.

Summary of potential changes to response:

- Daytime response times on a weekday – no change.
- Daytime response times on a weekend - on average a first appliance will arrive at a critical incident 12 seconds sooner under the Plan.
- Night time response cover - on average a first appliance will arrive at a critical incident 38 seconds later under the Plan.
- Average response times – on average a first appliance will arrive at a critical incident 12 seconds later under the Plan, up from 07:22 minutes to 07:34 minutes.

The proposed changes to response times per Borough/District are captured in Appendix C.

Where response times are reduced there is potential for a positive impact on all areas of the community, as at times of emergency the public would receive a more rapid response than the current response. In the proposed scenario, these improved times are found, for the most part, on weekend days resulting from changes in fire and rescue cover at Walton and Haslemere.

Where response times are increased, there is potential for a negative impact on all areas of the community, as at times of emergency the public will have to wait longer for a fire appliance than the current response. There is evidence to suggest that the people most vulnerable to these outcomes are disproportionately likely to come from certain protected characteristics, the elderly and people with disabilities in particular. In the proposed scenario, these increased times are found, for the most part, at night, resulting from changes to night-time cover at Banstead, Camberley, Egham, Fordbridge, Guildford, Painshill and Woking.

The impacts on equalities in regards to people from specific protected characteristics are captured in Section 7a. The Action Plan in Section 9 sets out the mitigating actions to compensate for the potential negative impacts. Our Plan sets out an uplift in business and community safety activity

and over a number of years such activity has been shown to drive down the likelihood of incidents occurring in the first place.

Following the public consultation period, comments were reviewed and compared against the original findings in this EIA. Potential impacts were identified and the EIA was updated where appropriate.

Perceived impacts are:

- Potential cost recovery for animal rescue. This issue was analysed and no evidence was available that indicated a disproportionate impact to any particular group with a specific protected characteristic.
- Risk to residents in high rise accommodation. This issue was analysed and no evidence was available that indicated a disproportionate impact to any particular group with a specific protected characteristic.
- The risk to students in tertiary education in the event of a fire. This issue was analysed and potential impacts were identified, the findings of which are included in section 7a and 9. Mitigating factors have been considered and will be implemented as detailed in section 9.
- The impact on the elderly and vulnerable from reductions in night time fire and rescue cover. This issue had already been covered, but sections 7a and 9 have been updated to acknowledge concerns regarding the trend in more people aged 65 or older living alone with reduced ability to undertake domestic or self-care tasks. Mitigating factors have been considered and will be implemented as detailed in section 9.
- The impact on the ability of Surrey Fire and Rescue Service to respond to water rescue and flooding incidents as a result of changes to crewing patterns. Evidence suggests that males aged 15 to 29 and 45 to 59 are disproportionately likely to suffer death in water related incidents. The majority of these incidents (70%) took place during the day where proposed changes to fire and rescue cover wouldn't have a direct impact. Investing in prevention and educational activities has the potential to reduce these incidents, so may have a particular positive impact on males in these age groups.
- The impact on the ability of Surrey Fire and Rescue Service to respond to air accidents. This issue was analysed and no evidence was available that indicated a disproportionate impact to any particular group with a specific protected characteristic.
- The impact to residents of office to residential conversions in the event of a fire. This issue was analysed and no evidence was available that indicates a disproportionate impact to any particular group with a specific protected characteristic.

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

Page 175

| Protected characteristic | Potential positive impacts | Potential negative impacts | Evidence |
|--------------------------|---|--|--|
| <p>Age</p> | <p>The proposed Lifelong Learning programme will help to identify what community safety provision is most valuable for people in different age groups. The plan is to ensure that safety messages are delivered to residents at all stages of their lives in Surrey, to build communities resilient to fire and other emergencies.</p> <p>Increased, targeted use of our Safe and Well Visit programme should allow us to reduce the risk to vulnerable people in higher risk age groups. A focus on campaigns for older people will allow us to target those most at risk. An uplift in visits from 4,500 to 20,000 by 2021 will significantly increase our capacity.</p> <p>Increased use of wider community safety initiatives may be used to target accident prevention work to at risk groups. For example the Safe Drive Stay Alive programme has delivered road safety awareness</p> | <p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact on the elderly given their vulnerability statistically to be injured or killed in fires. Furthermore, forecasts suggest that the number of people aged 65 and older who live alone, have dementia, are unable to perform self-care tasks, or are unable to perform domestic tasks will increase. These people are likely to be more vulnerable to fire in the home.</p> <p>Increase in response times to road traffic collisions may hamper our ability to provide emergency first aid and extricate casualties as quickly as we can under the current resourcing model. This may have a greater impact on young people, as they are disproportionately likely to be involved in road collisions, are disproportionately likely to be</p> | <p>A study by Arch and Thurston into Cheshire Fire and Rescue Service shows that in the period 2002-12 community fire safety provision was statistically correlated with a reduction in accidental dwelling fires (ADFs). Analysis on Surrey data in the period 2006 to 2017 indicates a correlation between the number of Safe and Well Visits and a decrease in dwelling fires in Surrey (see Appendix D).</p> <p>In England as a whole, research has demonstrated that older people, people with disabilities, those living in single parent households, males aged 46-60 who live alone and drink and smoke in the home, and young people aged 16-24 (including students) are at a greater risk of dying in fires. Those aged 80 and over have a higher fire-related fatality rate, accounting for 5 per cent of the population but 20 per cent of all fire-related fatalities in 2016/17.</p> <p><u>People aged 65+</u> Internal data shows that in Surrey, in the years 2009-18, 45% of fire fatalities fell into the age group 70+, although they only represented 14% of the population.</p> <p>Data from the community risk profile suggests that by 2030 the number of people aged 65 and older living alone will have increased by 34%. The number of people aged 65 and older with dementia will have increased by 46%. The number of people aged 65 and older unable to perform a self-care task or domestic task will have increased by 36%.</p> |

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|--|--|--|--|
| | <p>to approximately 13,500 young people in 2018.</p> <p>Data shows that in Surrey in the years 2015-2018, people in the age groups 15-29 and 45-59 account for 60% of all deaths in water to which SFRS responded. An increase in community engagement and educational work through an expanded community safety programme may serve to reduce incidence of water rescue and fatality to these vulnerable groups.</p> <p>Safe and Well Visits look at all elements of a family's lifestyle and circumstances. They offer meaningful advice and interventions to help ensure that families not only stay safe in their homes but get wider support in their community. An uplift in these visits could mean more families can be better protected.</p> | <p>killed or seriously injured in road collisions, and are likely to be involved in road collisions at night where fire and rescue cover will be reduced.</p> <p>Students have been shown to be at a greater risk from fire. Large concentrations of young people, including students, are resident in Runnymede and Guildford due in part to the presence of tertiary education establishments. These boroughs are predicted to have longer average response times under the proposed plans.</p> <p>S11 Children Act 2004 imposes a duty to ensure that decisions affecting children have regard to the need to safeguard them and protect their welfare. An increase in response times in certain areas at certain times through changes in fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact for families with children in areas where cover will be reduced at night.</p> | <p>Young People Young drivers (aged 17-24) are known to be in the highest risk group for road traffic collisions. Department of Transport Data shows that in 2013 in Great Britain, drivers in this age group accounted for 5% of miles travelled but 18% of reported road traffic collisions.</p> <p>The road safety charity, Brake, highlight that in the UK, male drivers aged 17-20 are seven times more likely to crash than all male drivers, but between the hours of 2am and 5am their risk is 17 times higher (2005 data). This may not reflect the situation in Surrey.</p> <p>Data from Surrey County Council's Travel and Transport Group shows that in the years 2004 to 2016, 25% of all people killed or seriously injured in road traffic collisions were aged 17-24. This age group only makes up 11% of the driving age population (17+). Data from RoSPA and the Water Incident Database shows that in England in the period 2015 – 2018, males accounted for 83.7% of all naturally occurring or accidental deaths in water. Of these, 51.4% were males in the 15-29 and 45-69 age brackets. Internal data shows that in Surrey in the years 2015-2018, 60% of all deaths in water to which SFRS responded were in the age groups 15-29 and 45-59. 70% of these incidents occurred in the hours of 07:00 to 19:00. 75% of these incidents occurred on a week day, and 25% on a weekend day.</p> <p>Surrey picture of the population There are estimated to be 72,900 children aged under 5 in Surrey (6.2% of the population). Elmbridge (7.4%) and Woking (7.2%) have the highest proportion of under 5s and Mole Valley the lowest (5.3%).</p> <p>There are estimated to be 169,500 children aged 5-16</p> |
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| | | | <p>(14.5% of the population). Elmbridge has the highest proportion of children (16.3%) and Runnymede the lowest (12.5%).</p> <p>There are estimated to be 104,400 people aged 17-24 making up almost a tenth of the population (8.9%). Runnymede (14.0%) and Guildford (13.8%) have the highest percentage due to the universities situated in these boroughs, and Elmbridge the lowest (6.5%).</p> <p>There are estimated to be 605,300 people aged 25-64 making up just over half of the population (51.8%). Woking has the highest percentage (54.0%) and Waverley the lowest (48.9%).</p> <p>There are estimated to be 216,700 older people aged 65+, making up just under one in five (18.5%) of the population. Mole Valley has the highest proportion of older people (22.8%) and Guildford the lowest (16.3%).</p> <p>Appendix B1 provides a breakdown of age groups per Borough/District.</p> |
| <p>Disability</p> | <p>Increased, targeted use of our Safe and Well Visit programme should allow us to reduce the risk to vulnerable people with disabilities.</p> <p>An uplift in visits from 4,500 to 20,000 by 2021 will significantly increase our capacity.</p> <p>Increased use of wider community safety initiatives may be used to target accident</p> | <p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact on those with mobility or mental health issues given their vulnerability statistically to be injured or killed in fire, and on people with mobility issues given that they may have greater difficulty escaping a fire.</p> | <p><u>Census 2011</u> In 2011, 13.5% of residents in Surrey reported a health problem, with 7.8% limited a little and 5.7% limited a lot. The overall proportion reporting a health problem was unchanged from 2001.</p> <p>The proportion of the Surrey population reporting a health problem is highest in Spelthorne (14.9%) and lowest in Elmbridge (12.1%). Fewer Surrey residents reported a health problem than the national average. In England as a whole 17.6% reported a health problem with 9.3% limited a little and 8.3% limited a lot.</p> <p><u>Disability and Mobility:</u></p> |

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| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 178</p> | <p>prevention work to at risk groups.</p> | | <p>Between April 2006 and March 2012, of the 16 people who died in a fire in Surrey, 7 (45%) were known to have mobility issues that affected their ability to escape the fire. All the people who were asleep at the time of the fire had additional underlying issues of restricted mobility, mental health and/or alcohol misuse. (CRP 2013/14)</p> <p><u>Mental Health:</u> The fatal fires analysis highlights mental health issues as a contributory factor to accidental dwelling fire deaths.</p> <p>9 of the 18 people who died in fires outside the home between April 2006 and March 2016 were suffering from mental health issues.</p> <p>The numbers of people with alcohol and drug dependencies are also forecast to rise by 4% by 2030.</p> <p><u>Race and ethnicity:</u> Differences in the levels of mental well-being and prevalence of mental disorders are influenced by a complex combination of socio-economic factors, racism, diagnostic bias and cultural and ethnic differences and are reflected in how mental health and mental distress are presented, perceived and interpreted.</p> <p><u>Gender:</u> Gender impacts significantly on risk and protective factors for mental health and expression of the experience of mental distress. Neurotic disorders including depression, anxiety, attempted suicide and self-harm are more prevalent in women than men, while suicide, drug and alcohol abuse, anti-social personality disorder, crime and violence are more prevalent among men. Gay, lesbian, bisexual and gender reassignment people are at increased risk for some mental health problems –</p> |
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| | | | <p>notably anxiety, depression, self-harm and substance misuse – and more likely to report psychological distress than their heterosexual counterparts.</p> <p><u>Smoking (and Mental Health):</u> Surrey’s Joint Strategic Needs Assessment (JSNA) also identifies that mental health service users exhibit rates of smoking at least twice that found among the general population. Between April 2006 and March 2016, in 35% of the accidental fatal dwelling fires, smoking materials was the primary cause of the fires.</p> <p>Appendix provides a breakdown of B2 Long term illness or disability per Borough/District</p> |
| <p>Gender reassignment</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic.</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p>Data on gender reassignment across the county is limited. The Office of National Statistics have identified the need for this data to inform further policy making decisions.</p> |
| <p>Pregnancy and maternity</p> | <p>The proposed Lifelong Learning programme will help to identify what community safety provision is most valuable for people in different age groups. The plan is to ensure that safety messages are delivered to residents at all stages of their lives in Surrey, to build communities resilient to fire and other emergencies.</p> | <p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact for people generally in areas where cover will be reduced.</p> | <p>Expectant and new mothers could potentially be more at risk when escaping from a fire, as emergency evacuation may be difficult due to reduced agility, dexterity, co-ordination, speed, reach and balance. Mothers will also face the additional difficulty of evacuating babies and/or young children. Further research needs to be done to establish a link between pregnancy/maternity and risk from fire and other emergencies.</p> |
| <p>Race</p> | <p>Increased, targeted use of our Safe and Well Visit programme and business fire safety auditing should allow us to reduce the risk to residents and businesses from all groups. Community</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p><i>The breakdown of racial/ethnic groups by Borough/District can be found in the appendices (A and B3) to this document, and are taken from Surrey-i – 2011 census data.</i></p> |

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| | <p>outreach programmes will assist in ensuring that people who have English as a second language will receive appropriate fire safety provision.</p> | | <p>In some areas there are populations of people from certain ethnic backgrounds notably larger than the Surrey average (mean). Elmbridge, Reigate and Banstead, Runnymede, Spelthorne and Woking are all cases in point. Of these, Runnymede is facing the biggest impact to response times under the proposed changes. It could be argued that the Indian community are disproportionately affected by the changes to response times, as the Indian population in Runnymede is 39% higher than the Surrey average. However there is no evidence to suggest that people from an Indian background in Runnymede will be disproportionately affected compared to the community of Runnymede as a whole. Furthermore Runnymede will retain a response time within the target of 10 minutes and quicker than the Surrey mean.</p> |
| Page 180 | <p>Religion and belief</p> <p>Increased, targeted use of our Safe and Well Visit programme and business fire safety auditing should allow us to reduce the risk to residents and businesses from all groups. Community outreach programmes will assist in ensuring that fire safety activities will take place in places of religious worship in order to reach a large audience.</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic.</p> | <p><i>The breakdown of religious groups by Borough/District can be found in the appendices (A and B4) to this document, and are taken from Surrey-i – 2011 census data.</i></p> <p>In certain areas there are populations of people from certain religions notably larger than the Surrey mean. Epsom and Ewell, Spelthorne and Woking are all cases in point. All of these boroughs will retain a response time within the target of 10 minutes and quicker than the Surrey mean, so it cannot be clearly argued that people from any particular religion will be disproportionately impacted by changes to fire and rescue cover.</p> |
| | <p>Sex</p> <p>In Surrey in the years 2015-2018 85% of FRS incidents involving fatalities in water the casualties were males. An increase in community engagement and educational work through an expanded</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p>Surrey's population, according to the ONS's estimates for 2017 is 50.9% female and 49.1% male in all age groups as a whole. Guildford Borough has the most statistically balanced population, with 50% male and female, and Elmbridge Borough the least balanced, with 51.6% female and 48.4% male. Further information is available in Appendix B5.</p> |

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| | <p>community safety programme may serve to reduce incidence of water rescue and fatality to this vulnerable group.</p> | | <p>Data from RoSPA and the Water Incident Database shows that in England in the period 2015 – 2018, males accounted for 83.7% of all naturally occurring or accidental deaths in water. Internal data shows that in Surrey in the years 2015-2018, 85% of water related fatalities that SFRS responded to were males. 70% of these incidents occurred in the hours of 07:00 to 19:00. 75% of these incidents occurred on a week day, and 25% on a weekend day.</p> |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 181</p> <p style="text-align: center;">Sexual orientation</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p>Data on sexual orientation across the county is limited. ONS estimates are by County and are not broken down into Borough so do not contain the detail necessary for analysis. Estimates suggest that in 2013-15 97.3 % of the Surrey population was heterosexual, 0.7% gay or lesbian, 0.3% bisexual, 0.3% other and 5.1% don't know or refuse to comment. This is broadly in line with National estimates. There is a slightly higher estimated percentage of heterosexual individuals compared to the National average (93.5%) a slightly lower estimated percentage of gay or lesbian (1.2% Nationally), a lower estimated percentage of bisexual (0.6 Nationally), a lower estimated percentage of "other" (0.4 Nationally) and a higher estimated percentage of those who didn't know or preferred not to comment (4.4 Nationally).</p> <p>There is no strong evidence to suggest that people of any particular sexual orientation may be at a higher risk of injury from fire or other FRS-relevant incidents.</p> |
| <p style="text-align: center;">Marriage and civil partnerships</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p>There is no indication that there will be a significant impact on people with this protected characteristic</p> | <p>People who live alone, rather than those who live with partners, are at higher risk of accidental fires.</p> <p>The largest change (in the number of people living alone by age group, 2005 – 2015) is in the 45 to 64 age group, where the number of people living alone increased by 23% between 2005 and 2015, a statistically significant change. This is partly due to the increasing population aged 45 to 64 in the UK over this period, as the 1960s baby boom</p> |



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| | | | <p>generation have been reaching this age group. The increase could also be due to a rise in the proportion of the population aged 45 to 64 who are divorced or never married.</p> <p>Appendix B6 provides a breakdown of marital status by Borough/District.</p> |
| Carers (protected by association) | <p>Increased, targeted use of our Safe and Well Visit programme should allow us to reduce the risk to vulnerable people in higher risk groups. Improved fire safety in these homes may help protect carers by association.</p> | <p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This is likely to have a greater impact on elderly and disabled residents. Their carers may be impacted by association, but there is no clear evidence for this.</p> | <p>There is no clear evidence available to correlate adverse impact to carers with changes to fire and rescue response times.</p> |

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

| Protected characteristic | Potential positive impacts | Potential negative impacts | Evidence |
|--------------------------|--|--|--|
| Age | <p>An increase in dedicated fire safety roles may provide opportunities for firefighters for whom the fitness requirements of an operational role can become progressively more challenging.</p> | <p>No specific issue has been identified at this stage</p> | <p>A 1990 study by Rogers et al found that, from the age of 30, VO2 max (VO2 max measures the optimum rate at which heart, lungs and muscles can effectively use oxygen during exercise) declines by 12% per decade. VO2 max is used as a factor in determining firefighter fitness.</p> <p>Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.</p> |

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| Disability | An increase in dedicated fire safety roles may provide opportunities for firefighters who develop disabilities that prohibit an operational role, such as reduced mobility. | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Gender reassignment | | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Pregnancy and maternity | | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Race | | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Religion and belief | | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Sex | | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Sexual orientation | | No specific issue has been identified at this stage | Data on the profile of the Service according to sexual orientation is not mandatory for employees to declare, and to date responses have been at low levels. This leaves the Service with limited data on the number of LGBT employees in Service. Therefore it is not possible to tell whether members of a particular sexual orientation are impacted positively or negatively, for example therefore suffer an indirect impact through the service restructure. Efforts will be undertaken to capture better staff demographic data in order to better understand impacts in future. Positive action could be taken to mitigate any adverse risk. On a national level data from the Fire & Rescue Service Equality and Diversity Strategy 2008 – 2018 demonstrates that there is recognition that the number of gay, lesbian and bisexual Fire & Rescue Service employees who feel |

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| | | | able to be open about their sexuality at work is less than 10 per cent of the national average. Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Marriage and civil partnerships | | No specific issue has been identified at this stage | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |
| Carers (protected by association) | No specific benefit has been identified at this stage, however there is potential for flexible working to have a positive impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This needs to be analysed in the individual EIAs for each region/station affected. | No specific issue has been identified at this stage, however there is potential for disproportionate impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This needs to be analysed in the individual EIAs for each crewing system once these are known. | Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic. |

8. Amendments to the proposals

| Change | Reason for change |
|--------|-------------------|
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9. Action plan

| Potential impact (positive or negative) | Action needed to maximise positive impact or mitigate negative impact | By when | Owner |
|--|--|---|---|
| An increase in targeted fire safety provision should reduce the risk to the most people most vulnerable to fire, which includes the elderly and people with restricted mobility, sensory impairments and mental health issues | Targeted campaigns in coordination with community engagement programmes will assist in delivering fire safety provision to people most vulnerable from fire and other emergencies. | Frequency based on risk analysis and Person Centred Approach | Andrew Treasure |
| The increase in response times through changes to fire and rescue cover at several fire stations may mean greater risk to life and serious injury. This could have a greater impact on the following groups: <ul style="list-style-type: none"> the elderly given their vulnerability statistically to be injured or killed in fires, and on the elderly and parents with young children given that they may have greater difficulty escaping a fire. those with mobility or mental health issues given their vulnerability statistically to be injured or killed in fire, and on the disabled given that they may have greater difficulty escaping a fire. On Carers and the children or adults they | <p>Additional investment will be allocated to fire safety provision. Prevention work will continue across the County, e.g. Safe and Well Visits (SAWVs), in order to inform and educate the public about reducing the risk of fire and other emergencies. Individuals at greatest risk, such as the elderly and people with mobility issues will be targeted to improve equality of opportunity in fire safety provision. The number of SAWVs is proposed to increase from 4,500 in 2018 to 20,000 by 2021.</p> <p>A key priority for Surrey County Council is to support people to live at home for longer. Telecare is the name given to the range of sensors which link with the traditional community or lifeline alarms. Telecare equipment ranges from pendants that can be worn to smoke and carbon monoxide detectors, and bed and falls sensors for those with mobility</p> | <p>Increases on an annual basis</p> <p>Increases in partnerships on an annual basis</p> | <p>Andrew Treasure</p> <p>Andrew Treasure</p> |

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| <p>General impacts to people of different protected groups may not be immediately evident from existing analysis.</p> | <p>Robust equality monitoring during the consultation process may reveal patterns in views relevant to protected groups.</p> | <p>End of September 2019</p> | <p>Sarah Kershaw</p> |
| <p>Temporal fire patterns within Surrey, and specifically in the areas most directly affected by the proposed changes, need to be analysed to assess the potential impact on different groups.</p> | <p>Negative impacts may be mitigated by an increase of targeted fire safety provision, but the overall effect of such mitigation should be assessed. SAWVs will increase from 4,500 to 20,000 by 2021.</p> | <p>Increases on an annual basis</p> | <p>Andrew Treasure</p> |

10. Potential negative impacts that cannot be mitigated

| Potential negative impact | Protected characteristic(s) that could be affected |
|--|--|
| <p>No impact has been identified for which measures cannot be taken in an attempt at mitigation. However the anticipated positive impacts of mitigation will be monitored using evaluative performance measures to assess effectiveness.</p> | |
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11. Summary of key impacts and actions

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| <p>Information and engagement underpinning equalities analysis</p> | <p>Full public consultation was undertaken and responses considered in regard to potential impacts. The findings of the consultation process can be found at:</p> |
| <p>Key impacts (positive and/or negative) on people with protected characteristics</p> | <p>Increased business and community safety provision will benefit all sectors of our community, and there will be an increased focus on fire safety for people who are most vulnerable, which includes people 65 and older and people with disabilities. Increases in response times might impact young drivers and older people.</p> |
| <p>Changes you have made to the proposal as a result of the EIA</p> | <p>The content of the EIA, and the impacts identified, have been considered along with feedback from the consultation when developing the final plan. No substantive changes have been made to the initial proposals. However there are clear actions that we can take to mitigate the impact set out here whilst still delivering the plan.</p> |
| <p>Key mitigating actions planned to address any outstanding negative impacts</p> | <p>Business and community safety work will see a significant increase across the County, including all areas which are being affected by a change in fire and rescue cover. Work will look into focussing on people and communities most vulnerable to fire and other emergencies and those who have had lower than average levels of fire safety engagement.</p> |
| <p>Potential negative impacts that cannot be mitigated</p> | |

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Appendix A

Summary of protected characteristics in Borough/Districts potentially directly affected by proposed changes to fire and rescue cover.

Data from Surrey-i.

Percentages are given to 3 significant figures.

A more detailed breakdown of data by Borough/District and protected characteristic can be found in Appendix B.

In any group where representation was 25% or more above the Surrey average (mean), mention has been given to this group in this summary. In the tables in Appendix B, these figures are highlighted in yellow. Although seemingly arbitrary, this figure allowed a consistent methodology to be applied to all groups within each protected characteristic for which we have data. The figure of 25% highlighted areas that had a greater representation of people from certain characteristics than the Surrey mean. A number much lower than 25% would provide too many examples for meaningful analysis, and a number much higher would provide too few examples, so 25% was chosen as the threshold.

No data is available for the protected characteristics of gender reassignment, pregnancy and maternity, sexual orientation or carers (protected by association).

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| Borough/District | Summary of specific demographics in Borough. |
|------------------|--|
| Elmbridge | Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean. |
| Epsom and Ewell | 2011 data show Epsom and Ewell having a population of people from the ethnic group "Asian/Asian British: Indian" as 33.3% above the Surrey mean (2.4% and 1.8% respectively). The same data show people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 36% above the Surrey mean (1.5% and 1.1% respectively). No other ethnic group show a population 25% or higher than the mean. 2011 data show Epsom and Ewell having a population of people from the Hindu religion as 92% above the Surrey mean (2.5% and 1.3% respectively). The same data show a population of people from the Muslim religion as 36% above the Surrey mean (3% and 2.2% respectively). No other religious group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |
| Guildford | 2017 age group estimates show Guildford having a population in the 15-30 age range as 44.4% above the Surrey mean (24.1% and 16.7% respectively). No other age group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |
| Mole Valley | Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean. |

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| Reigate and Banstead | 2011 data show Reigate and Banstead having a population of people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 43.2% above the Surrey mean (1.57% and 1.10% respectively). No other ethnic group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |
| Runnymede | 2017 age group estimates show Runnymede having a population in the 15-30 age range as 41.7% above the Surrey mean (23.6% and 16.7% respectively). No other age group show a population 25% or higher than the mean. 2011 data show Runnymede having a population of people from the ethnic group "Asian/Asian British: Indian" as 40.6% above the Surrey mean (2.51% and 1.79% respectively). No other ethnic group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |
| Spelthorne | 2011 data show Spelthorne having a population of people from the ethnic group "Asian/Asian British: Indian" as 135% above the Surrey mean (4.20% and 1.79% respectively), the same data show people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 47.2% above the Surrey mean (1.62% and 1.10% respectively). No other ethnic group show a population 25% or higher than the mean. 2011 data show Spelthorne having a population of people from the Hindu religion as 83.9% above the Surrey mean (2.44% and 1.33% respectively). No other religious group show a population 25% or higher than the mean. Internal data show Spelthorne having a population of people classed as vulnerable to fire as 36% above the Surrey mean (0.079% and 0.058% respectively). No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |
| Surrey Heath | Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean. |
| Tandridge | Internal data show Tandridge having a population of people classed as vulnerable to fire as 34% above the Surrey mean (0.078% and 0.058% respectively). No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |
| Waverley | Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean. |
| Woking | 2011 data show Woking having a population of people from the ethnic group "Asian/Asian British: Indian" as 31.4% above the Surrey mean (2.35% and 1.79% respectively). The same data show people from the ethnic group "Asian/Asian British: Pakistani" as 500% above the Surrey mean (5.73% and 0.96% respectively). The same data show people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 27% above the Surrey mean (1.39% and 1.10% respectively). No other ethnic group show a population 25% or higher than the mean. 2011 data show Woking having a population of people from the Hindu religion as 48.4% above the Surrey mean (1.97% and 1.33% respectively). The same data show a population of people from the Muslim religion as 243% above the Surrey mean (7.38% and 2.15% respectively). No other religious group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean. |

Appendix B

Population information by protected characteristic by Surrey Borough/Districts.

Data from Surrey-i.

Percentages are given to 1 decimal point or 3 significant figures as appropriate.

No data is available for the protected characteristics of gender reassignment, pregnancy and maternity, sexual orientation or carers (protected by association).

Age data was sourced in 5-year divisions and has been grouped into larger blocks for analysis.

B1 – Age groups per Borough/District (adapted from Surrey-I – ONS Population estimates by 5 year age groups and gender).

| Region | All ages | Age 0-14 | %0-14 | Age 15-30 | %15-30 | Age 30-44 | %30-44 | Age 45-64 | %45-64 | Age 65+ | %65+ |
|----------------------|-----------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|
| <i>England</i> | <i>55619430</i> | <i>10048365</i> | <i>18.1</i> | <i>10478495</i> | <i>18.8</i> | <i>10842801</i> | <i>19.5</i> | <i>14219258</i> | <i>25.6</i> | <i>10030511</i> | <i>18.0</i> |
| Surrey | 1185321 | 219560 | 18.5 | 197622 | 16.7 | 228477 | 19.3 | 317430 | 26.8 | 222232 | 18.7 |
| Elmbridge | 136379 | 28656 | 21.0 | 18191 | 13.3 | 27268 | 20.0 | 37686 | 27.6 | 24578 | 18.0 |
| Epsom and Ewell | 79451 | 15231 | 19.2 | 12993 | 16.4 | 15789 | 19.9 | 21003 | 26.4 | 14435 | 18.2 |
| Guildford | 147777 | 24886 | 16.8 | 35579 | 24.1 | 27327 | 18.5 | 35696 | 24.2 | 24289 | 16.4 |
| Mole Valley | 87128 | 14588 | 16.7 | 12428 | 14.3 | 14301 | 16.4 | 25785 | 29.6 | 20026 | 23.0 |
| Reigate and Banstead | 146383 | 28245 | 19.3 | 22112 | 15.1 | 30679 | 21.0 | 38860 | 26.5 | 26487 | 18.1 |
| Runnymede | 86882 | 14277 | 16.4 | 20519 | 23.6 | 15927 | 18.3 | 21318 | 24.5 | 14841 | 17.1 |
| Spelthorne | 99120 | 18220 | 18.4 | 15356 | 15.5 | 20511 | 20.7 | 26625 | 26.9 | 18408 | 18.6 |
| Surrey Heath | 88765 | 16012 | 18.0 | 13940 | 15.7 | 16420 | 18.5 | 25272 | 28.5 | 17121 | 19.3 |
| Tandridge | 87297 | 15745 | 18.0 | 13149 | 15.1 | 15882 | 18.2 | 24625 | 28.2 | 17896 | 20.5 |
| Waverley | 125010 | 23248 | 18.6 | 18487 | 14.8 | 21782 | 17.4 | 34265 | 27.4 | 27228 | 21.8 |
| Woking | 101129 | 20452 | 20.2 | 14868 | 14.7 | 22591 | 22.3 | 26295 | 26.0 | 16923 | 16.7 |

B2 – Long term illness or disability per Borough/District (taken Surrey-i - 2011 census data)

| Region | All persons | Number without long term illness or disability | % Without long term illness or disability | Long term illness or disability - All with day-to-day activities limited | Long term illness or disability - % with day-to-day activities limited |
|----------------------|-----------------|--|---|--|--|
| <i>England</i> | <i>53012456</i> | <i>43659870</i> | <i>82.4</i> | <i>9352586</i> | <i>17.6</i> |
| Surrey | 1132390 | 979036 | 86.5 | 153354 | 13.5 |
| Elmbridge | 130875 | 115044 | 87.9 | 15831 | 12.1 |
| Epsom and Ewell | 75102 | 65036 | 86.6 | 10066 | 13.4 |
| Guildford | 137183 | 119867 | 87.4 | 17316 | 12.6 |
| Mole Valley | 85375 | 72833 | 85.3 | 12542 | 14.7 |
| Reigate and Banstead | 137835 | 118569 | 86.0 | 19266 | 14.0 |
| Sunnymede | 80510 | 69355 | 86.1 | 11155 | 13.9 |
| Spelthorne | 95598 | 81334 | 85.1 | 14264 | 14.9 |
| Surrey Heath | 86144 | 75304 | 87.4 | 10840 | 12.6 |
| Sandridge | 82998 | 70686 | 85.2 | 12312 | 14.8 |
| Waverley | 121572 | 104695 | 86.1 | 16877 | 13.9 |
| Woking | 99198 | 86313 | 87.0 | 12885 | 13.0 |

B3 – Race/Ethnicity per Borough/District (taken from Surrey-i - 2011 census data)

| Region | All People | White British | % White British | White: All other White ethnic groups | % White: All other White | All mixed/ multiple ethnic groups | % All mixed/ multiple ethnic groups | Asian/ Asian British: Indian | % Indian | Asian/ Asian British: Pakistani | % Pakistani | All Black/African/Caribbean/Black British ethnic groups | % Black/African/Caribbean/Black British | All other Asian ethnic groups | % other Asian ethnic group | Other ethnic groups | % Other ethnic groups | All non-white ethnic groups | % non-white ethnic groups | All ethnic groups except white British | % not white British |
|----------------------|----------------|---------------|-----------------|--------------------------------------|--------------------------|-----------------------------------|-------------------------------------|------------------------------|------------|---------------------------------|-------------|---|---|-------------------------------|----------------------------|---------------------|-----------------------|-----------------------------|---------------------------|--|---------------------|
| Surrey | 1132390 | 945673 | 83.5 | 78009 | 6.9 | 23554 | 2.1 | 20232 | 1.8 | 10818 | 1.0 | 12430 | 1.1 | 32448 | 2.9 | 9226 | 0.8 | 108708 | 9.6 | 186717 | 16.5 |
| Elmbridge | 130875 | 104508 | 79.9 | 13615 | 10.4 | 3411 | 2.6 | 2489 | 1.9 | 555 | 0.4 | 1010 | 0.8 | 4031 | 3.1 | 1256 | 1.0 | 12752 | 9.7 | 26367 | 20.1 |
| Epsom and Ewell | 75102 | 59049 | 78.6 | 5453 | 7.3 | 1922 | 2.6 | 1828 | 2.4 | 667 | 0.9 | 1128 | 1.5 | 3989 | 5.3 | 1066 | 1.4 | 10600 | 14.1 | 16053 | 21.4 |
| Guildford | 137183 | 114510 | 83.5 | 10197 | 7.4 | 2501 | 1.8 | 1661 | 1.2 | 487 | 0.4 | 1656 | 1.2 | 4468 | 3.3 | 1703 | 1.2 | 12476 | 9.1 | 22673 | 16.5 |
| Mole Valley | 85375 | 76907 | 90.1 | 4261 | 5.0 | 1257 | 1.5 | 707 | 0.8 | 152 | 0.2 | 399 | 0.5 | 1318 | 1.5 | 374 | 0.4 | 4207 | 4.9 | 8468 | 9.9 |
| Reigate and Banstead | 137835 | 117092 | 85.0 | 7787 | 5.6 | 3037 | 2.2 | 2192 | 1.6 | 1189 | 0.9 | 2166 | 1.6 | 3611 | 2.6 | 761 | 0.6 | 12956 | 9.4 | 20743 | 15.0 |
| Runnymede | 80510 | 64397 | 80.0 | 7236 | 9.0 | 1671 | 2.1 | 2022 | 2.5 | 378 | 0.5 | 862 | 1.1 | 3161 | 3.9 | 783 | 1.0 | 8877 | 11.0 | 16113 | 20.0 |
| Spelthorne | 95598 | 77411 | 81.0 | 6044 | 6.3 | 2382 | 2.5 | 4013 | 4.2 | 656 | 0.7 | 1545 | 1.6 | 2626 | 2.7 | 921 | 1.0 | 12143 | 12.7 | 18187 | 19.0 |
| Surrey Heath | 86144 | 73179 | 84.9 | 4513 | 5.2 | 1626 | 1.9 | 1713 | 2.0 | 667 | 0.8 | 861 | 1.0 | 3009 | 3.5 | 576 | 0.7 | 8452 | 9.8 | 12965 | 15.1 |
| Tandridge | 82998 | 74095 | 89.3 | 3785 | 4.6 | 1789 | 2.2 | 746 | 0.9 | 139 | 0.2 | 882 | 1.1 | 1279 | 1.5 | 283 | 0.3 | 5118 | 6.2 | 8903 | 10.7 |
| Waverley | 121572 | 110190 | 90.6 | 6527 | 5.4 | 1623 | 1.3 | 533 | 0.4 | 246 | 0.2 | 538 | 0.4 | 1504 | 1.2 | 411 | 0.3 | 4855 | 4.0 | 11382 | 9.4 |
| Woking | 99198 | 74335 | 74.9 | 8591 | 8.7 | 2335 | 2.4 | 2328 | 2.3 | 5682 | 5.7 | 1383 | 1.4 | 3452 | 3.5 | 1092 | 1.1 | 16272 | 16.4 | 24863 | 25.1 |

B4 – Religion per Borough/District (taken from Surrey-i - 2011 census data)

| Region | All residents | Christian | % Christian | Hindu | % Hindu | Muslim | % Muslim | Other religion | % Other | No religion | % No religion | Not stated | % Not stated | All non-Christian religions | % Non-Christian |
|----------------------|----------------|---------------|-------------|--------------|------------|--------------|------------|----------------|------------|---------------|---------------|--------------|--------------|-----------------------------|-----------------|
| <i>England</i> | 53012456 | 31479876 | 59.4 | 806199 | 1.5 | 2660116 | 5.0 | 1147929 | 2.2 | 13114232 | 24.7 | 3804104 | 7.2 | 4614244 | 8.7 |
| Surrey | 1132390 | 711110 | 62.8 | 15018 | 1.3 | 24378 | 2.2 | 16994 | 1.5 | 280814 | 24.8 | 84076 | 7.4 | 56390 | 5.0 |
| Elmbridge | 130875 | 83973 | 64.2 | 1593 | 1.2 | 2406 | 1.8 | 2447 | 1.9 | 30606 | 23.4 | 9850 | 7.5 | 6446 | 4.9 |
| Epsom and Ewell | 75102 | 46222 | 61.5 | 1913 | 2.5 | 2277 | 3.0 | 1109 | 1.5 | 18254 | 24.3 | 5327 | 7.1 | 5299 | 7.1 |
| Guildford | 137183 | 82621 | 60.2 | 1301 | 0.9 | 2713 | 2.0 | 1839 | 1.3 | 38108 | 27.8 | 10601 | 7.7 | 5853 | 4.3 |
| Mole Valley | 85375 | 54926 | 64.3 | 564 | 0.7 | 669 | 0.8 | 960 | 1.1 | 21514 | 25.2 | 6742 | 7.9 | 2193 | 2.6 |
| Reigate and Banstead | 137835 | 85325 | 61.9 | 1880 | 1.4 | 2637 | 1.9 | 1597 | 1.2 | 36262 | 26.3 | 10134 | 7.4 | 6114 | 4.4 |
| Bunnymede | 80510 | 51037 | 63.4 | 1181 | 1.5 | 1556 | 1.9 | 1628 | 2.0 | 19297 | 24.0 | 5811 | 7.2 | 4365 | 5.4 |
| Spelthorne | 95598 | 60954 | 63.8 | 2332 | 2.4 | 1808 | 1.9 | 2298 | 2.4 | 21511 | 22.5 | 6695 | 7.0 | 6438 | 6.7 |
| Surrey Heath | 86144 | 54646 | 63.4 | 1369 | 1.6 | 1607 | 1.9 | 1733 | 2.0 | 20610 | 23.9 | 6179 | 7.2 | 4709 | 5.5 |
| Sandridge | 82998 | 53841 | 64.9 | 612 | 0.7 | 596 | 0.7 | 750 | 0.9 | 20976 | 25.3 | 6223 | 7.5 | 1958 | 2.4 |
| Waverley | 121572 | 79220 | 65.2 | 321 | 0.3 | 786 | 0.6 | 1254 | 1.0 | 30745 | 25.3 | 9246 | 7.6 | 2361 | 1.9 |
| Woking | 99198 | 58345 | 58.8 | 1952 | 2.0 | 7323 | 7.4 | 1379 | 1.4 | 22931 | 23.1 | 7268 | 7.3 | 10654 | 10.7 |

B5 – Sex/ Gender per Borough/District (adapted from Surrey-i – ONS population estimates by broad age and gender)

| Area | Year | Males - All ages | % male | Females - All ages | % female |
|----------------------|-------------|------------------|-------------|--------------------|-------------|
| ENGLAND | 2017 | 27,481,053 | 49.4 | 28,138,377 | 50.6 |
| Surrey | 2017 | 581,836 | 49.1 | 603,485 | 50.9 |
| Elmbridge | 2017 | 66,063 | 48.4 | 70,316 | 51.6 |
| Epsom and Ewell | 2017 | 38,600 | 48.6 | 40,851 | 51.4 |
| Guildford | 2017 | 73,891 | 50.0 | 73,886 | 50.0 |
| Mole Valley | 2017 | 42,567 | 48.9 | 44,561 | 51.1 |
| Reigate and Banstead | 2017 | 71,476 | 48.8 | 74,907 | 51.2 |
| Runnymede | 2017 | 42,251 | 48.6 | 44,631 | 51.4 |
| Spelthorne | 2017 | 48,959 | 49.4 | 50,161 | 50.6 |
| Surrey Heath | 2017 | 43,946 | 49.5 | 44,819 | 50.5 |
| Tandridge | 2017 | 42,493 | 48.7 | 44,804 | 51.3 |
| Waverley | 2017 | 61,177 | 48.9 | 63,833 | 51.1 |
| Woking | 2017 | 50,413 | 49.9 | 50,716 | 50.1 |

B6 – Marital status by Borough/District (taken from Surrey-I - 2011 census data). N.b. 2011 census data gathered prior to legalisation of same-sex marriage in 2014.

| Region | All Residents Aged 16 and Over | Single (never married or in civil partnership) | % Single | Married | % Married | In a Registered Same-Sex Civil Partnership | % In a Registered Same-Sex Civil Partnership | Separated (but Still Legally Married or Still Legally in a Same-Sex Civil Partnership) | % Separated | Divorced or Formerly in a Same-Sex Civil Partnership which is Now Legally Dissolved | % Divorced or Formerly in a Same-Sex Civil Partnership which is Now Legally Dissolved | Widowed or Surviving Partner from a Same-Sex Civil Partnership | % Widowed or Surviving Partner from a Same-Sex Civil Partnership |
|----------------------|--------------------------------|--|-------------|---------------|-------------|--|--|--|-------------|---|---|--|--|
| England | 42989620 | 14889928 | 34.6 | 20029369 | 46.6 | 100288 | 0.2 | 1141196 | 2.7 | 3857137 | 9 | 2971702 | 6.9 |
| Surrey | 913899 | 275477 | 30.1 | 480655 | 52.6 | 1602 | 0.2 | 20563 | 2.3 | 74056 | 8.1 | 61546 | 6.7 |
| Elmbridge | 103005 | 28321 | 27.5 | 56760 | 55.1 | 245 | 0.2 | 2308 | 2.2 | 8482 | 8.2 | 6889 | 6.7 |
| Epsom and Ewell | 60371 | 18711 | 31 | 31950 | 52.9 | 94 | 0.2 | 1259 | 2.1 | 4384 | 7.3 | 3973 | 6.6 |
| Guildford | 112589 | 39639 | 35.2 | 55650 | 49.4 | 174 | 0.2 | 2337 | 2.1 | 8282 | 7.4 | 6507 | 5.8 |
| Mole Valley | 69580 | 18557 | 26.7 | 38252 | 55 | 111 | 0.2 | 1534 | 2.2 | 5846 | 8.4 | 5280 | 7.6 |
| Reigate and Banstead | 110725 | 34056 | 30.8 | 57055 | 51.5 | 194 | 0.2 | 2481 | 2.2 | 9251 | 8.4 | 7688 | 6.9 |
| Runnymede | 66653 | 23657 | 35.5 | 31353 | 47 | 111 | 0.2 | 1532 | 2.3 | 5580 | 8.4 | 4420 | 6.6 |
| Spelthorne | 78089 | 24562 | 31.5 | 38984 | 49.9 | 153 | 0.2 | 2042 | 2.6 | 6870 | 8.8 | 5478 | 7 |
| Surrey Heath | 69302 | 18791 | 27.1 | 38960 | 56.2 | 100 | 0.1 | 1489 | 2.1 | 5578 | 8 | 4384 | 6.3 |
| Tandridge | 66922 | 19265 | 28.8 | 35350 | 52.8 | 111 | 0.2 | 1582 | 2.4 | 5791 | 8.7 | 4823 | 7.2 |
| Waverley | 97478 | 26219 | 26.9 | 53874 | 55.3 | 161 | 0.2 | 2124 | 2.2 | 7848 | 8.1 | 7252 | 7.4 |
| Woking | 79185 | 23699 | 29.9 | 42467 | 53.6 | 148 | 0.2 | 1875 | 2.4 | 6144 | 7.8 | 4852 | 6.1 |

B7 – Vulnerability to House Fires – Data calculated from people 75 or over who are prescribed oxygen.

| Region | count of vulnerable people | Area (sq km) | vulnerable people per sq km | Estimated Population mid-2017 | vulnerable people per 1000 population |
|----------------------|----------------------------|--------------|-----------------------------|-------------------------------|---------------------------------------|
| Surrey | 693 | 1662 | 0.417 | 1185321 | 0.585 |
| Elmbridge | 57 | 95 | 0.600 | 136,379 | 0.418 |
| Epsom and Ewell | 39 | 34 | 1.147 | 79,451 | 0.491 |
| Guildford | 65 | 271 | 0.240 | 147,777 | 0.440 |
| Mole Valley | 46 | 258 | 0.178 | 87,128 | 0.528 |
| Reigate and Banstead | 92 | 129 | 0.713 | 146,383 | 0.628 |
| Runnymede | 57 | 78 | 0.731 | 86,882 | 0.656 |
| Spelthorne | 78 | 45 | 1.733 | 99,120 | 0.787 |
| Surrey Heath | 55 | 95 | 0.579 | 88,765 | 0.620 |
| Tandridge | 68 | 248 | 0.274 | 87,297 | 0.779 |
| Waverley | 80 | 345 | 0.232 | 125,010 | 0.640 |
| Woking | 56 | 64 | 0.875 | 101,129 | 0.554 |

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Appendix C

Modelled response times in Surrey Borough/Districts – Data from internal modelling

The impact of our proposed change to response times to incidents varies by Borough and District, by the day of the week and the time of day. There are many factors that affect how quickly we arrive at an emergency, such as the amount of traffic on the roads and the location of our nearest available fire engine. To give the most accurate comparison, we have looked at the time it takes us to arrive at an emergency under ideal conditions now, against the time it will take if we go ahead with our preferred proposal.

