

# Cabinet



SURREY  
COUNTY COUNCIL

**Date & time**

Tuesday, 26  
October 2021 at  
2.00 pm

**Place**

Council Chamber,  
Woodhatch Place,  
11 Cockshot Hill,  
Reigate, Surrey, RH2  
8EF

**Contact**

Vicky Hibbert or Huma  
Younis  
Tel 020 8541 9229 or  
07866899016

**Chief Executive**

Joanna Killian



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**Cabinet Members:** Natalie Bramhall, Clare Curran, Matt Furniss, Marisa Heath, Sinead Mooney, Mark Nuti, Tim Oliver, Becky Rush and Denise Turner-Stewart

**Deputy Cabinet Members:** Maureen Attewell, Steve Bax and Kevin Deanus

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vicky Hibbert or Huma Younis on 020 8541 9229 or 07866899016.**

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**1 APOLOGIES FOR ABSENCE**

To note any apologies for absence.

**2 MINUTES OF PREVIOUS MEETING: 28 SEPTEMBER 2021**

(Pages 1  
- 14)

To agree the minutes of the last meeting as a correct record 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 (20 October 2021).

**b Public Questions**

The deadline for public questions is seven days before the meeting (19 October 2021).

**c Petitions**

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

**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** (Pages 15 - 18)
- Cabinet to consider the following:
- A. Referral of County Council motion to Cabinet (Motion 8 iv)
  - B. Referral of County Council motion to Cabinet (Motion 8 v)
- 6 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 19 - 24)
- To note any delegated decisions taken by the Leader, Deputy Leader, Cabinet Members, Strategic Investment Board and Committees in Common Sub-Committee since the last meeting of the Cabinet.
- 7 COVID-19 DELEGATED AND URGENT DECISIONS TAKEN** (Pages 25 - 30)
- To ensure transparency of decisions taken in response to Covid-19, Cabinet are asked to note the attached decisions taken since the last meeting.
- 8 CABINET MEMBER OF THE MONTH** (Pages 31 - 32)
- For the Cabinet Member for Environment, Marisa Heath to provide an update on the environment service.
- 9 SURREY'S GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN (CCDP)** (Pages 33 - 150)
- This report sets out plans to reduce emissions and tackle the effects of climate change in line with net-zero carbon targets between 2021 and 2025.
- (The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)*
- 10 NATIONAL BUS STRATEGY - BUS BACK BETTER - A BUS SERVICE IMPROVEMENT PLAN FOR SURREY** (Pages 151 - 166)
- A new National Bus Strategy for England (Bus Back Better) was published by the Government on 15 March 2021. This report explains the next stage of this council's response to Government, namely the creation of a Bus Service Improvement Plan (BSIP).
- Annex 1 is to follow.
- (The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)*
- 11 ECONOMY AND GROWTH UPDATE REPORT: DELIVERING A PROGRAMME FOR GROWTH** (Pages 167 - 186)
- This Cabinet report provides an update on the activities taken forward to deliver on the economic opportunities set out within the economic strategy and help address the economic challenges in Surrey following the COVID-

19 pandemic. Cabinet is asked to agree the key elements of the future work programme which will include the incorporation of five new projects within the delivery plan.

*(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)*

- 12 SURREY INFRASTRUCTURE PLAN- PHASE 1 SCHEMES** (Pages 187 - 204)

The Surrey Infrastructure Plan Prioritisation Framework was approved by Cabinet in February 2021. This report recommends the approval to implement the first phase of schemes, highlights those schemes requiring further development and proposes the governance arrangements through which the development and implementation can be overseen.

*(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)*

- 13 ACQUISITION OF LAND AT TICE'S MEADOW, FARNHAM** (Pages 205 - 212)

Cabinet is asked to approve acquiring the freehold interest in approximately 22 hectares (55 acres) of land, a restored former quarry, at Tice's Meadow Farnham.

*(The decisions on this item can be called-in by the Resources and Performance Select Committee)*

N.B There is a Part 2 Annex at Item 18.

- 14 SEND TRANSFORMATION** (Pages 213 - 222)

The purpose of this report is to provide Cabinet with a progress update on the Special Educational Needs and Disabilities (SEND) transformation programme.

*(The decisions on this item can be called-in by the Children, Families, Lifelong Learning & Culture Select Committee)*

- 15 SURREY SAFEGUARDING ADULTS ANNUAL REPORT 2020-2021** (Pages 223 - 266)

The Surrey Safeguarding Adults Board (SSAB) is a statutory multi-agency Board with responsibilities set out in the Care Act 2014. To support the transparency of the work of the Safeguarding Adults Board, the Annual Report 2020/21 is presented to Cabinet.

- 16 2021/22 MONTH 5 (AUGUST) FINANCIAL REPORT** (Pages 267 - 274)

This report provides details of the County Council's 2021/22 financial position as at 31<sup>st</sup> August 2021 (M5) for revenue and capital budgets, and the expected outlook for the remainder of the financial year.

*(The decisions on this item can be called-in by the Resources and Performance Select Committee)*

- 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 ACQUISITION OF LAND AT TICE'S MEADOW, FARNHAM**

(Pages  
275 -  
292)

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 decisions on this item can be called-in by the Resources and Performance Select Committee)*

### **19 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**

Published : Monday, 18 October 2021

## 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, Surrey County Council has wifi available for visitors – please ask at reception for details.

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

*Thank you for your co-operation*

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 28 SEPTEMBER 2021 AT 2.00 PM  
AT THE COUNCIL CHAMBER, WOODHATCH PLACE, 11 COCKSHOT  
HILL, REIGATE, SURREY ,RH2 8EF.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

\* = Present

*Tim Oliver (Chairman)	Natalie Bramhall
*Clare Curran	*Matt Furniss
*Mark Nuti	*Denise Turner-Stewart
*Sinead Mooney	*Marisa Heath
*Becky Rush	

Deputy Cabinet Members:

*Steve Bax	*Kevin Deanus
*Maureen Attewell	

Members in attendance:

Will Forster, Local Member for Woking South  
Jonathan Essex, Local Member for Redhill East  
Catherine Baart, Local Member for Earlswood and Reigate South  
John O'Reilly, Chairman of the Communities, Environment and Highways  
Select Committee

**PART ONE  
IN PUBLIC**

The Leader stated that there seemed to be a misunderstanding amongst the press regarding fuel pressures. Although the Surrey Local Resilience Forum (SLRF) had met, a major incident had not been declared. The Leader urged all residents not to panic and to only purchase fuel when it was required. Residents were encouraged to walk or use public transport where they could.

**154/21 APOLOGIES FOR ABSENCE [Item 1]**

Apologies were received from Natalie Bramhall.

**155/21 MINUTES OF PREVIOUS MEETING: 20 JULY 2021 [Item 2]**

The Minutes of the Cabinet meeting held on 20 July 2021 were approved as a correct record of the meeting.

**156/21 DECLARATIONS OF INTEREST [Item 3]**

Sinead Mooney declared an interest that her husband had a role with one of the three contractors who had bid for the term maintenance contract for highway services. She abstained from taking part in discussions regarding Items 10 and 19.

**157/21 PROCEDURAL MATTERS [Item 4]****157/211 MEMBERS' QUESTIONS [Item 4a]**

There were nine member questions. The questions and responses were published as a supplement to the agenda.

The Local Member for Earlswood and Reigate South queried how close the council was to securing funding for the council's climate change targets. The Cabinet Member for Environment explained that a finance plan that accompanies the climate change plan would be coming to Cabinet in due course and agreed that there was more work to do to lobby government for long term funding.

The Local Member for Redhill East queried what arrangements would be in place for the scrutiny of the response to the Gatwick Airport public consultation. The Cabinet Member for Transport and Infrastructure explained that comments made by members following the member briefing session on 25 October would be included in the response to the consultation. The tight deadlines meant that a response would need to be turned around quickly. The member queried if there would be a second member briefing session to scrutinise the draft response to the consultation. The Cabinet Member stated that he would respond to the member in writing.