Appendix C1 shows critical incident response comparisons between the proposal versus the status quo.

Appendix C2 shows all incident response comparisons between the proposal versus the status quo.

To understand the impact that the proposed changes to crewing patterns will have on the communities that they serve, response time data must be analysed.

There are three data sets available for use in this analysis:

1. Modelled response times *under the proposed Plan*, assuming full wholtime appliance availability, and on-call availability based on historical performance.

2. Modelled response times *under existing crewing systems*, assuming full wholtime appliance availability, and actual on-call availability.

3. Historical actual response times over the past 5 years.

In each of these sets, there is data available on critical incidents and all incidents. In recent years, our crewing system has been under-established, in large part due to lack of recruitment as a result of constrained finances. Therefore, the reality of what has been available has been significantly different to what would be available if full crewing had been available. Under the proposed plan, restructuring of the available firefighter workforce would allow crews will be much closer to the full planned established. However, as the proposals change the details of SFRS's planned response, compared to our previous plans, it is important to compare the planned response, and not the proposed plans compared to the historical delivery.

Modelling data suggests that there will be varying impacts on response times, depending on the area in question, the time of day, and the day of the week. It should be noted that modelled based on set average road speeds. They do not reflect the speeds under blue light conditions that fire appliances would ordinarily respond under, so the time taken to respond may, in reality, be faster.

Overall the modelling suggests that response times to *critical* incidents will increase from our base model to the proposed model under the Plan by 12 seconds overall, up from 07:22 minutes to 07:34 minutes. This is an average across all times of the day and week. The daily breakdown is as follows:

- The weekday day time response will remain the same (07:23 minutes).

- The weekend day time response will improve by 12 seconds from 07:26 minutes to 07:14 minutes.
- Night time response (any day of the week) time will increase by 38 seconds from 07:18 to 07:56 minutes.

Furthermore the modelling suggests that response times to *all* incidents will increase from our base model to the planned model by 12 seconds overall, up from 07:28 minutes to 07:40 minutes.

This is an average across all times of the day and week. The daily breakdown is as follows:

- The weekday day time response will remain the same (07:27 minutes).
- The weekend day time response will improve by 12 seconds from 07:35 minutes to 07:23 minutes.
- Night time response (any day of the week) time will increase by 38 seconds from 07:26 to 08:04 minutes.

However, the increased community and business safety work will reduce the likelihood of emergencies happening in the first place, so there will be less occurring as a result. In further mitigation, we are introducing improvements that will reduce the time it takes between a call coming in and our firefighters leaving the station. We believe this will help us to get resources to the scene of an emergency more quickly. We are also introducing technology that will improve our measurement of this will tell us if we are being successful.

Appendix C1 – Critical incident response times modelled under the proposal outlined in the Plan in comparison to the current modelled situation. Modelling based on 100% wholtime availability and actual on-call availability.

| Weekday | | | Weekend Day | | Night | | All times of day | |
|----------------------|--|---------------------------------------|--|---------------------------------------|--|---------------------------------------|--|---------------------------------------|
| Borough/District | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance |
| Elmbridge | 05:54 | 05:54 | 05:47 | 06:55 | 07:46 | 06:59 | 06:33 | 06:27 |
| Epsom and Ewell | 05:45 | 05:44 | 05:39 | 05:38 | 05:41 | 05:26 | 05:43 | 05:36 |
| Guildford | 07:16 | 07:17 | 07:06 | 07:05 | 07:23 | 06:47 | 07:17 | 07:04 |
| Mole Valley | 08:10 | 08:10 | 08:12 | 08:13 | 08:06 | 07:59 | 08:09 | 08:07 |
| Reigate and Banstead | 07:29 | 07:29 | 07:17 | 07:19 | 07:57 | 07:14 | 07:37 | 07:22 |
| Sunnymede | 06:30 | 06:30 | 06:03 | 06:06 | 08:04 | 05:56 | 06:59 | 06:13 |
| Spelthorne | 06:34 | 06:35 | 06:31 | 06:41 | 07:24 | 06:42 | 06:54 | 06:39 |
| Surrey Heath | 07:40 | 07:42 | 07:36 | 07:37 | 07:53 | 07:28 | 07:44 | 07:36 |
| Tandridge | 11:38 | 11:33 | 10:24 | 10:34 | 10:58 | 11:03 | 11:10 | 11:11 |
| Waverley | 08:39 | 08:39 | 08:54 | 09:26 | 09:15 | 09:05 | 08:55 | 08:56 |
| Woking | 05:53 | 05:53 | 06:00 | 06:01 | 06:19 | 05:41 | 06:04 | 05:50 |
| ALL DISTRICTS | 07:23 | 07:23 | 07:14 | 07:26 | 07:56 | 07:18 | 07:34 | 07:22 |

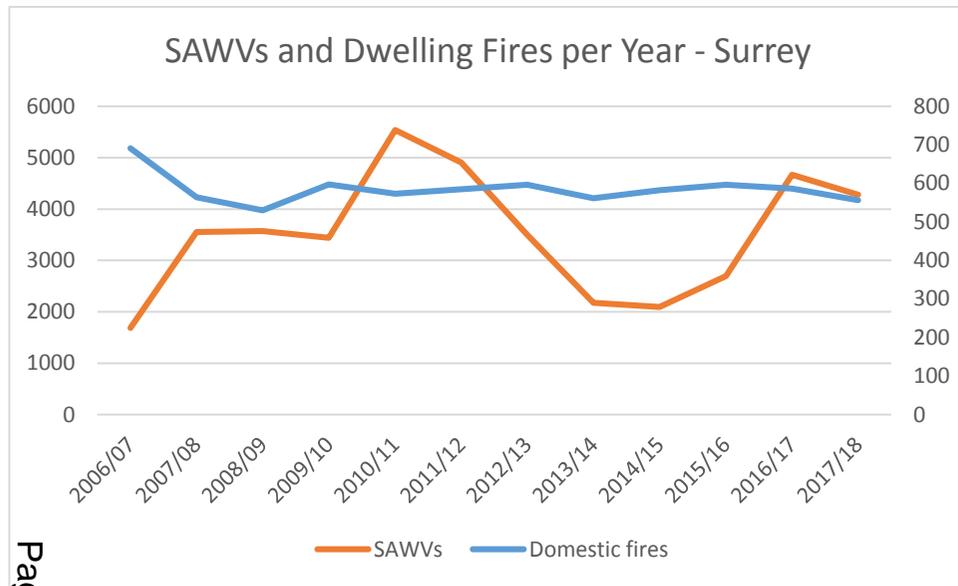
Appendix C2 – All incident response times modelled under the proposal outlined in the Plan in comparison to the current modelled situation. Modelling based on 100% wholtime availability and actual on-call availability.

| Weekday | | | Weekend Day | | | Night | | All times of day | |
|----------------------|--|---------------------------------------|--|---------------------------------------|--|---------------------------------------|--|---------------------------------------|--|
| Borough/District | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | Proposed arrival time of 1st appliance | Current arrival time of 1st appliance | |
| Elmbridge | 05:53 | 05:52 | 05:49 | 06:53 | 07:49 | 06:59 | 06:34 | 06:26 | |
| Epsom and Ewell | 05:39 | 05:38 | 05:41 | 05:41 | 05:58 | 05:39 | 05:47 | 05:39 | |
| Guildford | 07:26 | 07:27 | 07:26 | 07:26 | 07:47 | 07:01 | 07:34 | 07:17 | |
| Mole Valley | 08:16 | 08:16 | 08:13 | 08:13 | 08:09 | 08:00 | 08:13 | 08:10 | |
| Reigate and Banstead | 07:23 | 07:23 | 07:18 | 07:19 | 07:57 | 07:16 | 07:35 | 07:20 | |
| Rushmore | 06:33 | 06:33 | 06:15 | 06:19 | 08:06 | 06:04 | 07:04 | 06:20 | |
| Spelthorne | 06:29 | 06:30 | 06:31 | 06:41 | 07:28 | 06:45 | 06:54 | 06:38 | |
| Surrey Heath | 07:54 | 07:56 | 07:52 | 07:53 | 08:04 | 07:40 | 07:57 | 07:50 | |
| Tandridge | 11:42 | 11:39 | 10:47 | 10:51 | 11:05 | 11:04 | 11:17 | 11:17 | |
| Waverley | 08:54 | 08:55 | 08:58 | 09:34 | 09:24 | 09:13 | 09:05 | 09:08 | |
| Woking | 05:53 | 05:54 | 06:03 | 06:04 | 06:18 | 05:39 | 06:04 | 05:50 | |
| ALL DISTRICTS | 07:27 | 07:27 | 07:23 | 07:35 | 08:04 | 07:26 | 07:40 | 07:28 | |

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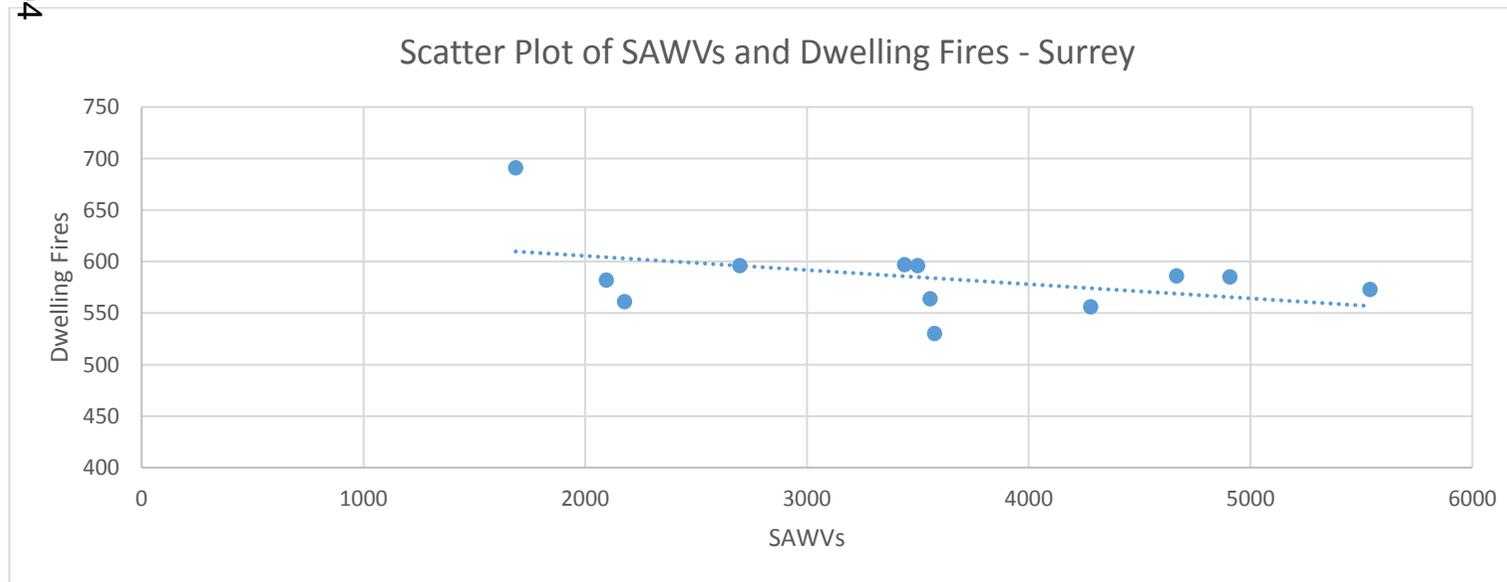
Appendix D – Graphs of Safe and Well Visits and Dwelling Fires in Surrey.

D1 – Line Graph of Safe and Well Visits and Domestic Dwelling Fires per Year.



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D2 – Scatter Plot of Safe and Well Visits and Domestic Dwelling Fires.



A statistical analysis of the relationship between numbers of SAWVS and Dwelling fires using correlation coefficient produces a result of -0.423319. This is a weak to moderate negative linear correlation.

SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MRS SINEAD MOONEY, CABINET MEMBER FOR ADULTS & PUBLIC HEALTH****LEAD OFFICER: SIMON WHITE, DIRECTOR ADULT SOCIAL CARE****SUBJECT: SURREY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018 - 2019****SUMMARY OF ISSUE:**

The Surrey Safeguarding Adults Board (SSAB) is a statutory Board with responsibilities set out in the Care Act 2014.

The Board is chaired by an independent chair, Simon Turpitt.

It is a statutory duty for all Safeguarding Adult Board's to publish an annual report.

To support the transparency of the work of the Board, the Annual Report (Annex 1) is presented to Cabinet.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Considers and notes the attached Surrey Safeguarding Adults Board Annual Report prior to it being published.
2. Agrees to the publication of the Annual Report on the SSAB website.

REASON FOR RECOMMENDATIONS:

These recommendations demonstrate that the Council is well placed to fulfil its obligations under the Care Act to have an established Safeguarding Adults Board in its area.

It will support the SSAB to be transparent by providing information to the public on the performance of the Board in the delivery of its strategic plan.

DETAILS:

1. Surrey has had a Safeguarding Adults Board (SAB) in place for over a decade. The Board has been statutory since the implementation of the Care Act in April 2015. The

primary duty of the SAB is to ensure that the main statutory agencies work together to improve practice which protects and promotes the safety of adults at risk of abuse and neglect in Surrey.

2. Surrey Safeguarding Adults Board has presented its Annual Report to Cabinet for the last nine years. It is a statutory requirement under the Care Act for the Annual Report to be sent to the Chief Executive and Leader of the local authority, the Police and Crime Commissioner, the Chief Constable, Healthwatch, and the Chairman of the Health and Wellbeing Board.
3. The Board would like to support elected Members as community leaders to have a good understanding of the range of abuse and neglect issues that can affect adults and of the importance of balancing safeguarding with empowerment, as required by the Care Act (Section 14.193 of the statutory guidance). It is anticipated the Annual Report will increase that understanding.

Care Act 2014

4. The Care Act states each local authority must establish a Safeguarding Adults Board for its area. The objective of a SAB is to help and protect adults in its area from abuse and neglect. The way in which a SAB must seek to achieve its objective is by co-ordinating and ensuring the effectiveness of what each of its members does. A SAB may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective.
5. Section 42(1) of the Care Act describes the adults that must be protected by safeguarding as:
 - an adult in the Local Authority area (whether or not ordinarily resident there)
 - who has needs for care and support (whether or not the authority is meeting any of those needs) and
 - is experiencing, or is at risk of, abuse or neglect, and
 - as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

CONSULTATION:

6. The Annual Report is a description of the Board's activities and challenges faced during the year. It will be shared with all partner members of the Board and made available to the public. It is not appropriate to consult on the content.

RISK MANAGEMENT AND IMPLICATIONS:

7. There are no implications within this report.

Financial and Value for Money Implications

8. The cost of running the Board is budgeted to be £290,000 per year. This includes costs for the Independent Chair, support staff, Safeguarding Adults Reviews (previously called Serious Case Reviews), training, conferences, awareness raising, etc.

9. A pooled budget with financial contributions from Surrey County Council, Police, health services, District and Borough Councils is in place. This arrangement ensures partner agencies have greater responsibility for the functioning of the Board.

Section 151 Officer Commentary

10. No significant financial issues arise from this report.

Legal Implications – Monitoring Officer

11. The production and publication of the Annual Report is a statutory duty under the Care Act.

Equalities and Diversity

12. The publication of the report will have a positive impact on residents with different protected characteristics by making the activities of the Board more transparent. This is particularly important as safeguarding affects many people with protected characteristics.
13. An Equality Impact Assessment (EIA) is not required for this Report.

Safeguarding responsibilities for vulnerable children and adults implications

14. The Annual Report will support the safeguarding of vulnerable adults as it provides information on the performance of this activity in Surrey.

WHAT HAPPENS NEXT:

The Board's Annual Report will be:

- Placed on the Surrey SAB website
- Circulated with the Surrey SAB newsletter
- Sent electronically to all Board members for them to cascade within their own agencies
- Sent electronically to the Police and Crime Commissioner
- Sent electronically to the Chief Constable
- Sent electronically to Healthwatch
- Sent electronically to Health and Wellbeing Board.

Contact Officer:

Surrey Safeguarding Adults Board Manager
Surreysafeguarding.adultsboard@surreycc.gov.uk

Consulted:

This is the Annual Report from the Independent Chair of the Surrey Safeguarding Adults Board therefore other parties are not consulted on its content.

Annexes:

Annex 1: Surrey Safeguarding Adults Board Annual Report 2018 – 2019

Sources/background papers:

- Care Act 2014
- Care and Support Statutory Guidance Issued under the Care Act 2014 by the Department of Health
- Association of Directors of Social Services: Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services, March 2013
- Surrey Safeguarding Adults Board Strategic and Annual Plan



Annual Report

2018/19

Independent Chair, Simon Turpitt

This has been a positive and progressive year for the Board with our new Board Manager in place we have been able to drive new initiatives, with a greater focus on the quality of work and assurance around improved levels of skills for front line staff.

We are seeing a continual increase in Safeguarding Enquiries which is positive as it shows better awareness and stronger reporting systems.

The drive across all partners but especially adult social care to be robust in its analysis of practice and then invest to ensure that areas of improvement are targeted effectively, has started to show through in response and quality of enquiries and section 42 reports. The Board is seeing positive trends in data that gives us assurance that we are measuring the right things and focusses on getting it right first time. This has been supported by better assurance processes at Board.

Our cooperation with the Children's Board has allowed us to build a joint website that is easy to find and more user friendly. We will continue to develop this and our cooperation with the new structure being formalised for Children's Safeguarding.

It is clear there is much to be gained across the formal Boards in Surrey working together more closely and we are seeing some of the benefits with that around the Domestic Abuse agenda.

Our conference and Safeguarding Adult briefings have been a great success and raised the profile of Safeguarding across the county with strong agency engagement.

We have improved our ways of sharing learning across Surrey with more effective and regular briefing documents especially for national Safeguarding Adult Reviews. This includes using learning sessions at meetings to get better engagement and challenge around our own practice.

One other initiative that we instigated at the end of the year but will start to report in 2019/20 is using Healthwatch as an independent forum for people who have been through the safeguarding process to give honest feedback which should allow us over time to hear a stronger voice of the user and inform us around improving practice.

The Board can only function effectively with the strong input from partners and they should all be congratulated for the continual support give us.



About Us

The Surrey Safeguarding Adults Board was established in 2007, bringing together partner organisations to ensure that adults with care and support were kept safe from abuse and neglect. Since 2015, the Surrey Safeguarding Adults Board has been a statutory partnership with specific duties and functions as set out in the Care Act 2014.

These duties include:

- The publication of an annual strategic plan, outlining the objectives for the year ahead and how member organisations will support delivery of this.
- The publication of an annual report, providing details of the work of the partnership to implement the strategy and achieve its objectives during the previous year.
- Commissioning reviews under s44 of the Care Act, in order to learn from cases where an adult with care and support needs has died (or come to serious harm) and there are concerns about how well partners worked together to safeguard the adult.

Our Role

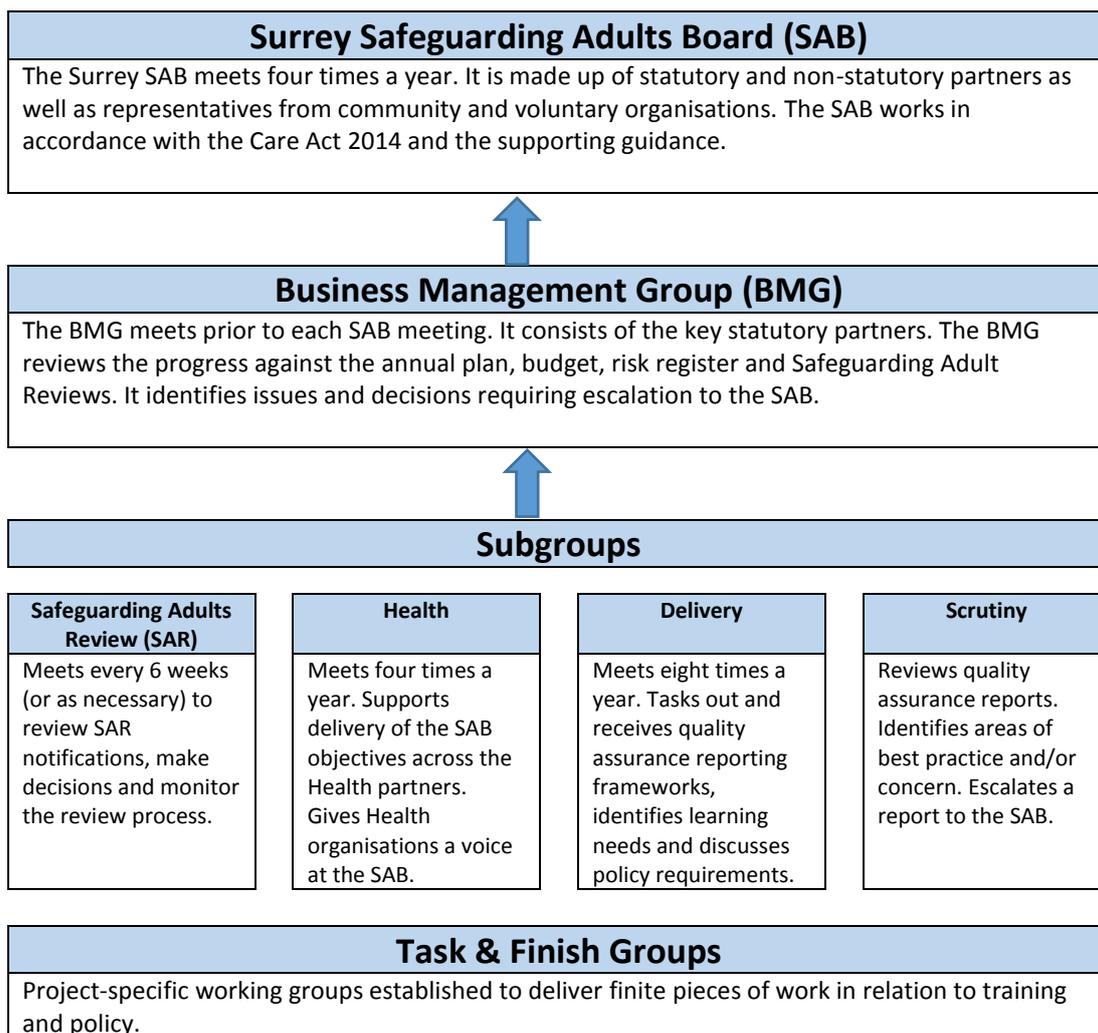
The Surrey SAB has the lead role for coordinating work across the county, ensuring effective partnership working with the aim of protecting adults with care and support needs who may be at risk of abuse or neglect, and who are unable to protect themselves from harm due to their needs for care and support.

This is achieved by:

- Seeking assurance from each partner agency that their leadership, governance, policy and procedure is effective in identifying the risks posed to adults with care and support needs, and that their staff know the steps to take once a safeguarding concern has been identified.
- Coordinating the delivery of preventative programmes of work across multi-agency audiences and joining up with existing campaigns and awareness raising activities.
- Providing guidance across partner agencies enabling there to be a consistent response to adults with care and support needs who are at risk of abuse or neglect.
- Continuously reviewing responses to adults with care and support needs in order to improve practice.
- Reviewing the systems findings published in Safeguarding Adults Reviews, considering local learning and implementing proportionate and necessary change.

Our Vision

The Surrey SAB seeks to ensure that all adults in Surrey live a life free from fear, abuse and neglect.



The SSAB also has links with a number of strategic partnerships operating across the county, this includes the Surrey Safeguarding Children’s Board, Health and Wellbeing Board, Community Safety Partnerships, Prevent Management Board, Domestic Abuse Management Board and Domestic Abuse Delivery Group, Sexual Exploitation and Missing Management Board, Modern Slavery Partnership and the Harmful Traditional Practices Group.

This cooperation has led to a stronger focus on collective learning so that these groups have developed forums for learning together this brings added awareness of partnership working and ways that will bring stronger support for those vulnerable people by better awareness of the appropriate actions by the right partnership.

Safeguarding in Surrey

What is Safeguarding?

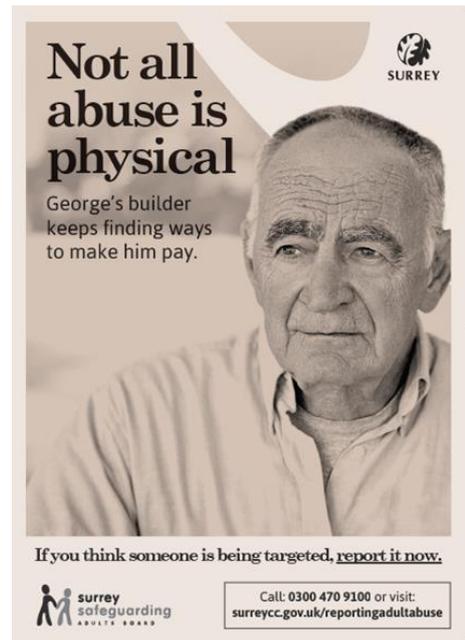
The Care Act sets out the circumstances when safeguarding duties apply. The Act says safeguarding applies to adults who:

- Have needs for care and support (whether or not the local authority is meeting any of those needs) and
- Are experiencing, or at risk of, abuse or neglect and
- As a result of those care and support needs are unable to protect themselves from either the risk of, or the experience of abuse or neglect.

Types of Abuse and Neglect

The Care Act lists the following as the types of abuse and neglect requiring a safeguarding response:

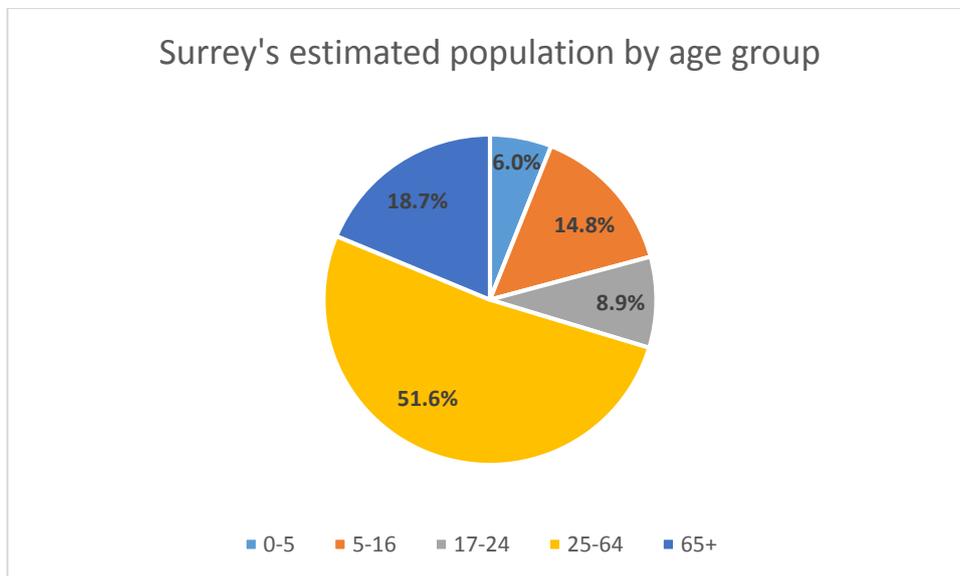
- Physical abuse
- Domestic violence
- Sexual abuse
- Psychological abuse
- Financial abuse
- Modern slavery
- Discriminatory abuse
- Organisational abuse
- Neglect & acts of omission
- Self-neglect



Who is at risk in Surrey? *

Age

The Office for National Statistics (ONS) estimated that the resident population of Surrey at mid 2017 was 1,185,300. The proportion of people in each age group is shown below:



There are estimated to be 222,200 older people aged 65+, making up just under one in five (18.7%) of the population.

The population of Surrey is projected to increase by 11% over the next 25 years reaching 1,309,500 by 2041. The proportion of the population aged over 65 is projected to increase to 25.4% by 2041, with the proportion of over 85s projected to increase from 2.9% to 5.2% over the same period. This will lead to an additional 112,200 over 65s in total with 34,500 more aged over 85.

Ethnicity

83.5% of the Surrey population, reported their ethnic group as White British in the 2011 census. A further 6.9% of the population belonged to other white ethnic groups (Irish, Gypsy or Irish Traveler). The next largest ethnic group was Indian with 1.8% of the population followed by Pakistani with 1.0%. Although the proportion of the population from black and minority ethnic groups is smaller in Surrey than in the country as a whole, this varies between local authorities and clinical commissioning groups. This provides a challenge to ensure that the needs of these small communities and individuals are appropriately met.

* All data taken from Joint Surrey Needs Assessment published on Surrey-i

Care and Support Needs

Of the total Surrey population aged over 17 (938,900)

- 2.3% have a learning disability (21,800) of which it is estimated that 25-40% also have a mental health need
- 1% are autistic (9086)
- 1.75% have Dementia (16,472)
- 18.9% have a common mental disorder
- 7.8% are estimated to have mixed anxiety and depressive disorder
- 0.7% have a psychotic disorder
- 50.8% of social care users report depression or anxiety

8.6% of the Surrey population aged over 65 (222,220) have depression

Based on the 2011 Census and population projections it is estimated that in 2016 there were 115,216 unpaid carers of all ages living in Surrey in 2016, this equates to 1.6% of the population. There are a higher than expected number of carers for people with a learning disability.



Safeguarding Activity in Surrey

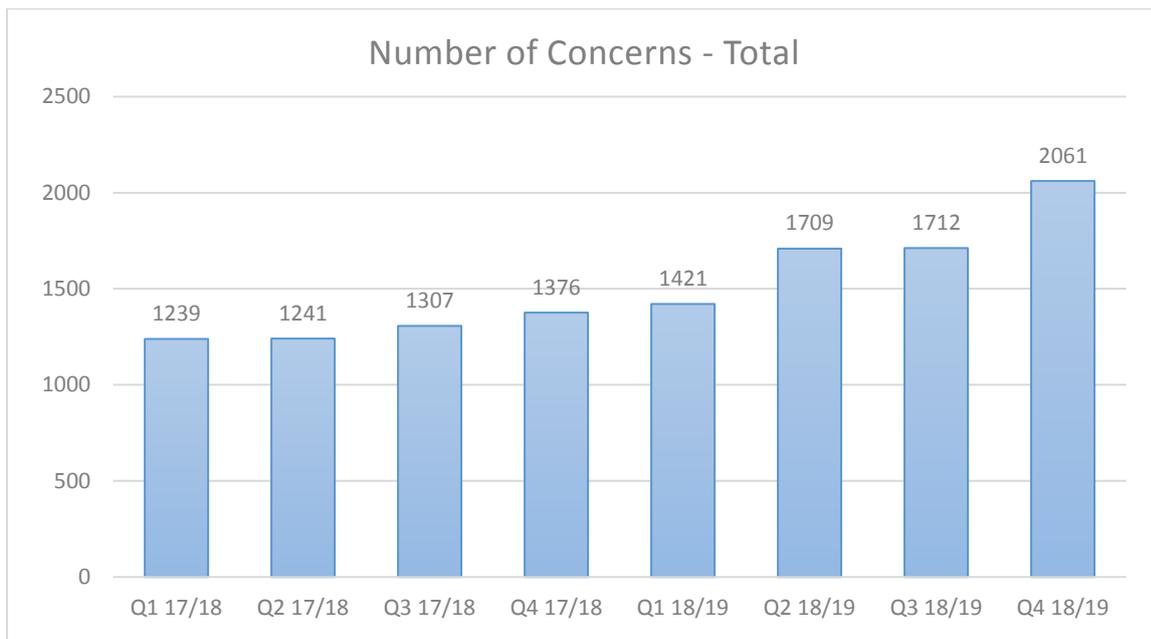
Adult Social Care data **

During the year 2018/19, Surrey County Council:

- received 6903 concerns in relation to adult safeguarding
- conducted a safeguarding enquiry for 58% of the concerns reported to them
- completed 3377 safeguarding enquiries under s42 Care Act 2014
- fully or partially met the persons desired outcomes in 96.4% of enquiries

Safeguarding Concerns

Over the last year, Surrey County Council Adult Social Care have seen a continued increase in the number of safeguarding adult concerns reported to them.



This increase is thought to be as a result of improved policy and procedure, supported by consistent training of staff across partner agencies to improve their understanding of what constitutes a safeguarding concern and the requirement to report it. It is also possible that the prevalence of abuse and neglect is increasing and that people who are experiencing it (or their carers) are more willing to report it.

** Data taken from ASC Q4 performance report dated 20/06/19 and SAC submission

Types of Abuse and Neglect reported

Of the 6903 safeguarding concerns received during 2018/19, the most common reason was due to neglect or acts of omission (32.9%).

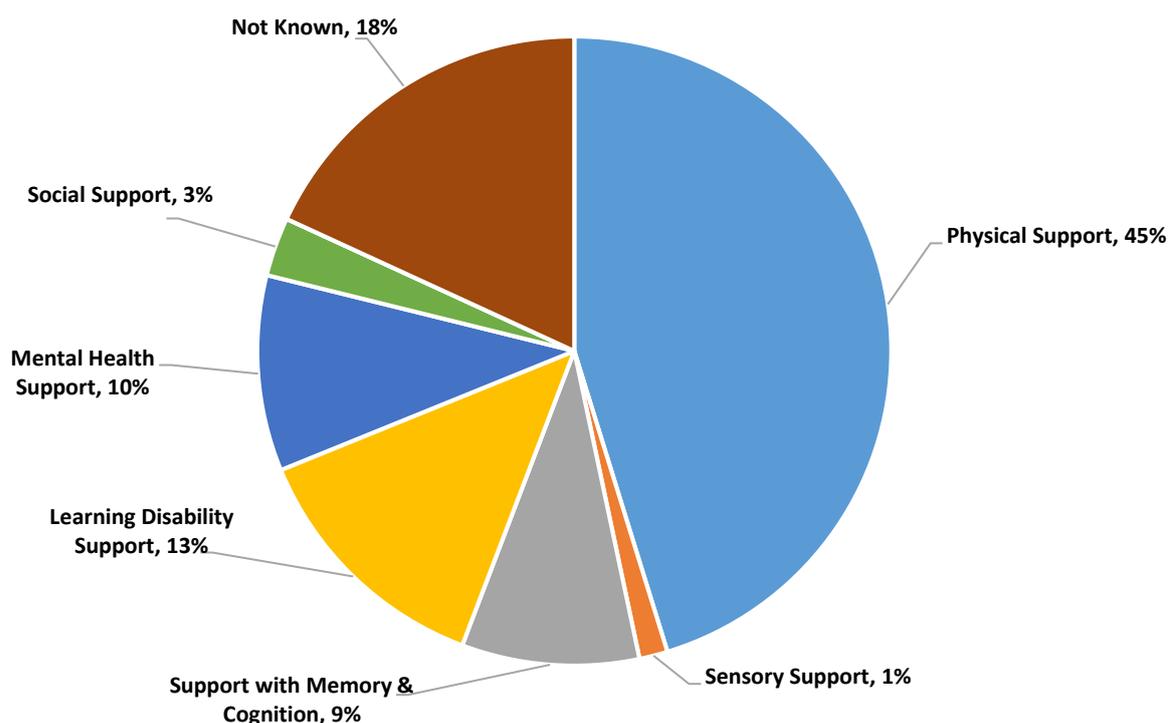
Physical abuse also accounts for a high percentage of safeguarding concerns (20%).

Although the number of concerns raised in relation to domestic abuse has increased since the previous year, it is still thought to be lower than the actual prevalence of domestic abuse for adults with care and support needs and further work is planned with the aim of seeing a further increase of reporting in this area.

| Type of alleged abuse | % total |
|---------------------------------|---------|
| Neglect/Acts of Omission | 32.9 |
| Physical | 20.4 |
| Emotional/Psychological | 13.8 |
| Financial/Material | 11.8 |
| Domestic | 5.5 |
| Organisational | 5.0 |
| Self-neglect | 3.8 |
| Not recorded | 2.9 |
| Sexual | 2.8 |
| Sexual Exploitation | 0.4 |
| Discriminatory | 0.4 |
| Modern Slavery | 0.1 |

Care and Support needs

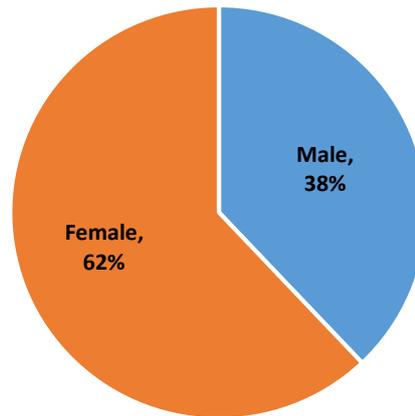
The chart below shows the primary support need for the adult for whom the safeguarding concern relates. The majority of adults who are the subject of a safeguarding have a need for physical support.



Demographics

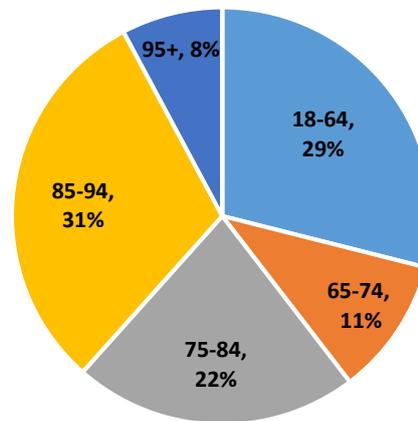
Gender

For both safeguarding concerns and safeguarding enquiries, there are more females at risk than men. This is a consistent picture across both categories with 62% of both concerns and enquiries being for women.



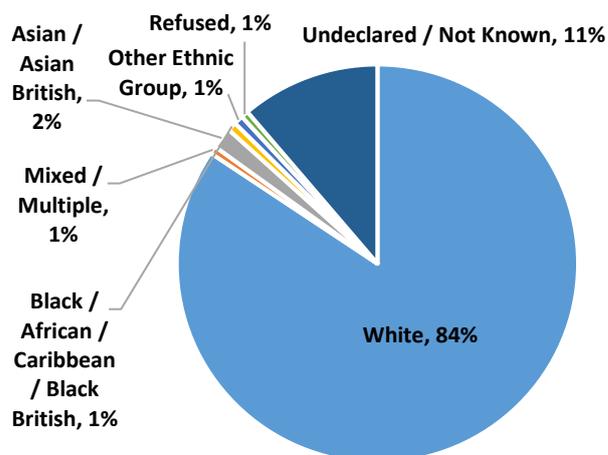
Age

The majority of adults who require a s42 enquiry are over the age of 65. This group represent 71% of all safeguarding enquiries. This is similar to the number of safeguarding concerns reported with 70% of all concerns received being for people aged over 65.



Ethnicity

The largest majority of safeguarding enquiries were for adults who identified their ethnicity as white. The next largest group identified as Asian or Asian British however this group make up only 2% of all safeguarding enquiries completed.



| Referral Source | Grand Total |
|--------------------------------|-------------|
| Police | 17.6% |
| Domiciliary Staff | 12.8% |
| Other Social Care | 11% |
| Residential Care Staff | 10.8% |
| Hospital | 10.2% |
| Other | 9.9% |
| Family Member | 6.7% |
| Community Health Staff | 4.6% |
| Ambulance Service | 4.4% |
| Mental Health Staff | 2.6% |
| Self-Referral | 2.4% |
| Day Care Staff | 2.0% |
| General Practitioner | 1.9% |
| Secondary Health Staff | 1.0% |
| Housing | 0.9% |
| Education/ Training/ Workspace | 0.6% |
| Friend/ Neighbour | 0.3% |
| Other Service User | 0.2% |
| Surrey Fire & Rescue | 0.1% |
| Surrey Trading Standards | 0.1% |
| Social Work/ Care Manager | 0.0% |

Surrey Police continue to be the main source of referrals into the MASH with 17.6% of referrals originating from there.

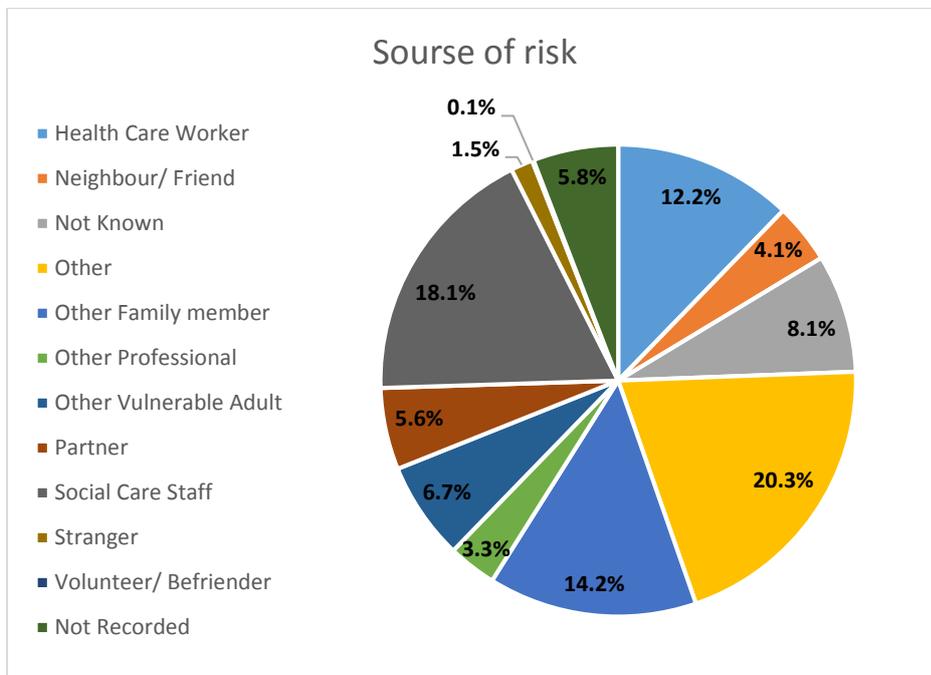
The Ambulance service submitted 4.4% of the total referrals received and hospitals 10.2%.

Family, friends and other service users are responsible for referring 7.2 % of the total concerns. Self-reporting only makes up 2.4%.

GP's have reported 1.9% and Surrey Fire and Rescue and Surrey Trading Standards have each submitted 0.1% of the total. This data will be monitored and ideally there will be an increase in reporting from each of these partners over the next year.

Source of risk

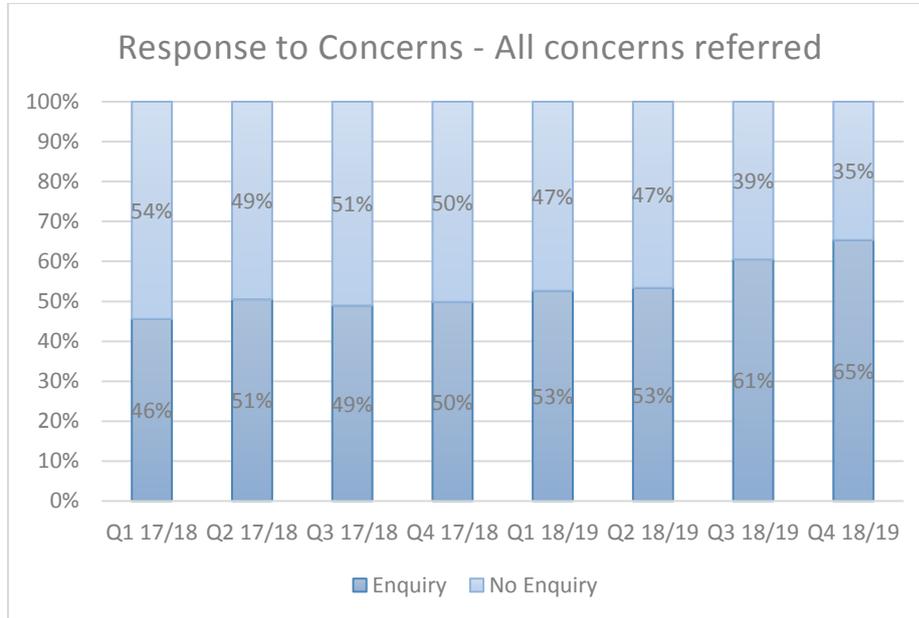
The chart below provides more analysis of where the risk originates from. This data is taken from the safeguarding concern when it is initially reported to the MASH.



- 33.6% of risk is from people in a position of trust (healthcare workers, social care staff and other professionals).
- 23.9% is from a family member, partner or neighbour.

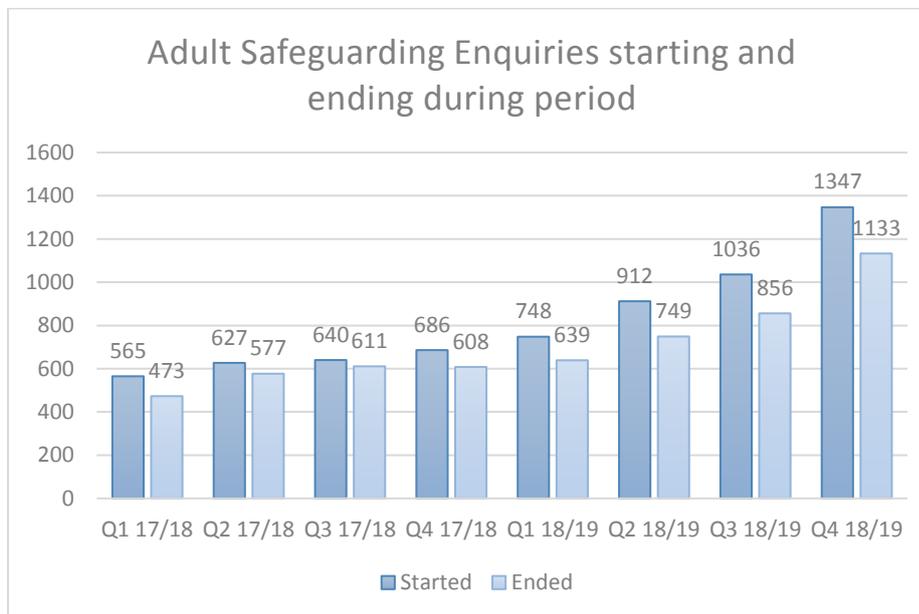
Safeguarding Enquiries

The chart below shows the percentage of safeguarding concerns which subsequently become enquiries under s42 Care Act 2014. During the 2017/2018 financial year, the rate of conversion remained consistent at approximately 50%. Following detailed audits it was found that there were areas for improvement which led to the implementation of new procedures and an increase in the conversion rate.



This significant increase in the conversion of adult safeguarding concerns is the result of:

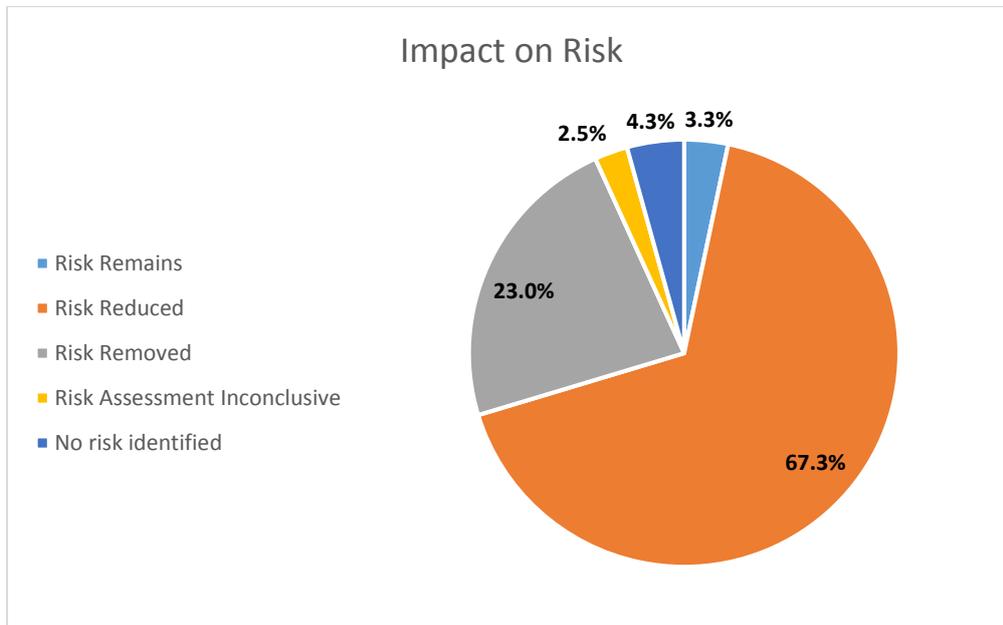
- improvements in reporting;
- the introduction of triage processes in the MASH; and
- more informed practice by ASC teams.
- a focused programme of training



With the documented increase in the number of safeguarding concerns being reported and the improvements in the conversion rate, there has also been a steady increase in the number of safeguarding enquiries being completed.

Outcomes of Enquiries

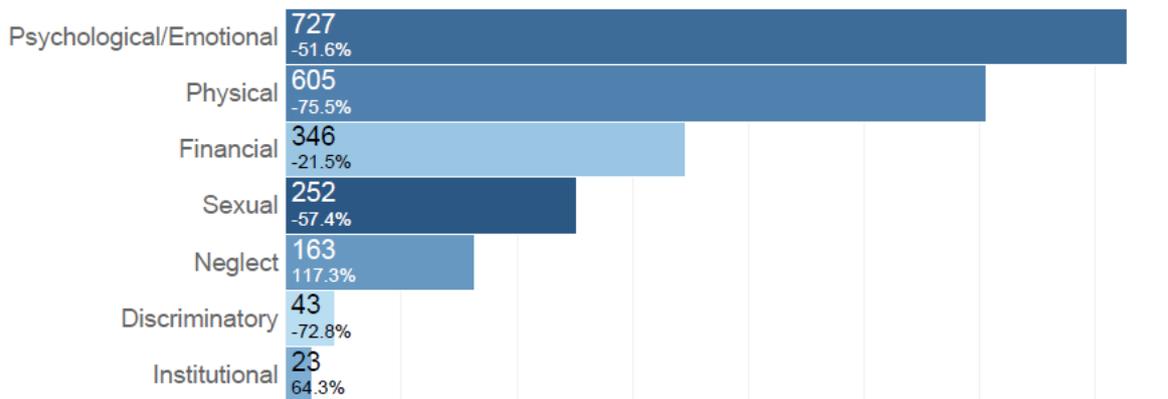
The below chart shows that in the majority of cases (95.7%) the enquiry identifies a risk to the person and that following the enquiry, the risk remains in only 3.3% of cases.



- In 2018/2019, Surrey Police recorded 1,964 adult abuse incidents of which 43.6% were recorded as crimes (858).
- Adult abuse equates to approximately 1.1% of total crime recorded in Surrey during 2018/2019.
- Psychological/Emotional abuse accounts for 37% of incidents in relation to adults at risk followed by Physical abuse (31%).
- 1.9% of incidents/ crimes involving an adult at risk also have a discriminatory flag attached.

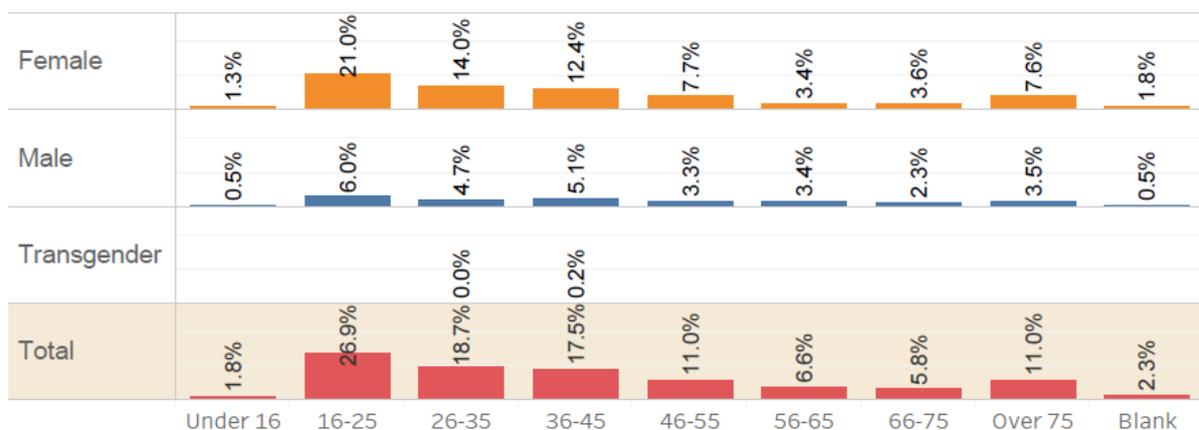
Types of abuse and neglect

Adult Abuse Flags 2018/2019 compared to the previous year



Recording of adult at risk data by Surrey Police is reliant on the application of a ‘flag’ to the incident or crime report. Application of the flag is dependent on the officer’s view of whether the adult is ‘at risk’ and so is not always applied consistently. Over the last year Surrey Police have trained both their front line officers and their call takers to improve their understanding of adults at risk, the aim has been to move towards the Care Act definition and away from a personal view of vulnerability. The improved understanding is evidenced in the reduction of incidents identified under each of the above categories during 2018/19 compared to the previous year.

The below table shows that 72.8% of victims of adult abuse reported to Surrey Police during 2018/19 were female, with the highest proportion being aged 16-25.



*** Data taken from the Surrey Police Adult Abuse problem profile

Source of risk

Police data highlights that when an adult at risk is subject to abuse:

- 47% of offences are committed by a current/ previous partner. The remainder are predominantly committed by someone who has an established or cohabiting relationship e.g. other family member, friend or house-mate.
- Only 7.3% of offences are recorded as having been committed by a stranger.

| Breakdown of victim to offender relationships | |
|--|-----|
| Excludes this where no relationship, victim and/or offender has been recorded. | |
| Current Partner | 171 |
| Former Partner | 130 |
| Colleague/ Business Acquaintance/ Employer/ Employee | 54 |
| Friend/ Social Acquaintance | 51 |
| Stranger | 50 |
| Child/ Step Child/ Child-in-law | 43 |
| Next Of Kin/ Position of trust | 31 |
| Other (Various) | 27 |
| Parent/ Step parent/ Parent-in-law | 24 |
| Other family member | 22 |
| Rivals/ Feuding/ Unfriendly | 21 |
| Sibling/ Step sibling/ Sibling-in-law | 18 |
| Neighbour | 14 |
| Cohabitee/ House mate/ Flat mate | 11 |
| Estranged Lover/ Other Intimate Relationship | 5 |

This is different to the data recorded as part of the safeguarding concern which shows that the greatest source of risk is from people in a paid capacity providing support.

It is likely that this is due to the different types of abuse and neglect reported to different agencies, for example, missed medication or home care visits would be reported as a safeguarding concern to the MASH and unless it formed part of a pattern of neglect or organisational abuse would not always be reported to the police.

Achievements

The priorities for the SAB during 2018/19 were:

1. Embrace a culture of learning
2. Communication
3. Training
4. Types of abuse and neglect that are frequently hidden from professionals or are hard to detect.
5. Prevention of abuse and neglect.
6. Assurance of safeguarding practice.

Listed below are the ways in which the SAB delivered against these priority areas.

Embrace a culture of learning

2018/19 aim - A review of existing meeting structures will be completed to ensure that the process for sharing learning is effective and efficient. The Board will ensure there are opportunities for operational staff to discuss cases and learn from best practice while making best use of time and resources. The voice of people with lived experience will be used to learn and improve services.

The meeting structure for the SAB was reviewed in May 2018 and realigned with the objective of making more effective use of people's time. The main change that resulted was the amalgamation of the Policy and Procedure sub-group, Quality Assurance sub-group, and Training sub-group into one Delivery group. The Delivery group is responsible for delivering the objectives listed in the annual plan and reports into the SAB on progress, risks and issues.

On International Human Rights day in December 2018, the Surrey SAB hosted a conference entitled 'Back to Basics'. This was attended by 200 people from 30 different organisations. The morning sessions provided a refresher on the importance of safeguarding adults, the types of abuse and neglect they may be exposed to, the processes in place in Surrey and the role of the MASH. The morning was closed with an impactful presentation from Mark Bates, whose son Matthew was harmed while resident in a care home. The lessons from the SAR were shared with the audience highlighting the importance of professional curiosity. The personal account of how it feels to go through a SAR process with and on behalf of a family member was well received and emphasised the importance of involving and listening to families when learning from experience.



The afternoon provided time for the audience to attend smaller workshops on two areas, covering:

- Domestic Abuse
- Neglect in a care setting
- Exploitation
- Mental Capacity Act

Feedback from the conference was positive, with 81% rating the event as excellent or very good.

Next steps

The SAB will continue to ensure a focus on learning from SARs, both national SARs and those that occur closer to Surrey. Engaging with people with experience of the safeguarding process remains a focus and will be formalised during 2019/20.

Communication

2018/19 aim - The SAB will continue to work closely with the Safeguarding Children's Board, specifically in relation to awareness raising and publicity. The SAB will seek to improve the experience for people wanting to access information about safeguarding in Surrey.

During 2018/19 the Safeguarding Adults Board has worked with the Safeguarding Children's Board to host a joint website where members of the public and professionals can access information in one place.



Safeguarding in Surrey is everyone's responsibility

Surrey Safeguarding Children Board & Surrey Safeguarding Adults Board have teamed up to make it easier for residents and practitioners to find the information they need quickly and easily.

**If you have concerns about a child or adult at risk please contact the Multi-Agency Safeguarding Hub on 0300 470 910 (Out of hours: 01483 517898).
If a crime has been committed call Surrey Police on 101 or in an emergency dial 999**

There is now a single landing page at www.surreysafeguarding.org.uk which then directs the user to information on both children and adults at risk. The new website is easier to navigate and the information is far easier to access

Sitting behind both sections is a joint training platform to enable professionals to easily access information about courses, book places and complete evaluations.

Next steps

The focus moving forward is to raise the profile of the website both with professionals and with the public. There are plans to utilise National Safeguarding week (18 -22 November 2019) to promote the awareness of safeguarding in Surrey and to encourage greater use of the website and its resources.

Training

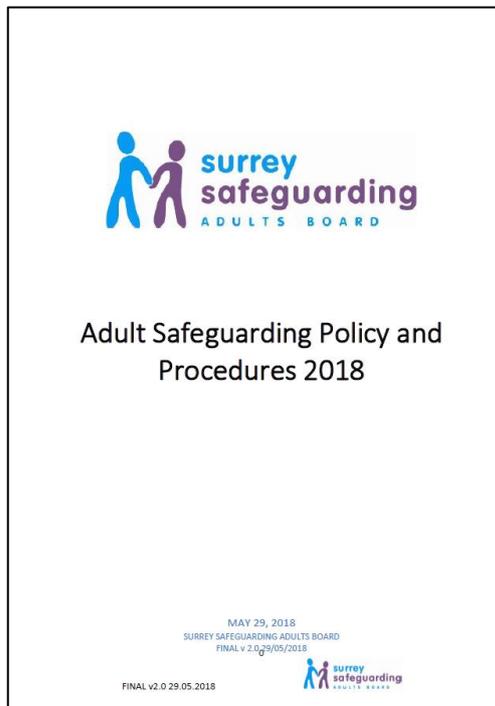
2018/19 aim - To embed the new policy and procedure, a new training strategy will be published to guide staff working with adults with care and support needs in relation to the training they require in order to undertake their jobs effectively.

Training will be relevant, easy to access and commensurate with the skill levels of staff and their organisations capability.

A presentation has been provided to partner organisations for them to use to brief their staff and teams on the SAB policy and procedure that was introduced in May 2018. This includes information on:

- Why the policy and procedure was changed,
- Definitions used in the Care Act and how these apply in Surrey,
- The roles involved in safeguarding adults in Surrey,
- Improving practice through the avoidance of confirmation bias.

In addition to providing the presentation to partners for them to deliver, it has also been presented across the county at Care Home forums and other training events.



The SAB has provided a 'Train the Trainer' course for safeguarding leads in various organisations. The aim is to equip staff knowledgeable and experienced in safeguarding with the skills to deliver training courses.



The members of the SAB Delivery Group have been working on building a learning library, consisting on briefing documents and presentations for use by professionals. These can be used either for personal development or delivered as part of team meetings and development sessions. The Learning Library is accessible via the website and consists of presentations on domestic abuse, neglect in care settings, the Mental Capacity Act, and others.

Safeguarding Essentials course

The Safeguarding Adults Board has piloted the delivery of a Safeguarding Adults Essentials course with two Borough and District councils.

Following positive feedback after the delivery of the pilot of this course at Surrey Heath Borough council and Mole Valley District council, the SAB has now arranged for this one day course to be available for each Borough and District council in Surrey. This will enable front-line workers to understand their role in safeguarding adults at risk during daily activities.

Adult Safeguarding Essentials



What are the benefits?

It raises your awareness and understanding of staff roles and responsibilities in relation to the safeguarding of adults. This course includes all aspects of basic awareness and Surrey's multi-agency approach.

What will I learn?

- Meaning of 'abuse and neglect' in the context of adult safeguarding
- Identify who an adult safeguarding enquiry applies to and the s42 duties
- Types of abuse
- Common indicators of abuse
- The adult safeguarding roles of Surrey County Council, Surrey Safeguarding adults Board and other partners
- How Making Safeguarding Personal (MSP) works in Practice
- Response to disclosures of abuse and neglect effectively
- Correct reporting and recording of adult safeguarding concerns in Surrey
- The relationship between adult safeguarding, child protection and domestic abuse
- What happens when a safeguarding concern is reported to the Local Authority

Who is this course for?

Adult Social Care and Health staff that work as Administrative staff, Finance staff, Social Care Development Coordinators, Support Brokers, Commissioning Managers, Project Managers, Reablement Assistants, Team Leaders, Senior/Residential Support Workers, Support Workers, Community Care Assistants, Support Assistants, Team Administrators and Night Care Assistants.

Will I need to do a refresher?

No.

How is this delivered?

This is a 1 day classroom course.

Contributing to Safeguarding Enquiries course

As a result of feedback from professionals, a small task and finish group has been established to design a course that informs multi-agency practitioners of their role in contributing to safeguarding enquiries. The aim of this course will be to enable a consistent and thorough response from agencies when they are asked to provide information as part of a safeguarding enquiry.

Next steps

During 2019/20 the SAB will continue to populate the Learning Library with topics in response to requests from members of the SAB. The 'Safeguarding Essentials' course will be rolled out to each Borough and District councils and the 'Contributing to Enquiries' course will be finalised and delivered to multi-agency audiences.

Types of abuse and neglect that are frequently hidden from professionals or are hard to detect.

2018/19 aim - The SAB will work closely with the Domestic Abuse Management Board to ensure that work to tackle domestic abuse, reflects the needs of adults with care and support needs.

There will be more engagement with minority communities to understand any specific risks and to ensure that awareness raising materials are accessible to all.

The SAB are a regular attendees at both the Domestic Abuse Management Board and the Domestic Abuse Delivery Group. The SAB Chair and Manager attended and engaged in the DA Deliberation event hosted by The Public Office on behalf of the Surrey Against Domestic Abuse partnership. The day built a collective responsibility to Domestic Abuse and allowed the SAB to ensure that the specific requirements of adults with care and support needs are considered and planned for in the development of domestic abuse services going forward.



In addition to a general 'train the trainer' course (see Training section above), a further 6 adult safeguarding leads were trained to deliver the multi-agency 'Recognising and Responding to Domestic Abuse' course. Their knowledge and experience in adult safeguarding has enabled them to ensure that delivery of the course also brings to light the additional barriers faced by adults with care and support needs and the extra support they may require to disclose abuse and to make changes.

Members of the SAB are also members of other multi-agency partnerships, this includes the Sexual Exploitation and Missing Management Board, the Harmful Traditional Practices Board and the Anti-Slavery partnership. Attendance at these meetings has ensured that there continues to be a focus on the impact of these offences on adults and that training and awareness raising on these subjects reaches a broad audience.

Next steps

Over the next year the Surrey SAB will continue to be the voice for adults with care and support needs when actions are designed and delivered. As the Community Reference group becomes more established (see section on Prevention), it is envisaged that they will be in a position to provide an informed voice to the work proposed by these strategic boards.

Prevention of abuse and neglect.

2018/19 aim - There will be greater opportunities for engagement, both with professionals and with people who use health and social care services to ensure the work initiated by the board is informed by experience. Focus groups with people who use services and with carers will be completed to understand both good practice and areas for improvement. Learning will be used to influence communication and preventative materials.

During the last year the SAB has worked on developing a new range of information guides for the public providing information on different types of abuse and neglect and also information on the s42 process, Safeguarding Adult Reviews and Deprivation of Liberty Safeguards.

These were reviewed by members of the SAB Delivery Group for accuracy before being shared with a focus group made up of voluntary and charity sector organisations, people with lived experience and carers. The focus group were asked to comment on the language used, the tone of the content, the images and how they would like to access the guides. On completion of the workshop eleven guides were produced.



These guides are all available for members of the public to access on the website.

Next steps

Keeping you safe at home and in the community

Are you worried that a person is at risk of harm - and they're unable to keep themselves safe?

To find out more about the types of abuse or neglect an adult may be at risk from, and the steps you can take to provide support, please visit the Surrey Safeguarding Adults Board website.

www.surreysab.org.uk

A publicity campaign has been arranged to run during July 2019 to encourage members of the public to visit the Surrey SAB website.

Printed versions of the leaflets and stands for their display will be provided to Borough and District councils, A&E departments and health centres.

Engagement with the focus group members will be formalised to create a Community reference group who can provide informed feedback on a more regular basis.

Assurance of safeguarding practice.

2018/19 aim - The board will embed a new quality assurance framework to reflect the multi-agency audience and their responsibilities in relation to safeguarding adults.

Reporting mechanisms and structures will provide performance products that assure the board of the effectiveness of safeguarding practices in Surrey and drive its agenda and focus going forward.

A new Quality Assurance framework was signed off at the end of the 2018/18 financial year. This ran for the first time throughout 2018/19. The new process focussed on a different area quarter:

- Quarter 1 – The work of the Safeguarding Adults Board
- Quarter 2 – Health
- Quarter 3 – Social Care & Housing
- Quarter 4 – Crime and Community Safety

The templates provided to each organisation request an overarching view of how safeguarding is led by the organisation in terms of governance, strategy, training and day-to-day activity, in addition to a more focussed piece of analysis on the organisations response to safeguarding concerns. The reports received during 2018/19 evidence that safeguarding is seen as an integral part of daily work for all partners.

Feedback on this new process has been varied and there has been learning for the SAB each time the exercise has run. A workshop with colleagues in health has helped to shape the process for the next occasion they are asked to report and a similar event will take place with colleagues from Borough and District councils to improve the reporting process for them.

Quarterly reports from Adult Social Care have helped to inform the SAB of the volume of safeguarding enquiries, where they originate from, the source of risk and the percentage that convert to enquiries. Adult Social Care have also provided data on the objectives of 'Making Safeguarding Personal', specifically whether the person felt that the enquiry took into account the outcomes they wanted to see and whether these outcomes were achieved.

The data provided has introduced an important baseline which has been used to shape the development of the strategic plan from 2019 until 2022.

Next steps

Work with partner agencies is required to ensure that completion of the returns is a productive exercise that informs organisations of what they do well and where they have room to improve. Further development of the reporting templates aims to provide assurance to the SAB of how safeguarding is embedded as part of routine activities. This includes work that takes place to prevent abuse and neglect of adults with care and support needs and also the processes in place to identify, acknowledge and report abuse or neglect when it is recognised as such.

The SAB will work specifically with Borough and District councils to understand the data available and how this can be provided to assure the SAB of the safeguarding practices taking place.

To add further qualitative information to the 'Making Safeguarding Personal' information collected by Adult Social Care, Healthwatch Surrey have been commissioned to undertake a piece of research with people who have had experienced a safeguarding enquiry to better understand the impact on them; their level of involvement; what works well; and whether the process can be improved.

Learning

At each SAB meeting there is a discussion and analysis of the learning and recommendations from national Safeguarding Adult Reviews (SARs). Members of the SAB are asked to consider the learning; how it applies to their organisation; and how they will disseminate any lessons back within their organisations. One of these sessions focussed on the SAR published in West Sussex, a briefing document was produced for agencies to take back to their teams to enhance learning. This is the same case that was the focus of the conference hosted by the SAB in December.

Following the publication of a SAR by the Isle of Wight SAB, the Surrey SAB hosted a workshop to consider the learning from the SAR in more detail and consider the lessons and systems changes that could be introduced in Surrey. Following this workshop some key themes emerged which impact on partners in Surrey. A follow-up workshop will take place during 2019/20 to develop an action plan for Surrey organisations based on the systems learnings contained within the SAR.

SAR Notifications

During 2018/19, the SAR sub-group received four SAR notifications:

- One of these was passed to the funding authority to complete as although the adult had died in Surrey, almost all service provision was from a neighbouring area.
- One required for the s42 enquiry to be completed in order to establish the facts prior to a SAR being commissioned.
- Two meet the criteria for a SAR and will be progressed.

Ongoing SARs

There are three SARs which remain ongoing from 2017/18, two of these are led by NHS England and one has been commissioned by the Surrey SAB. The SAR being led by Surrey SAB has encountered a number of delays due to new information coming to light during the process which required further investigation. The family members have been updated throughout.

The Surrey SAB also requested a review of the Serious Incident (SI) process across the five acute trusts. It was identified that SI's did not always recognise where there were potential safeguarding issues that should have been reported to the MASH as a safeguarding concern. A thematic review of the SI process identified that there was an opportunity to improve the engagement between the team who receive the SI and the trust safeguarding lead. A new process has been implemented which guarantee's safeguarding is considered within 72 hours of an SI being received. A further audit of SI cases will take place during 2019/20 to assure the SAB that the required improvements have taken effect.

A key initiative has been a drive to improve learning across the main boards that support our residents with the right focus by the right team. This has been developed by learning events sponsored by the relevant Board but supported by a shared purpose. These have been relevant and interactive with the participation by users to ensure we hear the voice of reality in our learning. We have also reviewed learning across all agencies and platforms in Surrey and then developed a programme that filled the gaps and did not duplicate partner learning.

We were supportive partners in the excellent Domestic Abuse learning day that was set and hosted by the Community Safety Partnership.

There is an ongoing cooperation to keep partners informed of initiatives such as ensuring the drive to address homelessness in Surrey that there was an awareness that not all homeless people have care and support needs if not that this would be the under the remit of the Health and Wellbeing

Board but the Safeguarding Adults Board needed to support them and would where there are obvious Safeguarding needs and it is our role to highlight this to front line staff.

There are representatives invited to all our Board meetings and where appropriate our Board was represented at partner meetings. We share strategic plans and annual reports so that there is alignment across the County.

Funding

The Surrey SAB receives an annual budget of £288,555. The budget is made from contributions from partner organisations in the amounts and percentages outlined below. Contributions of funds to ensure the SAB can continue to operate shows a significant commitment on the part of partners to work together and jointly take responsibility for decision making and running the Safeguarding Adults Board.

The chart below shows the financial commitment from each partner organisation:

| | Contribution 18/19 | % split |
|-------------------------------|-------------------------------|----------------|
| Surrey County Council | £117,450.00 | 40.70% |
| Clinical Commissioning Groups | £117,450.00 | 40.70% |
| Surrey Police | £29,000.00 | 10.50% |
| NHS Trusts | £13,050.00 | 4.52% |
| District & Boroughs | £11,605.00 | 4.2% |
| TOTAL | £288,555.00 | 100% |

During 2018/19 the Surrey Safeguarding Adults Board spent £185,651, leaving an underspend of £102,904. The majority of costs were spent on staffing, followed by the costs of conducting Safeguarding Adults Reviews. The full breakdown of spend can be seen below:

| | |
|------------------------|-----------------|
| Staffing | £130,978 |
| SAR | £23,940 |
| Independent Chair | £14,513 |
| Publicity | £11,759 |
| Conferences | £3,748 |
| Supplies | £294 |
| Voluntary Sector costs | £269 |
| Meetings | £150 |
| TOTAL | £185,651 |

The funds in the pooled partnership budget that were not spent (£102,904) have been carried forward to the next year. Agencies that contribute to the budget will therefore be paying a proportionately smaller amount in 2019/20.

Looking Ahead

The priorities identified in the three year strategic plan (2019-22) for the Surrey SAB are to:

- Prevent abuse and neglect,
- Improve the management and response to safeguarding concerns and enquiries, and
- Learn lessons and shape future practice.

As detailed above, over the last year the Surrey SAB has made significant progress in establishing a sound platform from which a number of programmes of work can now take place to meet the Board's priorities. During 2019/20 this will include:

| |
|---|
| To prevent abuse and neglect |
| <ul style="list-style-type: none"> ➤ A continued to focus on raising awareness of the SAB, its website and its resources to both public and professional audiences. ➤ Delivery of a programme of activities during National Safeguarding Week. ➤ County-wide delivery of Safeguarding Essentials course. |
| To improve the management and response to safeguarding concerns and enquiries |
| <ul style="list-style-type: none"> ➤ Delivery of the multi-agency training course to improve contributions to safeguarding enquiries. ➤ Supporting the work of the Domestic Abuse Management Board to ensure that policies, procedures and training in relation to domestic abuse take into account the needs of adults with care and support needs. ➤ Implementing the lessons identified by Healthwatch to ensure that safeguarding enquiries capture and respond to the needs and outcomes identified by the adult at risk. |
| Learn lessons and shape future practice |
| <ul style="list-style-type: none"> ➤ Reviewing the recommendations from SARs and the relevance of systems findings in Surrey. ➤ Reviewing the quality assurance templates used by Borough and District councils to ensure local authorities are able to efficiently evidence their safeguarding adult work. ➤ Development of a community reference group whose role is to ensure that people with lived experience have a voice at the SAB. |

SURREY COUNTY COUNCIL

CABINET

DATE: 24 SEPTEMBER 2019



**REPORT OF: MR MELVILLE FEW, CABINET MEMBER FOR FINANCE AND
LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR OF RESOURCES**

LEAD OFFICER: EXECUTIVE DIRECTOR RESOURCES (S151 OFFICER)

SUBJECT: MONTH 4 FINANCIAL MONITORING REPORT

SUMMARY OF ISSUE:

This report summarises the most significant issues for the Council's 2019/20 financial position as at 31 July 2019 for revenue and capital budgets. **Annex 1** provides further details on service revenue budgets, expenditure to date and year-end forecast.

The Council set a balanced budget for 2019/20 revenue budget without relying on the use of one-off resources (reserves). This included a stretching savings target of £82m, while ensuring that the costs of increasing demand for services are contained.

The key messages of this report are as follows.

Revenue

- Without further management action, it is forecast that the General Fund revenue outturn will be an overspend of £9.0m. Whilst the reduction of £0.5m since Month 3 is welcome, the underlying overspend is in excess of £10m, and is being off-set by underspends on interest payments and Minimum Revenue Provision.
- At Month 4, the forecast overspend of £9.0m is mainly due to:

- £8.2m savings gap/unidentified savings (Black savings);

- £3.6m from growth in pupil numbers and increased costs of SEN and mainstream schools transport;

Offset by:

- £2m additional government grants - Section 31 Business Rates grants and New Homes Bonus; and

- £0.8m underspend on capital financing costs (a lower Minimum Revenue Provision being required) due to slippage in the 18/19 capital programme.

- The year to date spending against budget up to 31 July is nearly £18m underspent. This is mainly due to the timing of significant expenditure for Special Educational

Needs within the Education, Lifelong Learning & Culture service and expenditure in the Waste service being higher towards the end of the financial year.