In response to his member question the Local Member for Woking South asked why staff could only claim 75% of expenses on a taxi journey between Redhill Station, Reigate Station and Woodhatch Place whilst members could claim 100% and how many staff had raised concerns around the current Woodhatch transport arrangements. The Leader explained that he did not have this information to hand. He would respond to the member in writing and was not aware of any staff concerns.

The Local Member for Woking South queried how many sites had been identified for rainbow crossings. The Cabinet Member for Transport and Infrastructure explained that 22 sites had been identified with each going through a full safety audit. The divisional member would be consulted on the crossing and work was ongoing with Pride in Surrey to identify more areas.

On his last question, the Local Member for Woking South queried how many Surrey care home staff were unwilling to take the vaccine. The Cabinet Member for Adults and Health agreed to respond to the member in writing.

**158/21 PUBLIC QUESTIONS [Item 4b]**

There were no public questions.

**159/21 PETITIONS [Item 4c]**

There were none.

**160/21 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]**

There were none.

## **161/21 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]**

The Cabinet Member for Transport and Infrastructure was thanked for his vigorous and powerful response to the South Western Railway consultation. The Chairman of the Select Committee introduced the recommendations on the procurement of highways' term maintenance contract and the policy on the use of safety cameras in Surrey. The Chairman thanked the Cabinet Member for the response to the recommendations and stated that it was positive to see a commitment to Surrey residents as the contract matures. The Chairman of the Select Committee commented that the policy on the use of safety cameras was sound and that expectations around cameras for community concern sites needed to be managed carefully.

The Leader explained that the initiative around speed cameras was started by the county council who approached the police. The Cabinet Member thanked the Select Committee for their excellent recommendations.

### **RESOLVED:**

1. That the report from the Communities, Environment and Highways Select Committee on the procurement of highways' term maintenance contract and the policy on the use of safety cameras in Surrey be noted and recommendations agreed.

## **162/21 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]**

The delegated decisions were noted by Cabinet.

### **RESOLVED:**

That the delegated decisions taken since the last meeting of the Cabinet be noted.

### **Reason for decision:**

To inform the Cabinet of decisions taken by Cabinet Members, Strategic Investment Board and the Committee in Common subcommittee under delegated authority.

## **163/21 COVID-19 DELEGATED AND URGENT DECISIONS TAKEN [Item 7]**

The Cabinet Member for Adults and Health provided some more detail around the Disbursement of Infection Control Grant Funding round 4 and Rapid Testing Fund round 3 and funding for the Clinically Extremely Vulnerable. She explained that funding from the Department of Health had been distributed amongst the workforce and providers.

### **RESOLVED:**

1. That the decision taken by officers since the last meeting be noted.

**Reason for decision:**

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

**164/21 CABINET MEMBER OF THE MONTH [Item 8]**

The Cabinet Member of the month report was introduced by the Cabinet Member for Transport and Infrastructure. The Cabinet Member started by saying that three bidders Amey, Kier and Ringway were keen to join Surrey and bring their expertise and new ideas for the future contract which had now been awarded. Surrey's new Lane Rental Scheme commenced on 1 April and positive behaviour changes from contractors were already being felt. In the last 12 months, 3000 whips had also been planted across the county. The highways team were also trialling the use of 'cold lay' materials for repairing potholes. The 'cold lay' materials could be used in all weathers and could provide a number of benefits when compared to traditional materials. These would be used for everyday emergency works. Members commented on the positive work being undertaken in the highways service and the resident focused initiatives. The Cabinet Member explained to the committee that two thirds of the work carried out on the highways network was done by either Broadband or Water companies. BT had recently been taken to court by the county council and prosecuted and fined £60k for carrying out unsatisfactory work on the highway. Members were informed that residents could find out how many trees were being planted in their local areas via an interactive map on the county councils website.

**RESOLVED:**

That the Cabinet Member of the Month report be noted.

**165/21 AMENDMENTS TO THE SPELTHORNE JOINT COMMITTEE CONSTITUTION FOLLOWING IMPLEMENTATION OF THE COMMITTEE SYSTEM BY SPELTHORNE BOROUGH COUNCIL [Item 9]**

The Cabinet Member for Communities explained that Spelthorne Borough Council had changed its form of governance to a committee system which would in turn impact the operation of the Spelthorne Joint Committee. As a result the constitution of the Spelthorne Joint Committee would need to be updated.

**RESOLVED:**

1. That Cabinet agrees the changes to Spelthorne Joint Committee constitution, to reflect the change from a Cabinet to a Committee system within Spelthorne Borough Council, as set out in this report and Annex A.

**Reasons for Decisions:**

To ensure that the Joint Committee constitution is fit for purpose.

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

## 166/21 AWARD OF TERM MAINTENANCE CONTRACT FOR HIGHWAY SERVICES [Item 10]

*Sinead Mooney left the meeting at 14:40*

The Cabinet Member for Transport and Infrastructure explained that the report provided an update following a procurement exercise for the Term Maintenance Contract and proposed a recommendation to award the contract to the successful bidder. The award of the contract would enable the Council to preserve and improve Surrey's infrastructure and support the connectivity that would facilitate growing a sustainable economy and tackling health inequality. The procurement process undertaken would also enable a greener future through the commitments achieved on environmental sustainability and reductions in highway operational carbon emissions. The contract would last a minimum of ten years and a maximum of 21 years. A robust tender exercise had been undertaken with the three bidders, Amey, Ringway and Kier. The Deputy Leader and Cabinet Member for Finance and Resources explained that a financial deep dive had been undertaken with the contract and pricing mechanisms had been incorporated into the contract. The Cabinet Member was happy with the financial outlook for the contract.

There was a discussion around social value and it was explained that social value outputs were expected as a core benefit of the contract. The Cabinet Member for Transport and Infrastructure gave some detail around the Surrey Infrastructure Academy and S-Skills which were great examples of offering employment opportunities for young people in tandem with the county council.

The local member for Woking South stated that concerns had been raised about all three contractors and if the council had considered running the service in house. The Cabinet Member explained that the council had good oversight over contracts and took a vigorous and thorough approach to these. Running the service in house had been considered but it was felt that working in partnership with a contractor was the best approach forward. The Leader explained that the Select Committee would monitor the delivery of the contract and that a six month mobilisation period had been built within the contract.

### **RESOLVED:**

1. That Cabinet approves the award of the Term Maintenance Contract to the successful bidder; and authority be delegated to finalise and enter into contract with the successful bidder to the Executive Director for Environment, Transport and Infrastructure in consultation with the Executive Director for Resources and the Cabinet Member for Transport and Infrastructure.

### **Reasons for Decisions:**

For several years, the Council has worked with private sector partners to deliver highway maintenance and improvement activities across the county on its behalf, and with the current arrangements expiring in April 2022 a new contract arrangement needs to be determined.

Following approval of the Procurement Strategy in September 2020, officers from Highways and Transport supported by officers from across the Council

including Procurement, Legal Finance and Strategic Commissioning have conducted a “Competitive Procedure with Negotiation” procurement exercise to identify the next Term Maintenance provider.

Following the recent completion of that procurement process, officers are now able to recommend the contract be awarded to the most “economically advantageous” bidder as explained in the Part 2 report.

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

*Sinead Mooney returned to the meeting at 14:58*

## **167/21 GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY (GHGLAD) FUNDING [Item 11]**

The Cabinet Member for Environment explained that the report requested authorisation for the Council to act as consortium lead and accept into the capital budget £3.2m grant funding from Government’s Green Homes Grant Local Authority Delivery (GHGLAD) Phase 2 for the purpose of decarbonising low-income homes in Surrey. The report also requests approval to accept additional funding streams with the purpose of decarbonising housing in Surrey which is delegated to the Council’s Capital Programme Panel; these funding streams include GHG LAD Phase 3 and the Home Upgrade Grant (HUG). Members welcomed the report and recommendations agreeing that the funding would increase social wellbeing and ensure nobody was left behind especially those on low incomes. The local member for Woking South queried how the council would work with private landlords. The Cabinet Member stated that the terms and conditions that came with the funding would set out how the council would be required to work with landlords.

### **RESOLVED:**

1. That Cabinet Approves the addition of £3.2m to the capital programme from Government’s GHG LAD grant funding, for 21/22 (less 1% revenue costs for SCC admin).
2. That Cabinet delegates the approval to accept any future government grant funding for the purposes of decarbonising housing in Surrey to the Capital Programme Panel.

### **Reason for Decisions:**

The recommendations in this report contribute towards the delivery of two of the dial up areas in the refreshed organisation strategy. The first is supporting a greener future in Surrey. Housing in Surrey accounts for 28% of the county’s carbon emissions. This is a challenging sector in which to achieve net zero carbon by 2050 due to lack of funding and incentive for homeowners to install insulation, renewable energy and low carbon heating measures. The GHGLAD programme helps to overcome these issues by providing a full grant to low-income households for decarbonisation measures.

The second dial up area is tackling health inequalities. Approximately 7% of households in Surrey are in fuel poverty, which largely impacts upon low-income households and is linked to increased winter illnesses and deaths.

The GH Lad programme helps to reduce fuel poverty by providing grant funding to improve the energy efficiency of energy inefficient homes resided in by fuel poor households.

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

### **168/21 POLICY ON THE USE OF SAFETY CAMERAS IN SURREY [Item 12]**

The report presented a new policy which set out the criteria and process that will be followed for investment in new safety cameras. This included average speed, spot speed, red-light and combination cameras. The successful application of the policy would reduce road collisions and the congestion associated with them, and therefore improve journey time reliability. There was great public support for this new policy and the Surrey road safety partnership board would take the final decisions on the introduction of new safety camera sites.

#### **RESOLVED:**

1. That Cabinet approve the policy on the use of safety cameras in Surrey presented in Annex 1.

#### **Reason for Decisions:**

Higher vehicle speeds increase the risk of collisions. Also, the higher the speed the more severe the consequences are likely to be. Safety cameras have proven to be a very effective intervention to reducing casualties at the worst casualty hotspots where speeding or failure to comply with red traffic signals have been part of the problem.

In more recent years there has been greater use of average speed cameras as these can encourage greater compliance with the speed limit over a longer stretch of road compared with spot speed cameras. The policy presented here will ensure that safety cameras will continue to be deployed effectively in Surrey to reduce road collisions. It also allows for deployment at other locations to reduce the impact of speeding traffic in local communities where there might be concerns over air quality, noise pollution and congestion. It will also free up police officer enforcement resources to be deployed to tackle other locations.

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

### **169/21 SURREY OUTDOOR LEARNING AND DEVELOPMENT - PHASE 1, THAMES YOUNG MARINERS [Item 13]**

The report introduced by the Cabinet Member for Education and Learning asked Cabinet to approve capital investment of £6.2m for Thames Young Mariners, Phase 1 of the Surrey Outdoor Learning Development (SOLD) improvement programme. The site required significant investment to bring it up to current health and safety standards with modern, fit for purpose facilities which will allow SOLD to increase its service capacity and strengthen its commercial operation to generate income for Surrey County Council. The site

in question forms part of alternative provision in Surrey. Finance colleagues have concluded the option 3 was the most financially viable option.

There was recognition from members on the benefits of this type of site for young people. The site at High Ashurst was used as an example of great work being done to support young people.

#### **RESOLVED:**

1. That Cabinet approves the total funding of £6.2m. This comprises £4.2m to be transferred from the current pipeline within the Medium-Term Financial Strategy (MTFS) that was approved on 9 February 2021 as part of the capital programme. An additional £2m of capital investment has been identified through this business case to enable a comprehensive rebuild of the site, address significant repair and maintenance requirements and to extend and enhance the site's facilities which will generate additional income for the Council.

#### **Reason for Decisions:**

Capital development at Thames Young Mariners will enable SOLD to realise the potential in the site through a significant increase in service capacity, supporting the Council's strategic priorities for children, young people, and families by providing bespoke programmes of personal development, appropriate education, skills training and family support. It will further enhance SOLD's ability to work in partnership with services across the Children, Families and Lifelong Learning Directorate to support vulnerable children and young people including children with a social worker, young people in contact with the criminal justice system and children missing education. Whilst focussing on children and young people, the facilities will also be available for all ages to support the Council's broader strategic objectives.

Commitment to the £6.2m capital investment would allow TYM to offer an all year-round programme. The lack of year-round residential and day facilities means the site can only operate April – October, with five months of no significant on-site activity. Market testing confirms that post-pandemic there is considerable unmet demand from the customer base for year-round and residential facilities.

The proposed investment will see TYM contribute significantly to the long-term financial sustainability of SOLD as the investment will be self-funding through the net surplus created each year. In addition, site assessments of the current property confirm that the facilities are increasingly unsafe and require urgent backlog maintenance works of £0.4m simply to make the site safe and facilities usable in the immediate term. Site assessments also confirm that in the next five years, a further £0.9m of capital forward maintenance will be required to maintain the facilities at an acceptable, safe standard.

In the mid to long term period, by proceeding with the proposed £6.2m capital investment programme at TYM, the Council will in total reduce its net maintenance liability by approximately £1m over the next ten year period as the current site is in very poor condition and will require significant works to maintain the standards of the building and surrounding site.

In the longer term, should the proposed works not proceed, in addition to the most urgent maintenance requirements, there is also a further requirement of maintenance works over the next 30 years of £1.68m based on an annual estimated cost of £56k for building and external areas. Lack of further investment will also put the achievement of planned revenue generation from TYM (circa £235k per annum by 2025/26) at serious risk.

*(The decisions on this item can be called-in by the Children, Families, Lifelong Learning & Culture Select Committee)*

**170/21 APPROVAL OF PROCUREMENT ROUTE TO MARKET AND TO DELEGATE THE AWARD DECISION FOR SURREY ONLINE SCHOOL [Item 14]**

The Cabinet Member for Education and Learning explained that the Surrey Online School was an innovative council service that provided an online, high-quality learning experience in a live, safeguarded environment for vulnerable children and children with additional needs countywide. The current contract expired on 22 July 2022 and a new contract was required for 1 September 2022 for a duration of three years. Referring to the annexes alongside the report a member of the committee highlighted the positive feedback received on the Surrey Online School.

**RESOLVED:**

1. That Cabinet grants approval to procure a contract for the provision of Surrey Online School. The new contract will start on 1 September 2022. This will be a 3-year contract with the option to extend by an additional two years in 12 monthly increments, making the possible contract term 5 years in total. Current estimated annual value is circa £310,000 so total cost over the maximum 5-year period could be up to £1,550,000.
2. That authority for the contract award decision be delegated to the Executive Director for Children, Families and Lifelong Learning and the Cabinet Member for Education and Learning.

**Reason for decision:**

To comply with the Procurement and Contract Standing Orders agreed by the Council in May 2019 and to provide Cabinet with strategic oversight of planned procurement projects for 2021/22.

A new contract is required to meet the statutory obligation of Surrey County Council by providing quality assured learning experiences online for vulnerable children and children with additional needs.

*(The decisions on this item can be called-in by the Children, Families, Lifelong Learning & Culture Select Committee)*

## 171/21 MOLE BRIDGE REPLACEMENT SCHEME [Item 15]

Approval was requested to procure services for the delivery of the Mole Bridge replacement scheme as part of the Capital Structures works programme in the 2022/23 financial year. The Cabinet Member for Transport and Infrastructure explained that cost analysis had been undertaken on the bridge and the cost to replace or refurbish the bridge were very much the same. Replacing the bridge would ensure its compliance with modern standards. The Deputy Cabinet Member to the Leader was the divisional member for the area in which the bridge was located and welcomed the replacement. He explained that work was necessary and although the closure of the bridge would cause disruption, residents welcomed the work being carried out.

### RESOLVED:

1. That Cabinet approve the procurement of services to deliver the Mole Bridge replacement scheme as part of the Capital Structures 2022/23 programme.

### Reasons for Decisions:

The scheme will replace a bridge that has reached the end of its life and will make improvements to other aspects of the highway environment. This includes wider carriageway lanes and additional footway provision as well as improved visibility at the adjacent junction for all road users.