- We are still in the early stages of the financial year, and in line with the new approach to budget accountability embedded in the budgetary framework for 2019/20, Directorates are taking action to address overspends and work within their assigned budget envelopes.

Capital

- The Council set a capital budget for 2019/20 of £129.2m in February 2019. Following the approval of additional schemes in Month 3, and the re-profiling of some capital projects to reflect current expectations of programme delivery, the capital budget is £121.5m at Month

The Council is committed to containing expenditure during the year through diligent planning and monitoring by officers and Cabinet Member and through corrective actions to bring the budget back into balance, however the delivery of this year's budget continues to be challenging.

The Council continues to face considerable challenges in future years from ongoing increases in the need for services and the threat of further reductions in funding from the Fair Funding Review in 2020.

RECOMMENDATIONS:

The cabinet is asked to note the Council's forecast revenue and capital budget positions for the year.

REASON FOR RECOMMENDATIONS

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

Revenue Budget

1. **Table 1** below shows the revenue budget outturn for the year by Service. **Annex 1** (attached) provides more detail of Service budget outturn.

Table 1 Summary revenue budget forecast variances as at 31 July 2019

| | Cabinet member(s) | Full year budget £m | Fullyear forecast £m | Full year forecast variance at Month 3 £m | Change in forecast since last month £m |
|---|--|------------------------|-------------------------|--|---|
| Children, Families, Learning & Culture (CFLC) | M Lewis/ J Iles | 242.6 | 250.7 | 8.1 | 0.8 |
| Public Health | S. Mooney | | | | |
| Health, Wellbeing & Adult Social Care (HWA) | S. Mooney | 364.0 | 364.0 | 0.0 | 0.0 |
| Community Protection, Transport & Environment (CTE) | D Turner-Stewrt/ M Furniss/ M Goodman | 162.8 | 163.0 | 0.2 | (0.3) |
| Resources (Res) | M Few/ Z Grant-Duff | 74.0 | 76.3 | 2.3 | (0.4) |
| Transformation, Partnership & Prosperity (TPP) | T. Oliver/ Z Grant-Duff/ C Kemp | 11.9 | 13.0 | 1.1 | 0.0 |
| Central Income & Expenditure (CIE) | M Few | (855.5) | (858.2) | (2.7) | (0.6) |
| Deficit/ (Surplus) | | 0.0 | 9.0 | 9.0 | (0.5) |

Note: All numbers have been rounded - which might cause a casting difference

2. Within Children, Families, Lifelong Learning and Culture, the number of pupils requiring SEN transport continues to rise from its 2018/19 level and in excess of this year's budget provision. This is forecast to rise further and without mitigation this would lead to an overspend of £4m on its budget. The transport review has reduced some of these costs, however there is also an increase in the cost of mainstream transport leading to a budget pressure on transport for this year of £3.6m.
3. There have been small reductions in the volume of both external residential placements and external fostering. However these are forecast to bottom out with marginal falls at the year-end but remain above the budgeted level.
4. Within Health Welfare and Adult Social Care, spending on care packages to directly meet people's individual assessed eligible needs accounts for over 80% of the service's gross expenditure and is the key area of the budget where savings need to be delivered to reduce spending. The trend of care package commitments for both Older People and People with Learning Difficulties has fallen since 2018/19, however this reduction has bottomed out in recent months with a slight increase in Older People care package commitments. Although the service has forecast to deliver within budget, the current level of commitments remains above the budget available for the full year leading to a £6.5m risk to achieving full savings.

2019/20 Savings Programme

5. The Council included £81.6m of savings in the annual budget approved by Council in February 2019. Savings that are now forecast not to be achieved are classified as Black, of which £8.2m are factored into the year-end forecast position. The assumption is that the balance of other savings (£73.4m – Red, Amber, Green and Blue) will be delivered.
6. At Month 4, £13.5m of the original savings for 2019/20 were identified as unachievable. These were offset by £5.3m of alternative savings leaving a net gap of £8.2m (Black). It is expected that the level of Black savings will reduce as further alternatives are identified and plans put in place for delivery. However, at Month 4 the level of black savings remains unchanged at £8.2m
7. As shown in **Table 2** below, of the total £81.6m savings programme; c£30m (36%) are Amber & Green, c£34m (42%) are Blue (achieved/delivered), and £9.8m (12%) Red with £8.2m (10%) deemed black at this at this point in the financial year.

Table 2 – Savings Progress as at 31 July 2019

| Directorate | Full Year Target | Full Year Forecast | Forecast variance | Blue Achieved | Green | Amber | Red | Black Unidentified Gap | Last Month |
|---|------------------|--------------------|-------------------|---------------|-------------|-------------|------------|------------------------|------------|
| | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Children, Families, Learning & Culture | 21.7 | 17.2 | (4.5) | 4.5 | 8.4 | 1.5 | 2.8 | 4.5 | 4.8 |
| Health, Wellbeing & Adult Social Care | 20.0 | 20.0 | 0.0 | 11.9 | 0.0 | 1.6 | 6.5 | 0.0 | 0.0 |
| Public Health | 1.0 | 1.0 | 0.0 | 0.1 | 0.9 | 0.0 | 0.0 | 0.0 | 0.0 |
| Community Protection, Transport & Environment | 11.9 | 11.0 | (0.9) | 5.3 | 1.6 | 4.1 | 0.0 | 0.9 | 0.8 |
| Transformation, Partnership & Prosperity | 2.7 | 2.0 | (0.7) | 0.6 | 0.7 | 0.6 | 0.1 | 0.7 | 0.7 |
| Resources | 11.7 | 9.6 | (2.1) | 4.4 | 2.6 | 2.2 | 0.4 | 2.1 | 2.0 |
| Central Income & Expenditure | 12.6 | 12.6 | 0.0 | 7.0 | 5.2 | 0.5 | 0.0 | 0.0 | 0.0 |
| Total | 81.6 | 73.4 | (8.2) | 33.8 | 19.4 | 10.4 | 9.8 | 8.2 | 8.2 |

Capital Budget

8. Capital budgets are by nature multi-year. Services have reviewed in detail their capital budgets for the 2019/20 financial year in the context of when the expenditure is likely to be incurred, especially for those projects that have completion dates that may straddle the end of the financial year.

9. The capital budget for Month 3 (June) was £123.5m, and this has reduced by £2m to £121.5m for Month 4 (July).

10. The changes to the budget are listed below.

- £2.4m on approved LEP funded schemes
 - £1.6m LED Street lighting conversion into 2020/21 due to delay in start date.
 - £0.65m delay in Telephone/Unicorn replacement until 2020/21 as a part of the Moving Closer To Residents project
 - £0.35m delay in the Guildford Flood Resilience scheme until 2020/21
 - £0.06m ASC Infrastructure Grant funded projects to align with Agile working
 - £0.04m Basingstoke Canal due to limited number of specialist contractors
 - £0.03m Data Centre Replacement due to procurement delays
- Off-set by bringing forward future years' capital budgets for;
- £2.4m acceleration in procurement of equipment for the Agile programme
 - £0.7m IT project investment in the upgrade for older laptops and Windows 10

11. **Table 3** below provides a summary of the forecast outturn for the 2019/20 Capital budget, including the re-profile requests.

Table 3 Summary capital programme budget forecast as at 31 July 2019

| | Cabinet member(s) | Full year budget £m | Year to date actual month 4 £m | Full year forecast outturn at month 4 £m | Full year forecast variance at month 4 £m | Change in forecast since last month £m | Future years' budget £m |
|-------------------------------------|-------------------|------------------------|--------------------------------------|--|---|--|----------------------------|
| Adult Social care | S Mooney | 1.9 | 0.1 | 1.9 | 0.0 | 0.0 | 7.6 |
| Children Services | M Lewis/ J Ilies | 7.1 | 1.3 | 7.1 | 0.0 | 0.0 | 6.9 |
| Environment & Planning | M Goodman | 1.5 | 0.4 | 1.5 | 0.0 | 0.0 | 3.7 |
| Highways & Transport | M Furniss | 54.1 | 11.6 | 54.1 | 0.0 | 0.0 | 121.1 |
| Information Management & Technology | Z Grant-Duff | 6.6 | 0.6 | 6.6 | 0.0 | 0.0 | 27.4 |
| Property Services | M Few | 24.4 | 15.9 | 25.3 | 0.9 | 0.0 | 98.9 |
| Schools Basic Need | Julie Ilies | 22.9 | 0.0 | 22.9 | 0.0 | 0.0 | 61.1 |
| Surrey Fire & Rescue Service | D Turner-Stewart | 2.9 | 0.1 | 2.9 | 0.0 | 0.0 | 6.7 |
| Total Capital | | 121.5 | 30.0 | 122.4 | 0.9 | 0.0 | 333.4 |

Note: All numbers have been rounded - which might cause a casting difference

12. The forecast overspend is mainly due to the Linden Farm scheme. Unforeseen ground conditions and an upgrade for fire safety controls have led to contract extensions. Property Services is investigating potential savings on future schemes to offset this.

CONSULTATION:

13. Executive Directors and Cabinet members have confirmed the forecast outturns for their revenue and capital budgets.

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 and the sustainability of the MTFP. In the light of the increased and significant financial risks faced by the Council, the Leadership Risk Register will be reviewed to increase confidence in Directorate plans to mitigate the risks and issues.

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.

SECTION 151 OFFICER COMMENTARY

16. The Section 151 Officer confirms 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.
17. The Council has a duty to ensure its expenditure does not exceed resources available. It is drawn to Members' attention that the Council continues to face ongoing uncertainty about future funding, demand pressures, savings and the transformation programme. Within this context the Council is required to develop and implement plans to ensure that the forecast overspend of £9.0m is contained within resources.

LEGAL IMPLICATIONS – MONITORING OFFICER

18. The Council is under a duty to set a balanced and sustainable budget. The Local Government Finance Act requires the Council to take steps to ensure that the Council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available whilst continuing to meet its statutory duties.
19. Cabinet should be aware that if the Section 151 Officer, at any time, is not satisfied that appropriate strategies and controls are in place to manage expenditure within the in-year budget they must formally draw this to the attention of the Cabinet and Council and they must take immediate steps to ensure a balanced in-year budget, whilst complying with its statutory and common law duties.

EQUALITIES AND DIVERSITY

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

management actions, the Council must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

21. Services will continue to monitor the impact of these actions and will take appropriate action to mitigate additional negative impacts that may emerge as part of this ongoing analysis.

| |
|----------------------------------|
| <u>WHAT HAPPENS NEXT:</u> |
|----------------------------------|

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

Contact Officer:

Leigh Whitehouse, Executive Director of Resources
020 8541 7246

Consulted:

Cabinet, executive directors, heads of service.

Annexes:

Annex 1 – Detailed Revenue Budget at 31 July 2019.

Revenue Budget by Service - 31 July 2019

| Service | Cabinet Member | Prior year to date actual | Year to Date Budget | Year to Date Actuals | Year to Date variance | Full Year Gross budget | Full Year Net budget | Full Year Net Forecast | Full Year Net Forecast Variance |
|--|------------------------|---------------------------|---------------------|----------------------|-----------------------|------------------------|----------------------|------------------------|---------------------------------|
| | | £m | £m | £m | £m | £m | £m | £m | £m |
| Delegated Schools | Julie Iles | (0.0) | 0.0 | 0.0 | 0.0 | 310.7 | 0.0 | 0.0 | 0.0 |
| Education, Lifelong Learning & Culture | Julie Iles | 20.9 | 32.3 | 20.2 | (12.1) | 282.1 | 96.6 | 99.9 | 3.3 |
| Family Resilience | Mary Lewis | 17.9 | 14.5 | 15.6 | 1.1 | 45.9 | 43.4 | 45.2 | 1.8 |
| Corporate Parenting | Mary Lewis | 30.0 | 30.6 | 29.6 | (1.0) | 104.4 | 90.9 | 91.0 | 0.1 |
| Quality & Performance | Mary Lewis/ Julie Iles | 2.2 | 2.7 | 2.7 | (0.0) | 9.3 | 8.1 | 8.2 | 0.1 |
| Commissioning | Mary Lewis/ Julie Iles | 1.9 | 2.0 | 1.7 | (0.3) | 65.5 | 6.0 | 5.8 | (0.2) |
| Directorate wide savings | | 0.0 | (0.8) | 0.0 | 0.8 | (2.5) | (2.5) | 0.6 | 3.1 |
| Children, Families, Learning & Communities | | 72.8 | 81.3 | 69.8 | (11.4) | 815.3 | 242.6 | 250.7 | 8.1 |
| Public Health | Sinead Mooney | 0.0 | (0.0) | 0.0 | 0.0 | 35.7 | (0.0) | 0.0 | 0.0 |
| Adult Social Care | Sinead Mooney | 114.4 | 121.6 | 119.0 | (2.5) | 488.3 | 364.0 | 364.0 | (0.0) |
| Health, Wellbeing & Adult Social Care | | 114.4 | 121.6 | 119.0 | (2.5) | 488.3 | 364.0 | 364.0 | (0.0) |
| Highways & Transport | Matt Furniss | 19.1 | 17.8 | 19.7 | 1.9 | 73.8 | 59.0 | 58.9 | (0.1) |
| Environment | Mike Goodman | 19.9 | 22.9 | 18.3 | (4.6) | 73.1 | 68.8 | 69.1 | 0.3 |
| Leadership Team | Mike Goodman | 0.3 | 0.1 | 0.3 | 0.2 | 0.5 | 0.3 | 0.3 | 0.0 |
| Community Protection & Emergencies | Denise Turner-Stewart | 10.4 | 10.9 | 10.8 | (0.1) | 36.7 | 32.6 | 32.6 | 0.0 |
| Trading Standards | Denise Turner-Stewart | 0.5 | 0.6 | 0.6 | (0.0) | 3.9 | 1.7 | 1.7 | (0.0) |
| Communities Support function | Denise Turner-Stewart | 0.2 | 0.1 | 0.1 | (0.0) | 0.4 | 0.4 | 0.4 | 0.0 |
| Community Protection, Transport & Environment | | 50.4 | 52.5 | 49.8 | (2.6) | 188.4 | 162.8 | 163.0 | 0.2 |
| Economic Growth | Colin Kemp | 0.2 | 0.4 | 0.2 | (0.2) | 1.2 | 0.9 | 0.9 | (0.1) |
| Coroner | Denise Turner-Stewart | 0.8 | 0.6 | 0.8 | 0.2 | 2.3 | 1.8 | 2.3 | 0.5 |
| Strategic Leadership | Tim Oliver | 0.2 | 0.6 | 0.5 | (0.0) | 1.4 | 0.9 | 0.9 | (0.0) |
| Communications | Zully Grant-Duff | 0.5 | 0.5 | 0.4 | (0.0) | 1.4 | 1.4 | 1.5 | 0.1 |
| Insight, Analytics & Intelligence | Zully Grant-Duff | 1.2 | 1.6 | 1.4 | (0.2) | 3.9 | 3.2 | 3.1 | (0.1) |
| Human Resources & Organisational Development | Zully Grant-Duff | 0.8 | 1.4 | 0.9 | (0.5) | 4.1 | 3.6 | 3.6 | 0.0 |
| Transformation programme | | 0.0 | 0.0 | 0.0 | 0.0 | 0.3 | 0.8 | 0.8 | 0.0 |
| Cross County | | 0.0 | (0.7) | 0.0 | 0.7 | (1.5) | (0.7) | 0.0 | 0.7 |
| Transformation, Partnership & Prosperity | | 3.9 | 4.3 | 4.2 | (0.1) | 13.2 | 11.9 | 13.0 | 1.1 |
| Property | Mel Few | 5.3 | 5.5 | 5.5 | 0.1 | 28.1 | 19.0 | 19.0 | 0.0 |
| Customer Services | Zully Grant-Duff | 1.0 | 1.0 | 1.0 | (0.1) | 2.8 | 2.6 | 3.0 | 0.3 |
| Information Technology & Digital | Zully Grant-Duff | 3.3 | 3.6 | 3.1 | (0.5) | 11.5 | 10.9 | 10.9 | 0.1 |
| Business Operations | Zully Grant-Duff | (0.1) | (0.0) | 0.0 | 0.0 | (0.1) | (0.1) | (0.1) | 0.0 |
| Joint Operating Budget ORBIS | Zully Grant-Duff | 10.4 | 10.6 | 11.2 | 0.6 | 31.9 | 31.9 | 33.4 | 1.5 |
| Finance | Mel Few | 0.9 | 0.9 | 0.8 | (0.1) | 4.1 | 2.7 | 2.7 | 0.0 |
| Legal Services | Zully Grant-Duff | 1.4 | 1.2 | 1.3 | 0.1 | 4.0 | 3.6 | 4.1 | 0.4 |
| Democratic Services | Zully Grant-Duff | 1.3 | 1.2 | 1.1 | (0.0) | 3.6 | 3.4 | 3.4 | (0.0) |
| Resources | | 23.5 | 24.0 | 24.1 | 0.1 | 86.0 | 74.0 | 76.3 | 2.3 |
| Corporate Expenditure | Mel Few | 3.8 | 2.3 | 0.4 | (1.8) | 47.8 | 30.7 | 30.0 | (0.7) |
| Total services' revenue expenditure | | 268.8 | 285.9 | 267.5 | (18.4) | 1,674.7 | 886.2 | 897.1 | 11.0 |
| Corporate Funding | | (358.2) | (340.9) | (340.3) | 0.6 | 0.0 | (886.2) | (888.2) | (2.0) |
| Total Net revenue expenditure | | (89.4) | (55.0) | (72.8) | (17.8) | 1,674.7 | (0.0) | 9.0 | 9.0 |

SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MR COLIN KEMP, DEPUTY LEADER****LEAD OFFICER: JOANNA KILLIAN, CHIEF EXECUTIVE****SUBJECT: SURREY COUNTY COUNCIL PREPARATIONS FOR EXITING THE EUROPEAN UNION (BREXIT): 31 OCTOBER EU EXIT DATE****SUMMARY OF ISSUE:**

This report updates Cabinet on the ongoing work Surrey County Council and partners are undertaking to prepare for all eventualities of Britain's anticipated exit of the European Union on Thursday 31 October 2019. The report focuses particularly on the work undertaken by the council and for the county since May, when the government officially instructed local authorities to recommence 'no deal' Brexit planning. Since August the government has intensified 'no deal' planning activity. The council's preparations aim to mitigate any potential implications for the county – particularly in the immediate and short term – and support residents, communities and organisations. The council has conducted a range of activity that builds on the work undertaken during the March and April Brexit dates, including:

- designating a Lead Brexit Officer (Joanna Killian) to coordinate and lead council and countywide planning activity;
- updating the council's Brexit web page, which signposts to important and official sources of information, such as the government's 'Get ready for Brexit' public information campaign;
- supporting the comprehensive planning and preparation undertaken by the Surrey Local Resilience Forum;
- reviewing and updating business continuity arrangements to ensure the council continues to provide quality services to residents.

The report presents the partnership work that has been taking place with central government, neighbouring counties, boroughs and districts, health partners, local enterprise partnerships and the chamber of commerce. The context surrounding Brexit is changing rapidly, so this report reflects the position at the time of drafting.

RECOMMENDATIONS:

It is recommended that Cabinet endorse the current position of the council's preparations, including the plans and preparations that are expected to be implemented by Thursday 31 October 2019 (expected date for Britain's formal withdrawal from the European Union).

REASON FOR RECOMMENDATIONS:

Brexit carries a number of potential possibilities and implications for the county. Surrey County Council has a responsibility to prepare for all eventualities, particularly those which pose negative implications for residents, communities and organisations. The council's ongoing work outlines how it will ensure the necessary plans and preparations are in place

to mitigate any potential immediate and short term implications and provide support and assurance where possible. This is in line with guidance provided by central government.

DETAILS:

Background

1. Britain is expected to formally leave the European Union (EU) on Thursday 31 October 2019. Since the initial EU exit date (Brexit) in March, and then subsequently April, a new government is in place following the appointment of Prime Minister Boris Johnson. The government is currently negotiating a new withdrawal agreement with the EU but have committed to leave the EU on 31 October with or without a deal¹. As such, to ensure Britain is prepared for a 'no deal'² scenario on 31 October the government have placed emphasis on establishing robust 'no deal' preparations.
2. Brexit, in both a 'deal' or 'no deal' scenario, presents an array of potential possibilities, implications and uncertainties. Surrey County Council has a statutory obligation to deliver key public services and a role to support residents, communities and organisations as the relationship between the UK and EU changes and develops.
3. The council's preparations are primarily coordinated by the officer working group which was established in 2018. The working group focuses on the council's immediate and short term planning for all Brexit eventualities, aiming to ensure the necessary mitigating plans and preparations are in place by the time Britain formally withdraws from the EU.
4. Cabinet received a report in February which outlined plans and preparations in place for the March Brexit date. The council has been building on this work and, drawing upon guidance within the Ministry for Housing, Communities and Local Government (MHCLG) checklist (see Annex A) and subsequent governmental advice, have continued to develop robust plans for the council and the county. This report will detail progress to date and how the council will continue to develop preparations in line with any future guidance from central government.

Planning progress since May

5. In May the government formally requested local authorities to recommence 'no deal' preparations. Following the request the council intensified planning and preparatory work, particularly working in partnership with the Surrey Local Resilience Forum (LRF) to review and update existing plans for the county.
6. On 6 August 2019 the Rt Hon Robert Jenrick MP, Secretary of State for Housing, Communities and Local Government, wrote to all 38 Local Resilience Forums requesting for Brexit preparations to be escalated to a planning priority with the aim to ensure robust plans are in place covering every community and that preparations are intensified in advance of 31 October.

¹ For the purposes of this document, a 'Deal' scenario refers to the passage and royal assent of a/the Withdrawal Agreement which outlines the terms of the UK's withdrawal from the EU before the 31 October 2019

² For the purposes of this document, 'No Deal' refers to the withdrawal of the UK from the EU on 31 October 2019, without the passage of a Withdrawal Agreement.

7. Using a reporting template provide by MHCLG, LRF chairs have been reporting forum readiness for Brexit as 31 October approaches. Planning and reporting is based on the national planning assumptions. The LRF have continued to work diligently and have intensified planning with government departments e.g. Department for Transport, partners across different sectors e.g. health and neighbouring counties to provide assurance that arrangements are in place and ensure Surrey stays 'open for business'. This includes developing robust traffic management arrangements to limit any impact on Surrey's roads and ensuring support is available for vulnerable residents, including those who may experience financial hardship.
8. The Surrey LRF will continue to support the resilience planning and government direction regarding Brexit preparations, while ensuring that partners remain able to respond to normal winter pressures or any other emergency during this period. The council will continue to have an integral role in LRF planning. Additionally, in regards to council preparations, the officer working group was re-established to lead immediate and short term council planning.
9. Following a request from MHCLG, the council has designated Joanna Killian as the Lead Brexit Officer whose responsibilities are centred around coordinating preparations within the council and around the county (see Annex B which also provides expectations of the Lead Officer). Drawing upon these responsibilities, the council has three core responsibilities: council planning and preparations, working in collaboration and supporting LRF planning activity and joint-planning with health partners. MHCLG has also allocated £20 million to local authorities for Brexit planning. The council received £87,500 (see Annex C) which will be used to support any service resource requirements for Brexit preparations.

Future planning and activity for 31 October

10. The council will continue to develop preparations and has planned to conduct an array of activity before 31 October. These next steps will also be reviewed and updated to align with any future guidance and advice from central government.

Business Continuity

11. The council has a core responsibility to deliver a range of services both statutory, e.g. social care, and regulatory, e.g. Trading Standards. Therefore, as part of Brexit preparations, the council is updating and developing thorough business continuity arrangements within services and with partners to ensure any potential implications for service delivery are minimised and mitigated.
12. In conjunction with the MHCLG local authority preparedness checklist and technical notices published on the central government website³, the national planning assumptions provide a framework for business continuity arrangements and wider planning. This framework provides guidance for planning priorities, supports services in identifying risks and helps to allocate time and resource effectively.
13. In partnership with Buckinghamshire County Council, the council is responsible for Trading Standards. The Buckinghamshire and Surrey County Council Trading Standards team is a market surveillance body responsible for inspecting goods that

³ [See Local government Brexit preparedness](#)

cross the national border. In both a 'deal' and 'no deal' scenario the UK will adopt new trading standard responsibilities which will have an impact on the service, including a potential increase in demand as traders prepare for any changes.

14. Throughout the Brexit planning process the service has been proactively engaging with governmental departments, partners and other authorities to ensure contingency plans are in place. These plans include prioritising more market surveillance on products to ensure they comply with regulations and exploring options to respond to demand. The service will continue to monitor developments and liaise with governmental departments, particularly to ensure arrangements are in place to respond to any increases in demand and key staff are trained following clarity around, or changes in, legislation and regulations.
15. The council uses some EU databases that help support service delivery, for instance to help Trading Standards understand which goods, foods and businesses pose any threats. There are also databases and servers based in EU member states. The council have been identifying those servers and systems and assessing any potential impact on services due to changes in accessibility to EU databases and information flow. The council will continue to maintain a watching brief and align contingency plans with governmental and the Information Commissioner's Office guidance.

Maintaining service delivery and supply chain

16. The council relies on suppliers to help deliver services. Through engagement with suppliers, particularly the Care and Construction industries, the primary risk is around potential staff shortages. Any staff shortages for suppliers may incur additional costs to the council to maintain service provisions and prompt potential diminution of services for some of our most vulnerable residents. The council has continued to frequently liaise with providers and suppliers to understand any additional risks and is establishing contingency plans and providing support for their preparations.
17. The council and Surrey's LRF have a close working relationship with the Kent Local Resilience Forum (KLRf), particularly around Brexit planning and Operation Fennel. Operation Fennel is Kent's overarching freight and passenger traffic management plan, designed to mitigate potential congestion caused by border delays and any subsequent impacts on surrounding areas, including Surrey. The council has continued to work with Kent to inform these plans and ensure preparations are in place to minimise any potential implications on Surrey's transport network and service delivery.

Surrey County Council's workforce, including wider care sector

18. The primary risk for service delivery is a potential reduction in the council's workforce and those staff employed by providers. That is, if non-UK EU staff choose to leave or relocate there may be reduced capacity to deliver core services.
19. The council's staff are an integral part of service delivery. As an employer, the council has been supporting and reassuring members of staff that have been, or will be, affected by Brexit. This has comprised of providing regular updates to staff around citizens' rights and the activity of the officer working group. This also included targeted communications to services, particularly social care, to support service areas that may be disproportionately affected. The council will continue to share

guidance and offer support to staff, by providing frequent updates, advice and information particularly around citizens' rights.

20. The council has also been working closely with partners in the health and social care sector to align Brexit preparations but also to support staff that have an essential role in caring for Surrey residents. This includes sharing guidance and liaising with providers to advise and reassure staff.

Communication and engagement

21. The council has a responsibility to support residents, ensuring they are settled and reassured within their communities. Furthermore, the council has a role in 'place shaping' which entails creating an environment for businesses to flourish and working with them to develop strategies for increasing skills and employment of our residents and supporting other organisations, such as the voluntary, community and faith sector, to help Surrey's communities prosper.
22. The council is supporting residents and organisations through digital platforms, namely a web page on the Surrey County Council website⁴. The web page acts as a signposting tool, utilising official sources (e.g. gov.uk) to provide key information and guidance. The web page, which was established earlier this year, will continue to be updated with new, relevant and the most up-to-date information. The council also welcomes the new public information campaign that the government has launched, 'Get ready for Brexit'⁵. The government's 'Get ready for Brexit' web page provides tailored detail and information for individuals and businesses in preparation for Brexit.
23. Surrey has a strong business environment that has subsequent positive impacts on our communities. The council has a role in maintaining this environment by providing Brexit support to business and explore ways to create a thriving environment after Britain leaves the EU. Although there has been no reported increase in business support requirements the council has continued to engage directly with businesses through virtual meetings and working with the Local Enterprise Partnerships and the Surrey Chamber of Commerce to both understand the concerns of businesses in Surrey and provide advice and support.
24. Building on previous activity, the council have prepared a series of engagement with a range of key partners to share information and updates around Brexit plans and align preparations. Through the Emergency Management and Resilience Team the council will also support Surrey LRF engagement with key stakeholders.

Local partnership working

25. Working with partners is an integral part of countywide and council Brexit planning. Joint-planning is required to ensure Surrey remains 'open for business' and any impact on resident's day-to-day lives and activities is minimised.
26. A key partnership with a central role in Brexit planning is Surrey's LRF. The LRF is a multi-agency partnership that brings together all agencies which have a significant role in responding to, and recovering from, the effects of emergencies. It is convened

⁴ See [Surrey County Council and Brexit](#)

⁵ See [Get ready for Brexit](#)

under the Civil Contingencies Act 2004. Representatives include Surrey County Council, NHS England, Environment Agency and boroughs and districts, which are all Category 1 responders. The LRF is also supported by Category 2 responders, such as Highways England and utility companies⁶.

27. With regards to Brexit planning, the LRF's strategic intent is to mitigate any negative or detrimental immediate effects in Surrey. This entails ensuring residents are reassured, both individuals and communities are treated with dignity and respect, and business activity in our communities is supported. The LRF is also a key communication channel between the council and central government. LRF capabilities have a countywide focus but compliment and align with the council's plans and preparations. The council will maintain a close working relationship with the LRF and will continue to plan in collaboration.
28. In addition to the LRF, the council has been working with numerous stakeholders and has had an active role in a number of other partnerships, including:
- a. Boroughs and districts. The council has continued to work closely with boroughs and districts to ensure plans and preparations align, particularly around support for vulnerable residents and supporting businesses.
 - b. South East 7 (SE7). SE7 is a partnership comprised of seven South East councils (Brighton and Hove, East Sussex, Hampshire, Kent, Medway, Surrey, West Sussex). The council has been liaising with SE7 around joint-planning opportunities and identifying key risks for the South East region. SE7 also acts as communication stream between South East local authorities and central government.
 - c. Neighbouring local authorities. The council has maintained a close working relationship with neighbouring authorities situated on the national border, particularly Kent County Council and Hampshire County Council. Whilst Surrey has no border with other countries, the county may experience indirect border disruption spilling over from neighbouring areas. The main risk is potential implications for traffic flow. The council will continue work with its neighbours to support their traffic management plans⁷.
 - d. Health partners. The council has been engaging and developing joint-plans with health partners to ensure residents, particularly the most vulnerable, continue to receive quality health and care provision. Additional engagement, including through the LRF, is planned and the council will continue to work with health partners to ensure robust plans are in place.
 - e. Businesses, Local Enterprise Partnerships and Surrey Chamber of Commerce. The council has continued to engage with the local business stakeholders to understand their concerns and how the council can provide support.
 - f. Local Government Association (LGA). The council have been engaging with, and contributing to, the work of the LGA's Brexit Taskforce.

⁶ See [Surrey's Local Resilience Forum](#)

⁷ See [Brexit Preparedness – Kent County Council update](#)

CONSULTATION:

29. Engagement with stakeholders has continued to be a key part of the council's Brexit planning process. Through the LRF the council have been liaising with a range public bodies such as emergency services, health bodies, government agencies, other local authorities.
30. As part of wider planning, the council has been engaging with external stakeholders such as boroughs and districts, businesses, local enterprise partnerships, organisations from the voluntary, community and faith sector to understand implications within the respective sectors and in communities.
31. Internally, the council has been engaging with officers from numerous services and the relevant Cabinet Members.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

32. The council received £87,500 from MHCLG to support Brexit preparations (see Annex C). The funding will be used to support any resource requirements for Brexit planning arrangements.
33. As the Surrey LRF budget holder, earlier this year the council received a funding allocation of £38,043.48. This was used to resource staffing support for preparations. The council will also receive an additional £79,100 on behalf of the LRF and has a legal and fiscal responsibility to spend this in line with MHCLG criteria (see Annex D).

SECTION 151 OFFICER COMMENTARY

34. The s151 Officer recognises the preparations and contingency plans being undertaken as part of Brexit planning. Costs are being monitored against the grants received. At the moment, actual costs are contained within grants, but projections are that spend might exceed grant. We will continue to monitor the situation over the coming weeks.

LEGAL IMPLICATIONS – MONITORING OFFICER

35. At this point there is insufficient clarity as to the impact of the UK's withdrawal from the EU to enable a comprehensive appraisal of the likely effects on the Council.
36. This report identifies the potential workforce challenge that may face the Council and its suppliers as a result of possible changes to the immigration status of frontline staff delivering key statutory services. Difficulties in retaining staff who are EU citizens could directly impact the Council's ability to maintain vital services.
37. In the future the Council may face changes to the regulations which govern procurement and State Aid. It is also expected that the Information Commissioners Office will implement new arrangements to reflect the fact that the UK has left the EU. As Brexit plans are formalised it will be necessary to keep the legal implications under review

EQUALITIES AND DIVERSITY

38. An Equality Impact Assessment (EIA) is not needed for this report as the decisions asked of Cabinet do not have any direct equality implications. However, when there is clarity around the terms of Brexit, any subsequent services changes will be accompanied by an EIA.
39. Under Equality Act 2010, race is considered a protected characteristic – this includes nationality. Brexit will have a disproportionate impact on EU nationals. Therefore, as the terms of Brexit become clearer, the council will need to establish an understanding of the implications for affected residents and staff.

WHAT HAPPENS NEXT:

40. The council will continue the ongoing work to ensure Surrey is prepared for all Brexit eventualities. The working group will continue to coordinate the council's Brexit preparations.

Contact Officer:

Thomas Pickup, Policy and Strategic Partnerships Officer, 01737737391

Consulted:

Surrey County Council's Corporate Leadership Team
Surrey County Council's Brexit Working Group
Chair of the Surrey Local Resilience Forum

Annexes:

- Annex A – MHCLG local authority preparedness checklist
- Annex B – Letter from Rt Hon Robert Jenrick to local authorities
- Annex C – Brexit funding allocations for local government, 16 August 2019
- Annex D – LRF funding letter

Sources/background papers:

- Surrey County Council preparations for exiting the European Union (Brexit) (<https://mycouncil.surreycc.gov.uk/mgConvert2PDF.aspx?ID=54838>)
- Surrey's Local Resilience Forum (<https://www.surreycc.gov.uk/people-and-community/emergency-planning-and-community-safety/emergency-planning/surreys-local-resilience-forum>)
- Surrey County Council and Brexit (<https://www.surreycc.gov.uk/council-and-democracy/brexit-support>)
- HM Government: The withdrawal agreement and political declaration on our future relationship with the EU (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/759023/25_November_Explanatory_slides_for_the_Withdrawal_Agreement_and_Political_Declaration_on_our_future_relationship_with_the_EU.pdf)

- Brexit funding for local authorities (<https://www.gov.uk/government/news/councils-in-england-to-receive-over-50-million-to-support-brex-it-preparations>)
 - MHCLG: Local government Brexit preparedness (<https://www.gov.uk/guidance/local-government-brex-it-preparedness>)
 - MHCLG: £9 million announced to get ports and local areas ready for Brexit (<https://www.gov.uk/government/news/9-million-announced-to-get-ports-and-local-areas-ready-for-brex-it>)
 - MHCLG: Government readies whole nation for Brexit with every council to have a designated Brexit lead (<https://www.gov.uk/government/news/government-readies-whole-nation-for-brex-it-with-every-council-to-have-a-designated-brex-it-lead>)
 - Report from Kent County Council: Brexit Preparedness – Kent County Council Update (<https://democracy.kent.gov.uk/documents/s88112/Item%207%20-%20Brexit.pdf>)
 - Get ready for Brexit: (<https://www.gov.uk/brex-it>)
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Annex: Local authority Preparedness Check List

As leaders of place and with responsibility for local authority services, council leaders and their senior colleagues will want to assure themselves that their council has undertaken the necessary EU Exit impact assessments, relevant planning and prepared appropriate mitigation plans in relation to the following areas:

1. **All the statutory services for which the council is responsible.** These will include, but are not limited to social care, child protection, education, environmental, leisure and community services.

Members will want to be assured that the council has undertaken an assessment of the proportion of EU nationals in its workforce and/or those employed in commissioned services and in relevant supply chains. If there is a significant risk, have members been assured that communications channels are in place to support and advise members of the workforce and that contingency plans are in place.

2. **All regulatory services for which the council is responsible.** These include, but are not limited to environmental health, trading standards and port health authority responsibilities.

Members will want to be assured that the council has undertaken an assessment to consider the potential impact on your regulatory services, including putting contingency plans in place to respond to increased demand.

3. **The impact (direct or indirect) of any Border areas** (air or sea ports) either in your council boundary or within neighbouring/regional boundaries, which may have an impact on your council's:

- Local infrastructure;
- Delivery of statutory services;
- Availability of essential supplies; or
- The most vulnerable in your community.

Members will want to be assured that the council has considered whether it will face either direct or indirect impacts on the provision of essential services if there are delays at the border. Assessments should include a consideration of potential transport flows, impacts on local infrastructure and the potential impact on the delivery of key supplies that maintain council services (whether in house or outsourced), be they care homes, schools or waste plants for example.

4. **The impact on supply chains;** both those managed directly by the council and those indirect contracts managed through commissioned services.

Members will want assurances that their council and any strategic delivery partners that they have impact assessed their supply chain and that appropriate mitigation plans are in place in order to assure the council of their preparedness for any identified risk to the delivery of statutory services. Tested channels of communication should also be established with outsourced and commissioned services to ensure timely flow of information.

5. **Data handling** both in terms of the corporate ICT and data housing that the council uses for its own services, as well as the data handling for any outsourced services. Councils must make sure they are clear about where their data is held.

Members will want to ensure that their council have undertaken necessary assessments and that business continuity plans in place for all ICT and data handling that impacts the council. In the event that any of the council's data is hosted in the EU, the council will want to be assured that contingencies are in place considering the potential impact of a 'no deal' scenario hindering the flow of information across the EU border. The ICO have published guidance on this that councils should follow, and my officials will shortly be writing to your officers on this matter.

6. **Local partnership working** with key statutory and strategic partners, including the Health and Wellbeing Board, Crime Reduction or Community Safety Partnership, Local Economic Partnership and Local Resilience Forums.

As leaders of place, the local authority will want to ensure that all local partners and local partnerships are effectively planning and considering mitigations for EU Exit. Members will want to seek assurance that partnership plans have been agreed and tested; for example, in order to support and protect the most vulnerable and at risk and plan in relation to managing any increased community tensions or hate crime.

7. **Communications.** Appropriate plans and activity to provide community assurance and provision of timely information.

The UK's exit from the EU has created significant tensions as well as mis-information and/or expectations in communities. As the leader of place, members of the council may have an important role to play in providing:

- Timely updates for example in relation to promoting the UK Settled Status Scheme or advice to local businesses;
- Clarity of information to respond to any risks of potential heightened community tensions; and
- Community assurance as trusted leaders and sources of information and advice.

Members will therefore want to be assured that their council has prepared and tested communications channels with its ward councillors, statutory partners and all its community leaders/groups. Members will also want to be assured that the council is prepared for a potential impact on town halls and other community facing front of office desks, with increased community demand for information.

In addition, national government will be providing regular updates through a number of channels; including a series of new regional hubs led by a local authority chief executive from each of the regions across the country. Members should assure themselves that their chief executive is in contact with their regional colleagues who are leading these hubs, as these individuals will provide an opportunity to not only to provide Government updates, but also to escalate any concerns or developing issues back into Whitehall.



Ministry of Housing,
Communities &
Local Government

Rt Hon Robert Jenrick MP

*Secretary of State for Housing, Communities and
Local Government*

**Ministry of Housing, Communities and Local
Government**

4th Floor, Fry Building
2 Marsham Street
London SW1P 4DF

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To: Leaders of all local authorities in England

Tel: 0303 444 3450

Email: robert.jenrick@communities.gov.uk

www.gov.uk/mhclg

06 August 2019

I was honoured to be appointed as the Secretary of State. I am looking forward to meeting you and to working with you.

The UK will be leaving the European Union on 31 October. Although we would prefer to leave with a deal, we are making all necessary preparations to leave without a deal if the EU refuses to negotiate a new arrangement.

Local Government has a vital role in ensuring our departure is as smooth as possible. I want to thank you, your councillors and your officers for all the hard work you have already done, particularly in advance of the March and April deadlines. Just as central government is urgently intensifying preparation in advance of 31 October, it is right that together we work to do the same in every community.

To help us to better co-ordinate our efforts, I am asking all of you to designate a senior officer in your authority as Brexit Lead Officer.