The termination of the existing Highways Term Partnering Contract and implementation of new Contract in April 2022 poses a risk to the delivery and the required timescales of this project. An alternative procurement route is therefore required, which will be determined through a procurement report.

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

## 172/21 WATER AND WASTEWATER SERVICES [Item 16]

The report presented to Cabinet and requested an approval to procure for Water and Wastewater Services. East Sussex County Council would be leading a collaborative tender exercise to re-procure these services. The contract would include social value benefits and reflect the councils climate change targets.

### RESOLVED:

1. That Cabinet grants Approval to Procure a contract for the provision of the supply of Water and Wastewater Services. The new contract will start on 1 February 2022.
2. That authority for the contract award decision be delegated to the Executive Director for Resources.

**Reason for Decisions:**

This will allow Surrey County Council (SCC) to compliantly procure a contract for water, wastewater and ancillary services which will be designed to provide improvement in quality and reduction in cost of the current level of service provided to date.

*(This item can be called in by the Resources and Performance Select Committee)*

**173/21 2021/22 MONTH 4 (JULY) FINANCIAL REPORT [Item 17]**

The report was introduced the Deputy Leader and Cabinet Member for finance and resources who explained that at Month 4 the Council was forecasting a full year £19.5m deficit against the revenue budget. The deficit predominantly consisted of demands from Covid-19, adult social care and SEND. Contingencies had been built into the 2021/22 budget so a balanced outturn was anticipated. However, it was still the expectation that Directorates managed overspends within their budget envelopes. The Council had approved a capital budget for 2021/22 of £184.9m in February 2021. This had been reset to £201.1m to reflect subsequent Cabinet approvals and a reprofiling of schemes based on Quarter 1 forecasts. The Cabinet Member wished the Surrey county council finance and pensions team all the best as they had been shortlisted for the Public Finance Awards 2021.

The Leader reiterated the importance of the council delivering a balanced budget for the year.

**RESOLVED:**

1. That Cabinet note the Council's forecast revenue and capital budget positions for the year, including the reset capital budget.
2. That Cabinet approve a £3.9m drawdown from the Infrastructure capital pipeline to fund an increase in the capital budget for Local Highway Schemes.

**Reason for Decisions:**

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

*(This item can be called in by the Resources and Performance Select Committee)*

**174/21 EXCLUSION OF THE PUBLIC [Item 18]**

**RESOLVED:** 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.

**175/21 AWARD OF TERM MAINTENANCE CONTRACT FOR HIGHWAY SERVICES [Item 19]**

The Cabinet Member for Transport and Infrastructure introduced a Part 2 report containing information which was 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).

**RESOLVED:**

See Minute 166/21

**Reasons for Decisions:**

See Minute 166/21

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

**176/21 SURREY OUTDOOR LEARNING AND DEVELOPMENT - PHASE 1, THAMES YOUNG MARINERS [Item 20]**

The Cabinet Member for Education and Learning introduced a Part 2 report containing information which was 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).

**RESOLVED:**

1. That Cabinet notes and agrees the financial details associated with the decision to agree the business case for the delivery of Phase 1 of the Surrey Outdoor Learning Development (SOLD) improvement programme at Thames Young Mariners (TYM).
2. That Cabinet notes the proposal for Option 3 as set out in the RIBA Stage 1 Report (Annex 1).

**Reason for Decisions:**

See Minute 169/21.

*(The decisions on this item can be called-in by the Children, Families, Lifelong Learning & Culture Select Committee)*

**177/21 APPROVAL OF PROCUREMENT ROUTE TO MARKET AND TO DELEGATE THE AWARD DECISION FOR SURREY ONLINE SCHOOL [Item 21]**

The Cabinet Member for Education and Learning introduced a Part 2 report containing information which was 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).

**RESOLVED:**

See Minute 170/21.

**Reason for Decisions:**

See Minute 170/21.

*(The decisions on this item can be called-in by the Children, Families, Lifelong Learning & Culture Select Committee)*

**178/21 PUBLICITY FOR PART 2 ITEMS [Item 22]**

It was agreed that non-exempt information may be made available to the press and public, where appropriate.

Meeting closed at 15:48

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**Chairman**

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**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021****REPORT OF: COUNTY COUNCIL****SUBJECT: REFERRAL OF COUNTY COUNCIL MOTION (MOTION 8 IV)  
(12 OCTOBER 2021)****SUMMARY OF ISSUE:**

At the County Council meeting on 12 October 2021, Robert Evans moved a motion under Standing Order 11.

Under Standing Order 12.3 the Cabinet Member for Communities, Mark Nuti, moved a proposal that the motion be referred to the Cabinet for more detailed consideration. Robert Evans agreed to the referral of the motion.

The proposal to refer the motion was put to the vote and received support.

**RESOLVED:**

That the motion be referred to the Cabinet for consideration.

**MOTION DETAIL:****This Council notes:**

With great concern the on-going national and local issue regarding incidences of faulty cladding on buildings and other related defects, which have come to light since the tragic Grenfell Tower fire of 2017, which claimed seventy-two lives.

That in November 2018, the government banned the use of all combustible materials on the walls of new high rises meaning the problem has now extended beyond aluminium composite material (ACM) cladding to include fire breaks between floors and other building features, including wooden balconies and panels. However, it did not legislate for building owners to take action nor provide sufficient compensation funds to cover all situations.

**This Council further notes:**

That the Royal Institution of Chartered Surveyors (RICS) and the UK Council of Mortgage Lenders agreed the industry External Wall System (EWS) fire review and certification process resulting in what is known as an EWS1 form, without which many lenders are now refusing to provide mortgages, leaving many Surrey leaseholders in severe financial crisis and with homes that are dangerous and often unsaleable.

Council therefore welcomes the appointment of Surrey Heath MP, Rt Hon Michael Gove as secretary of state for Levelling up, housing and communities, charged with

steering the Building Safety Bill through Parliament and urges him to recognise and address the unfairness of developers or management companies placing the cost of repair works on the shoulders of the leaseholders.

Additionally, Council is deeply concerned that this is all having a detrimental impact on the mental and physical health of many residents in Surrey, who have put considerable, personal and financial investment into becoming part of the home owning democracy, only to find that the large development companies are demanding huge repair costs and/or the cost of waking fire watches.

Furthermore, Council believes Surrey councils have a responsibility and arguably a 'duty of care' to its residents and therefore should not stand by and leave action to the government alone and now needs to step in and take unilateral action where legally allowed to.

**This Council therefore calls on its leadership to support all those in Surrey affected by this scandal and to resolve to:**

- I. Formally raise the issue with H M government through Mr Gove and the County's other MPs.
- II. Support other local authorities and the LGA's initiatives with the government in exploring ways in which local councils can be empowered to support their residents and ensure building regulations are complied with, or retrospectively repaired, at no cost to the leaseholder.
- III. Ask the boroughs and districts, in conjunction with Surrey Fire and Rescue Service as a matter of urgency and if they have not already done so, to perform an audit and consultation to establish the potential scope of the cladding, EWS1 and snagging issues of all habitable buildings.
- IV. Urge the County's boroughs and districts to explore ways to delay approving planning applications where the applicant has outstanding snagging or EWS1 certification issues and include a condition to be discharged on all future planning applications to provide an EWS1 form before first occupation.
- V. Sign Surrey County Council up to the End Our Cladding Scandal campaign.

**NEXT STEPS:**

Robert Evans will be invited to present his motion at the 26 October Cabinet meeting along with the motion seconder, Jonathan Essex.

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**Contact Officer:**

Huma Younis, Committee Manager, [huma.younis@surreycc.gov.uk](mailto:huma.younis@surreycc.gov.uk)

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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 26 OCTOBER 2021**

**REPORT OF: COUNTY COUNCIL**

**SUBJECT: REFERRAL OF COUNTY COUNCIL MOTION (MOTION 8 V)  
(12 OCTOBER 2021)**



**SUMMARY OF ISSUE:**

At the County Council meeting on 12 October 2021, Lance Spencer moved a motion under Standing Order 11.