That officer's role should include:

- Ensuring the council has taken all reasonable steps, in line with relevant guidance and messaging coming from Government and its agencies, to prepare for our exit from the EU on 31 October. This should include clear communication to local residents and businesses to support their own preparations for Brexit and a plan for how the council would communicate important messages to stakeholders;
- Ensuring the council has a team in place which is equipped to support the delivery of Brexit, ready for the period around 31 October;
- Overseeing the expenditure of the specific Brexit funding allocated to their council and ensuring it is effectively contributing to local preparations;
- Playing a full part in your Local Resilience Forum to ensure that its plans for No Deal take account of relevant local circumstances and potential impacts on local communities. I will be writing separately to all LRF chairs to set out how I propose to work with them to prepare for Brexit and to ask that they liaise with you to assess relevant impacts;
- Bringing together local public service providers, the voluntary and community sector, community groups and businesses to effectively prepare for the potential local impacts of leaving the EU without a deal;

- Acting as the principal contact point for your regional lead chief executive and central Government; and
- Proactively raising with central Government or your regional chief executive representative any emerging trends, issues and other local intelligence that might assist in No Deal preparations.

Please provide the name and contact details for your Brexit Lead Officer to LSEngagement@communities.gov.uk by 16 August 2019.

On Saturday, I announced £20 million of funding for all local authorities in England to aid Brexit preparations, which will support the work of this critical post. The Government recognises that certain areas face more acute pressures, and I am currently considering how best to allocate this funding. This is in addition to the £40 million previously allocated to all local authorities.

I am keen to listen to your ideas and concerns and to promote collaboration and best practice on how councils can effectively prepare for Brexit. To kick things off, I will be hosting the first of a series of webinars next week for all Leaders, Chief Executives and Brexit Lead Officers on 13 August at 9.00am. My officials will circulate details of how to participate shortly. I would encourage as many of you as possible to attend. I want to ensure the Government communicates with you in a co-ordinated and clear manner and that your legitimate concerns and queries are answered as swiftly as possible.

I look forward to working closely with you on this important issue.

A handwritten signature in black ink that reads "Robert Jenrick". The signature is written in a cursive style and is positioned above a short horizontal line.

RT HON ROBERT JENRICK MP



Ministry of Housing,
Communities &
Local Government

**Ministry of Housing, Communities and Local
Government**

2nd Floor, Fry Building,
2 Marsham Street,
London, SW1P 4DF

Tel: 0303 444 3835

Email: joe.tuke@communities.gov.uk

www.gov.uk/mhclg

16 August 2019

Dear Colleague,

RE: BREXIT FUNDING ALLOCATIONS FOR LOCAL GOVERNMENT

Earlier in August, the Secretary of State announced £20m funding for all local authorities in England to aid Brexit preparations. This is in addition to the £40m previously allocated to all local authorities earlier this year.

I am pleased to let you know the allocation of funding per local authority, which can be found in Annex A (attached).

The funding is being paid directly under Section 31 of the Local Government Act 2003. Our expectation is that the funding will only be used to enhance capacity and capability within local authorities to aid Brexit preparations. This is intended to help provide each council's Brexit Lead Officer with the resource they need to fulfil their role, as described by the Secretary of State in his letter to Council Leaders on 6 August 2019. Whilst this funding is not ring-fenced, the funding should not be used for matters unrelated to Brexit.

As the Secretary of State said in his letter to Council Leaders, we recognise that there are some areas which could face more acute pressures, and we will be announcing further funding shortly.

As with previous funding allocations, where councils restructured on 1 April 2019, the amount has been calculated taking into account the changes in structure and aggregated to ensure that they will still receive the amounts originally indicated under your previous structure.

In the meantime, should you require any further information please do not hesitate to contact us at lgengagement@communities.gov.uk.

Yours sincerely,

Joe Tuke

Director, Local Government and Public Services

ANNEX A: Funding provided as part of this allocation of £20m

| | <i>2019/20 (£) - this allocation</i> |
|---|--------------------------------------|
| <i>Combined Authorities (11 including London (GLA))</i> | 90,909 |
| <i>District councils</i> | 17,484 |
| <i>County councils</i> | 87,500 |
| <i>Unitary authorities*</i> | 104,984 |

* Unitary authorities will receive the sum of the county and district allocations. Metropolitan Boroughs and London Boroughs are unitary authorities.



Ministry of Housing,
Communities &
Local Government

Jillian Kay
Grenfell Recovery and Resilience

**Ministry of Housing, Communities & Local
Government**

2nd Floor, Fry Building
2 Marsham Street
London SW1P 4DF

Tel: 0303 444 1818

Email: Jillian.Kay@communities.gov.uk

www.gov.uk/mhclg

Date: 16 August 2019

Dear LRF Chairs,

Firstly, thank you all for your ongoing work to develop Brexit plans and engagement in the renewed preparation of a no-deal Brexit.

Recognising the unique challenges associated with this planning the Secretary of State wrote to you on 6 August announcing the release of £4 million new funding for LRFs. This is in addition to the £1.79m funding provided in January 2019.

Rather than administering this as a fund, which would add to your existing work and potentially delay the allocation of funding we will instead provide £79,100 of funding to 27 LRFs. Ten LRFs (Essex, Greater London, Greater Manchester, Hampshire and IoW, Humberside, Lancashire, Leicestershire, Merseyside, Suffolk and Sussex) will receive £158,200, and Kent LRF will receive £217,300.

The funding should be used to directly support the development of your Brexit plan and continued preparedness activities, our expectation is that most LRFs will use this funding to support additional staffing costs. Our aim is to pay this funding in the week commencing 2 September via a Section 31 grant to a nominated LRF partner who will be the accountable body for the expenditure and will be responsible for ensuring the funding is provided to the LRF. To facilitate this, we ask that you nominate the accountable body by the end of 21 August and email this to REDEUTeam@communities.gov.uk.

Yours faithfully,

Jillian Kay
Director
Grenfell Recovery and Resilience
Ministry of Housing, Communities and Local Government

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SURREY COUNTY COUNCIL**CABINET**

DATE: 24 SEPTEMBER 2019

REPORT OF: MR COLIN KEMP, DEPUTY LEADER
MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND WASTE

LEAD OFFICER: MICHAEL COUGHLIN, EXECUTIVE DIRECTOR
TRANSFORMATION, PARTNERSHIP AND PROSPERITY

SUBJECT: SURREY COUNTY COUNCIL'S RESPONSE TO STATUTORY
CONSULTATION ON HEATHROW AIRPORT EXPANSION

SUMMARY OF ISSUE:

The statutory consultation on Heathrow Airport's Preferred Masterplan for the future expansion of the airport ran between 18 June 2019 and 13 September 2019. This was scheduled to be the last public consultation in advance of Heathrow Airport Limited (HAL) submitting an application for a Development Consent Order (DCO) to the Planning Inspectorate (PINS) for examination under the provisions of the Planning Act 2008 for determining Nationally Significant Infrastructure Projects (NSIPs). The scale and complexity of the expansion plans is considerable and the consultation material substantial; as well as a third runway and new terminal facilities, Heathrow's expansion will include modification of the M25 between junctions 14-15, replacement and re-routing of local roads, river diversions and flood storage, parking, environmental mitigation and a range of airport supporting facilities.

The draft consultation response attached at Annex 1 has been produced in consultation with Surrey County Council services impacted by the scheme and provides commentary on the specific issues that are likely to significantly affect Surrey residents, businesses and county council service interests.

As agreed with the Leader and relevant Cabinet portfolio holders, the draft response was submitted in time to meet the consultation deadline, but HAL is aware that this response is subject to political sign off following the end of the consultation period and has accepted that further comments may be provided before the end of September.

RECOMMENDATIONS:

It is recommended that Cabinet considers the draft consultation response attached at Annex 1 and, if necessary, agrees any additional comments to be submitted to Heathrow Airport Ltd.

REASON FOR RECOMMENDATIONS:

The consultation response considers the potential impact of HAL's proposed scheme on the Council's services, residents and businesses. The response is in line with the 9 October 2018 Full Council resolution, which sets out the Council's position that the environmental

and infrastructure issues associated with expansion should be satisfactorily addressed. The comments in the response highlight the considerable concerns that this Council has in relation to the expansion proposals and some comments repeat points made at both a political and officer level during ongoing engagement with HAL on scheme development in bilateral meetings and through the Council's membership of the Heathrow Strategic Planning Group (HSPG). There are many issues that remain to be addressed and more information must be provided to enable the likely effects to be fully understood.

DETAILS:

Background

1. As Heathrow's expansion proposals are classified as an NSIP, permission requires the grant of a DCO under the Planning Act 2008. PINS will examine the DCO application and make a recommendation to the Secretary of State for Transport, who will make the decision on whether to grant or refuse permission. The DCO will be assessed against the Airports National Policy Statement (ANPS), which provides the policy framework for a Northwest Runway at Heathrow airport and associated new and reconfigured terminal facilities.
2. The June – September Airport Expansion Consultation is programmed to be the last public consultation prior to HAL's DCO application, which is expected to be submitted to PINS in 2020. It is the only statutory consultation on the new runway and physical infrastructure and operational changes needed for expansion (although under the separate airspace change process a consultation on flight path options is anticipated in 2022). The consultation provides a vast amount of supporting technical information, much of which is effectively an early version of information and assessments that will be required for the DCO submission.
3. The DCO process front loads much of the engagement that scheme applicants are required to have with statutory consultees. As a 'host authority' for the scheme, which extends into the county, this Council's engagement with HAL on the expansion proposals has been ongoing for a number of years and the consultation response covers many of the concerns and issues that have been raised during this ongoing engagement.
4. The majority of engagement with HAL takes place through HSPG, which comprises ten local authorities in 'the area of influence' of expansion at Heathrow as well as impacted Local Enterprise Partnerships and the Colne Valley Park Community Interest Company. The group was established in 2015 to lobby and be a collective voice on matters relating to expansion and to enable collaborative spatial planning aimed at reducing and mitigating impacts as well as looking to maximise the benefits of an expanded Heathrow. A Lead Members' Board was established in July 2017 to enable political discussions with HAL and government. Through this Board, Surrey County Council has also endorsed HSPG's response to the consultation, which raises vital strategic issues as well as providing detailed comments on a number of the technical documents included as part of the supporting material.
5. There have been a number of resolutions on airport expansion at Full Council since 2013, the most recent being the 9 October 2018 resolution setting out the Council's position on Heathrow expansion:

This Council:

- *Recognises the crucial role of Heathrow in supporting employment for Surrey residents, generating investment for the Surrey economy and attracting major businesses.*
 - *Urges that the environmental and infrastructure issues associated with expansion are satisfactorily addressed.*
 - *Continues to engage with Heathrow management, alongside other local authorities, Local Enterprise Partnerships and other organisations as part of the Heathrow Strategic Planning Group, on its expansion plans in order to protect and promote the interests of Surrey, its residents and businesses.*
 - *Continues to press for proper compensation for residents who are affected by the expansion plans.*
 - *Emphasises that the necessary infrastructure should be in place before any new runway comes into operation together with appropriate mitigation measures and commitments to address environmental impacts.*
 - *Calls on the Government to prioritise a southern rail access scheme, which supports strategic transport and economic objectives and contributes to addressing environmental impacts, to be in operation before any new runway comes into service.*
6. The consultation response is in line with this resolution, in particular focussing on the surface access and environmental issues that need to be addressed. The response relates the comments to the relevant topics for the assessment of potential impacts and assessment principles identified in the ANPS. Considerable cross service engagement and coordination has been undertaken to enable the potential impacts to be identified and considered as fully as possible.
 7. There are a number of areas where the Council has grave concerns. On surface access provision, we continue to stress that delivery of a Southern Rail scheme needs to be expedited and preferably be in place for when the new runway comes into operation. Officers have met with Department for Transport (DfT) officials and there has also been ongoing engagement with the Department through HSPG to press for the project to be developed to support Heathrow expansion as early as possible. The Leader has recently written to the Secretary of State for clarity on next steps and funding. It is clear from the response received (see Annex 2) that this Council and HSPG need to continue to lobby DfT and HAL to push forward work to develop the project and ensure it benefits Surrey and the wider South East and not just south west London.
 8. In the response, we highlight the inadequacies in transport modelling data and lack of detail on impacts on local roads and specific public transport and active travel measures within the county. The commitment to public transport improvements to the south and west of the airport needs to be stronger. We would like to see greater detail on what specific improvements are being committed to including on the level of financial support that will be available to ensure sustainability of services in the long term and how this will be governed. The proposed Surface Access Strategy is critical, not least because increased traffic around the airport, especially heavier freight vehicles, could affect road condition and have maintenance implications for the council.
 9. Air quality is a key area of concern for the Council because of its impact on public health. The DCO boundary is surrounded by Air Quality Management Areas (AQMAs) and the whole of Spelthorne is an AQMA. The Stanwell area could be

significantly impacted because of the increase in airport related road traffic to the south and west of the airport and construction activities, but more information on transport modelling is needed to fully assess the impact on air quality. We would like to see HAL commit to supporting progressive reductions in air pollutants in areas currently below legal thresholds, not just avoid contributing to exceedances of maximum legal limits.

10. A lack of detail is a common issue, particularly on mitigation measures, to enable us to understand and develop an informed view of the likely environmental effects and health impacts on communities. This causes specific concern for the Council in areas such as environmental mitigation, work to manage flood risk and compensation. The concern of Surrey residents on the as yet unknown nature of noise impacts associated with expansion is recognised.
11. The Wider Property Offer Zone (WPOZ) should be extended to incorporate the entire village of Stanwell Moor and large parts of Stanwell. There will be residents in these communities who will experience prolonged quality of life and potential health impacts given the long construction period and expanded operations.
12. All issues raised within the consultation response are captured within a Heathrow Issues Log and HAL's progress in addressing each issue will be tracked throughout the DCO process. Issues that remain unresolved at the point of examination will form the basis of our submissions to the examination.

CONSULTATION:

13. All members have been invited to a series of briefing sessions at which HAL has presented on the proposals. Queries raised and comments made have informed the consultation response.
14. The Communities, Environment and Highways Select Committee has considered the draft response.

RISK MANAGEMENT AND IMPLICATIONS:

15. The response highlights areas where there could be financial implications for the Council if adequate mitigation is not provided through the DCO. It also raises a number of areas where a much greater level of detail and technical assurances are required, including flood risk. There is a need for further engagement with Surrey's Local Resilience Forum to address various issues prior to DCO submission.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

16. There are no direct financial implications at this stage, however the consultation response identifies areas where there could be cost implications unless adequate mitigation measures are provided by HAL as part of the scheme.

SECTION 151 OFFICER COMMENTARY

17. While there are no immediate financial implications associated with this report, the future expansion of Heathrow has potentially significant environmental, economic and financial implications, both positive and negative, for the County of Surrey and Surrey County Council. The response to the HAL consultation addresses a number of specific areas of concern and requests further details on their mitigation to enable

a greater understanding of their impact. Further engagement is expected with HAL in developing their proposals and mitigation measures.

LEGAL IMPLICATIONS – MONITORING OFFICER

18. HAL's proposed expansion is classified as an NSIP under the Planning Act 2008 and if the scheme is approved the Secretary of State for Transport will grant permission in the form of a DCO. A DCO combines consent to develop a project together with a range of other consents such as listed building and some environmental consents. A DCO can also contain powers for the compulsory acquisition and temporary possession of land. HAL's current consultation is to meet the statutory requirement for pre-application consultation and Surrey County Council is a consultee.

EQUALITIES AND DIVERSITY

19. HAL is undertaking an Equality Impact Assessment.

OTHER IMPLICATIONS:

20. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

21. The response sets out the wide ranging environmental and sustainability areas where there is insufficient information to enable an informed view of the likely significant environmental effects to be developed where more detail is needed on proposals for mitigation measures. These include:

- Surface access proposals
- Air quality impacts
- Noise implications
- Biodiversity enhancements
- Additionality to be provided over and above approved mineral restoration schemes
- Implications for aggregate processing capacity
- Flood risk and water quality

PUBLIC HEALTH IMPLICATIONS

22. The consultation response includes comments on the assessment of health impacts included within the consultation material.

WHAT HAPPENS NEXT:

23. The next steps are:

- a. Submission of any additional comments on the consultation to HAL
- b. Ongoing work through the Heathrow Strategic Planning Group to influence the design of the scheme, including mitigation measures, before DCO submission for examination (programmed for summer 2020)
- c. Ongoing engagement with HAL at a political and officer level to follow up on concerns and key issues set out within the response in advance of DCO submission.

Contact Officer:

Sue Janota, Spatial Planning and Policy Manager

Contact details: 020 8541 7593 sue.janota@surreycc.gov.uk

Consulted:

Colin Kemp, Deputy Leader, Cabinet Member for Economy and Prosperous Places

Mike Goodman, Cabinet Member for Environment and Waste

Members through a briefing session at which HAL presented their proposals

Communities, Environment and Highways Select Committee.

County council services affected by the proposals

Annexes:

Annex 1: Surrey County Council response to Heathrow's Airport Expansion Consultation

Annex 2: Response from Secretary of State

Sources/background papers:

- Heathrow Airport Expansion Consultation material
<https://aec.heathrowconsultation.com/collections/all-aec-documents/>
 - Airports National Policy Statement: new runway capacity and infrastructure at airports in the South East of England June 2018
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/714106/airports-nps-new-runway-capacity-and-infrastructure-at-airports-in-the-south-east-of-england-web-version.pdf
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County Hall
Penrhyn Road
Kingston upon Thames
Surrey
KT1 2DN
02085418003

colin.kemp@surreycc.gov.uk

Mr John Holland-Kaye
Chief Executive
Heathrow Airport Limited
[by email: feedback@heathrowconsultation.com]

Monday 9 September 2019

Dear John,

Airport Expansion Consultation June 2019 - Comments from Surrey County Council

Thank you for the opportunity to comment on your preferred proposals for the expansion of Heathrow Airport. As indicated at our recent meeting, Surrey County Council's Communities, Environment and Highways Select Committee and Cabinet will not have had the opportunity to consider and agree this response before the consultation deadline of 13 September. However, as agreed, we are submitting this draft response to meet the deadline and if there are any subsequent comments to be made we will provide these to you by the end of September.

We recognise the importance of Heathrow's role in supporting employment for Surrey residents, generating investment in Surrey's economy and attracting business to locate in the county, but the environmental, surface access and other infrastructure issues associated with the expansion must be satisfactorily addressed. The anticipated impacts during both construction and operation of an expanded Heathrow will have significant impacts on communities, businesses and the environment in the county especially in relation to noise, congestion on the road network, air pollution, flood risk, the water environment and green and community infrastructure.

A particular concern is the potential cumulative impact on those Surrey communities of Stanwell and Stanwell Moor closest to the airport. The proposed Surface Access Strategy is critical, not least because increased traffic around the airport, especially heavier freight vehicles, could affect road condition and have maintenance implications for the council. We have considered the consultation documents in this context and in the county council's roles as the local highway authority and minerals and waste planning authority for Surrey, as a key infrastructure provider and with passenger transport and public health responsibilities.

Whilst we appreciate the substantial amount of work that has already gone into developing the preferred Masterplan and the engagement we have had with Heathrow Airport Limited (HAL) to date, we need to see more information, particularly on mitigation measures, to enable us to understand and develop an informed view of the likely environmental effects, especially in those areas listed above, construction, delivery and implementation and the health impacts on communities. Our response reflects this and our comments are less detailed than they might have been had the consultation been carried out when the proposals were more developed and more detail available.

It is a pity that even though the Heathrow Strategic Planning Group (HSPG) of which we are a member has been working with HAL for a number of years, a key premise of ensuring that a common

base position supported by appropriate detail could be agreed early on with HAL has not materialised as we are still awaiting much of the necessary detail.

We are also disappointed that the emerging preferred Masterplan, which will have very significant impacts on communities in Surrey, appears to lack ambition as regards legacy and benefits such as improved and subsidised public transport, active travel infrastructure, community and recreation facilities, skills training and enhanced or new green infrastructure. We are concerned that even some of the proposed benefits for communities and local businesses will not materialise given the recent CAA CAP1819 consultation. There is a need for further consultation with this council, HSPG, local communities and other stakeholders on surface access and mitigating the environmental effects as the scheme design progresses and we will continue to engage positively with HAL in this process.

Our considerable concerns over the preferred Masterplan and plans to operate and manage the impacts of the airport as it grows are set out in the annex to this letter. In particular, we wish to emphasise the following points:

1. Southern Rail Access is a priority infrastructure project for this council and will support economic and sustainable growth. A rail link is essential to achieve greater modal shift from the south and, in our view, if there is no fast and reliable public transport provision to Heathrow serving Woking, Guildford and other parts of Surrey plus the wider south east, HAL may not be able to meet their public transport targets. Furthermore, if HAL does introduce the proposed vehicle access charge without meaningful and attractive additional public transport provision from Surrey this impacts disproportionately on Surrey residents (apart from those very close to the airport) who have little other option but to drive/take a taxi to Heathrow unlike London residents who do have fast and reliable public transport alternatives.
2. As the local highway authority for Surrey, we continue to stress that we are not being adequately consulted on transport assessments or mitigation proposals. The scale of parking proposed in the Stanwell area and the creation of a main vehicular point of access to the airport in the south west have a number of critical implications for Surrey. Sharing of transparent, robust transport modelling as soon as possible is essential for us to enter into discussions with HAL around impact and mitigation. This has been raised consistently through our responses to previous formal and informal consultations and engagement with HAL at all stages of scheme development. In our view, given HAL's timetable, detailed discussion that remains to be held should be happening now.
3. Expansion provides the opportunity for proactive bus improvements which can be future proofed to ensure viable services if frequency, route and journey time can be relied on. The commitment to public transport improvements to the south and west of the airport needs to be stronger. We would like to see greater detail on what specific improvements are being committed to including on the level of financial support that will be available to ensure sustainability of services in the long term and how this will be governed. This funding and the means by which it is permanently provided needs to form part of the Development Consent Order (DCO). Surrey County Council should be included in discussions regarding future bus routes within the county.
4. The Committee on Climate Change (CCC) is expected to report in the autumn setting out its recommendations for the aviation sector consistent with delivering the Government's recently legislated target for net zero carbon by 2050. We expect these recommendations to be taken into account in the Government's final Aviation Strategy for 2050 and there may be a requirement for the ANPS to be reviewed. This is a key issue that HAL will need to address.
5. Air quality is an area of concern for the Council because of its impact on public health. The DCO boundary is surrounded by Air Quality Management Areas (AQMAs) and the whole of Spelthorne is an AQMA. The Stanwell area could be significantly impacted because of the increase in airport related road traffic to the south and west of the airport and construction activities but more information on transport modelling is needed to fully assess the impact on air quality. We would like to see HAL commit to supporting progressive reductions in air pollutants in areas currently below legal thresholds, not just avoid contributing to exceedances of maximum legal limits.
6. We would question whether the one hour recovery period for delays that HAL appears to be assuming as part of normal operations should count towards the six and a half hour scheduled

night flight ban period required by the Airports National Policy Statement (ANPS). We consider there should be a full six and a half hours when only dispensed flights would be acceptable rather than the currently proposed five hours and fifteen minute no operation period. The design of any noise envelope must go beyond maintaining the 2013 baseline and should be subject to regular review at least every 5 years given that noise metrics, understanding the physical and mental health impacts of noise and aircraft technology are continually evolving. The noise insulation policy should also be subject to regular review.

7. Early growth is dependent on the use of Independent Parallel Approaches (IPA) to allow more arrivals through the use of new arrival routes into Heathrow from the holding stacks. IPA is a serious concern for many residents of Surrey as it could potentially impact on areas of Surrey Heath, Woking, Spelthorne, Runnymede, Elmbridge, Epsom & Ewell, Mole Valley and Reigate & Banstead. This council does not support IPA as it would represent a worsening of the current situation for many local communities and could have health impacts. We do not consider there to be any national policy basis in either the ANPS or Government aviation policy for the more intensive use of the existing two runways to support early growth at Heathrow, but if early growth is to be allowed as part of the Development Consent Order (DCO), then it must be subject to noise management controls including no additional runway landings or take offs before 06:00.
8. We strongly disagree with proposals set out within the Preliminary Environmental Information Report (PEIR) to disregard aggregate recycling capacity at Hithermoor Quarry. Development in the vicinity of Hithermoor Quarry must allow for transport and processing of any future mineral extraction from King George VI Reservoir in accordance with the adopted Surrey Minerals Plan and we consider that any implications for the ability of Hithermoor to be used for the processing of material from King George VI Reservoir must be appropriately assessed.
9. We are very concerned that not all land to be assembled for necessary mitigation measures is included within the DCO boundary. The Masterplan includes various measures, particularly in relation to the provision of high quality, connected green and blue infrastructure and open space, which could provide quality of life and health benefits for residents in terms of leisure and active travel, however, the land identified for these purposes is outside the application boundary. There is no guarantee that this land can be secured through third party agreements and so there is a risk that not all of the Masterplan, especially some of the proposed mitigation, will be delivered which would be to the detriment of local communities.
10. The Wider Property Offer Zone (WPOZ) should be extended to incorporate the entire village of Stanwell Moor and large parts of Stanwell. There will be residents in these communities who will experience prolonged quality of life and potential health impacts given the long construction period by being exposed to temporary unacceptable levels of noise during construction. They will also be newly exposed to more aircraft noise from the expanded airport once it is operational, including from aircraft on the runways and taxiways as well as overhead and likely poorer air quality. We consider that there needs to be a local health impact assessment for each of these communities so that the combined and cumulative effects of HAL's proposals on residents can be understood.

Given the extent of our comments, rather than addressing the specific questions in the feedback questionnaire, we have presented them in the annex in terms of the relevant topics for the assessment of potential impacts and assessment principles identified in the ANPS. However, where possible we have indicated where they relate to particular feedback questions. We would also refer you to HSPG's response. We welcome ongoing dialogue with HAL (and through our involvement with HSPG) as HAL sets about finalising the Masterplan and DCO application.

Yours sincerely,



Colin Kemp
Deputy Leader

ANNEX

Surrey County Council's response to the Airport Expansion Consultation – September 2019

Surface Access (Feedback questions 9-11)

The following comments on this topic can be summarised in five key points:

1. A firm commitment that HAL agrees the need for Southern Rail Access and will stand together with local authorities on the outcomes that we collectively wish to see delivered and pro-actively work with Government to deliver it. If a Southern Rail scheme cannot be delivered before the new runway is operational, we suggest a condition on the DCO that no more than 600,000 ATMs per annum should be allowed until both the Western and Southern Rail schemes are in place.
2. The need for more information and sensitivity testing of different interventions and assumptions that are being modelled to inform the iterative process of mitigation identification and to enable us to understand the likely impacts.
3. A stronger commitment to and more detail on specific public transport and active travel measures to the south west of the airport.
4. An urgent request to see the impact modelled of 'hard wiring' the Southern Parkway into the SRN.
5. A request to commence discussions on Controlled Parking Zones and how these will be implemented.

General comments

Surrey County Council wishes to raise a number of fundamental issues on HAL's work to date in relation to ANPS requirements. As the local highway authority for Surrey, we continue to stress that we are not being adequately consulted on transport assessments or mitigation proposals. The scale of parking proposed in the Stanwell area and the creation of a main vehicular point of access to the airport in the south west have a number of critical implications for Surrey. Sharing of transparent, robust modelling as soon as possible is essential for us to enter into discussions with HAL around impact and mitigation. This has been raised consistently through our responses to previous formal and informal consultations and engagement with HAL at all stages of scheme development. In our view, given HAL's timetable, much of the detailed discussion that remains to be held should be happening now.

The surface access proposals are highly focussed on meeting the mode share and colleague car trip targets of the ANPS, principally through limiting colleague car parking and introducing a vehicle access charge for passengers. As currently presented, they lack specific detail on how the airport's expansion will impact local transport networks and there is an absence of proposals for the provision of mitigation measures. It is stated that this information will be provided prior to the DCO in the Transport Assessment, but this document is not currently available and therefore not something that forms part of the consultation. Until we see the findings, including an assessment of committed mitigation measures, we are unable to give an informed view on the likely significant effects. In our view, the surface access strategy could do much more to facilitate sustainable travel within and across the Heathrow sub-region.

The public pledge on no more airport related traffic relates to an area that closely follows the boundary of the airfield. It excludes traffic generated by airport related development and supporting facilities located near the airport, but outside this boundary. This might include development displaced by the expansion itself. We consider that the no more traffic pledge should include traffic to and from any development displaced by the expansion and also construction traffic, particularly as construction traffic is included in the baseline and given the number of years over which construction will extend. The definition of through traffic is also a vital consideration and a clear definition needs to be established.

This same boundary applies to the definition of 'colleague' (airport worker). Such a narrow definition means that the forecast number of Heathrow colleagues that are subject to the ANPS travel requirements is lower. The definition of 'colleague' should be extended to include those working beyond the boundary of the airport in a role that is directly related to the airport, particularly if it is in a displaced activity. We support HSPG's request for a scenario to be tested within the surface access strategy that models the traffic impacts of the growth in employment outside the airport boundary that directly results from the airport's expansion.

Furthermore, we are concerned about the difficulty of clearly establishing the number of colleague trips in the base year, with the various surveys and MAID (access control system) data all measuring slightly different things. The lower the base means that the amount of colleague car trips that are needed to reduce to meet the ANPS targets is also reduced. Without clear evidence to the contrary, the base case number of colleague trips should be defined using assumptions that ensure the greatest absolute reduction in colleague car trips is tested.

Southern Rail Access

Southern Rail Access was originally identified as needed to support T5 and the Airports Commission envisaged Southern Rail Access as an integral part of the surface access strategy for an expanded Heathrow. Given that HAL sees the expansion of Heathrow as 'a unique opportunity to change the way that people and goods travel to, from and around the airport', wants it to be at the heart of the rail network and as helping to facilitate economic development, we are disappointed at HAL's seeming lack of recognition of the importance of a Southern Rail Access to achieving these aims.

A Southern Rail link is a priority infrastructure project for this council and HSPG. We believe it should be a pre-requisite for expansion and remain committed to being involved in helping to shape the best possible outcome. Such a link will support sustainable growth and will radically improve access to Heathrow Airport from many areas. By improving connectivity to economic hubs in the sub-region, it will help both distribute the economic benefits of the expanded airport as widely as possible as well as helping to ensure that the airport can meet its obligations on traffic and air quality.

A rail link is essential to achieve greater modal shift from the south and, in our view, if there is no fast and reliable public transport provision to Heathrow serving Woking, Guildford, other parts of Surrey and the wider south east, HAL may not be able to meet their public transport targets. If HAL does introduce the proposed vehicle access charge without meaningful and attractive additional public transport provision from Surrey this impacts disproportionately on Surrey residents (apart from those very close to the airport) who have little option but to drive/take a taxi to Heathrow unlike London residents who do have fast and reliable public transport alternatives.

We would like to see a firm commitment that HAL agrees the need for Southern Rail Access and will stand together with local authorities on the outcomes that we collectively wish to see delivered and pro-actively work with Government to deliver it. If a Southern Rail scheme cannot be delivered before the new runway is operational then in our view, and having considered HAL's own growth forecasts, there should be a condition on the DCO that no more than 600,000 ATMs per annum should be allowed until both the Western and Southern Rail schemes are in place.

Traffic impact, modelling and local roads

From the scheme development reports it is clear that transport modelling was not a key determinant of scheme design and only frequently referenced at a late stage in the process. As a local highway authority, we are very concerned by this approach and share the frustrations of HSPG's modelling sub-group around the lack of detail on what is being modelled and the lack of clarity around an agreed methodology. We remain concerned that there is insufficient information coming out of the modelling process to enable an audit of the assessment of the various scenarios and their impacts on Surrey's local road network.

Local authorities need proof of the robustness of the modelling, which includes greater clarity on the assumptions used. Without this there will remain disagreement over fundamental issues such as the proportion of traffic that is airport related and the extent of the impact on the local road network. Authorities are sceptical of the findings that just two network links will be operating in excess of capacity with seven forecast to be approaching capacity. We continue to seek clarity as to what sensitivity testing of different interventions and assumptions is being modelled. The HSPG transport sub-group has detailed specific assumptions that local authorities require sensitivity testing, which we fully support. These include the forecast proportion of transfer passengers, forecast number of airport workers, the impact of specific Surface Access Strategy (SAS) initiatives and growth in airport related traffic in the local area.

The Preliminary Transport Information Report (PTIR) contains no detailed junction modelling or microsimulation - just preliminary modelling of impacts on public transport and highway networks. Consequently, significant concerns exist as to how the iterative process of mitigation design will take place.

There remain fundamental queries around assumptions used within the modelling baseline, for example that less than 10% of total daily traffic on the majority of roads in the south west quadrant is estimated to be airport related traffic. Furthermore, preliminary modelling forecasts that there is to be little change on the highway network to the south west of the airport, with the majority of the difference occurring on the SRN, disregards growth in non-airport traffic in the local area, either due to induced or catalytic impacts of the expanded airport or for other reasons. Given the lack of capacity on the SRN for additional traffic, any increase in airport related traffic is likely to have significant local impacts. The consultation does not present any mitigation for these impacts stating that this will be part of the future transport assessment. We believe this is a serious omission from the current consultation, and that it is an important area of the scheme that is likely to require further consultation. As previously requested, we would like to see tested the scenario that the Southern Parkway be "hard wired" into the SRN, with no access to or from the local road network (other than for emergency access).

There remain significant concerns relating to the material reduction the proposed expansion will have on the capacity of the existing highways around the airport on the northern, western and southern sides. As they currently stand, the proposals result in the removal of much of the internal perimeter road network, and the replacement of a reduced capacity alignment of the A4. The A3044 replacement, whilst being of similar capacity (in terms of width), has a considerably greater design length, leading to longer journeys by all who use it. None of the new infrastructure provides discrete infrastructure for buses. By moving Airport Way and Southern Perimeter Road further south and increasing capacity to three lanes in each direction, there will be greater impact on the communities of Stanwell Moor and Stanwell due to increased noise and air pollution. Full consideration needs to be given to the location and access/egress for the relocated petrol filling station, which includes HGV facilities, to Stanwell Moor Road and any possible impacts on the Crooked Billet junction.

There are also elements of the scheme where we have queries around the 'buildability' of proposals, specifically at Junction 14. Space is limited for all the elements proposed here and we suspect that the Green Loop, an important green infrastructure element of the Masterplan and active travel corridor could end up being compromised. Greater assurances need to be provided that proposals are technically achievable.

There is a lack of detail on the quantum or impact of construction traffic, with no indication as to when this information will be presented. Insufficient justification has been given for the assumption that 60% of the construction workforce will travel by public transport.

Impacts on the local road network must be minimised and mitigated appropriately. Without sight of the full modelling data and assuming a worst case scenario of car access to and from the Southern Parkway via Surrey's network and to the Southern Road Tunnel and other hubs, we anticipate that mitigation may be required for a range of junctions and key links. Discussions around mitigation measures will only be possible once all modelling data is made available to assess performance issues associated with the expansion proposals. We have identified the following potential areas of significant highway impact:

- Junctions
- Horton Road with Junction 14 M25 roundabout.
- Spout Lane with A3113
- Spout Lane North with A3113
- Horton Road with A3044

- B378 with A3044
- Farnell Road with A3044
- A3044 with A30 (Crooked Billet)
- A308 London Road with Kingston Road, Staines
- A308 South Street with B376 Staines
- A308 Staines Bridge with B376
- A308 Staines Bridge with A320 Chertsey Lane (Egham Hythe)
- A308 with Fordbridge Road (roundabout)
- A308 with B378 School Road/Ashford Road signals
- A308 with Chertsey Road (Ashford Common)
- A308 with A244 Cadbury/Windmill Roads
- A308 with M3 with A316 with Vicarage Road with Station Road with Green Street (Sunbury Cross)
- B3003 with B378 with B377 (roundabout)
- A30 with B378 signals (Bulldog)
- B377 with B378 (roundabout)
- B377 with B378 (Signals)

- Links
 - A3044 from county boundary in the north to Crooked Billet in the south

It should be noted that a number of the “committed and planned improvements” listed in the PTIR are either already completed or understood not to be committed:

- Runnymede Roundabout was substantially completed in July 2018
- Meadows Gyratory was completed in May 2019
- A30 Crooked Billet Roundabout - we not received confirmation that Highways England has committed funding to construct this scheme.

Bus and coach

We note that the SAS highlights that Surrey has the second highest share of passengers who would take public transport to Heathrow if access was improved. We would like to see explicit commitments from HAL that they recognise the value of investing in transportation assets and that much of this investment will need to be made beyond the airport boundary where journeys start and end. Where required, transport proposals should include detail on the level of financial support that will be available to ensure sustainability of services in the long term and how this will be governed. This increased level of funding and the means by which it is permanently provided needs to form part of the DCO.

Expansion provides the opportunity for proactive bus improvements which can be future proofed to ensure viable services if frequency, route and journey time can be relied on. The commitment to public transport improvements to the south and west of the airport needs to be stronger, with greater detail on what specific improvements are being committed to. Surrey County Council should be included in discussions regarding future bus routes within the county. These discussions need to take place now, well ahead of DCO submission.

We consider that dedicated bus lanes should be provided on all new highway infrastructure including Southern Perimeter Road and that more detail be set out on bus priority measures on the wider local networks. We support the recent route improvements that HAL have already put in place and the

proposals within the consultation. HAL must make the most of the opportunity to evaluate and report on the impact of any pilot schemes to demonstrate effectiveness to stakeholders.

We have specific comments on a number of route suggestions:

- Discussions are already underway around the funding of a more frequent service on the route 555 corridor. We believe that investment in bus priority measures, resolving on-route pinch points and making improvements to at-stop, on-bus and real-time information facilities on the 555 bus corridor would ensure this bus route is a reliable and attractive option for travel to and from the airport and would help to secure Heathrow's ambition for extending the frequency and operating hours for this route.
- We would support express bus routes towards Staines, Egham and Camberley and agree that these should take account of worker shift patterns. These routes should be open to the public too. There are currently no bus services between Egham/Staines and Heathrow between 00:30 and 04:00, which we would like to see addressed.
- We query whether new bus routes to Chertsey, Addlestone and West Byfleet have been explored? There is potential to consider the development at Longcross as a new public transport destination.

We would like to see a commitment that bus and coach operators will not be charged to use the new Southern Road Tunnel and that access will not be exclusively to specific operators.

To support the proposals for longer operating hours on bus routes we recommend investment in waiting facilities for services at these times including lighting, real-time passenger information and personal safety improvements to access routes to/from the bus stops to maximise patronage at locations away from the airport.

Serving a polycentric facility like Heathrow with direct bus services is challenging as a degree of interchange is inevitable. We recommend key interchange sites are identified, including along perimeter roads to avoid travelling into terminals to change, and that they are set up with stop facilities to support interchange and are advertised as such. Preferably these interchanges would avoid the need to cross busy roads to change buses. We agree with HSPG that the Southern Road Tunnel provides opportunities to develop a Bus Rapid Transit system from the Central Terminal Area to the A30, with extensions provided through partnership with operators.

The consultation sets out the intention for bus and coach routes to remain free-flowing on specified key roads around the airport. The council is keen to work with HAL to identify additional locations that require improvements on Surrey's network. It is our view that works will be needed on routes farther from the airport to ensure bus reliability. We would also want to see a commitment that monitoring continues on these routes and that improvements will be delivered even if problems arise once operational that weren't identified through modelling. We see variable messaging signs as having a role in the future to turn general traffic lanes into priority lanes for buses (and potentially other higher occupancy vehicles) at times when traffic is not free-flowing.

We support HSPG's view that there should be more emphasis within the SAS on measures to subsidise public transport to the airport as a way of encouraging modal shift. We support an extension of the free travel zone.

On accessibility and inclusivity of public transport, we would like HAL to consider making specific commitments to improve audio-visual announcements on buses and to work with their own staff as well as operators to ensure all staff have training in assisting travellers with non-visible disabilities.

Active travel

Surrey County Council is currently delivering £4.95m of sustainable transport infrastructure improvements through the Wider Staines Sustainable Transport Package (Staines STP) (delivery 2017-2020). The package includes improvements to passenger accessibility and waiting facilities at bus stops and the provision of off-road cycle infrastructure and controlled crossing facilities along a number of corridors within the Staines and Stanwell area.

Staines STP, which is majority grant-funded by the Enterprise M3 Local Enterprise Partnership (EM3 LEP), was also awarded £549,000 in funding from HAL through the Sustainable Transport Levy in 2016. The measures, of which a number have already been completed, improve southern access to Heathrow via sustainable modes along roads including A3044 Stanwell Moor Road, B378 Town Lane, B378 Park Road and A308 London Road. Elements of these improvements are expected to complement HAL's ambitions for the southern 'spoke' of an active travel corridor from Southern Perimeter Road into Spelthorne.

However, the Staines STP improvements will not deliver this in isolation and further spokes are needed to connect nearby areas of high Heathrow employee residency in Ashford, Sunbury and south Staines. The proposed infrastructure-related active travel initiatives within HAL's surface access proposals commit to nothing specific within this area, although there is recognition that existing infrastructure in Surrey must be improved to ensure end to end connectivity with the airport campus. As a general point, we therefore consider the proposals as being far too limited and lacking ambition and want to engage with HAL as to how the identified routes requiring enhancement can be defined and delivered as part of the surface access proposals.

We estimate some 4,000 colleagues live within cycling distance of the airport to the south. Key areas for improvements include:

- Extending the Stanwell Moor Road off-road facility north to connect with the perimeter facility orbiting the airport (this was previously not undertaken due to the anticipated changes to the road network around the airport)
- Extending routes south of the A30 to south Staines, Ashford and Sunbury
- Enhancing the Park Road facility
- The southernmost portion of the active travel route on Stanwell Moor Road is not complete. We would also like this route to be well connected to the Southern Parkway.

(Please note that within the PTIR, volume 4 p24, the footpath across the eastern edge of Hithermoor is incorrectly shown as an off road cycle route.)

Some of the surface access proposals appear to imply that the cycle routes through the Northern and Southern Road Tunnels to the Central Terminal Area may not be implemented. We strongly support the inclusion of these routes and ensuring the design of tunnel creates sufficient space for a segregated cycle track. These should be open and available for use at the first phase of expansion.

We would welcome further information on the effectiveness of the cycle hubs at the airport. We consider that there should be permeability for cyclists to access the airport boundary at several points to undertake that last mile of their journey. Clearly security will be a significant consideration, but without this permeability of access, cycling will not be maximised as a potentially major contributor to sustainable travel.

It would be good to see cycle hub access linked to any smart card or upgraded staff pass, rather than requiring separate application. We also support suggested cycle share and bike hire schemes, which would be desirable to extend the worker residential catchment along the identified corridors. No reference to Docking Cycle Stations is made and Heathrow could be a candidate for such a system that would provide local community benefit. TfL run docking cycle systems and Slough have a similar system. If HAL proposed cycle docking stations for a radius of the airport, it could be managed by them similar to the London model.

Walking should also be seen as an important enabler for public transport and demand management. We support core walking zone proposals, but the zones look small and disconnected and we would suggest that they should include connecting routes between them to link them together and to the wider community. Given the high levels of traffic, green screens that offer some barriers to noise and pollution would be desirable. There is a need for enhanced walking infrastructure around Stanwell, which has a high concentration of workers and is within walking distance of the airport and the Southern Parkway for onward shuttle.

Mobility information services

Surrey County Council supports the principles of improving knowledge of and confidence in sustainable journey options such as public transport, as a powerful means of encouraging modal shift. We note the low uptake of Heathrow's existing journey planner and suggest integration with third party apps and processes will be essential if the information is to reach the vast majority of prospective travellers. We suggest an open data approach will be important if data is to be incorporated into the widest possible array of third party travel tools, including technologies and services that don't yet exist.

We suggest that there is an opportunity to make use of existing smartcard technology which is familiar to members of the public and the technology is readily available to accelerate rollout and increase early user confidence in the product. It would be desirable to make enrolment for the Heathrow Travelcard automatic for new starters. Longer-term, the Heathrow Travel Wallet offers very similar functionality to emerging third party MaaS platforms, which may be better placed to reach a wider group of workers at Heathrow and be more appealing to those on short-term contracts who may use those other platforms across multiple job contracts. It would be positive to see a commitment from Heathrow to work with these products and integrate Travel Wallet incentives into them, where they can help Heathrow achieve its modal shift objectives

Car parking

The proposals for an overall increase in car parking appears to be at odds with HAL's modal shift ambitions and we continue to query the scale of parking proposed at the Southern Parkway. The Scheme Development Report suggests that there was little traffic modelling evaluation during optioneering for the parkways. Given the potential impact on the local road network in Surrey, we consider this to be unacceptable and urgently request to see the impact modelled of 'hard wiring' or isolating access to the Southern Parkway from the SRN. We consider it vital that the Southern Parkway has restricted access off the local road network to any private car (other than at times of incident on the SRN).

The phasing of the parkways is a cause for concern related to the quantum of parking proposed in the Stanwell area. The Northern Parkway is due to be completed later, not only concentrating vehicular access to the south west corner for a period, but also negating any potential for HAL to provide only the parking that is required, as has been previously suggested.

There is a commitment to work closely with local authorities to manage any potential impact from unintended off-site car parking resulting from the parking restraints to be applied. There has been no engagement with HAL on this specific issue to date and we seek confirmation that HAL will fund extensive fly parking management measures as required, including drawing up and consulting on proposals, implementation (following this council's approval) and funding of their management in perpetuity so that residents do not have to fund an annual permit fee. This will need to be operational at the construction stage. Areas to include are:

- Stanwell Moor and surrounding roads
- Stanwell and surrounding roads
- Ashford – where transport links generate a demand for potential airport parking (both employees and travellers)
- Staines - where transport links generate a demand for potential airport parking (both employees and travellers)
- Any other areas that may generate hub related fly parking, for example around a public transport.

We expect HAL to monitor role-based parking space allocations to understand where types of roles that require cars tend to exist, what the barriers are to getting rid of cars and then targeting actions to transform those roles in association with employers. We support HSPG's view that the number of colleague parking spaces could be reduced further.

Vehicle access charge

The council is supportive of the proposed vehicle access charge, but in common with HSPG, we would like to see it go further. HSPG believes the ULEZ and vehicle access charge should be payable by all vehicles accessing any part of the airport campus. Many local residents work at the airport and the Southern Road Tunnel could potentially turn into a local route if colleagues had permits or passes that allowed free access through Heathrow. There should be modelling of the ULEZ with and without colleague exemption. A robust plan needs to be put in place for preventing vehicle drop-offs and pick-ups to avoid the charge on roads close to the Parkways and thereby impacting on the local road network.

Surrey County Council support HSPG's position that the vehicle access charge should not be managed in a similar manner to the airport's existing revenue stream. Income from the vehicle access charge should be held in a hypothecated fund for supporting local transport infrastructure improvements and subsidising public transport fares. A democratic mechanism involving key local partners needs to be set up to help determine the spending priorities of this fund.

Freight

Freight trips are forecast to grow rapidly in the south west corner of the airport. We need further details of proposals to ensure that HGV journeys to and from Heathrow are kept off residential streets and out of town centres such as Staines-upon-Thames. We support further investigation of Spelthorne Borough Council's suggestion of a non-road cargo link under or over Southern Perimeter Road to help reduce freight movements. Increased traffic around the airport, especially heavier freight vehicles, could affect road condition and have maintenance implications for the council.

We would like to see a firm commitment from HAL to support low emission freight vehicles. The whole of Spelthorne is an Air Quality Management Area (AQMA), where air quality does not meet minimum government thresholds. We urge Heathrow as a large-scale fleet operator to put itself at the forefront of the trial and development of low emission fleet vehicles, challenging the vehicle manufacturing industry to accelerate the introduction of viable electric and low emission vehicle products in support of the UK Government's Industrial Strategy and Road to Zero Strategy.

There needs to be a strong commitment to open data for transport and this is a particular issue with freight where information is not shared due to issues with commercial sensitivities. Sharing data is essentially the only way to understand the airport operations and propose suitable mitigation and we expect HAL to take a lead on this.

On vehicle call forward facilities, we would like to see the process for booking a slot at the cargo centre used to ensure compliance with vehicles waiting in the call forward facility rather than local streets. We suggest that the role of fleet-tracking GPS be explored to see if it offers any advantages to dynamically managing demand as well as ensuring compliance with no waiting on local streets.

Air Quality (Feedback question 13)

The following comments on this topic can be summarised in two key points:

1. The need for more information on transport modelling to fully assess the impact on air quality.
2. The need for more information on construction to enable an informed view of the likely effects to be developed.

Air quality is an area of concern for this council because of its impact on public health. The DCO boundary is surrounded by AQMAs and the whole of Spelthorne is an AQMA. The Stanwell area could be significantly impacted because of the increase in airport related road traffic to the south and west of the airport and construction activities including the expected location of construction supporting sites.

The ANPS requires Heathrow to demonstrate that, with mitigation, the airport expansion scheme will be compliant with legal obligations that provide for the protection of human health and the environment. The air quality impacts of the expanded airport will largely depend on the surface

access proposals and so until more information is available from detailed transport modelling it is not possible to develop an informed view of the likely significant effects.

Currently, HAL's construction proposals are generally high level and are considered to be standard proposals expected to apply to any major construction project. Much detail still needs to be worked through and there are references in the consultation documents to workstreams and documents that will be submitted with the DCO. Again, until more information is available it is not possible to develop an informed view of the likely significant effects.

We are concerned that current assessments are constrained to breaches of limit values and that HAL seems to be pursuing a narrow focus on whether the proposals will create or delay compliance of air quality zones with legal limits. We would like to see the aim go beyond compliance and for HAL to commit to supporting progressive reductions in air pollutants in areas currently below the thresholds, not just avoid contributing to exceedances of maximum legal limits, given that initial results in the Preliminary Environmental Information Report (PEIR) show widespread and long term increases in air pollution around the airport. We would like to see a firm commitment from HAL to support low emission buses and freight vehicles.

Ultrafine particulate pollution from aircraft is now recognised as affecting lung health and particularly populations up to several kilometres downwind of airports. While no 'standards' exist for this pollutant at present, given the scale of expansion proposed, we would like to see the potential ultrafines emissions and impacts on local air quality be assessed.

Noise (Feedback questions 6,7,8,15,16)

The following comments on this topic can be summarised in four key points:

1. Whether the recovery period should count towards the 6.5 hour ban period.
2. The design of any noise envelope must go beyond maintaining the 2013 baseline and should reflect sensitivity testing of various noise metrics and future fleet mix because of the impacts of noise on health.
3. The noise envelope should be subject to regular review at least every 5 years.
4. Any early growth must be subject to binding conditions to manage noise including no additional runway landings or take offs before 06:00.

Night flight ban

We would question whether HAL is proposing a full 6.5 hour scheduled night flight ban. Whilst we acknowledge that HAL's runway alternation proposals could potentially give communities close in to the airport at least a 7 hour respite period (other than dispensed flights) between 22:00 and 07:00 it will include night flights on some days, and in areas further out from the airport up to the 4,000 ft contour (and beyond), which includes many parts of north Surrey, communities may not receive 6.5 hours without overflights (other than dispensed flights) during the night period. In our response to the Airspace and Future Operations consultation earlier this year, we commented on the fact that the runway time is approximately 15 minutes earlier than the scheduled time on arrivals and 15 minutes later on departures so that a 6.5 hour scheduled night flight ban means local communities could actually experience noisy overflights for a shorter period.

This is likely to have come as a surprise to many of the public, who may feel they were misled by HAL's Consultation One in 2018 where the main consultation document asked for feedback on the timing of the proposed 6.5 hour scheduled night flight ban in the night period but failed to make this clear. In this consultation we now learn that HAL is essentially treating the recovery period to deal with delays - between 23:00 and 00:00 (albeit with some restriction on numbers and types of aircraft) - as part of its normal operating day (Timing of Runway Mode Allocation Changes section in the Future Runway Operations consultation document). This means that the effective no operation period in which the only aircraft allowed to fly will be those that have been dispensed under the rules for exceptional circumstances actually lasts for 5.15 hours from 00:00 – 05:15.

Therefore, we would question whether the recovery period should count towards the ban period. We expect a full 6.5 hour period when only dispensed flights would be acceptable. We also consider that the statement in the Future Runways Operation consultation document which states at para 4.6.4 that “options which do not allow for scheduled flights between 05:30 and 06:00 will mean that we cannot provide 740,000 flights a year” somewhat misleading as this is dependent on the options tested for the timings of the ban. We note that the Airports Commission recommended a scheduled night flight ban from 23:30 – 06:00 given the evidence of the greater health impact of noise on sleep disturbance in the early morning, but from the documentation this timing does not appear to have been tested.

Noise envelope

The ANPS states that the noise mitigation measures should ensure the impact of aircraft noise is limited and, where possible, reduced compared to the 2013 baseline assessed by the Airports Commission (with reference to the 2013 baseline for the 54dB_LAeq,16h noise contour assessed by the Airports Commission where LAeq,16h indicates the annual average noise levels for the 16-hour period between 0700 – 2300). We consider that the design of any noise envelope must go beyond maintaining the 2013 baseline.

Some noise experts are of the view that the 2014 Survey of Noise Attitudes (SoNA) needs updating to test whether 54dB_LAeq,16h is still the right level for determining the onset of significant annoyance and 51dB_LAeq,16h appropriate for the Lowest Observed Adverse Effect Level (LOAEL), and we note that they are higher than recent WHO guidelines. Because of the noise impacts on health and the fact that this is an area that is still little understood, especially in relation to mental health, we expect HAL to undertake comprehensive sensitivity testing to assist the design of the noise envelope that looks at other metrics including the WHO guidelines and levels below 51dB_LAeq,16h, frequency of overflight, L_{max} and ‘single mode’ operations (to avoid disadvantaging communities who currently only get overflights on easterlies - 30% of a typical year - but this is not reflected in noise contours that average out over a year). Furthermore, it is important to demonstrate that the assumptions around improvements in aircraft technology and future fleet mix are robust or apply sensitivity testing. The noise envelope should be subject to regular review at least every 5 years.

We expect that only the quietest aircraft will operate during the night period and that Heathrow should progressively reduce the amount of quota available for the period outside of any no operations period.

Noise insulation policy

We support the proposed changes to the noise insulation policy in line with ANPS para 5.245 and that it should also be subject to regular review.

Early growth and Independent Parallel Approaches (IPA)

HAL indicated in Consultation One that they were looking to deliver early growth to provide up to an additional 25,000 ATMs a year on Heathrow’s two existing runways and that this could form part of the application for development consent. Early growth is dependent on the use of IPA. This is a serious concern for many residents of Surrey. It could potentially impact on areas of Surrey Heath, Woking, Spelthorne, Runnymede, Elmbridge, Epsom & Ewell, Mole Valley and Reigate & Banstead. Many residents that previously would have had respite when the wind changed direction will no longer benefit and will be subject to adverse noise impacts from departing and arriving aircraft overhead. The council does not support IPA as it would represent a worsening of the current situation for many local communities and could have health impacts.

HAL’s analysis, based on various assumptions, indicates that early growth would result in more people being newly exposed to noise levels above the 51dB_LAeq16h daytime LOAEL than without early growth and that some of these will be Surrey residents. We do not consider there to be any national policy basis in either the ANPS or Government aviation policy for early growth (see our later comments on early growth). However, if early growth is to be allowed as part of the DCO, then it must be subject to binding conditions to manage noise including no additional runway landings or take offs before 06:00.

Construction

As indicated above, currently, HAL's construction proposals are generally high level and are considered to be standard proposals expected to apply to any major construction project. Significant noise impacts on residents in the Stanwell Moor/Stanwell area of Spelthorne are indicated in some of the consultation material which will need to be mitigated and residents compensated for, but more information is needed.

Carbon emissions (Feedback question 12)

The Committee on Climate Change (CCC) is expected to report in the autumn setting out its recommendations for the aviation sector consistent with delivering the Government's recently legislated target for net zero carbon by 2050. We expect these recommendations to be taken into account in the Government's final Aviation Strategy for 2050 and there may be a requirement for the ANPS to be reviewed. Therefore, this will be a key consideration in determining whether the DCO application is acceptable in terms of its impact on the ability of Government to meet its carbon reduction targets that HAL will need to address.

More details are needed on the design and construction of airport infrastructure in relation to reducing carbon emissions and a stronger commitment from HAL to public transport and active travel measures.

Biodiversity and ecological conservation (Feedback questions 12 and 22)

The following comments on this topic can be summarised in four key points:

1. The need for more information on mitigation and compensation measures to enable us to understand the likely impacts and the area of land required.
2. The need for areas of mitigation and enhancement which are part of the Masterplan to be included in the proposed DCO boundary.
3. The need for greater detail on the assessment around bird strike risk, which is an important consistency issue for this council given the work we carry out with HAL in this area.
4. The need for further detail as to how habitat compensation land can be both managed and protected to ensure additional liabilities do not fall on local authorities.

In relation to the biodiversity and ecological conservation aspects of the expansion proposals, much of the detail remains to be worked up with some ecological surveys still ongoing and mitigation and compensation measures yet to be developed. We are also concerned that there will be insufficient time in the process to influence proposals for biodiversity and ecological conservation and that, without precise information as to the extent of impacts, the area of land required to ensure the mitigation and compensation is unclear. Proposals are light in relation to biodiversity net gain.

The PEIR (Non Technical Summary Section 4.2 Biodiversity), includes a table of biodiversity impacts considered to have significant negative effects. Following the mitigation hierarchy, as required by the ANPS para 5.94, where impacts cannot be avoided, they should then be mitigated and finally compensated. For this DCO, the emphasis is on the mitigation and compensation measures. These are critical for ensuring no net loss of biodiversity and creating net gains and any uncertainty on whether such measures can be delivered will mean the scheme is unable to comply with the ANPS requirements.

We are concerned that the preferred Masterplan includes areas of mitigation and enhancement outside the proposed DCO boundary. Great emphasis is made of the role of green infrastructure in mitigation and enhancement and the role of the Green Loop, but parts of this are also outside the DCO boundary. During consultation, HAL stated that such areas would be included within the DCO boundary and we consider that the DCO boundary needs to include these areas if there is to be certainty that the measures can be achieved. We also query whether the Green Loop is wide enough to function properly, specifically as a wildlife corridor, in Spelthorne.

The proposed modifications to watercourses, creation of flood storage and treatment areas and overall changes to the water environment adjacent to the airport may result in increased birdstrike risk. No assessment of risk appears to have been included. In particular the proposed water

treatment facility would on the face of it appear to conflict with birdstrike precautions on which Surrey County Council works very closely with HAL to ensure both safe skies and good quality environment on the ground. An explanation of why this facility is proposed in this location and the acceptance of it, would be welcomed.

Further detail is required as to how habitat compensation land can be both managed and protected to ensure additional liabilities do not fall on local authorities. There will also be a need to monitor impacts on habitats and species and the success of the mitigation and compensation measures and this needs to be clarified.

Land use including open space, green infrastructure and Green Belt (Feedback questions 12 and 22)

The following comments on this topic can be summarised in four key points:

1. The need for more information to demonstrate how new green infrastructure outside the proposed DCO boundary will be delivered.
2. The need for more more detail on how the loss of open space resulting from expansion within Spelthorne will be mitigated.
3. The need for any implications on the ability of Hithermoor Quarry to be used for the processing of minerals from King George VI Reservoir to be appropriately assessed.
4. A number of mineral restoration schemes are due for completion during the proposed construction period. Much of the biodiversity and recreational mitigation being offered is already being provided through restoration and we need to see details of the mitigation being provided over and above the approved restoration scheme.

General

This council is very concerned that not all land to be assembled for necessary mitigations is included within the red line DCO boundary and questions how it will be secured if not included. We also have concerns about the loss of public access to Hithermoor and HAL need to clearly demonstrate that adequate mitigation will be proposed for this loss. HAL need to provide much greater detail on the enhancements that are proposed to mitigate the loss of open space generally within Spelthorne.

Mineral sites and restoration plans for green infrastructure

Surrey County Council strongly disagrees with proposals set out within the PEIR to disregard aggregate recycling capacity at Hithermoor Quarry. Although Hithermoor Quarry has a time dependent permission, the site is identified in the adopted Surrey Minerals Plan as the preferred location for processing of material from the King George VI Reservoir allocated mineral site and the council has entered pre-application discussions with the operator of the site regarding use of this land for processing of material from the reservoir, as well as an extension to their current aggregate recycling activities. It is possible the extension of aggregates recycling activities could be sought for a period of 15 years. The council considers that the impact of including this land within the DCO project has the potential to be significant and should not be ignored, especially given the context of the adopted Surrey Minerals Plan. We consider that any implications for the ability of this site to be used for the processing of material from King George VI Reservoir must be appropriately assessed.

We consider that there is a need for HAL to discuss with this council any proposed alterations to agreed restoration schemes, including at Hithermoor, Stanwell Quarry, Homers Farm and Hengrove Farm and what compensatory provision is to be provided. We welcome confirmation that the restoration status of sites will be the baseline and discussions are now urgently needed to agree the enhancements and benefits to be delivered over and above what the restoration scheme would achieve. Mitigation and compensatory provision must be local to the site impacted. Part of the Hithermoor site has been subject to longstanding restoration and woodland planting and there would need to be additional environmental compensation for losses (taking into account woodland has amassed years of growth).

We support Heathrow's intention for mineral to be won from the relevant sites in advance of Heathrow related development. The PEIR acknowledges that the operator has begun extracting sand and gravel from the Homers Farm, Bedford site. The PEIR considers that mineral will have

been fully won from the site prior to development. We would urge HAL to engage now regarding any alteration to the current restoration scheme in place for the site, for example regarding backfilling of voidspace.

We refer you to the approved restoration plans for the sites referenced below (which we can supply if needed):

- **Zone H** - Homers Farm Quarry is affected here. This is a current operational site that is due to be back filled and restored to agriculture, with restoration due for completion by September 2020. The site is now proposed in the preferred Masterplan to fulfil drainage and pollution control infrastructure provision. Whilst this proposal recognises the constraints of the Southampton to Heathrow Esso pipeline, there also exists a Thames Water high pressure main that has pressure plug features which are dependent upon the weight of material over the pipeline to maintain that pressure. There is no detail of what exactly the drainage and pollution control proposals actually involve and there could also be a birdstrike issue to consider.
- **Zone J** - Stanwell Quarry is affected here. This is consented to 2027 (principally the recycling plant), but there is a phased restoration with much of the quarry already restored or expected to be in advance of that date. The council welcomes the fact that the scheme does now include most of the footprint of the Stanwell Place historic garden. However, the most recent time extension permission did include the north west part of the site changing from agriculture to create a new extension to the historic gardens and amenity area as a key component of the restoration design of the site. If this area is now to be lost through the DCO scheme it will need to be mitigated.

The proposed diversion of the Duke of Northumberland and Bedford Rivers together with greenspace alongside is also welcomed. Given the green space provision to the north and the Green Loop proposal that appears to affect the southern end of the site, it would seem logical to include this area to link greenspace provision within the Masterplan. The historic garden has water features that were originally fed from the Northumberland and Bedford Rivers and the opportunity should be taken to connect these to provide a circuit of water supply to the gardens.

The scheme does wipe out some of the biodiversity and open space enhancements being delivered through the restoration of the site and we would wish to see that this is expressly mitigated and compensated for. On the face of it, the new greenspace along the realigned rivers would do this, but it is not clear whether this is compensation for the loss on the site or from elsewhere in the scheme. Figure 7.5.1 in the Preferred Masterplan document shows an attenuation basin on the site which is not shown on the zonal plan, whilst figure 7.10.2 shows a noise attenuation bund proposal over the historic garden, which again is not shown on the zonal plan.

- **Zone K** - Hithermoor Quarry is affected here. The majority of the site (excluding the recycling/processing hub) is already close to restoration. Much of what is being offered as greenspace and biodiversity enhancement is already being delivered through the site's restoration. It should be made clear in the proposal, what *additional* provision the Heathrow scheme is making to this. The public open space for wildlife and people to the north west of King George VI Reservoir conflicts directly with the proposals for working the reservoir for mineral, being the area identified by the company for silt disposal. This could be an appropriate proposal for the use of the site, however, once extraction has ceased. The large drainage and pollution control facility being proposed on the site would wipe out the Tom Rod SSSI quality grassland site (which would need to be compensated) and raises the significant issue of birdstrike.
- **Zone U** - Hengrove Farm Quarry is a new affected area. Again, the expansion proposals ignore the fact that the restoration proposal for the site, which will be completed in advance of expansion, would deliver much of the scheme. Restoration is due for completion by the end of 2020. As elsewhere, this proposal could be integrated with the wider area to create a big open space/habitat area with Shortwood Common to the west and Hengrove Park to the east.

Resource and waste management (Feedback question 12)

The following comments on this topic can be summarised in three key points:

1. There are insufficient measures in place to mitigate the identified potential significant adverse impacts of the DCO project.
2. The need for more information in relation to construction and waste management and for more detailed evidence to support the assumptions regarding the amount of waste arisings to be diverted from landfill, especially with regard to hazardous waste.
3. The need for more information on the implications for C,D &E waste and the specific implications arising from the early closure of Stanwell Quarry.

We are concerned that the waste chapter of the PEIR states that there will be a significant adverse impact on landfill capacity during phase 1 of construction, including for hazardous waste and also that the project will result in a significant adverse impact on non-hazardous waste capacity during the operational phase if the Lakeside energy from waste facility is not relocated. At para 20.8.15, the PEIR states that local authorities will account for the loss of capacity at hazardous and non-hazardous landfill sites and waste treatment facilities resulting from the expansion project through allotting more capacity in their Waste Local Plan updates. Para 20.13.1 states that there will be no additional measures or compensation for the likely significant effects of the DCO project. We are concerned that at present there are insufficient measures in place to mitigate the identified potential significant adverse impacts of the DCO project.

Assumptions have been made regarding the amount of waste material to be diverted from landfill via reduction, reuse and recycling which are based on best practice. Assessment of impact is based on these assumptions being realised. We are concerned that there is insufficient detail in the evidence provided to demonstrate that this will be the case, especially with regard to hazardous waste. Advance sight of the commitments and proposals to be included within the DCO and Environmental Statement is needed. Further detail is also required regarding how waste will be transported to management facilities.

The PEIR states it is only possible to provide an assessment for CD&E waste in broad terms due to lack of detailed design and phasing of works and we are concerned that as this work has not yet been carried out the assessment of potential adverse impacts is inadequate. We would also query how prevention activities have been calculated, it is stated that it is based on 'modest' assumptions, but further detail is requested.

We consider that insufficient evidence has been provided to indicate that the early loss of Stanwell Quarry as a waste facility would be neutralised by provision of additional CD&E waste management as part of the expansion project and it should be noted that the planning permission for the facility does not limit waste to originate only from Heathrow. There is also a need for more CD&E waste recycling capacity in Surrey and the premature closure of Stanwell Quarry would make this need more acute. The implications need to be appropriately assessed.

The draft Code of Construction Practice states that Site Waste Management Plans are to be produced in line with the Resource Management Plan. Site Waste Management Plans will include the permitted arrangements for onsite and offsite waste treatment, waste transfer and waste disposal. The council supports this, but is concerned that further work needs to be undertaken to understand how it will all work in practice.

We ask for a firm commitment that rail waste transport is favoured over road transport where reasonably practicable.

Flood risk (Feedback question 12)

The following comments on this topic can be summarised in three key points:

1. The need for more information if this council as Lead Local Flood Authority is to accept that the expansion proposals will have little significant impact on flood risk in Surrey.
2. Assessments of risk which use assumptions of future mitigation measures (as yet undeveloped) should apply the precautionary principle and conservative approach rather than assuming that these measures will result in no significant impact.

3. All infrastructure including water storage/treatment areas which is necessary for the operation of the airfield should be included within the overall DCO boundary.

Much of the work required to fully assess impacts is yet to be undertaken and the assessments to date are based on assumptions that future work will provide suitable adequate mitigation. This may be the case, but a precautionary approach should be used at this stage and a worst case scenario assumed when assessing risk related to the water environment and flood risk.

Whilst we appreciate that the PEIR is taken at a snapshot in time and not all relevant information will be available to make assessments, a large amount of the baseline assessments are made using historic desktop study information rather than qualitative data on the existing situation. Instead, a general assumption has been made that all flood risk impacts will be resolved using mitigation measures which will not affect location or scale of development. This is not our experience based on other development. Flood risk mitigation requires detailed assessment and mitigation measures frequently require significant land use in specific locations to achieve sustainable drainage using gravity rather than pumped systems. It is difficult for this council as Lead Local Flood Authority to agree with the conclusions that there will be little significant impact on flood risk especially as there is little detail on the final proposals or mitigation measures proposed.

No details of the flood storage area capacities, attenuation area sizes and final locations, discharge locations, and final watercourse flow regimes have been provided. Again, this makes it impossible for the authority to conclusively agree with the outcomes of no significant effect presented in the PEIR for flood risk or drainage implications. The hydraulic modelling is not yet complete and therefore it is not possible to satisfactorily say what the level of residual risk will be or what mitigation may be required, or if the sequential or exemption tests are likely to be met. To provide any meaningful comment, we need much greater detail, including Flood Risk Assessments, GIS shapefiles of alignments, mitigations and likely structures and barriers. All of the options will need a full analysis to determine the preferred option with lowest risk, best environmental gain and overall balance versus cost/disruption and mitigated impact.

The Drainage Impact Assessment is a qualitative assessment rather than the quantitative one required to demonstrate that the site will be drained adequately and meet the requirements of not increasing flood risk on site or elsewhere. No opportunities for reducing flood risk have been incorporated into the proposal or even evaluated to show whether they are feasible; this goes against NPPF paragraph 157 (c).

The approach to surface water drainage being undertaken is for bookending of drainage outflows: the lower end is the greenfield rate as set out by Defra National Surface Water Drainage Standards (and represents the key requirements which need to be met by the DCO proposal), the upper end is no increase in runoff. However as infiltration is unlikely to be an option across the whole site (due to high groundwater levels, contaminated ground or clay strata), attenuation space is required to restrict flows to either of the two bookends above. The amount of land allocated to each parcel for attenuation space is therefore vital in determining whether a site will discharge drainage at the upper or lower bookends (i.e. if not enough attenuation space is allocated then only the upper bookend becomes technically feasible).

For the drainage of the runway, terminals and main airside activities it appears space has been allocated solely to meet the upper bookend – this means there will be no reduction in flood risk. This is likely because of the large flows (and therefore attenuation space) involved and therefore may be justifiable. Currently, no qualitative evidence has been provided in terms of the flows themselves or the land take allocated to storage. No attenuation information has been provided for other scheme components, including the Southern Parkway, but the space allocation for these must be provided and the amount allowed for will dictate which of the upper or lower bookend of discharge rates is met and whether there will be opportunities for any sites coming forward to meet the Defra standards that discharge ‘must be as close as reasonably practicable to the greenfield runoff rate from the development’.

As Lead Local Flood Authority, Surrey County Council consent any changes to non-main rivers within the county, therefore detailed discussion around proposals will be required. The consents need to ensure that the requirements of the Water Framework Directive are met.

Water quality and resources (Feedback question 12)

The following comments on this topic can be summarised in four key points:

1. The need for more information on mitigation measures to enable an informed view of the likely effects to be developed including as to how any risk of downstream pollution from surface water attenuation features will be avoided.
2. The need for more information on measures to mitigate the hydromorphological impacts of the proposed river diversions.

The Water Framework Directive (WFD) assessment has assumed that the water quality and water quantity impacts are able to be mitigated through unidentified future works. This does not accord with the precautionary principle. This also applies to the assessment of the Covered River Channel which is an untried and untested approach and we believe that as such it is not appropriate to assume that “on the balance of available evidence at this stage, it is considered possible that the current concept design could satisfy the criteria.”

Currently, as impacts are likely to occur for which adequate mitigation has not been proposed or identified it is likely that the conditions set out under Article 4.7 of the WFD will have to be met to show that the development is not in breach of the WFD. This is not addressed in the PEIR and again has been delayed to a later stage.

There is an assumption that land which has previously been contaminated or used as landfill could be used as flood storage/water treatment areas; this is yet to be agreed with the Environment Agency and represents a significant risk.

Further detail is required as to how any risk of downstream pollution from surface water attenuation features will be avoided.

Geomorphology and river modification

The expansion obviously results in huge disruption to the geomorphology of the hydrological system. Whilst lots of these historic channels are manmade they have become naturalised over time and hence the impact caused by diverting, combining and eventually separating using flow structures is potentially substantial. Indeed, the PEIR rightly identifies that there is a risk of high impact to hydromorphology as a result of these diversions. However, as the list of additional environmental measures required to mitigate them has not yet been finalised nor the feasibility of any measures tested, we do not believe that the PEIR has adequately demonstrated that the risk of these impacts can be mitigated and that it cannot be deduced there will be no significant effect on these watercourses as a result of the construction activities.

Historic environment (Feedback questions 12 and 18)

The following comments on this topic can be summarised in two key points:

1. The need for more information especially in relation to evaluation to accord with the nationally-accepted processes of assessment-evaluation-mitigation set out within the NPPF.
2. The need for site specific impact information and archaeological impact appraisals for affected areas within the county.

The PEIR information provided is a mixture of the comprehensive and the generic. It is comprehensive in its identification of the issues and the spread of information accessed and referenced, but it falls short of the depth of information expected in a sitespecific Heritage Statement or archaeological Desk-Based Assessment and deals with many of the issues in a generic, conceptual manner, citing future, and as yet,unavailable reports. Still to be provided is site specific development and ground impact information as well as the terms of the archaeological investigation and historic building recording that are to come.

It is not entirely satisfactory that this PEIR stage of reporting is all that will be available prior to mitigation works being developed. We suggest that despite the wide ranging nature of the information presented, the approach falls short of the nationally accepted processes of assessment-

evaluation-mitigation set out within the NPPF. Any attempt to bypass the evaluation stage is unacceptable and would require detailed justification.

Proposals within Surrey appear to offer possible scope for preservation *in-situ* through re-siting or careful foundation design should archaeological remains be present. We would highlight that the Southern Parkway is proposed partially within a county-designated Area of High Archaeological Potential. The Archaeological Survival Model presented within the documentation does not have the correct Surrey Areas of High Archaeological Potential depicted and should be updated. Unknowns remain and for all impacted sites we will need to understand the direct nature of the impacts proposed, whether or not further assessment and/or evaluation of the site(s) will be required for archaeological purposes to determine if remains are present and whether or not preservation *in-situ* is desirable or indeed, achievable. Surrey County Council will be seeking site-specific impact information and archaeological impact appraisals for affected areas within the county.

HAL should be mindful that some of the Green Loop and other mitigation proposals might themselves impact on archaeology and heritage, and therefore ensure this has been taken into account through impact appraisal. This should include details of the possible hydrological impacts on any buried archaeology through proposed river diversions. This might require the implementation of a medium to long term monitoring programme, and the development of a contingency excavation resource should previously stable sites be found to be dewatering.

In line with the advice being given by Historic England and practices set out in the national planning legislation and guidance, we will require pre-determination archaeological evaluation of threatened sites, unless a different approach can be demonstrated as providing either a superior return on archaeological data, or there is the opportunity to divert significant resources into alternative heritage benefits for the county with little or no loss of archaeological information retrieval.

It is encouraging to note that heritage concerns are being integrated into the landscape and community considerations.

Dust, odour, artificial light, smoke and steam (Feedback question 12)

There is a need for much more information on construction. We have concerns that much of the detail on working hours for individual sites will be included in the Code of Construction Practice to be submitted with the DCO. Discussion around such key issues needs to take place in advance of DCO submission. The potential for temporary relocation of residents in Stanwell and Stanwell Moor will be linked to details such as whether 24/7 working is in operation and this information must be made available at the earliest possible stage.

We wish to highlight that the baseline for lighting impact at the Southern Parkway should be the restoration scheme, not the current mineral workings.

Community compensation (Feedback questions 20 and 21)

The following comments on this topic can be summarised in three key points:

1. The Community Fund must not be used to deliver mitigation required to make the proposals acceptable in planning terms, but should compensate those impacted by expansion.
2. The need for a clear governance structure to be in place for the Community Fund with a body having oversight of the overall Fund and its long term planning, the allocation of spend, and monitoring and reviewing individual projects.
3. The WPOZ should be extended to include Stanwell Moor and large parts of Stanwell and a local health impact assessment undertaken for each of these communities.

We would like to stress that the proposed Community Fund must not be used to deliver mitigation required to make the proposals acceptable in planning terms. For this reason, we oppose the use of the community compensation scheme to fund the Unforeseen Local Impacts Mitigation Strategy (ULIMs) as set out within the Environmentally Managed Growth proposals. The distinction between compensation and mitigation must be maintained. The approach to ULIMs will reduce the amount of

funding for wider community schemes and potentially absolves HAL of the need to deliver mitigation required in planning terms. This is in addition to significant practical issues around the ULIM proposals, including the proposed annual funding approval process and the need for mitigation schemes to compete against each other for funding. If schemes are required to mitigate impacts, they are all essential.

It remains difficult to comment on the geographical area that the fund should cover without detailed information of the noise impact of an expanded Heathrow. There is a clear role for the fund during construction, so work must be carried out early on to ensure the fund is up and running immediately post DCO determination.

A clear governance structure needs to be in place for the Community Fund with a body having oversight of the overall Fund and its long term planning, the allocation of spend, and monitoring and reviewing individual projects. Careful consideration needs to be given as to how community involvement in the Community Fund is guaranteed. There must be local authority political representation on the assessment panel. HAL may benefit from having discussions with Community Infrastructure Levy collecting authorities who will have useful learning from administering the spend of CIL receipts.

We again highlight that there must be additional compensation specifically for the residents of Stanwell Moor and large parts of Stanwell, who will experience prolonged quality of life and potential health impacts given the long construction period and the increase in airport operations. Assessments in the documentation point to the fact that residents in these areas will be exposed to temporary unacceptable levels of noise during construction, especially construction of the Southern Parkway, a major new roundabout junction at Stanwell Moor and realignment of the A3113. They will also be newly exposed to more aircraft noise from planes on the runways and taxiways as well as overhead once the expanded airport is operational and the number of ATMs increases. Air quality can also be expected to be poorer as a consequence of these activities. There are references to the need for temporary re-housing in the consultation document that focusses on the specific impacts on Stanwell and Stanwell Moor, but with no further detail on eligibility for compensation, which we do not consider to be acceptable. In our view, the WPOZ should be extended to include Stanwell Moor and large parts of Stanwell. We consider that there needs to be a local health impact assessment for each of these communities so that the combined and cumulative effects of HAL's proposals on residents can be fully understood.

Skills (Feedback question 17)

The following comments on this topic can be summarised in the following key point:

1. The need for more engagement and collaboration to deliver apprenticeships and skills training, engaging with SMEs and attracting inward investment to Surrey.

Surrey County Council would value the opportunity to comment in more detail on the draft Apprenticeship Plan, detailing how HAL will achieve its targets, before it is published in the Economic Development Strategy by the end of 2019. For example, we value HAL's focus on enabling more vulnerable people to access sustainable and rewarding employment and would recommend that the Apprenticeship Plan defines what percentage of the 10,000 apprenticeships will be allocated to train and support vulnerable young people and adults in pre-apprenticeship schemes and directly in apprenticeships. Also, how will HAL continue to support these individuals into sustainable employment either as part of its own workforce or with local employers?

We recommend opening up a dialogue with other parties about skills including Surrey's education sector (not just those within the Heathrow core study area) and with the wider construction/infrastructure sector such as the Strategic Skills Forum for Construction to:

- identify opportunities to expand and grow leading-edge education and training provision for construction at all levels/programmes, within Surrey institutions and providers (beyond the current skills partnership group) and in collaboration, for example with existing programmes such as <https://www.surrey-ia.org/>;

- to universally make the construction sector a highly attractive career proposition for young people and adults, including those from diverse backgrounds, and providing clear pathways to career progression; and to
- understand the impact of population growth (both transient and permanent workers) on the county of Surrey (not just the core study area) and its resources.

This needs to be done in collaboration and within the context of the wider needs of other major future infrastructure/built environment projects in the South East.

We support HAL's commitment to the early adoption of T-levels starting in 2020. However, it is unclear if the proposed 1,200 work placement days for T-levels is for the academic period 2020-2022 only. If so, this equates to approximately 20 pupils (completing a 45 – 60 hours workplace), during their two year course. What is the expected yearly level of work placements beyond 2020?

We welcome that the skills transfer passport will be jointly co-designed with other sector employers to meet the needs and requirements of future UK infrastructure and construction projects. The data collected could also help to proactively identify future skills gaps and enable strategic planning of education provision. In addition, to the 'world of work' we would encourage HAL to create programmes to inspire, attract and support adults seeking a career change.

We support HAL's current approach to engaging with SMEs and the plans to expand the programmes and would encourage HAL to work with Surrey County Council, Surrey Chamber of Commerce, Surrey districts and boroughs and the LEPs to ensure that engagement is made with SMEs across Surrey.

HAL states it will continue to work with partners to help secure inward investment through a range of initiatives such as sectoral initiatives, marketing initiatives, town centre improvements and place making. We would support this objective and would like HAL to provide more details on how this will be done. HAL needs to continue to work with Surrey County Council, Surrey districts and boroughs and the Enterprise M3 Local Enterprise Partnership to ensure that any additional inward investment activity is coordinated with what is already being carried out.

As specified within the ANPS, the employment and skills measures proposed by HAL need to be tracked through a monitoring framework and this must have a clear baseline position.