Under Standing Order 12.3 the Leader, Tim Oliver, moved a proposal that the motion be referred to the Cabinet for more detailed consideration. Lance Spencer agreed to the referral of the motion.

The proposal to refer the motion was put to the vote and received support.

**RESOLVED:**

That the motion be referred to the Cabinet for consideration.

**MOTION DETAIL:**

**The Council notes that:**

The important Climate Summit COP26 is being held in Glasgow this November, and that it is now over two years since the Climate Emergency was recognised and declared by this Council on 9 July 2019.

The local response to the Climate Emergency, as laid out in the Greener Futures Delivery Plan, while capable of undertaking many urgent and useful actions within its powers and capacity and able to energise local people and businesses, faces critical limitations in key areas for scaling-up change, including:

- Sufficient funding for the front-loaded costs of insulation schemes, replacement of carbon-intensive heating systems and installation of renewables in Surrey buildings - by residents, businesses and the public sector.
- Sufficient funding to bring forward the necessary changes to motorised transport as laid out in the Local Transport Plan 4 currently out for consultation to significantly reduce the 46% of Surrey-based greenhouse gas emissions which are from this activity.
- Sufficient funding and a clear strategy for the effective communications and engagement necessary to create the behavioural change that will be required in the coming years to deliver the Greener Futures Delivery Plan.
- Sufficient workforce, trained and employed to deliver the above.

**In light of the climate emergency declaration, this Council resolves to:**

- I. Request the Cabinet Member for Environment to write to the Rt Hon Michael Gove MP, the new Secretary of State for Levelling Up, Housing and Communities, the Rt Hon Kwasi Kwarteng MP Secretary of State for Business, Energy and Industrial Strategy, and Alok Sharma, President of COP26 to urge sufficient funding and policy change to allow local government to make urgent progress in meeting its challenges meaningfully in the financial year 2022/23.
- II. Request the Cabinet Member for Environment to review and update the existing communications and engagement plan, before the next meeting of the Council, to set out how we will engage with the 1.2 million residents, eighty-one Members and businesses across Surrey so they fully understand the transformation needed for Surrey to meet its carbon reduction targets.

**NEXT STEPS:**

Lance Spencer will be invited to present his motion at the 26 October Cabinet meeting along with the motion seconder, Catherine Baart.

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**Contact Officer:**

Huma Younis, Committee Manager, [huma.younis@surreycc.gov.uk](mailto:huma.younis@surreycc.gov.uk)

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**SURREY COUNTY COUNCIL****CABINET****DATE:** 26 OCTOBER 2021**REPORT OF:** N/A**LEAD OFFICER:** JOANNA KILLIAN, CHIEF EXECUTIVE**SUBJECT:** LEADER/DEPUTY LEADER/CABINET MEMBER/ STRATEGIC INVESTMENT BOARD AND COMMITTEE-IN-COMMON 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 since the last meeting as set out in Annex 1.

**REASON FOR RECOMMENDATIONS:**

To inform the Cabinet of decisions taken by Cabinet Members, Strategic Investment Board and the Committee in Common subcommittee 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 Strategic 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 since the last Cabinet meeting.

**Contact Officer:**

Huma Younis, Committee Manager, [huma.younis@surreycc.gov.uk](mailto:huma.younis@surreycc.gov.uk)

**Annexes:**

Annex 1 – Delegated Decisions taken

**Sources/background papers:**

None

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## Annex 1

### **COMMITTEES-IN-COMMON SUB-COMMITTEE DECISIONS 29 SEPTEMBER 2021**

#### **1. PROCUREMENT OF BETTER CARE FUND CARERS SERVICES**

##### **i) Details of decision**

That the Procurement plan for Carers services be approved.

##### **(ii) Reasons for decision**

Improving support for and the experience of carers is a key objective of Government as set out in the National Carers Action Plan 2018-2020 and locally in the Surrey Adult Carers Strategy 2021-2024 and the Young Carers Strategy 2021 -2024, due to be published in November 2021. Supporting, empowering and enabling carers to look after their physical health and wellbeing is be a priority; providing a responsive breaks service for adult carers in Surrey is a key tool in meeting this priority. Support that prevents the escalation of need through early intervention enables carers to protect their own health and wellbeing and cost effectively reduces the need for statutory services.

In relation to Children's services, the procurement of the young carers provision will seek to support, advocate, raise awareness and recognition of young carers, whilst seeking to reduce the inequalities linked to being a young carer.

#### **2. COMMUNITY CONNECTIONS SERVICE: CONTRACT EXTENSION**

##### **(i) Details of decision**

That the extension of community connections contracts by one further year so that these contracts will then expire on 31 March 2023 be approved.

##### **(ii) Reasons for decision**

Community connections services are an integral part of the mental health support offer for Surrey citizens; they deliver value for money services that improve people's outcomes. The Covid-19 pandemic, changing organisational structures and delivery models, and uncertainty about future mental health need has highlighted the necessity of taking more time to enable a more integrated approach to delivering community connections in the future, with opportunities to explore alliance models and expanding the service offer.

#### **3. COMMUNITY EQUIPMENT SERVICE CONTRACT AWARD 2021**

##### **(i) Details of decision**

That the contract award for the re-provision of the Community Equipment Service to the most successful bidder based on evaluation based of quality and price be approved.

**(ii) Reasons for decision**

The Community Equipment Service is a statutory service for the provision of health and social care equipment and therefore has been through a thorough procurement process to identify the next contract provider to ensure service continuation from 1 April 2022.

**4. PROVISION OF ADVOCACY SERVICES IN SURREY****(i) Details of decision**

- a. That the Commissioning and Procurement Strategy for this service(s) for Advocacy Services in Surrey commencing 1 April 2022 be approved.
- b. That through this tender process, contract(s) will be put in place and the proposed contracts term are for three years plus the option to extend for up to two years. This tender will result in the award of contract(s) to deliver Surrey-wide Independent Advocacy services.
- c. That award to the organisation(s) evaluated to be the most suitable while offering value for money to the Council through a competitive procurement process and the decision of final contract award to come back to Committees-in-Common in November/December 2021 to correspond with contract award timescales.

**(ii) Reasons for decision**

Advocacy Services detailed in this report are for the most part defined in legislation (Care Act 2014, Mental Health Acts; Mental Capacity Acts and Children's & Adoption Acts) although some "discretionary" advocacy services are also being re-procured so that new contracts are initiated after current arrangements expire on 31 March 2022.

Through this tender process, we are seeking to put contract (s) in place and the proposed contracts term are for three years plus the option to extend for up to two years. This tender will result in the award of contract (s) to deliver Surrey-wide Independent Advocacy services. This will ensure the continued delivery of these essential services within the current financial envelope.

*(Decisions taken by the Committees-in-Common Sub-Committee – 29 September 2021)*

**CABINET MEMBER DECISIONS**

**12 OCTOBER 2021**

**CABINET MEMBER FOR EDUCATION & LEARNING DECISIONS****1. EXPANSION OF ST PETER AND ST PAUL CHURCH OF ENGLAND (CE) INFANT SCHOOL****(i) Details of decision**

The Cabinet Member for Education and Learning determined the statutory notice published thereby bringing into effect the formal commencement of the proposal that St Peter and St Paul CE Infant School is expanded from a one form entry (1FE) infant school for pupils aged 4 to 7 years to become a one form entry (1FE) primary school for pupils aged 4 to 11 years. The proposal would come into effect from September 2022.

**(ii) Reasons for decision**

The proposal supports and delivers the Authority's statutory obligation to provide sufficient school places to meet demand. The proposal is part of a re-organisation of primary places in an area of Caterham which will benefit the local community and provide opportunities for siblings in the same family to attend the same school whilst also creating future headroom for placing additional pupils as the demand for places increases.