We stress the importance of surface access improvements for access to skills and job opportunities and are slightly concerned that the surface access modelling for the scheme assumes a rapid focussing in the distribution of colleagues' home locations to the east of the airport, which does prompt questions around the economic benefit of expansion for the south west corner in terms of direct job creation.

Assessment principles (Feedback questions 12 and 14)

The following comments on this topic can be summarised in three key points:

1. A need for further engagement with Surrey's Local Resilience Forum.
2. The need for clearer articulation of how health effects are assessed, in particular why moderate effects are all deemed not significant.
3. The need for the detailed methodology for predictive modelling of health effects to be provided.
4. The need for a separate local health impact assessment undertaken for the communities of Stanwell and Stanwell Moor.

Security and safety considerations

In Surrey, the Lower Thames Catchment is the main area of risk for flooding in the county and since 2008 we have had three significant flood incidents in that area, the most impactful in 2014. On this basis, the national risk is reflected locally and the assessed risk for Surrey of fluvial flooding is very high particularly in this area of the county. If the construction phase for the Heathrow expansion is to run to post 2030 it is likely that there will be a significant flood event in the Lower Thames area and this needs to be taken into consideration.

Clarity is required as to who will be preparing the emergency response plans and how they will link to local off airport arrangements. There also needs to be greater clarity on whether incidents in the area are an airport lead response (under Emergency Orders CAP 168 chapter 8) or for the local response plans for the Local Resilience Forum (LRF) partners. Further engagement is needed with Surrey's LRF.

Health

We welcome the fact that the PEIR makes use of the WHO definition of health and the wider determinants of health model. Within the PEIR it is not clear how professional judgement is used to determine whether factors are major/moderate/minor effects and also whether these effects are then significant. All moderate effects have been deemed not significant and the narrative to support why this decision has been made is not clear. There needs to be a narrative to link the methodology set out in Chapter 5 – which clearly shows the elements that will be considered in the assessment, with the final decisions of significance, as the thread is not clearly articulated in the PEIR. Moderate effects are potentially significant – for example, school displacement is only deemed significant for vulnerable groups, but impact on education of disruption could be across the population. Therefore, the professional judgement on significance of effects needs to be transparent and clearly articulated.

In relation to active travel, Spelthorne Borough Council is the most deprived community within the study area. The PEIR clearly sets out the link between lower incomes and reliance on active travel and that Stanwell and Stanwell Moor are community areas where active travel routes will be affected by the DCO. The PEIR also confirms that the strength of evidence is strong for a direct causal relationship between use of active travel and health outcomes and both national and local policy supports active travel. However, for vulnerable groups the impact is assessed as moderate negative (not significant) to minor negative (not significant) and it is not clear how assessors have determined the effect to be not significant. It is unclear whether a factor deemed to be not significant, would result in no mitigating measures being put in place to prevent potential negative impacts on health.

In relation to formal open space, it is specified that local re-provision of formal open space will be 'suitable' to the remaining population's needs. We request further information as to how 'suitable' provision will be determined and the evidence that will be used to support this.

We note that many of the key environmental measures were not in place before the PEIR was undertaken but should be available to inform the Environmental Statement. Therefore, the PEIR was not able to assess how these policies and strategies might mitigate impact. This makes it difficult to make an accurate assessment of the impact of these factors. It is not clear in the PEIR how the unintended health consequences will be minimised and how the beneficial health impacts maximised. It is important that the PEIR findings influence and feed into development of the key environmental measures (both embedded and additional measures) to ensure they maximise the opportunities to mitigate negative health impacts as well as maximise any potential positive impacts.

Inconsistencies have been noted in the reporting of some of the baseline data. In some cases the data for a specific indicator has been reported at borough level and county/sub-borough level for others. For example, in section 12.10.146 the prevalence of obesity or being overweight and inactive adults are reported for Spelthorne at borough level, however the data for residents' use of outdoor space has been reported at Surrey county level. We acknowledge that this could have been because the data for this indicator was not available/published at borough level, however in such cases it should be stated clearly and acknowledged that county level data may not always be representative of the borough/ward level population characteristics. We also note that some of the strategies referenced for Surrey are out of date (see <https://www.healthysurrey.org.uk/about/strategy>). The methodology describing the future health baseline assessment in chapter 5 of the PEIR is also unclear.

There is inadequate use of referencing to the sources of scientific literature and data sources within the report. This is important to enable cross checking of the evidence and also assess the type of evidence used (based on its strength and quality).

The cumulative and combined effects on the health of specific populations needs to be clearly assessed. We would like to see a separate local health impact assessment undertaken for

communities most affected around the airport at both construction and operation stages. Within Surrey this should include Stanwell and Stanwell Moor.

We would also refer you HSPG's draft position paper on public health principles especially in relation to producing a health management plan and construction (http://www.heathrowstrategicplanninggroup.com/application/files/3915/6101/6919/HSPG_Position_Paper_-_May_2019.pdf).

Environmentally Managed Growth (Feedback question 12)

HAL's proposals for Environmentally Managed Growth (EMG) highlight that the operational aspects of the expanded airport will have significant impacts for local communities and the ANPS is clear that expansion should only be allowed if these impacts can be managed within acceptable limits and every effort made to reduce, mitigate and compensate for the impacts. We agree the need for effective and robust monitoring and enforcement of environmental limits and/or envelopes, but we have significant concerns as to how the proposed framework will operate and how effective it will be. Much more information is needed on the proposed approach. Our concerns relate to:

- Any environmental framework to manage growth should not just be limited to the ANPS surface access targets, air quality, noise and carbon but should also monitor targets in relation to biodiversity and ecology to ensure that mitigation measures are delivered and are effective.
- The proposed Independent Scrutiny Panel (ISP) should have statutory powers to ensure limits are met. In the case of non-compliance with limits, the ISP has the potential to agree and propose mitigation, but it is unclear as to what powers it would have to bind Heathrow to take corrective action and implement mitigation, especially where impacts are off-site, or to prevent the airport's growth beyond a certain point until further mitigation can be found.
- Monitoring will be reviewing information to report against the limits 'after the fact' so it won't always be known if limits have been exceeded until some time after they have been breached. Therefore, it will be difficult to ensure that limits are adhered to and if the limits are shown to have been exceeded how the ISP will have the power to reduce the scale of airport operations.
- The community fund should not be used to mitigate for impacts which are as a direct result of expansion, either foreseen or unforeseen. The community fund should be used to improve the quality of life for local residents impacted by the expansion, above and beyond the mitigations required. There should be review mechanisms in the DCO to deal with mitigation for unforeseen impacts.

Additionally, we consider that it will not be possible to know whether the EMG approach can work in an acceptable way to ensure that environmental targets are on track before further growth is allowed until it has been operating for a number of years. The existing planning regime at the airport sets a cap on ATMs to control aircraft numbers and limit environmental impacts. In our view, the DCO should set interim/conditional caps on the total of ATMs allowed, potentially aligned with the ANPS surface access requirements, to provide more confidence and security for local communities.

The structure and governance for EMG needs to ensure accountability to local communities and there needs to be further engagement with this council and HSPG to develop this aspect.

As specified within the ANPS, the employment and skills measures proposed by HAL also need to be tracked through a monitoring framework.

Early Growth (Feedback question 8)

We do not consider there to be any national policy basis in either the ANPS or current government aviation policy for making more intensive use of Heathrow's existing two runways and increasing ATMs by 25,000 per annum.

Government policy in the ANPS only has effect in relation to the provision of a Northwest Runway at Heathrow and for new terminal capacity, although it would be a relevant consideration in determining

other applications for airport development particularly in London and the South East. In light of the Airports Commission recommendations on the more intensive use of existing infrastructure, government considered the needs case for making best use of existing runways across the whole of the UK and this is set out in its June 2018 policy statement. This is clear that government considers there is a needs case for making the best use of existing runways but beyond Heathrow. Para 1.25 states:

‘As a result of the consultation and further analysis to ensure future carbon emissions can be managed, government believes there is a case for airports making best use of their existing runways across the whole of the UK. The position is different for Heathrow Airport where the government’s policy on increasing capacity is set out in the proposed Airports NPS.’

Therefore, HAL should clearly demonstrate why these early growth proposals in the form of more intensive use of the current runways are needed to increase airport capacity in the UK and in the South East. There needs to be further engagement with local authorities on the detail of mitigation proposals.

Masterplan and Development Consent Order (Feedback questions 1 and 22)

As a general principle, all mitigation proposed in the Masterplan should be included in the DCO red line boundary.

We need further assurance on how the green and blue infrastructure elements of the Masterplan will be delivered given that much of the area identified for this purpose lies outside the DCO boundary. Separate third party agreements for each land parcel outside the DCO are currently proposed, but there is no guarantee that this land can be secured to deliver the Masterplan being promoted. The realisation of the Masterplan is crucial to ensuring the airport provides the benefits promised to local communities and a clear mechanism to guarantee delivery of the Masterplan needs to be provided.

In common with the other HSPG authorities, we feel that there has been a lack of consideration of B2 and B8 land uses displaced through the scheme. Logistics space will continue to be a key issue given the shortage of land available to accommodate what is needed in the Heathrow area and more consideration will have to be given to this issue if Heathrow is to achieve its economic potential. The dispersal of freight and cargo into a wider area will also create additional transport impacts outside the airport boundary. The potential to include more of these displaced uses within the Masterplan should be considered further.

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Department
for Transport

Cllr Tim Oliver

From the Secretary of State
The Rt. Hon. Grant Shapps

Great Minster House
33 Horseferry Road
London
SW1P 4DR

Tel: 0300 330 3000
E-Mail: grant.shapps@dft.gov.uk

Web site: www.gov.uk/dft

Our Ref: MC/264960

02 SEP 2019

Thank you for your letter of 13 August 2019 about the proposed Southern Rail Link to Heathrow Airport and for your kind words regarding my appointment as Secretary of State.

I welcome your continued support for a Southern Rail Link to Heathrow (SRLtH) and appreciate Surrey County Council's engagement with my Department on this project.

I recognise the importance of rail access to airports and the benefits that new connectivity can provide for the communities they serve, enabling greener journeys by reducing road traffic congestion and providing regeneration opportunities.

I am grateful to Surrey County Council for feeding into last year's market sounding exercise. The SRLtH Market Sounding Findings Report, published in December 2018, did not demonstrate the case for a feasible Market Led approach without government support such as direct subsidy or infrastructure usage guarantees. However, it did indicate significant interest for private sector development and financing of a southern access scheme. This interest from the market aligns with our intention that this project is an opportunity to harness new and innovative ideas and funding from the private sector for future private sector involvement.

I would like to reassure you that following the report publication, the Department has been working to fulfil the recommendations set out in it including:

- extensive engagement with stakeholders,
- developing detailed Strategic Objectives,

- developing the case for change via a light touch pre-Strategic Outline Business Case,
- developing new 'market-involved' commercial model for taking the scheme forward.

In developing this commercial approach, the Government must remain mindful of the necessary balance of risk and the need to ensure value for money to the fare payer, the scheme proposer and the taxpayer. We intend to provide further information on our planned commercial approach to the market in early 2020.

We have greatly valued the contribution from the Heathrow Strategic Planning Group into the development of the Strategic Objectives. My officials have been continuing to engage with the group to finalise these including recently attending the Transport Sub-Group meeting on 7 August and the Officers Meeting on 15 August.

Thank you once again for Surrey County Council's continued interest in this scheme and I hope this reply is helpful.

Yours sincerely,



Rt Hon Grant Shapps MP

SECRETARY OF STATE FOR TRANSPORT

SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: DR ZULLY GRANT-DUFF, CABINET MEMBER FOR CORPORATE SUPPORT****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR FOR RESOURCES****SUBJECT: INTERIM PROCUREMENT FORWARD PLAN****SUMMARY OF ISSUE:**

The revised Procurement and Contract Standing Orders agreed by the Council in May 2019 require the preparation of an Annual Procurement Forward Plan during the business planning cycle. This new approach will be implemented in full for 2020/21, with a plan being considered by Cabinet in December. However, currently we are in a transitional phase and there is no such plan in place for the projects underway or due to start in Q3 and Q4 of financial year (FY) 2019/20. Cabinet are therefore asked to approve an Interim Procurement Forward Plan to cover this activity.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. gives Approval to Procure for the projects listed in Part 2 Annex 1 – “Interim Procurement Forward Plan for Q3 and Q4 of FY 2019/20” in accordance with the Council’s Procurement and Contract Standing Orders.
2. agrees that where the first ranked tender for any projects listed in Part 2 Annex 1 is within the +/-5% budgetary tolerance level, the relevant Executive Director, Director or Head of Service (as appropriate) is authorised to award such contracts.
3. delegates authority to the relevant Executive Director, Director or Head of Service (as appropriate) to make contract award decisions for the projects which started prior to 24 September 2019 and are listed in Part 2 Annex 2 – “Projects over £500k that started prior to 24 September 2019”, and
4. agrees the procurement activity that will be returned to Cabinet for review of the commissioning and procurement strategy prior to going out to market, and which is highlighted in grey in Part 2 Annex 1.

REASON FOR RECOMMENDATIONS:

- To comply with the Procurement and Contract Standing Orders agreed by Council in May 2019.
- To provide Cabinet with strategic oversight of planned procurement projects for the remainder of FY 2019/20.

- To ensure Cabinet oversight is focussed on the most significant procurements.
- To avoid the need to submit multiple individual requests for Approval to Procure as well as individual contract award approvals for work taking place in FY 2019/20.

DETAILS:

Business Case

1. Annex 1 lists all known projects over £181,302 that are due for procurement in Q3 and Q4 of the current financial year for each Directorate and Service. This threshold figure is the level at which the council is bound by the UK Public Contract Regulations 2015 to advertise in the Official Journal of the European Union (OJEU) and conduct a public tender for goods and services above £181,301. The threshold for works contracts is £4,551,413. These projects will be publicised in due time using the established e-procurement platforms.
2. Annex 1 has been agreed with the relevant Executive Directors, Directors, Heads of Service, Finance and the Strategic Commissioning Unit.
3. Annex 2 lists the projects over £500k that are underway and due for award after September 2019. These projects obtained all the necessary approvals of route to market under the old Procurement Standing Orders and have been publicised through the existing e-procurement platforms. These projects would have required Cabinet Member or full Cabinet approval under the old Procurement Standing Orders.
4. Under section 1.6 of the Procurement & Contract Standing Orders (PCSO), Cabinet is asked to approve these forward plans so that they may proceed to procurement without delay and delegate award decisions to Executive Directors, Directors, or Heads of Service provided the outcome is within +/- 5% of the budget agreed with Finance when each project begins. Any project with an out-turn not within tolerance will be reported in line with PCSO table 2.7a:

| | |
|------------|--|
| Under £1m: | S151 Officer |
| Over £1m: | S151 Officer and relevant service Portfolio Holder |
| Over £5m: | S151 Officer and Cabinet |
5. By approving the interim forward plans in this way, there will be no need to gain Approval to Procure for each individual project for the remainder of this financial year. This will streamline Cabinet input and ensure focus on the most important projects throughout the year. However, it is likely that unforeseen projects will arise, and officers will need to seek Approval to Procure for these separately.
6. The first full Annual Procurement Forward Plan (for FY 2020/21) will be developed during the coming business planning cycle and submitted for approval at the December Cabinet meeting. Whilst the Interim Procurement Plan and the Annual Procurement Forward Plan are integral to the business planning cycle, they are not designed for financial management purposes.

CONSULTATION:

7. Consultation will take place for individual projects as appropriate to the products or services required.

RISK MANAGEMENT AND IMPLICATIONS:

8. If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money and required outcomes and benefits from our contracted services. Good forward planning will enable adequate resources and sufficient time are dedicated to ensure appropriate procurement strategies and commercial negotiations to take place. Also, by bringing forward Cabinet approval there will be opportunity for Members to review and influence the plans in advance of any procurements being carried out.

Financial and Value for Money Implications

9. Financial and Value for Money implications will be considered on an individual project basis.

Section 151 Officer Commentary

10. The interim procurement plan sets the contracts expected to be retendered in the remainder of this financial year. It remains the responsibility of the relevant Executive Director, Director or Head of Service to ensure that any expenditure committed to as a result of these procurements remain within approved budget envelopes and is consistent with the Directorate Commissioning Strategy (which should be approved by Cabinet). For those contracts where there is yet to be a funding source identified, Finance will need to provide approval of the funding as part of the delegated decision making and these will need to come back to Cabinet for separate approval where the amount exceeds £1 million. For contracts below £1 million approval is by Head of Procurement (SCC), Executive Director in consultation with the relevant Portfolio Holder and S151 Officer.

Legal Implications – Monitoring Officer

11. Cabinet is being asked to give formal Approval to Procure for the projects listed in Part 2 Annex 1 in accordance with the Council's Procurement and Contract Standing Orders. In making this decision, Cabinet should be cognisant of its fiduciary duty to Surrey residents to ensure services are provided effectively while also maintaining a balanced budget.
12. Cabinet will note that it is being asked to delegate authority to the relevant Executive Director, Director or Head of Service (as appropriate) to award for procurements in Annex 2 explicitly where individual award decisions - under the previous Procurement Standing Orders - would have gone to Cabinet Member (£500k-£999k) or to Cabinet (£1m+).
13. Notwithstanding Cabinet giving Approval to Procure, officers will have to ensure that the Public Contracts Regulations 2015 are complied with in relation to any procurements undertaken. Furthermore, commissioners will be

aware of the 'best value duty' under Section 3 of the Local Government Act 1999. It states that the Council:

"...must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."

14. Legal Services will continue to advise in relation to any procurements listed in Annexes 1 and 2. Any projects where additional statutory duties arise, such as the requirement to undertake public consultation or equality impact assessments prior to going out to procurement, will need to return to Cabinet for Approve to Procure once those duties have been complied with.
15. Lastly, Cabinet will note that authority to grant Approval to Procure in relation to selected health and social care matters has been delegated to the Council's representatives on the Committee in Common with Surrey's Clinical Commissioning Groups.

Other Implications:

16. There are no significant implications upon key council priorities and policy areas.

WHAT HAPPENS NEXT:

17. The approved plans will be delivered during the remainder of the financial year 2019/20.

Contact Officer:

Anna Kwiatkowska, Head of Procurement, Procurement Service

Consulted:

Service Directors, Finance, Strategic Commissioning Unit.

Part 2 Annexes:

Part 2 Annex 1 - Interim Procurement Forward Plan for Q3 and Q4 of FY19/20

Part 2 Annex 2 - Projects over £500k that started prior to 24 September 2019

Annex 3 - Categories and Terminology – Explanatory Note to Annex 1 and Annex 2

Sources/background papers:

Procurement and Contract Standing Orders 2019

SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: MICHAEL COUGHLIN, EXECUTIVE DIRECTOR OF TRANSFORMATION, PARTNERSHIPS AND PROSPERITY****SUBJECT: MOVING CLOSER TO RESIDENTS: A WORKFORCE FOR THE FUTURE****SUMMARY OF ISSUE:**

The council is committed to improving the lives and outcomes for people that live, work and study within Surrey, along with protecting and enhancing the built and natural environment, as set out in the Community Vision 2030.

In support of this and as part of the council's ongoing transformation programme, it is making significant cultural and structural changes to the way it operates to benefit residents. In addition, the council is committed to modernising its ways of working as well as recruiting and retaining a workforce fit for the future. This will better enable it to meet residents' needs, expectations and the ever-increasing demands of improvement, transformation and resource constraint, in a rapidly changing policy and political environment.

[Our People Strategy 2021](#), adopted in October 2018, set out our priorities for attention and development and since its adoption much work has been progressed to realise these priorities. This report focuses on the need to accelerate the development of our workforce and new ways of working, as set out in the council's [Organisation Strategy 2019-2023](#).

RECOMMENDATIONS:

That:

1. A detailed Workforce Strategy be developed by February 2020
2. Officers continue to drive and support a new working culture across the council through increasing the number of staff being enabled to work in new and agile ways, including through investment in Information Technology and training
3. Demonstration exemplar agile office spaces be created in County Hall and in each of the Council's office hubs (Quadrant Court in Woking, Consort House in Redhill and Fairmount House in Leatherhead) by January 2020
4. Measures be put in place to consolidate staff into a smaller area of County Hall, creating a 'Civic Heart' cohort (e.g. those working most closely with democratic and civic functions of the council) over time
5. Officers continue to plan the relocation of staff from County Hall, as explained in paragraph 25 below,
6. Officers continue the search for a new 'Civic Heart' to house the remainder of the staff in suitable, viable and affordable premises.

REASON FOR RECOMMENDATIONS:

The Community Vision for Surrey in 2030 and the council's own Organisational Strategy envisage a quite different and much improved relationship and connectivity between residents and the council and new, modern ways of working for the council. The widespread introduction of agile working for most staff, creating the opportunity to vacate County Hall and establish a new Civic Heart in Surrey will act to accelerate such changes and facilitate delivering better services for residents.

DETAILS:

1. The council is committed to creating the conditions for improving the lives and outcomes for the people that live, work and study within Surrey. In support of the Community Vision 2030, the council's priorities and its programme of transformational change taking place across the organisation, the council is committed to modernising its ways of working and recruiting and retaining a workforce that is fit for the future.
2. The council's Organisation Strategy set out how we will transform as a council in order to successfully deliver our contribution to the Community Vision for Surrey in 2030. It outlined the importance of transforming our culture and redesigning how things are done, so that there is greater capacity and capability to succeed now and in the future.
3. Key ambitions within our Organisation Strategy that reference agile and/or flexible working include:

| | |
|--|--|
| Clean, safe and green communities | Reduce our carbon footprint through rationalisation of our operational and non-operational estates, and supporting new, agile , ways of working across our workforce. |
| Our Culture | We know from surveys, analysis and member and staff feedback that we need to change the course of our present culture towards one that is agile , outward-looking, collaborative, open and focused. |
| Our People | As we transform as a council we will have a smaller, highly productive and motivated workforce which is flexible and mobile . |
| Property | Our strategy will enable our staff to be more mobile and work flexibly , services will be better located and more accessible to residents, and where possible, co-located with district and borough and other community services. |
| Partnership working | Take a fresh approach to working in partnership – collaborating across organisations and services |

Moving closer to residents

4. Changing and improving our relationship with and 'getting closer' to residents, clients, service users and customers is an underlying principle of the improvements being made at the Council, in terms of better understanding their needs, as well as staff

physically spending more time with them or where they are, e.g. their homes and communities, and/or working out of local, agile offices.

Workforce and HR policies

5. As recognised in our People Strategy, as we transform the council we need a workforce capable of sustaining new ways of working and continuing to deliver improvement and innovation, if we are to achieve our aims and ambition.
6. A summary analysis of the composition of our current workforce identifies the following features which need to be addressed, as part of a more strategic approach:
 - Age profile: skewed towards older staff (just 4.5% under 25 yrs)
 - Insufficiently diverse
 - Recruitment challenges, especially in key roles
 - Retention patterns, with high numbers of staff leaving within their first year
 - Capability gaps in key services
7. Having regard to the above, it is proposed that a Workforce Strategy be produced by January 2020, setting out the activities required to address these issues. The wider roll out of more agile working for more staff will be an important part of the strategy.
8. In comparison to other employers, the council is behind the times with regard to employment terms & conditions, recognition, annual leave and workstyle models. In a competitive labour market, these factors are having a material impact on the council's ability to recruit staff with the required experience and capabilities. In order to support more agile and flexible working and the recruitment of appropriately qualified, experienced and capable staff, our policies, procedures and terms and conditions of employment will be reviewed and modified where necessary.
9. For some staff, such changes will require a fundamental re-thinking of their work routines and content, which will be supported through learning and training programmes. Leaders and managers across the council will have to adapt their behaviours to manage employees who will often not be physically present. Many managers may need to develop new and different styles of leadership to match the new agile working environment. Where necessary training and support for managers will be put in place to enable them to increasingly lead their staff by reference to the delivery of outcomes, rather than by tasks and "presenteeism".

Agile working and its wider benefits

10. Truly agile working means staff being empowered and able to work anywhere, any time and with anyone, to fulfil their duties and responsibilities as effectively and efficiently as possible, to deliver the best outcomes for Surrey people. Our ambition for agile working is set out in Annex A. The collaborative, flexible and mobile nature of agile working – supported by information technologies and virtual working environments – will help drive and support a wider culture change in the way the council conducts its business and serves residents.
11. Initiating more agile ways of working has involved establishing pilot teams of staff trialling agile working, council-wide communication and staff engagement, including a number of 'listening and engagement' staff events. These preparations and plans for greater agile working have assisted in defining discreet workstyles outlining how staff will be able to utilise various agile methods and approaches in their work, be they venue-based, information-centric or community based.

12. The experience to date suggests that flexibility for staff to work in different locations will mean that travel time and distances will be significantly reduced. In turn this provides staff with more time available to be in, work with and more closely support the individuals and communities they serve. It is anticipated that shorter travel and commuting times, more flexible working arrangements for staff and greater choice of when and where they choose to work, alongside improved digital capacity and capabilities, will enable staff to manage their time more effectively with opportunities to improve their work/life balance.
13. With staff needing to travel less, the overall carbon emissions for council business will be reduced; a direct contribution to ensuring “residents live in clean, safe and green communities”. Fewer staff required to commute to a fixed base location will contribute to less traffic on Surrey’s roads contributing to reducing congestion. Agile working for staff can be seen as a key element in contributing to addressing the Climate Emergency that the council declared in July 2019, along with aligning with the Surrey Greener Future agenda.
14. A further positive consequence of those staff currently based at County Hall working closer to residents in and around Surrey, will be that they will be spending money and time in local Surrey shops, restaurants and economies, supporting local businesses and communities.

Information technology in support of an agile workforce

15. Effective agile working, while much more than just the deployment of mobile devices and/or hot-desking, does rely on a robust and networked information technology infrastructure, with staff comfortable and confident to make the best use of it. To this end the following have already been undertaken and/or put in place:
16. A third-party review of the IT needed to enable agile working has been conducted. This review confirmed that IT infrastructure along with on-going and planned investments will meet the needs of a highly agile workforce.
17. An underpinning strategy for the core corporate IT infrastructure is being implemented during 2019/20-20/21, this will provide the required levels of systems resilience and availability needed to underpin agile working across the Council.
18. All staff devices will be upgraded to Windows 10. Hybrid tablet devices are being rolled out initially to social care staff.
19. An assessment of options to deliver a pan-Council unified communications platform from computers is being undertaken. The objective is to provide a software package that will support agile workspace design by providing telephony, video conferencing and file sharing capabilities.
20. The technical specification for the building IT infrastructure within the Civic Heart will be developed to support agile working ambitions. This builds upon the earlier IT infrastructure audits of the district and borough, and Surrey County Council sites and resulting technical designs.
21. A council-wide programme of IT training will be initiated to ensure staff have a common foundation skill level. This development will be a blend of formal training, drop-in surgeries and on-line videos and guidance notes.

A 'Civic Heart' in Surrey

22. In the context of the aim for all staff across the council to be supported and enabled to work in an agile way, since January 2019, work has progressed through extensive searches by two property agents, to identify a building in Surrey to which a cohort of staff from County Hall, comprising those that work most closely in support of Members and the democratic procedures and processes of the Council (the 'Civic Heart') could be allocated, as their base office from which to work agilely.
23. The majority of non-Civic Heart staff at County Hall will be allocated to an existing council hub office and enabled to work agilely, reducing the numbers needing to be accommodated at Quadrant Court in Woking, Consort House in Redhill or Fairmount House in Leatherhead. (Certain teams of staff may need to be treated separately for operational reasons).
24. In recent weeks, opportunities to move most staff from County Hall, and some other locations, into a single building have been explored. Despite best endeavours, it has not been possible to identify a suitable and affordable building in Woking or Guildford. The council remains committed to moving from County Hall and working closer to residents in Surrey, and we and our agents are continuing the search for an affordable and suitable 'Civic Heart' building in Guildford and Woking.
25. While the search for a suitable building in Surrey continues, the programme of work to enable and support agile working across the council will continue, encompassing the following elements:
 - Those staff in County Hall forming the Civic Heart cohort will be brought together in County Hall
 - Demonstration/exemplar agile office environments will be set up in County Hall and each Hub by Jan 2020
 - 500 more County Hall staff will be equipped to be agile and allocated to new base offices by June 2020
 - Contact Centre and Orbis services staff will be either agile or in new locations by December 2020
 - Civic Heart cohort of staff to be agile/relocated when we have found suitable premises (meaning County Hall is vacant)
 - Discussions will continue with the Royal Borough of Kingston-upon-Thames on the potential future of County Hall.

| |
|----------------------|
| CONSULTATION: |
|----------------------|

26. A programme of communications and engagement with staff has been in place and active since spring 2019, with successful 'listening and engagement' events taking place across the county. Regular updates have been, and will continue to be, shared with staff via Jive blogs, staff roadshows and newsletters as the programme continues and progresses.
27. As the programme develops further detailed analysis and options for HR and IT transformation will be reported to Cabinet. The decisions made will establish when and how members, staff and partners will be consulted and engaged throughout each phase of the delivery plan. Accordingly, a programme of consultation and engagement will continue to be developed and evolve as the programme continues.

RISK MANAGEMENT AND IMPLICATIONS:

28. The programme of work required to transform the council's working principles and establish an agile workforce ethic will carry some risks. As the programme and the proposed solutions are designed, further clarity on the risks and required mitigations will become evident.
29. An assessment of specific risks and mitigations will be developed as the future model of the council takes shape. A detailed risks and mitigations assessment will be provided with future proposals for Cabinet to consider.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

30. Revenue and capital funding provision was included in the Full Business Cases agreed by Council for the Agile Working and Moving Closer to Residents programmes. A refresh exercise of the whole transformation programme is currently in train and any amended financial requirements for these programmes will be picked up as part of that exercise.
31. The investment required to drive these improvements will realise gains in staff productivity, efficiency of corporate assets, improved staff wellbeing, contribute towards the Surrey Greener Future agenda, provide a boost to local economies and reduce congestion on Surrey's road network.

SECTION 151 OFFICER COMMENTARY

32. In April 2019 the Cabinet committed to spending £538,000 on project costs necessary to progress the project. To the 24 September 2019, £438,000 of this has been spent. As advised to the Cabinet in April 2019, these costs are being spent at risk, if for any reason, the move does not progress. These costs are not included in the Medium Term Financial Plan and may be funded as transformation expenditure if the project delivers an ongoing revenue saving and therefore complies with the criteria for such funding.
33. The Cabinet has also previously approved a budget of £13.19m for the Agile working project, funded as part of the transformation programme.

LEGAL IMPLICATIONS – MONITORING OFFICER

34. This is an updating report the purpose of which is to advise Cabinet of the ongoing work to enable the Council to modernise its ways of working and establish a new Civic Heart in Surrey. The intention is to utilise the time taken to identify a suitable property to prepare and equip staff to work in an agile way or from alternative council offices. At this point the recommendations to Cabinet do not have any significant legal implications. HR will need to monitor closely any proposals to change staff working conditions and consult appropriately.

EQUALITIES AND DIVERSITY

35. Moving closer to residents will have positive impacts for the residents and partners that the council serves and works with. The introduction of Agile working across the council and the county will impact on all council staff.

36. As Cabinet is not asked to agree any service changes an Equality Impact Assessment (EIA) has not been appended to this report. However, as more detailed plans are explored and developed, the potential impacts to affected staff will be recorded and considered within an appropriate EIA. This will accompany detailed proposals reported to Cabinet throughout the programme's delivery.

WHAT HAPPENS NEXT:

37. Given the commitment and need to modernise our ways of working and create a workforce for the future, in addition to the creation of a Workforce Strategy by February 2020, the proposed programme of work would be rolled-out in four phases:

| | |
|----------------|---|
| Phase 1 | Concentrate staff in County Hall and exemplar agile office environments set up in County Hall and each Hub completed by Jan 2020 |
| Phase 2 | 500 more County Hall staff to be equipped to be agile and allocated to new base offices by June 2020 |
| Phase 3 | Contact Centre and Orbis services staff to be either agile or in new locations by December 2020 |
| Phase 4 | Civic Heart cohort of staff to be agile/relocated as soon as suitable and affordable premises are secured (meaning County Hall is vacant) |

Contact Officer:

Michael Coughlin, Executive Director Transformation, Partnerships & Prosperity

Annexes:

Annex A – Ambition for agile working

Sources/background papers:

- Report to Cabinet, Tuesday 30 April 2019, Moving Closer to Residents
- Organisation Strategy 2019-2023, Surrey County Council
- Our People Strategy 2019-2023, Surrey County Council

OUR AMBITIONS FOR AGILE WORKING

| | Our ambition for 2020 is that... | Our ambition for 2021 and beyond is that... |
|-------------------------------------|---|---|
| Working Principles | <p>Sharing of skills, expertise and time is encouraged within services and formally arranged or signed off</p> <p>Performance is assessed on outcomes and behaviours rather than outputs</p> <p>Collaborating around outcomes is more central to how we work, supporting co-delivery of services with partners</p> | <p>Sharing skills, expertise and time outside current job responsibilities and across the organisation becomes more widespread</p> <p>Peer to peer support centres expand and enrich the support offer for staff</p> |
| Information & Technology | <p>Virtual working is more blended with physical working as staff are supported to make use of the tools available</p> <p>We begin to reduce use of paper as more information and systems become available online</p> <p>Everyone has an SCC device, suited to the workstyle associated with their role, that helps them work in a mobile way</p> | <p>Collaboration in virtual workspaces is organised by outcome, theme or case, rather than service or team.</p> <p>Mobile apps help staff access information and complete tasks while working remotely.</p> <p>Personalised intranet and IT tools provide easy access to tasks and information in one place</p> <p>Virtual working becomes part of standard practice and compliments effective face-to-face time.</p> |
| Workplaces & Travel | <p>Teams have a home base but staff can also work from any SCC workplace.</p> <p>Movement of staff between buildings, and to new locations, is supported by seamless access to systems.</p> <p>Staff work where they are most efficient and effective.</p> | <p>Travel between locations is optimised, saving time and reducing travel</p> <p>Workplaces are designed for specific activities.</p> |

SURREY COUNTY COUNCIL**CABINET****DATE: 24 SEPTEMBER 2019****REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****LEAD OFFICER: GILL STEWARD, INTERIM EXECUTIVE DIRECTOR FOR HIGHWAYS, TRANSPORT AND ENVIRONMENT****SUBJECT: REVISION OF STATEMENT OF COMMUNITY INVOLVEMENT****SUMMARY OF ISSUE:**

The Statement of Community Involvement (SCI) is the County Council's public statement of how it engages with the public and consultees on planning applications and planning policy documents.

RECOMMENDATIONS:

It is proposed that Cabinet recommends that the County Council adopt the revised Statement of Community Involvement (SCI).

REASON FOR RECOMMENDATIONS:

It is a statutory requirement to produce the SCI and to keep it up to date. The current SCI was adopted in 2015 and this revision takes account of changes in legislation and policy.

DETAILS:

1. The SCI sets out how people can be involved in the process of planning for minerals and waste development in Surrey. It sets out our approach for public consultation and involvement in the preparation of the minerals and waste plans, and in the determination of planning applications for minerals and waste development and our own development proposals.
2. The County Council is required to produce a SCI by the Planning and Compulsory Purchase Act 2004 (as amended).
3. Since the current SCI was adopted by the County Council in May 2015 there have been a number of changes to legislation and planning policy guidance which make it necessary to revise the SCI so that it reflects these changes. The main changes to the SCI to reflect current legislation, are:
 - a. Highlighting changes to how we collect and process data in light of the General Data Protection Regulation implemented in 2018.
 - b. A section on Neighbourhood Planning has been added to provide more clarity on support that Surrey County Council can provide.

4. With regard to development management, the protocol for consulting residents and other statutory and non-statutory consultees in respect of applications for planning permission remains broadly unchanged. Where they are consulted, adjoining residents will continue to be notified by letter since it is the only way of ensuring they are reached. Nevertheless there will be an emphasis on electronic communication wherever possible and the reduction of unnecessary paperwork. Since adopting the current SCI in June 2015, the County Council has made planning application documents and documents for other types of submissions requiring approval available to view on our online register. Members of the public can find out about and view details of all types of applications on our website; find out about and review any amendments; and follow progress, whether or not they have been directly contacted about an application.
5. Changes are proposed to streamline the development management process and to make best use of resources. The publicity for major applications for planning permission will remain unchanged: a newspaper advert will be posted, site notices displayed and letters will be sent to neighbours, generally within 90 metres of the application site boundary. The protocol for publicising minor planning applications and other types of applications is proposed to be amended to bring it into line with the requirements set out in the Town and Country Planning (Development Management Procedure) (England) Order 2015, to better reflect the application fees paid, to improve the County Council's efficiency in managing minor and other applications, as well as to allow more resources to be put towards more complex applications.

The changes to simplify publicity are as follows:

- a. For minor applications: a site notice will be displayed or a letter sent to adjoining neighbours, with any wider publicity at the case officer's discretion
 - b. Other proposals such as approvals of details under conditions, nonmaterial amendments, prior notifications and Certificates of Lawfulness will usually involve relevant statutory and non-statutory consultees and technical advisers only.
6. A section on Environmental Impact Assessment (EIA) has been added to provide clarity on the difference between EIA and non-EIA development and the publicity of such development, as well as information on Screening and Scoping Opinions.

CONSULTATION:

7. A six week public consultation was undertaken from 7 May 2019 to 18 June 2019.
8. There were a total of six responses to the SCI consultation. All comments received have been assessed and changes made where appropriate. Some comments refer to matters outside the scope of this consultation such as the Scheme of Delegation, public speaking at committee and the structure of planning application documents. Many comments relate to sections of the SCI that have not been amended. In broad terms, all respondents are seeking greater and further reaching publicity. Publicity has to be proportionate to the scale of the proposal and the likely impacts. The SCI complies with the statutory requirements as a

minimum in all respects, exceeding them in some cases, such as in respect of neighbour notifications for planning applications.

RISK MANAGEMENT AND IMPLICATIONS:

9. It is important that the County Council's SCI remains compliant with legislation, policy and practice. Failure to do so could lead to successful challenges to decisions on relevant planning applications, whereby they are overturned and costs are potentially awarded against the County Council.

Financial and Value for Money Implications

10. No direct implications although the new procedures will enable officer time to be more focused on major applications. The increased use of IT where possible will provide better value for money.

Section 151 Officer Commentary

11. The Section 151 officer confirms that there are no material financial issues, risks or changes to resource requirements associated with the adoption of a revised SCI.

Legal Implications – Monitoring Officer

12. The County Council is the Minerals and Waste Planning Authority for Surrey. It is required by the Planning and Compulsory Purchase Act 2004 (as amended) to prepare a Statement of Community Involvement and review the statement every 5 years as required by the national Planning Practice Guidance Paragraph 071 Ref ID: 61-071-20190315.

Equalities and Diversity

13. The existing SCI ensures that a wide range of people are consulted with regard to planning matters. The revised SCI carries this forward.
14. An Equalities Impact Assessment has been carried out into the revised draft SCI and is included as Annex 2 to this report.

WHAT HAPPENS NEXT:

15. The SCI will need to be formally adopted by the County Council on 8 October. Upon adoption the revised SCI will replace the previous 2015 SCI and become the County Council's adopted policy for consultation and engagement with the community on the minerals and waste plans and on planning applications for minerals and waste development and the County Council's own proposals for development.

Contact Officer:

Caroline Smith, Interim Planning Group Manager, Tel: 020 8541 9975

Consulted:

District and Borough Councils, Parish Councils and Resident and Amenity Groups.

Planning & Regulatory Committee

Annexes:

Annex 1: Revised Draft Statement of Community Involvement.

Annex 2: Revised Draft Statement of Community Involvement Equality Impact Assessment

Sources/background papers:

Surrey Statement of Community Involvement 2015.

ANNEX 1

Surrey County Council Minerals, Waste and County Development Planning

Statement of Community Involvement

Final draft

June 2019

If you have any questions about the consultation or you are having difficulty in accessing the documents please contact Surrey County Council:



Phone: 03456 009 009



Email: mdf@surreycc.gov.uk



Letter: Planning and Development Service,
Room 385 County Hall, Penrhyn Road,
Kingston upon Thames, KT1 2DW



Textphone: 07860 053 456

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Executive Summary

- Involving local communities and interested parties is an essential part of the planning process and is seen as a priority by Surrey County Council. We want to make the planning process more accessible and increase community participation.
- The Statement of Community Involvement (SCI) outlines the policy for involving local communities and interested parties in matters relating to minerals, waste and County Council developments within the local area.
- The SCI sets out how the Council will involve the local community:
 - In preparing, altering and reviewing minerals and waste planning policy documents; and
 - In determining planning applications for minerals, waste and Surrey County Council developments.
- The SCI will undergo a public consultation between the 7th of May and the 18th of June, 2019. Once adopted the revised SCI will replace the SCI adopted in 2015.