*(Decision taken by the Cabinet Member for Education & Learning – 12 October 2021)*

**2. CONSULTATION ON ADMISSION ARRANGEMENTS FOR COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS FOR SEPTEMBER 2023****(i) Details of decision**

That the Service Manager for School Admissions be authorised to go out to statutory consultation on the proposed changes to admission arrangements for community and voluntary controlled schools for September 2023:

1. Removal of use of 'nearest school' for Hurst Park Primary School, Langshott Primary School, Meath Green Infant School, Tillingbourne Junior School and Wallace Fields Junior School
2. Walton on the Hill Primary School – introduction of a catchment area to replace 'nearest school'
3. Reigate Priory School – confirmation of the measuring point that will be used to measure home to school distance
4. West Ashted Primary School – reduction of Year 3 PAN from 30 to 2
5. Leatherhead Trinity Primary School – introduction of a Year 3 PAN of 4
6. Felbridge Primary School – introduction of a Year 3 PAN of 2
7. Nursery schools – priority for children of staff
8. Introduction of a supplementary information form for social/medical applicants

**(ii) Reasons for decision**

There is a statutory requirement to consult on admission arrangements every seven years, or sooner if there is a proposal to change any part of a school's admission arrangements. The local authority is proposing some changes to the admission arrangements for community and voluntary controlled schools and, as such, there is a statutory duty to consult on these changes. The consultation will also seek views on the admission arrangements for which there is no proposal for change.

*(Decision taken by the Cabinet Member for Education & Learning – 12 October 2021)*

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**SURREY COUNTY COUNCIL****CABINET****DATE:** 26 OCTOBER 2021**REPORT OF:** N/A**LEAD OFFICER:** JOANNA KILLIAN, CHIEF EXECUTIVE**SUBJECT:** SURREY COUNTY COUNCIL RESPONSE TO COVID 19 – URGENT DECISIONS TAKEN BY OFFICERS UNDER STANDING ORDER 54 AND COVID RELATED DELEGATED DECISIONS**SUMMARY OF ISSUE:**

To note the officer delegated decisions taken in response to COVID-19.

**RECOMMENDATIONS:**

It is recommended that Cabinet note the decisions taken by officers as set out in the annex.

**REASON FOR RECOMMENDATIONS:**

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

**DETAILS:**

1. The Council is responding to the COVID-19 major incident and therefore needs to make urgent decisions to ensure that residents are protected. Urgent decisions taken under Standing Order 54 are attached.
2. Delegated decisions will be reported to the next available Cabinet meeting for information.
3. The Audit and Governance Committee will monitor the use of the new meetings protocol and make recommendations on any required amendments to the protocol to ensure that Members remain informed in relation to council decision making.

**Contact Officer:**

Huma Younis, Committee Manager, huma.younis@surreycc.gov.uk

**Annexes:**

Annex – Delegated Decisions taken

**Sources/background papers:**

None

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# Record of decision taken under delegated powers by a council officer



Title:	<b>Surrey County Council Response to Covid: Household Support Grant</b>
Divisions Affected:	All divisions
Key Decision:	Yes
Reason Key:	Affects two or more Divisions
Decision taken under delegation by virtue of:	<b>Cabinet decision 31 March 2020 Min ref: 41/20</b>

## Summary

On 1 October 2021, the government (DWP) announced additional funding to target financial support for vulnerable households over the winter months, to be known as the Household Support Grant. This new grant will run from 06 October 2021 to 31 March 2022 and totals £500m. Surrey County Council's allocation of the funding is £5,290,829.72, based on the population of each authority weighted by a function of the English Index of Multiple Deprivation.

In terms of type of support, the expectation is that the Household Support Fund should primarily be used to support households in the most need for immediate and emergency assistance with food, energy and water bills. It can also be used to support households with essential costs related to those items and with wider essential costs. At least 50% of the total funding must be spent on families with children.

Payment of the grant allocation is on an arrears basis and is subject to the submission of two Management Information (MI) returns to DWP outlining the authority's grant spend and the volume of awards for period 6 October – 31 December (due January '22) and for the period 1 January - 31 March (due April '22).

### Proposals:

1. Proposals for the allocation of the majority of this funding will be developed over the coming weeks. The Council will work with key stakeholders and partner organisations to develop a strategic needs assessment to identify the most vulnerable households in the County. Including options for distributions, proposed allocations and distribution mechanisms.
2. Previous allocations of the COVID Local Support Grant (and previously the COVID Winter Support Grant) were used by the Council to provide food vouchers to those eligible for benefit related to Free School Meals during the school holidays.
3. Given the timing of this grant allocation and the upcoming October half term, it is proposed that an immediate commitment is made to utilise a proportion of this funding, c£330k (based on the numbers supported during the summer holidays), to continue this support for the October half term holidays. Providing £15 per child for the week of the holidays.

4. This would be extended, as it has previously, to include provision of food vouchers to 2,3 and 4 year old children with Funded Early Education Provision (FEEP) and EY Pupil Premium.

### Decision made

#### Decision made:

It was AGREED that:

£330k would be allocated from the Household Support Grant to enable the continued provision of food vouchers to children entitled to benefit related Free School Meals at £15 per child for the October half term. This is to include 2, 3 and 4 year old children with Funded Early Education Provision (FEEP) and EY Pupil Premium.

Proposal will be developed for the remaining allocation over the next 2-3 weeks. The Council will work with key stakeholders and partner organisations, including Boroughs and Districts, to develop a strategic needs assessment to identify the most vulnerable households in the County. Including options for distributions, proposed allocations and distribution mechanisms.

#### Reasons for Decision:

To assist those families entitled to free school means during term time with the purchase of food over the upcoming school holidays.

Decision taken by:	Leigh Whitehouse – Executive Director for Resources Rachel Wardell – Executive Director for Children, Families & Lifelong Learning. Becky Rush – Cabinet Member for Resources & Deputy Leader Denise Turner-Stewart - Cabinet Member for Education & Learning
Decision taken on:	13 October 2020
To be implemented on:	One-off payments to be made to schools and Early Years providers for onward allocation to eligible families.

### Alternative options considered

The alternative is to either:

- not allocate funding for this purpose and await the outcome of the strategic needs assessment to propose allocation to total grant allocation. This would leave families without support for the purchase of food during the upcoming October half term.
- not accept the funding allocation from DWP, which would reduce the ability of the Council to support those in the County most in need, particularly families with children, of assistance with the purchase of food, utilities and other essentials.

### Summary of any financial implications

The DWP grant allocation amounts to £5,290,829.72. This decision allocated c£330k of this amount, leaving c£4.9m available to be allocated based on further analysis and identification of vulnerable households. The funding is due to be received by the Council in 2 tranches based on the submission of accurate allocation management information to the DWP in Jan and April 2022.

**Declarations of conflicts of interest**

None
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**Consultation/Process Followed**

Previous decision to issue support to those eligible for FSM was taken in consultation with colleagues in the Education Cell of school phase council headteachers, the Surrey Crisis Fund, the LRF Welfare Cell, Twelve15 (SCC school catering), Surrey Welfare Rights Unit, SCC finance, children’s services, the virtual school, adult social care, schools relationships service and EMT, this decision is to extend that provision to cover October half term and is within the conditions of the grant guidance issued by DWP.
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**Background Documents**

Exempt:

Cabinet report 31 <sup>st</sup> March 2020 setting out the council’s response to Covid-19.	
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**CABINET MEMBER OF THE MONTH: Marisa Heath**  
**SPOTLIGHT: Environment**

### Climate Change

- Over the last three months, officers have been developing and finalising the Climate Change Delivery Plan (2021- 2025). This has involved comprehensive engagement with stakeholders and partners (including Boroughs and Districts) as well as residents and community groups, including two community workshops with over 100 attendees. Alongside this, we are participating in a number of events across the County with the University of Surrey, Royal Holloway University, Surrey Hills group and businesses to ensure our Delivery Plan is inclusive and partners and environmental experts are engaged. A CEH Select Committee member reference group has participated in four workshops and made several recommendations that have influenced the Delivery Plan.
- Officers have also been developing a programme which sets out how the Council will achieve net zero carbon for its operations by 2030 as well as working with consultants Atkins to develop a Greener Futures Finance Strategy, which provides costings for the net zero targets and sets out investment approaches to finance the necessary carbon reduction activity. The Council has been selected to develop a COP26 Green Zones event on 10 November focussing on decarbonising transport in a rural county which will be filmed and live streamed into the COP26 conference in Glasgow.
- Recognising the crucial role communication will have in delivering our climate change ambitions, we have been working on improving the information on the County website, engaging with residents and looking to deliver a collaborative communication strategy with the Boroughs and Districts. This is a large piece of work linked to behaviour change and we are seeking expertise as we develop this work. It will also aim to help our residents understand the changes they can make to be more sustainable and offering guidance to improving the EPC rating of their homes, choosing an electric car or other mode of greener transport, reducing waste and supporting our countryside, biodiversity and wildlife.