1 Introduction

1.1 What is a Statement of Community Involvement

1.1.1 The statement of community involvement (SCI) sets out the ways in which you can comment on planning applications, and how and when you can influence the content of new planning policy documents.

1.1.2 Surrey County Council is the County Planning Authority (CPA) responsible for determining planning applications for Minerals, Waste and the Council's own service developments¹ and developing planning policies for minerals and waste matters. All other planning matters are dealt with by Surrey's district and borough councils.

1.1.3 Planning is a statutory function and any information is held on the lawful basis of public task (in accordance with the Town and Country Planning Act 1990, as amended, related orders and regulations). The names, addresses and contact details of those who have submitted a planning application to Surrey County Council or made a comment on a planning application will be saved in our files, electronic and paper. We do this so we can notify the public about amendments to the proposal, the outcome of the application, if an appeal is lodged against the application, and subsequent applications in respect of the site. This information will be retained indefinitely as part of the background information on which the planning decision has been based. Additionally, all submissions are sent to the relevant Borough or District Council to be placed on the Planning Register as this is their responsibility. In the event of an appeal or a 'call-in' by the Secretary of State, submissions may be copied to the Planning Inspectorate or the National Planning Casework Unit and the appellant.

1.2 Our approach

1.2.1 The SCI takes forward the County Council's commitment to public involvement. It is based on the following principles:

- a. Encouraging everyone who may be directly or indirectly affected by planning decisions to get involved;
- b. Encouraging involvement at the earliest stage and throughout the planning process;
- c. Using methods of involvement that suit different people and that are appropriate to the stage of the planning process;

¹ Regulation 3 of the Town & Country Planning General Regulations 1992 enables the County Council to make planning applications to be determined by itself, as long as the development is to be carried out by (or on behalf of) the Council. See also the [General Permitted Development Order 2015](#).

- d. Making sure that all information relevant to plans or planning applications is easily accessible to as many people as possible;
- e. Ensuring the process of consultation is open and transparent;

- f. Giving feedback so that those involved are aware of the contribution they have made to the process; and
- g. Making sure the limits of what we can realistically achieve is fully understood.

1.2.2 The SCI also conforms to statutory requirements² and takes account of government planning practice guidance³.

² [The Town and Country Planning \(Development Management Procedure\) \(England\) Order 2015](#)

³ [Planning Practice Guidance](#)

1.3 Who we will involve

- 1.3.1 We will involve groups, organisations and people who may be directly or indirectly affected by planning decisions in Surrey. This may include:
- a. Individuals;
 - b. Residents' associations, local community groups, action groups and other voluntary bodies (such as sporting and leisure groups) and environmental groups (such as Surrey Wildlife Trust or The Royal Society for the Protection of Birds);
 - c. Businesses (such as chambers of commerce and minerals and waste companies and trade associations); and
 - d. Statutory organisations such as district and borough councils, parish councils, including those adjoining the administrative boundary of the county, and, for example, the Environment Agency.
- 1.3.2 For more information regarding the organisations we consult see Appendix 1.

1.4 Electronic communications

- 1.4.1 Electronic communication provides a way to disseminate large amounts of information. This is especially important for the more rural areas of the county where it can be difficult for some residents to get to local district and borough council offices or Surrey County Council offices.
- 1.4.2 By the end of 2014 more than 99% of premises in Surrey had access to fibre based broadband following the county council's Superfast Broadband initiative. This will make it easier for people to access information on planning applications, minerals and planning policy documents and make representations to the Council.
- 1.4.3 The Planning Authority is committed to making the most appropriate use of electronic communication when undertaking consultation and notification activities. Where appropriate email or use of the internet will be the primary method of communication when engaging communities during the plan making process or consulting on planning applications.
- 1.4.4 Nevertheless, reliance on electronic communication will not always be appropriate and we will still rely on site notices and letters where these are necessary to ensure effective communication.

1.5 Hard-to-reach groups

- 1.5.1 For some people it may be difficult to get involved in planning decisions and plan-making for all sorts of reasons. These bodies are sometimes called 'hard-to-reach groups'. Hard-to-reach groups may change over time, but the groups that we have identified include elderly people, young people, people who speak little or no English, people who do not have access to the internet, commuters, and people who have disabilities.
- 1.5.2 The following methods will be used to facilitate the involvement of 'hard to reach' groups in the planning process:
- a. Officers will assess the involvement of hard to reach groups or individuals during the production of planning policy documents and the consideration of planning applications and decide how best to contact and involve them;
 - b. Use of 'plain English' in documents and other published material;
 - c. Ensuring that our online documents and information can be accessed using assistive technologies;
 - d. Provide contact details which are accessible in a range of ways e.g. textphone/minicom.
- 1.5.3 Our documents can be produced in other formats on request and where the demand is significant and resources allow (this would include Braille, large print and documents in languages other than English).

1.6 When we consult on planning matters

- 1.6.1 Our approach to consultation and publicity encourages people and organisations to be involved in planning decisions that could affect them. There are three different stages of the planning process when this is necessary:
- a. **Determining planning applications and other submissions:** We are responsible for making decisions on planning applications for minerals and waste developments and our own service development proposals (such as new schools). In this SCI, we set out how we will involve the community when considering applications for development.
 - b. **Preparing Planning Policy Documents (Local Plans and supporting documents):** We prepare minerals and waste local plans that provide a framework for future development. In this SCI we set out the stages of developing these plans and how we will involve the community at each stage.
 - c. **Involving the community in the long term:** Involving the community does not end with publishing a plan or making a decision on a planning application. In this SCI we set out how we will continue to work with the community once facilities are up and running and when monitoring how well the minerals and waste local plans are being put into practice.

2 Planning applications

2.1 Our Role as the planning authority

2.1.1 Surrey County Council is required to undertake consultation and publicise planning applications and this varies according to type of application. This section sets out how we will involve the local community who may be affected by a proposal in the planning application process.

2.2 Pre-application discussions

2.2.1 The National Planning Policy Framework (NPPF) encourages pre-application discussions and states that 'early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties'.

2.2.2 Surrey County Council encourages developers to enter into pre-application discussions with the Council to establish the information that will be required, and to identify key issues and policies associated with any potential application. Further information on pre-application discussions is available on the website⁴.

2.2.3 The Council operates a charging scheme for pre-application advice relating to Minerals and Waste development only. The pre-application discussions for planning applications webpage also provides more information on the charging scheme in the form of a minerals and waste pre-application advice guidance document. This sets out the benefits to developers of seeking planning advice on applications prior to submission and the arrangements for providing advice.

2.2.4 Pre-application discussions take place between the developer and the County Planning Authority as they are largely technical exercises. However, they can provide an opportunity for the local community/local residents to be engaged in the planning application process. The council encourages developers to talk to the community, to inform them of their plans and so ensure that a link with the local community is established at an early stage in the process. The onus is on the developer, and we as the County Planning Authority will not normally carry out pre-application consultations with individuals or communities. Where a developer has undertaken community engagement prior to submission of a planning application, this information should be provided in the planning

⁴ [Pre-application discussions for planning applications](#)

application. Pre-planning application discussions between counties and their districts is strongly encouraged by the government.

2.3 Environmental Impact Assessment

- 2.3.1 Under the Town & Country Planning (Environmental Impact Assessment) Regulations 2017 (as amended) (the EIA Regulations) prospective applicants may seek our opinion on the need for environmental impact assessment (EIA) (a Screening Opinion under Regulation 6), or where EIA is required our opinion on the matters that need to be covered in the Environmental Statement (ES) that is to be submitted with the planning application (a Scoping Opinion under Regulation 15).
- 2.3.2 For Screening Opinions we have to respond to such requests within a minimum period of 3 weeks, and are not required to undertake any consultation or publicity prior to the adoption of the Opinion. Once adopted the Screening Opinion will be made available on the planning register at the relevant borough or district authority. Where a prospective applicant, or a third party, disagrees with the conclusions of our screening opinion they have the right (under Regulation 7 for prospective applicants, and under Regulation 5(6)(b) for third parties) to seek a Screening Direction from the Secretary of State.
- 2.3.3 For Scoping Opinions, which are requested at the prospective applicant's discretion, we have to respond to such requests within a minimum period of 5 weeks. As part of Scoping Opinion preparation we are required to undertake consultation with Natural England, the Environment Agency, Historic England, the relevant local planning authority, and any other body that we would be required to consult if an application for the proposed development were before us (as listed in Schedule 4 of the Town & Country Planning (General Development Management Procedure) Order 2015). Once adopted the Scoping Opinion will be made available on the planning register at the relevant borough or district authority. There is no requirement for publicity or notification in respect of Scoping Opinions.

2.4 The planning application

- 2.4.1 Consultation and publicity on planning applications has different purposes. We ask some bodies (for example, the Environment Agency) to provide professional advice and to assess technical work. Other people (for example, local residents' groups) are often able to provide local knowledge and may want to give us their views on the likely effects of the development. We will take account of the range of roles and expertise of

different people so that we can identify all possible issues and consider them in further detail.

2.4.2 The nature of the consultation on planning applications will be related to the type and size of the proposal, the location and the likely effects on the environment. Smaller proposals (which may have less impact) have different consultation requirements from larger proposals.

2.4.3 We must consult certain organisations on planning applications (statutory consultees) and can decide whether or not to consult others (non-statutory consultees). For more information regarding the organisations we consult see Appendix 1. Who we are required to consult may change over time and therefore a comprehensive list of consultee groups and organisations is not included in this document.

2.4.4 Once a planning application has been received, together with all the relevant information that will enable the process of determination to begin⁵, we will:

- Publicise planning applications in line with Table 1 and as appropriate by letters⁶ / site notices / newspaper advertisements⁷;
- Consult statutory and non-statutory consultees⁸ by email over and above those we must consult in line with regulations, where appropriate for the application; and
- Ensure details of planning applications are available in our online register of applications and appeals⁹.

2.4.5 Copies¹⁰ of planning applications together with all supporting documents can also be viewed¹¹ at our main offices (County Hall) and at the offices of the relevant borough or district council. All planning application documents will be handled in electronic form and be available to view through the Surrey County Council's web site.

⁵ The County Council has adopted a Local List which sets out the type and extent of information required as part of any planning application.

⁶ Publicity will rely heavily on Neighbour Notification letters since this is the only way that we can ensure that those most affected by a proposed development are informed.

⁷ We will use newspaper advertisements in accordance with the current relevant regulations

⁸ Our approach will be to notify consultees by email once applications are available online giving them at least 21 days in which to comment (or 28 days for Natural England in the case of a planning application potentially affecting a Site of Special Scientific Interest (SSSI) or in a SSSI consultation area).

⁹ See [the online register of planning applications, decisions and appeals](#) for minerals, waste and county developments.

¹⁰ The format in which these copies are made available is decided by the district/borough and may involve electronic copies only.

¹¹ Details are available of planning applications and/or appeals in our online register. All application documents following the introduction of our online facility will be available to view online.

- 2.4.6 Comments on planning applications should be made in writing by the date specified in the publicity, which is normally 21 days from the date of the site notice sent with our notification letter or within 21 days from the date of a newspaper advert or site notice appearing. In the case of EIA development, where an Environmental Statement has been submitted with the planning application, the consultation period is 30 days. Comments received will be acknowledged. Comments can be made by letter, email or using our online comments form¹². Comments must also include a name and address in order for the comments to be recorded. Nevertheless, we will endeavour to ensure all relevant comments are made available to decision makers¹³ if received by 12 noon the day before the relevant planning and regulatory committee or up to the point of a delegated decision being made.

¹² The Online Form for making comments is available on the Councils [website](#)

¹³ Applications are either determined by the Planning & Regulatory Committee or the Head of Planning Service under powers delegated by the Planning and Regulatory Committee under the council's Constitution. (See [Part 3, Section 3 Part 3A of the latest version of the Constitution](#)).

Table 1 Publicising planning applications

| Type of development | Method used by Surrey County Council |
|---|---|
| <ul style="list-style-type: none"> • All minerals and waste development. • Major County Development¹⁴. • The application is for development that requires an environmental impact assessment (EIA) and comes with an environmental statement¹⁵. • The development is not in line with the Development Plan. • The development affects a public right of way. • The development affects the setting of a listed building. • The development affects the character or appearance of a conservation area. | <p>Newspaper advert, site notice and letter to neighbours¹⁶ generally within 90 metres of the application site boundary¹⁷.</p> |
| <p>All other County development (minor).</p> | <p>Site notice or letter to adjoining neighbours, wider publicity at the case officer’s discretion.</p> |

2.4.7 Conditions normally apply to most planning permissions we grant. Under some of these conditions, we may need to approve further details within specific timescales (examples include detailed working and restoration schemes for quarries, and colours and finishes to be used on the outside of buildings). By law, we do not need to publicise or consult on these details. Any consultation we do undertake will largely be in respect of technical matters and will usually involve relevant statutory or non-statutory consultees only.

¹⁴ Buildings over 1000 square metres or more, or a development on a site larger than 1ha

¹⁵ [The Town and Country Planning \(Environmental Impact Assessment\) Regulations 2017](#) (as amended) (or predecessor regulations where applicable)

¹⁶ Letters to neighbours must give at least 21 days for comments to be made

¹⁷ The distance of 90 metres is not statutory but will be applied as a general minimum and increased at the discretion of the case officer if the proposed development has the potential to affect the wider area

2.5 Amendments to planning applications

a) All planning applications:

- 2.5.1 Amendments to a development proposal are often made during the process of considering a planning application. There is no statutory obligation on local authorities to consult on or publicise changes to planning applications that are not accompanied by an Environmental Statement. It is up to the local planning authority to decide whether further consultation and publicity is necessary and, when undertaken, to set the timeframe for responses, balancing the need for people to be given time to consider and respond to the amendment against the need for efficient decision making.
- 2.5.2 Where it is decided further consultation is necessary, only those consultees with an interest in the proposed amendment will be consulted. It will be down to the case officer's discretion which consultees have an interest, depending on the amendment.
- 2.5.3 All those notified and who have made representations will be made aware of how they can keep up to date with the progress of an application, including whether the application is amended before it is determined. Further publicity will be at the discretion of the case officer depending on the extent of the amendments and the level of public interest.
- 2.5.4 Details of all amendments to planning applications will be placed on the County Council's [register of planning applications, decisions and appeals](#) and sent to the relevant District and Borough to be made available on the statutory planning register. Details of the date the applications will be considered at Committee (if appropriate) will be placed on the County Council's [register of planning applications, decisions and appeals](#).

b) Environmental Statement:

- 2.5.5 When further information is submitted relating to the Environmental Statement, we will consult in accordance with Regulation 25 of the EIA Regulations 2017 (as amended), or where relevant the appropriate predecessor regulations, and publicise the information. Under the EIA Regulations we can request further information and evidence in relation to Environmental Statements when considering EIA planning applications.

2.6 Making decisions on planning applications

- 2.6.1 A committee of councillors (the Planning and Regulatory Committee) or designated officers¹⁸ make decisions on planning applications.
- 2.6.2 Officers prepare a report for all applications (whether delegated or not), which includes an outline of the consultation, the publicity carried out and a summary of the comments received.
- 2.6.3 Meetings of the Planning & Regulatory Committee are held in public and future meeting dates, agendas, committee reports and minutes can be viewed on the council's [website](#). All meetings are webcast live or are available to view at a later date¹⁹. An induction loop facility is available at meetings of County Council committees at County Hall.
- 2.6.4 We run a '[public speaking](#)' scheme that allows people who have made written comments to speak to the Committee. Under the current scheme written comments (by email, letter and online form) have to be from you as an individual and you would not be eligible to speak if you only signed a petition or a standard proforma response. Up to five people who support and five who object to a proposal may speak. The applicant also has the right to respond to comments made by those speakers who object to the proposal.
- 2.6.5 We will place reports on planning applications determined by designated officers (under delegated powers) on our [register of planning applications, decisions and appeals](#). After a decision on the application has been made, we issue a decision notice that contains details of any conditions the applicant must meet if we have granted planning permission. If we have refused the application, the decision notice explains the reasons why. We place a copy of all decision notices on our register of planning applications, decisions and appeals.

2.7 Other Approvals

- 2.7.1 The County Council also deals with a number of other matters in addition to applications for planning permission. These include non-material amendments to existing planning permissions, hazardous substance consents, applications for prior approval and certificates of lawfulness. Consultation on these matters will largely be in respect of technical matters and will usually involve statutory and non-statutory consultees only. Notification of the public is at officers' discretion.

¹⁸ Under powers delegated by the Planning and Regulatory Committee. See the council's scheme of delegation as part of its [constitution](#).

¹⁹ Webcasts are available on the website for 6 months after the meeting.

2.8 Appeals

- 2.8.1 If we refuse to give planning permission, the applicant has the right to appeal against the CPA's decision to the Secretary of State²⁰. Appeals must be made to the Planning Inspectorate²¹ who manages the process on behalf of the Secretary of State. If we receive notification of an appeal from the Planning Inspectorate we publicise it in line with the legal requirements. Any written comments received relating to the original application will be forwarded by us to the Planning Inspectorate and the appellant for consideration as part of the appeal process. We must write to statutory and non-statutory consultees, and everyone who was originally notified or made comments on the planning application so that they have the opportunity to participate in the appeal. In addition we may give further publicity by newspaper advert or site notice if this is required by the Planning Inspectorate. Appeal decisions can be viewed on the Planning Inspectorate website

²⁰ There are other circumstances when an applicant may make an appeal (i) when a decision on their application has not been made within the statutory timescale (non-determination of an application), (ii) against a planning condition that has been attached to a planning permission. Appeals may also be made in relation to enforcement notices and stop notices.

²¹ For more information on the Planning Inspectorate visit the [Planning Inspectorate webpage](#).

3 Planning policy documents

3.1 Development Plan Documents (Local Plans)

3.1.1 Surrey County Council has adopted a full set of Development Plan Documents (Local Plans) as follows:

- [Surrey Waste Plan](#) adopted 6 May 2008
- [Surrey Minerals Plan Core Strategy DPD](#) adopted 19 July 2011
- [Surrey Minerals Plan Primary Aggregates DPD](#) adopted 19 July 2011
- [Aggregates Recycling Joint DPD](#) adopted 12 February 2013

3.1.2 The [Minerals and Waste Development Scheme](#) (MWDS) sets out the arrangements for the monitoring and review of the Local Plans listed above.

3.1.3 When Local Plans are reviewed, we will undertake consultation at the key stages of the plan making process as required by statutory requirements²² and government planning practice guidance²³.

3.1.4 The following illustrates those key stages and shows when you can get involved in the process of preparing planning documents. We will ask for your views as early as possible so that you have the greatest opportunity to influence the policy making process. The stages and consultation periods are set out below:

| Stage | Consultation period (minimum): |
|---|--------------------------------|
| Gathering of evidence and public consultation on what the Local Plan should contain | 12 weeks |
| Public consultation on the soundness of the Local Plan prior to submission of the local plan (known as the Local Plan submission draft) to the Secretary of State and the Planning Inspectorate | 6 weeks |
| Independent public Examination of submitted Local Plan | 6 weeks |

²² [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)

²³ [Planning Practice Guidance](#)

| | |
|---|---------|
| Publication of modifications to the submission draft Local Plan if required | 6 weeks |
| Adoption of local plan by County Council | N/A |

3.1.5 We will publicise details of formal consultation by:

- Sending an email²⁴ or letter to all statutory organisations and other organisations or groups on our minerals and waste database²⁵;
- Updating our website with details of current consultations and upcoming consultations.

3.1.6 We may also use other methods including: media e.g. Surrey Matters magazine, social media and workshops or meetings to make you aware of consultations.

3.1.7 We will make it clear in our communication details of:

- The consultation period,
- How to comment
- Where and when we will make documents available.

3.1.8 In order to submit comments individuals will be required to give their name and address. All representations will be acknowledged and treated as public documents. It will not be possible to respond to every letter in detail. What we will do is publish a summary of the results of consultations on our website and show how we have considered them. For more information about how we process your data please refer to our [Minerals and Waste Planning Policy Consultations Privacy Notice](#) on our website.

3.2 Supplementary Planning Documents (SPDs)

3.2.1 In addition to local plans the Council will occasionally produce supplementary planning documents (SPDs) which explain the implementation of planning policy. An example is the [Minerals Site Restoration SPD](#). The process of preparation and adoption is shorter and involves fewer stages, set out below.

²⁴ Email will be the preferred method of communication with letters used only where email addresses are not available or unreliable.

²⁵ Our database will be reviewed with a list of organisations and groups who will be consulted made public on our website

| Stage | Consultation period (minimum): |
|--|--------------------------------|
| Public consultation on draft Supplementary Planning Document | 6 weeks |
| Public consultation on any significant amendments to draft Supplementary Planning Document | 6 weeks |
| Adoption of Supplementary Planning Document by County Council | N/A |

3.3 Local Development Scheme

- 3.3.1 The Council is responsible for producing and keeping up to date a Local Development Scheme.
- 3.3.2 For more information, please see our [Surrey Minerals and Waste Development Scheme](#) that is available on our website.
- 3.3.3 We invite comments to be made on the scheme. All comments will be taken into consideration when making decisions concerning reviewing the Development Scheme.

3.4 Assessment and Appraisal

- 3.4.1 The plan preparation process is subject to requirements for the assessment of the environmental and wider sustainability impacts of the proposed plan.
- 3.4.2 The assessment of environmental effects is undertaken through the strategic environmental assessment (SEA) process, whilst the evaluation of wider sustainability effects is carried out through sustainability appraisal (SA). In practice the two processes are combined and are carried out in parallel to the preparation of new plans.
- 3.4.3 Plans may also be subject to a requirement for Habitats Regulations Assessment (HRA)²⁶, which is concerned with identifying and addressing the extent to which implementation of the plan could give rise to significant

²⁶ The Conservation of Habitats & Species Regulations 2017 (as amended) (Statutory Instrument 2017 No.1012). The HRA assessment is focused exclusively on sites designated, or proposed for designation as either Special Areas of Conservation (SACs) (under the EU Habitats Directive) or as Special Protection Areas (SPAs) (under the EU Wild Birds Directive).

adverse impacts on species and habitats of nature conservation importance at the European level.

Strategic environmental assessment

3.4.4 SEA²⁷ is a process that can help to inform the development of new plans, by providing information about the potential environmental consequences of the options and alternatives (e.g. for spatial strategy, for policies, for site allocations etc.) that are under consideration. The primary aim of the SEA process is to provide a high level of protection for the environment, and it can be used to build appropriate safeguards into plans (e.g. in the form of environmental protection policies).

Sustainability Appraisal

3.4.5 The requirement for development plans produced in England to undergo SA as part of the plan preparation process derives from section 19(5) of the Planning & Compulsory Purchase Act 2004 (as amended by the Planning Act 2008). The requirement for sustainability appraisal does not apply to supplementary planning documents (SPDs).

Consultation

3.4.6 Regulation 12 of the SEA Regulations specifies the first step in the SEA process is a scoping exercise, which involves consultation with Natural England, the Environment Agency, and Historic England (as identified under Regulation 4 of those Regulations). Regulation 12 specifies a period of 5 weeks for consultation on the SEA scoping report.

3.4.7 The length of time for which consultation should be carried out in respect of draft plans for which environmental reports have been prepared under the SEA Regulations is not specified in those Regulations²⁸. For our plans the final version of the relevant SEA/SA report will be consulted on alongside the Regulation 19²⁹ version of the plan in accordance with the timescale defined under Regulation 17 of the Town & Country Planning (Local Planning) Regulations 2012.

²⁷ The Environmental Assessment of Plans & Programmes Regulations 2004 (Statutory Instrument 2004 No.1633). Which implements into English law EU Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment.

²⁸ Regulation 13(3) of the Environmental Assessment of Plans and Programmes Regulations 2004 requires that the period allowed for consultation, "...be of such length as to ensure that the consultation bodies and the public consultees are given an effective opportunity to express their opinion on the relevant documents."

²⁹ Regulation 19 of the Town & Country Planning (Local Planning) Regulations 2012

| Stage | Consultation period (minimum): |
|------------------------------|--------------------------------|
| SEA/SA Scoping Reports | 5 weeks |
| Final SEA/SA Scoping Reports | 6 weeks |

4 Neighbourhood Planning

4.1 What is neighbourhood planning

4.1.1 Since the 2011 Localism Act was introduced, neighbourhood forums and parish councils have been encouraged to develop their own neighbourhood development plans. Neighbourhood plans provide an opportunity for communities to guide and shape development in their local areas.

4.2 What is our role in neighbourhood planning

4.2.1 Neighbourhood plans must be in general conformity with national and local planning policy, including local plans. This means that neighbourhood forums and parish councils will need to engage with the county council particularly where there are any sites/issues that raise minerals and waste safeguarding issues or involve County Council land or services such as schools and libraries.

4.2.2 Surrey County Council can support neighbourhood planning in the following ways:

- Respond to consultations on neighbourhood plans, including checking the compatibility of the draft neighbourhood plan with the county’s adopted and draft DPDs;
- Provide advice on county council service related issues;
- Highlight where the Community Infrastructure Levy (CIL)³⁰ investment could help fund improvements to county council infrastructure and services for the local community.

4.2.3 More information on the county council’s role in neighbourhood planning is provided in our [Neighbourhood Planning Guide](#) available on our website.

³⁰ Further information is available on the [planning portal Community Infrastructure Levy page](#)

5 Longer term engagement

5.1 Monitoring the Statement of Community Involvement

5.1.1 Involving the community does not end with adopting a local plan or making a decision on a planning application. This section covers opportunities for involving people to help measure the effectiveness of the planning process and improve the quality of our decisions.

5.2 Annual Monitoring Report

5.2.1 The annual monitoring report is a useful way of keeping people up to date on how effectively we are achieving the planning objectives in our minerals and waste local plans.

5.2.2 We will produce an annual monitoring report that provides information on:

- Preparing and reviewing the Minerals and Waste Local Plans and other planning documents;
- Planning applications for minerals and waste development and our own proposals for development; and
- Monitoring minerals and waste policies and enforcement work.

5.2.3 The annual monitoring report is available to download on our [website](#).

5.3 Liaison Groups

5.3.1 We will continue to liaise with local communities through bodies such as action groups, parish and town councils and where they exist, community liaison groups, in dealing with any issues arising at minerals and waste sites.

5.3.2 Liaison groups are an effective way of involving the community in dealing with issues at minerals and waste sites. These groups meet regularly and may be chaired by a county councillor. Planning officers, county councillors, the site operator and other interested people (such as representatives of local communities) take part in these groups. The liaison groups provide a forum for discussing future developments and an opportunity to deal with any ongoing issues at the site.

5.3.3 They are generally organised by the applicant or site operator for large sites, or for developments that were particularly controversial during the planning process.

5.4 Monitoring and enforcement

5.4.1 The Council carries out monitoring and enforcement of minerals and waste sites in order to ensure compliance with planning permissions. Regular site visits and other contact with both mineral and waste operators helps us to identify possible issues and address them as early as possible. Where development is taking place without planning permission it will seek to resolve the situation in the most appropriate way through one or more of the following:

- encouraging the submission of a retrospective planning application
- negotiating the cessation of activity and the restoration of the site
- initiating formal enforcement action where negotiation fails

5.4.2 The County Council is both applicant and determining planning authority in respect of schools, infrastructure and other investment programmes. This is permitted under Regulation 3 of the Town and Country Planning Act. Where irreconcilable planning disputes arise, there is no direct way of resolving matters. The County Council is unable to take enforcement action against itself and therefore the County Council Development (Regulation 3) Monitoring and Enforcement Protocol³² is used as a way of addressing concerns in respect of non-compliance with planning permission.

5.4.3 Further guidance on the principles and standards of the County Planning Authority, and what factors are taken into account in relation to a breach of planning control is available in the Planning Enforcement Protocol on Surrey County Council's website.³¹

5.4.4 If you have concerns that there is a breach of planning control or unauthorised activity at a site you can contact the council's enforcement team using the following methods:

- [Online Form](#)
- Email: mwcd@surreycc.gov.uk
- Telephone: 03456 009 009
- Fax: 020 8541 9399

³¹ [The Planning Enforcement of Minerals, Waste and County Development](#)

Appendix 1

5.5 Bodies, groups and organisations we consult

5.5.1 Government regulations require us to consult certain bodies and organisations when carrying out particular stages of the planning process, and we can decide whether to consult others.

5.5.2 The regulations for preparing local development plan documents³² define these organisations as:

- Specific consultation bodies, such as parish and town councils, and government departments; and
- General consultation bodies, including voluntary bodies (such as residents' associations) and organisations which represent the interests of disabled people, businesses, and religious, ethnic groups.

5.5.3 The regulations³³ for planning applications define these organisations as:

- Statutory consultees: such as district and borough councils, parish and town councils, and technical specialists such as the Highways Authority and the Environment Agency, also gas, water and electricity suppliers and neighbouring local authorities; and
- Non-statutory consultees³⁴: such as established community and residents' organisations and rights of way interest groups (for example, the Ramblers' Association and the Open Spaces Society).

³² [The Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)

³³ [The Town and Country Planning \(Development Management Procedure\) \(England\) Order 2015](#)

³⁴ [Other Organisations \(non-statutory consultees\) consultation and pre decision matters guidance](#)

Surrey County Council
County Hall
Kingston upon Thames
Surrey
KT1 2DN

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Equality Impact Assessment (EIA)

1. Topic of assessment

| | |
|-------------------|---|
| EIA title | Draft Statement of Community Involvement June 2019 |
| EIA author | Maureen Prescott |

2. Approval

| | Name | Date approved |
|--------------------|----------------|----------------------|
| Approved by | Paul Sanderson | 25 June 2019 |

3. Quality control

| | | | |
|-----------------------|------------|----------------------|--|
| Version number | 0.2 | EIA completed | |
| Date saved | 25/06/2019 | EIA published | |

4. EIA team

| Name | Job title | Organisation | Team role |
|------------------|---------------------------------------|-----------------------|------------------|
| Paul Sanderson | Minerals and Waste Policy Team Leader | Surrey County Council | |
| Maureen Prescott | Planning Technician | Surrey County Council | |

5. Explaining the matter being assessed

| | |
|---|---|
| <p>What policy, function or service is being introduced or reviewed?</p> | <p>Draft Statement of Community Involvement June 2019</p> |
| <p>What proposals are you assessing?</p> | <p>Surrey County Council is currently reviewing the adopted Statement of Community Involvement (SCI) which was published in 2015.</p> <p>It is a legal requirement for the council to have an adopted SCI.</p> <p>The Draft SCI 2019 sets out the councils strategy for involving the local community and other stakeholders in:</p> <ul style="list-style-type: none"> • The development of minerals and waste plans and supplementary planning documents; and • The determination of planning applications for minerals and waste developments and the county council’s own developments such as schools and libraries. <p>Overall Approach</p> <p>The adopted SCI is based on principles which promote equality of opportunity and ensures that a wide range of people are consulted with regard to planning matters.</p> <p>The Draft revised SCI will carry this forward by:</p> <ol style="list-style-type: none"> a. Encouraging everyone who may be directly or indirectly affected by planning decisions to get involved; b. Encouraging involvement at the earliest stage and throughout the planning process; |

- c. Using ways of involvement that suit different people and are appropriate to the stage of the planning process
- d. Making sure that all information relevant to plans or planning applications is as accessible to as many people as possible;
- e. Ensuring that the process of consultation is open and transparent;
- f. Giving feedback so that those involved are aware of the contribution they have made to the process; and
- g. Making sure that the limits of what we can realistically achieve is fully understood.

Proposed Changes to the adopted SCI

The changes proposed in the Draft SCI 2019 have been shaped by views received during the recent determination of planning applications and plan making, legislation, government advice and good practice.

Engagement and consultation on minerals and waste plans

No changes are proposed in the draft SCI with regard to our engagement and consultation on minerals and waste plans.

Since the existing SCI was adopted, the council has prepared a new waste local plan that will be subject to a Public Examination in September 2019.

An analysis of responses received during the plan preparation process suggest that engagement with residents was been broadly successful, although the level of engagement with residents from younger age groups and some ethnic groups was low compared with the demography of Surrey.

We will continue to explore whether we can make any realistic improvements to try to ensure that future engagement is as good as can reasonably be expected.

Engagement and consultation on development management

In the draft SCI the protocol for consulting residents and other statutory and non-statutory consultees in respect of planning applications remains broadly unchanged.

We are proposing some changes to the way that we publicise minor applications and some other applications, e.g., applications relating to planning conditions.

Currently our level of publicity on these applications exceeds statutory requirements. In practice often the responses that we receive do not justify this and are not cost effective.

The Draft SCI proposes that in future case officers will be able to decide what level of publicity is appropriate taking into account the nature of the proposal, whether residents are likely to be affected and the level of public interest.

Engagement and consultation on Neighbourhood Plans

The Draft SCI sets out the county council's policies for supporting the neighbourhood planning process. This helps to ensure that neighbourhood plans take into account the council's statutory responsibilities, to the benefit of Surrey's communities.

Who is affected by the proposals outlined above?

The SCI affects everyone who may be directly or indirectly affected by the County Council's planning decisions including:

- Residents
- Business
- Statutory Consultees
- Community organisations
- Members
- Surrey County Council Staff
- Developers

6. Sources of information

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Engagement carried out

- Public Consultation on the Draft SCI 2019
- Public consultations during the waste plan preparation process
- Discussions with relevant county council officers

Data used

- Analysis of responses to the consultation on the draft SCI 2019
- Analysis of responses to the Draft Surrey Waste Local Plan consultation

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

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

| Protected characteristic | Potential positive impacts | Potential negative impacts | Evidence |
|----------------------------|---|----------------------------|---|
| <p>Page 344</p> <p>All</p> | <p>Minerals and waste plans The SCI gives people opportunities to provide local knowledge and influence:</p> <ul style="list-style-type: none"> • The types of facilities that are provided; • Where facilities are located; • The policies and conditions that protect people from potential negative impacts of development, e.g., noise, dust and traffic impacts. | | <p>The county council’s plan preparation process complies with legislation and government guidance.</p> <p>Responses to public consultations on the new waste local plan have helped to shape the plan</p> <p>The council publishes statements that set out how we have considered responses to draft minerals and waste plans.</p> |
| <p>All</p> | <p>Development management The SCI gives people opportunities to provide local knowledge and to give their views on planning applications.</p> | | <p>The county council’s development management process complies with legislation and government guidance.</p> <p>Historically there has been a high of level of public involvement on significant planning applications.</p> |

| Protected characteristic | Potential positive impacts | Potential negative impacts | Evidence |
|--------------------------|--|--|---|
| All | <p>Development management continued</p> <p>The proposed changes to the protocol for publicising minor applications and some other approvals will make the development management process more efficient and allow officers to focus on more complex planning applications which potentially have wider ranging impacts and can be of wider concern.</p> | <p>Some residents will no longer be notified directly on minor applications and some other approvals.</p> <p>However there will still be opportunities for all residents to view and comment on all applications.</p> <p>The SCI sets out the variety of other methods that are used to consult and engage people.</p> | <p>The county council's development management process complies with legislation and government guidance.</p> |

| Protected characteristic | Potential positive impacts | Potential negative impacts | Evidence |
|---|--|--|----------|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 346</p> <p>Age</p> | <p>Using social media and electronic communication may make our engagement with younger people more effective.</p> <p>Handling applications electronically and using the internet and email as our main methods of consulting may improve access to the planning process for people who are less mobile or have impaired sight or hearing difficulties.</p> <p>By using accessible premises and facilities such as hearing loops, we make it easier for people with limited mobility, impaired sight or hearing difficulties to take part in consultation events, local plan examinations and public inquiries</p> | <p>Some people may lack familiarity with or be unable able to access the internet and may not have the same opportunity to consider draft minerals or waste plans or applications.</p> <p>The SCI sets out the variety of other methods that are used to consult and engage people.</p> <p>The County Council does consider requests for making documents available in a variety of formats to make engagement easier, e.g., large print, Braille.</p> | |
| <p>Disability</p> | <p>As for age above.</p> | <p>As for age above.</p> | |

| | | | |
|--|---|------------------------------|--|
| Gender reassignment | No specific impacts expected. | No specific impacts expected | |
| Pregnancy and maternity | Handling applications electronically and using the internet and email as our main methods of publicising and consulting can improve access to the planning process or people who would find it difficult to travel to County Hall, or district and borough council offices to view documents | None | |
| Race | Where possible we use plain English in county council documents and provide non-technical summaries of key documents. Surrey County Council also considers requests for making documents available in a variety of languages. This practice may benefit people whose first language is not English. | | |
| Religion and belief | No specific impacts expected | No specific impacts expected | |
| Sex | No specific impacts expected | No specific impacts expected | |
| Sexual orientation | No specific impacts expected | No specific impacts expected | |
| Marriage and civil partnerships | No specific impacts expected | No specific impacts expected | |
| Carers (protected by association) | Handling applications electronically and using the internet and email as our main methods of publicising and consulting can improve access to the planning process or people who would find it difficult to travel to County Hall, or district and borough council offices to view documents | | |

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

| Protected characteristic | Potential positive impacts | Potential negative impacts | Evidence |
|--|---|----------------------------|----------|
| Age | As for residents and service users above. | | |
| Disability | As for residents and service users above | | |
| Gender reassignment | As for residents and service users above | | |
| Pregnancy and maternity | As for residents and service users above | | |
| Race | As for residents and service users above | | |
| Religion and belief | As for residents and service users above | | |
| Sex | As for residents and service users above | | |
| Sexual orientation | As for residents and service users above | | |
| Marriage and civil partnerships | As for residents and service users above | | |
| Carers (protected by association) | As for residents and service users above | | |

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8. Amendments to the proposals

| Change | Reason for change |
|---|-----------------------|
| <p>No changes are proposed but we will remind officers of the need to consider all stakeholders and take the necessary steps to include hard to reach groups by ensuring that:</p> <ul style="list-style-type: none"> the appropriate support and information is available to help planning officers identify and address any equalities issues that arise Planning officers apply a consistent approach with regard to equalities issues | <p>Not applicable</p> |

9. Action plan

| Potential impact (positive or negative) | Action needed to maximise positive impact or mitigate negative impact | By when | Owner |
|---|---|--|-----------------------|
| | <p>No changes are proposed but we will remind officers of the need to consider all stakeholders and take the necessary steps to include hard to reach groups by ensuring that:</p> <ul style="list-style-type: none"> the appropriate support and information is available to help planning officers identify and address any equalities issues that arise Planning officers apply a consistent approach with regard to equalities issues | <p>Regular reminders at DM team meetings</p> | <p>Caroline Smith</p> |

10. Potential negative impacts that cannot be mitigated

| Potential negative impact | Protected characteristic(s) that could be affected |
|---------------------------|--|
| <p>Not applicable.</p> | <p>Not applicable.</p> |

11. Summary of key impacts and actions

| | |
|---|---|
| <p>Information and engagement underpinning equalities analysis</p> | <ul style="list-style-type: none"> a. Public consultation on the Draft SCI b. Public consultation for the waste plan preparation process c. Discussions with relevant county council officers d. Analysis of responses to the Draft SCI consultation e. Equality analysis of residents' responses to the Draft Surrey Waste Local Plan consultation |
| <p>Key impacts (positive and/or negative) on people with protected characteristics</p> | <p>Minerals and waste plans The SCI gives all residents opportunities to provide local knowledge and influence:</p> <ul style="list-style-type: none"> • The types of facilities that are provided; • Where facilities are located; • The policies and conditions that protect people from potential negative impacts of development, e.g., noise, dust and traffic impacts. <p>Neighbourhood Plans The Draft SCI sets out the county council's policies for supporting the neighbourhood planning process. This helps to ensure that neighbourhood plans take into account the council's statutory responsibilities, to the benefit of Surrey's communities.</p> <p>Development management The SCI gives all residents opportunities to provide local knowledge and give their views on planning applications.</p> <p>The proposed changes to the protocol for publicising minor applications and some other approvals will make the development management process more efficient and allow officers to focus on more complex planning applications which potentially have wider ranging impacts and can be of wider concern.</p> <p>The proposed changes to the protocol for publicising minor applications and some other approvals will mean that some residents are will no longer be consulted directly but there will still be opportunities for all residents to view and comment on all planning applications.</p> |

| | |
|--|---|
| <p>Changes you have made to the proposal as a result of the EIA</p> | <p>No changes are proposed but we will remind officers of the need to consider all stakeholders and take the necessary steps to include hard to reach groups by ensuring that:</p> <ul style="list-style-type: none"> • the appropriate support and information is available to help planning officers identify and address any equalities issues that arise • Planning officers apply a consistent approach with regard to equalities issues |
| <p>Key mitigating actions planned to address any outstanding negative impacts</p> | <p>Not applicable</p> |
| <p>Potential negative impacts that cannot be mitigated</p> | <p>Not applicable</p> |

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