### Waste

- We continue to see elevated levels of all wastes collected at households compared with 2019/20, however tonnages have declined slightly from those seen in 2020/21. The national shortage of HGV drivers is starting to impact garden waste collections in some districts and boroughs and is influencing Suez's ability to remove material from the waste transfer stations. Early results from a composition analysis of kerbside collected material indicates that food is still the most prevalent recyclable material left in residual waste, particularly in flatted properties and this reinforces the importance of the work that we are undertaking with the Surrey Environment Partnership to increase the capture of food waste from flatted properties.
- Our rethinking Waste Transformation Project continues to progress well, baseline data gathering for the re-procurement of our waste contract is largely complete and we are mobilising additional resources and consultancy to support the development of specifications and contracts with the aim of going out to tender for waste services in summer 2022. It is expected that contracts would be awarded in September 2023 which would allow 12 months for mobilisation.

### Countryside

- Work is progressing well in the Countryside Estate; the Discovery Centre and toilets at Newlands Corner are due to be completed this autumn, new natural play equipment has been installed at Chinthurst Hill with more to come at Young Street in Norbury Park this autumn. The Norbury Park Community Forum has reconvened, and Officers will be launching a vision for Norbury Park which supports the Council's aims to support conservation and recreation at the site in October, including piloting rewilding. We are actively exploring occupants for the sawmill site. Over 235,000 trees were planted in Surrey last year and the Council was successful this month at securing £300,000 for planting an additional 34,000 trees. More broadly, we are looking at developing biodiversity and wildlife projects across the County and are keen to bring these ideas forward in due course to get the views of stakeholders.

## **Flooding**

- Surrey experienced heavy rainfall events in June and July 2021 which caused localised surface water flooding in several areas across the county. Approximately 580 properties were reported to be flooded, with 89 of those experiencing water inside the living space of the property. Predominant locations identified as effected from these storms are the Worcester Park area in Epsom and Ewell and the Nork and Tattenhams areas in Reigate and Banstead. Ongoing investigation to confirm the number of properties affected with formal “Section 19” reports being produced for the two areas are underway. These and other investigations will produce recommendations which will be shared with Risk Management Authorities to mitigate flood risk. In areas where this is more challenging or difficult to achieve, work will take place with communities to support education and resilience to prepare and reduce the impact of future flooding. We are connecting the work we do on flooding with our Climate Change Delivery Plan and will look to drive natural flood prevention wherever possible also connecting it into the tree planting work and the work we do on the highways.

8

## **Electric Charging**

- World EV Day on 9<sup>th</sup> September was marked in Surrey by the switch on of the first 10 public EV chargepoints in Waverley, as part of the LEP funded installation of 80 chargers in four boroughs. The remaining installations are planned to take place over the coming weeks and will be complete by March 2022. Only a handful of proposed locations remain contested by residents and/or councillors and negotiations are continuing to resolve matters. Work is nearing completion on a submission for On Street Residential Chargepoint funding of 75%, the remainder to be funded by Surrey. Following a funding award, we would expect installation by the end of Q1 2022. For the longer term roll out of public EV chargepoints, we have a direct procurement opportunity to engage Connected Kerb for the installation of Fast and Rapid chargers across the county. This option is being carefully appraised and the options of continuing to progress on a project-by-project basis, as now, or approving contracting a concession with Connected Kerb will be put to Cabinet December. Again, this is all being connected into other work that sits within the Climate Change Delivery Plans where we are working with the Cabinet member for Highways to look at car clubs, improved bus links and all of the work we are delivering around the Local Cycling and Walking Infrastructure Plans

**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021****CABINET MEMBER: MARISA HEATH, CABINET MEMBER FOR ENVIRONMENT****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR- ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE****SUBJECT: SURREY'S GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN (CCDP)****ORGANISATION PRIORITY AREA: SUPPORTING COMMITMENT TO THE COUNTY ACHIEVING NET ZERO CARBON EMISSIONS BY 2050****Purpose of the Report:**

This report sets out plans to reduce emissions and tackle the effects of climate change in line with net-zero carbon targets between 2021 and 2025.

**Recommendations:**

Cabinet are asked to:

1. Approve the Greener Futures Climate Change Delivery Plan for 2021 – 2025 (Delivery Plan)
2. Approve the Council's 2030 Net Zero Carbon Programme (the 2030 Programme), which sets out how the Council's organisational emissions will be reduced, on the basis that any resulting significant new policy will be brought to future Cabinet meetings for approval.
3. Approve the initial Greener Futures Finance Strategy (the Finance Strategy), noting the quantum of investment necessary to meet our 2030 and 2050 carbon reduction targets, that the plan will be reiterated over time and recognising that where appropriate future investment will need to be considered as part of the Council's MTFs.
4. Approve the initial Greener Futures Communications and Engagement Plan (the Engagement Plan), whose priorities will be updated on a six-monthly basis; recognising the critical role of partners in delivering net zero carbon.
5. Delegate authority for approving any further changes to the Delivery Plan to the Executive Director for Environment, Transport and Infrastructure in consultation with the Cabinet Member for Environment, to enable the plan to evolve and adapt to local and national developments.

**Reason for Recommendations:**

The Delivery Plan and associated annexes document the proposed approach to meeting the targets set out in the Climate Change Strategy agreed by the SCC Cabinet in May 2020. The Delivery Plan is Surrey-wide, not a plan solely for SCC. It must have broad ownership by the public sector, residents, communities and business for successful delivery, and it must continue to remain relevant to existing and new partners to ensure continued ownership. National policy and technology are rapidly changing so the Delivery Plan must also be agile. Therefore, it is recommended that delegated authority be given to the Executive Director for Environment, Transport and Infrastructure in consultation with the Cabinet Member for Environment to evolve the Delivery Plan.

## Executive Summary:

1. The **Climate Change Strategy (CCS)** published in May 2020 sets out what needs to be achieved to decarbonise the county by 2050 and Surrey County Council by 2030. The following report and annexes build on the principles and approach agreed by Cabinet in June 2021 which has been developed through further consultation with partners and the wider public.
2. Annex 1 provides a summary of the consultation and engagement undertaken to shape the Delivery Plan. It also sets out the approach and next steps being taken to create stronger communications and build innovative and collaborative engagement that supports widespread behaviour change.
3. The **Greener Futures Climate Change Delivery Plan 2021-2025** (Annex 2) identifies four areas of focus and around 70 key initiatives. The four focus areas are:
  - **Greener Futures Communities:** To empower individuals, businesses and communities to reduce emissions in their own homes, communities and workplaces
  - **One Net Zero Public Estate:** Local Authorities and other public sector organisations to reduce carbon emissions from their own buildings, vehicle and supply chains and meet the challenging targets that have been set.
  - **Build Back Greener:** Design with climate in mind to ensure that planning decisions, regeneration projects and major infrastructure are ready for a zero-carbon future and are adapted to deal with the impacts of climate change on people and wildlife.
  - **Grow Back Greener:** Managing woodland, green spaces and farmland to maximise the ability to absorb carbon from the atmosphere, grow food sustainably and improve habitats needed for wildlife to thrive.
4. The **Council's 2030 Net Zero Carbon Programme** (Annex 3) sets out the approach to decarbonising the Council's organisational emissions including buildings, streetlights and fleet to achieve a 40% reduction by 2025 a key milestone to achieving the SCC net zero carbon target by 2030.
5. The **Greener Future Finance Strategy 2021-25** (Annex 4) sets the approach to financing the first Delivery Plan and sets in train the development of a long term finance strategy.

## Opportunities and Challenges to Delivery

6. Delivery of the Greener Futures net zero target presents a once-in-a-lifetime opportunity for Surrey to show leadership and demonstrate how local government and the public sector as a whole working can work with residents, communities and businesses to effect generational-level change.
7. Decarbonising Surrey creates an opportunity to bring alive the Council's ambition to empower our communities by giving residents the opportunity to take a leading role in improving their homes, communities, schools and businesses, benefitting from improved wellbeing and sharing their own experiences as green champions.
8. Huge levels of necessary investment over the next five to ten years to decarbonise homes, buildings and transport, if delivered alongside Surrey's Infrastructure Plan and the Economy and Growth Strategy, have the potential to deliver multiple benefits. This investment will drive a modern, green and clean industrial revolution within our county, creating new jobs

and supply chain opportunities with a particular focus on our communities which are most impacted by unemployment and poverty.

9. The benefits are not just environmental and economic but also social. Targeted measures and investment to tackle climate change can also reduce health inequalities that currently exist in the county. By prioritising the installation of decarbonisation measures in low-income households we can reduce energy bills at a time when energy costs are steadily increasing, significantly reduce levels of fuel poverty and positively impact cold-related deaths, keeping more vulnerable residents in their homes.
10. Encouraging people to use active travel (walking/ cycling) and public transport, coupled with the shift to electric vehicles, will improve the health of Surrey's residents and reduce air pollution from the county.
11. Investing in trees and habitats has the potential not only to absorb carbon and provide new green space in communities and urban areas where it is limited, but also to build on Surrey's reputation for high quality natural environments, boosting tourism by investing in the creation of new areas of woodland, wetlands and heathland whilst at the same time reducing pressure on well-known beauty spots.
12. However, there are a number of challenges to achieving Surrey's net zero carbon targets. There is a clear gap between pace and scale of change needed to achieve net zero carbon and restrict an increase in temperature to 1.5 degrees in Surrey, and the resources and levers that local authorities have available to make it happen. Successful delivery of the net zero targets can only be achieved with increased and consistent government funding and targeted policy changes at national level; so lobbying Government and other related parties for further action and investment forms an important feature of the Delivery Plan.
13. In order to lobby Government effectively the Council is aligning with organisations such as UK100 and the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) to promote the opportunities that exist for local authorities to take a leading role in carbon reduction, while setting out what is needed from Government to achieve this. To demonstrate our ability to influence significant levels of decarbonisation, the Council has successfully bid to run a COP26 Green Zones event focusing on decarbonising transport in a rural county. The event will take place on 10 November and will be live streamed into the UN COP Climate Change conference in Glasgow.
14. Furthermore, the national definition of net zero, and therefore the basis for the 2030 and 2050 net zero targets, only considers "direct emissions"<sup>1</sup>, from the use of gas, electricity and transport fuel in buildings and vehicles that we own and operate, and excludes emissions from things manufactured outside of Surrey. Where it can, the Delivery Plan seeks to go beyond this scope to consider all aspects of climate change, including activities that happen outside of the county boundaries that have a carbon impact, such as the carbon footprint of goods and services purchased by Surrey residents and travel by Surrey residents in other parts of the UK and abroad.

## **Governance and monitoring**

15. Strong Governance will be vital. The Greener Futures Board comprised of Leaders representing businesses, residents, public sector and climate experts will oversee progress. Recommendations made by the Board will be taken into account when decisions are made through Surrey's local authorities governance processes. A network of partners

will be fostered to enable them to provide feedback on the progress of action across Surrey and build momentum to support delivery.

16. Progress against Surrey's Climate Change Strategy will be reported on an annual basis which ensures that the Delivery Plan supports the level of change needed to achieve the 2030 and 2050 net-zero carbon targets<sup>ix</sup>.

## Consultation

17. A two-stage consultation has taken place to shape the Delivery Plan that has drawn 2000 visitors to our digital platform and received well over 400 recommendations. The key findings, alongside an updated review of the evidence have helped to shape the priorities and actions in the Climate Change Delivery Plan and have informed our emerging thinking around future engagement.
18. The first stage of consultation took place between September 2020 and May 2021; mainly through an online survey and in-depth focus groups from a cross section of residents, businesses and landowners. A summary of findings is set out in Annex 1. Following Cabinet agreement of the principles and approach of the Climate Change Delivery Plan, further challenge and steer was received from informed residents through two community-led stakeholder workshops which attracted around 150 participants. Wider public engagement was gained from a greener futures newsletter, meetings, speaking events and presence at wider events such as the Empowering Communities Roadshow and Farnham Sustainability Festival.
19. In addition to setting up a Greener Futures Board, the Council has been working with key public and voluntary sector partners at all organisational levels throughout the consultation period to shape the Delivery Plan and consider how we work more closely together. Borough and District climate change officers have met frequently to share data and build an approach to joint delivery, supported through a workshop with Chief Executives and individual meetings with Borough and District Cabinet leads. Links have been made with the Parish Council Network, schools and education providers, health providers, Police Commission, the Charities Commission and the Surrey Climate Change Commission.
20. The Delivery Plan has been developed with the many service areas within the Council which will need to support delivery, supported by the Council's Leadership Team. A strong steer has also been provided by a CEH Member Reference Group who provided invaluable feedback and insight and whose recommendations are attached to this report in Annex 5. There has also been a Greener Futures Members seminar.

## Risk Management and Implications

21. There are a number of risks and issues that would result in Surrey and the Council not achieving the target levels of carbon emission savings set out in the Climate Change Strategy and Delivery Plan [3].
22. The ambitions set out in the Delivery Plan cannot be fully realised without a significant and sustained increase in funding and key policy changes at national level, including introducing planning policies consistent with net-zero targets and policies which make low carbon technologies such as heat pumps cheaper for consumers. Surrey will continue to highlight this through a strong lobbying strategy together with key partners and stakeholders.
23. There is also a risk that target emission reductions may not be fully achieved due to the number, scale and complexity of actions to be delivered by 2025. Many actions are reliant on residents, businesses and others making low carbon choices. These risks are being addressed in part by increasing the resource we have to enable effective behaviour change

as set out in Annex 1, scrutiny from the Greener Futures Reference Group, and regular monitoring of the Delivery Plan via the Greener Futures Board. In addition, we will continue to lobby the Government to make the national policy changes that are necessary to ensure residents are able to make sustainable choices.

24. Climate science already suggests that we need to make cuts in the order of over 40% by the end of the Delivery Plan period to avoid an average global temperature rise of 1.5 degrees [2] and that global warming is happening at a faster rate than originally thought [3]. There is a further risk that new scientific evidence suggests even greater urgency is required.

<b>Initial Greener Futures 2021-25 Finance Strategy - Financial and Value for Money Implications:</b>
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25. An Initial Greener Futures Finance Strategy (Annex 4) has been developed to provide an initial approximate cost, based on best evidence, current knowledge, data and modelling for the proposed net zero pathways for Surrey's 2050 Climate Change Delivery Plan 2021-25 and SCC's 2030 target. Costs are based on a draft 'net zero pathway model' developed for SCC by Atkins which includes relevant data, possible carbon reduction measures, cost and savings assumptions as well as potential funding and finance. Work will be ongoing to refine and evolve the model as base data is validated and refined, new opportunities arise and technology develops.
26. Revenue costs and common costs across the programmes (such as communications costs) have not yet been estimated. The focus to date has been on capital costs, as this will represent the majority of the investment required (although revenue costs are expected to be substantial). Firming up related revenue costs will be a key next step in this work. Work has already started on this now that the draft Delivery Plan has been developed and it's clear what the priority initiatives are. These resource requirements are currently being built into internal budget setting processes.
27. Atkins initial capital estimates for the 2030 net zero target are in the order of £65 - 71M for the full programme of measures required. This investment will be phased over eight years between 2022 and 2030. Atkins also estimate that the overall programme of measures will pay back through operational energy savings and revenue from the sale of electricity from ground mounded solar arrays on SCC land over the 28 years to 2050. After that point, Atkins have indicated that the Council will receive an income from the programme of measures. Officers are working with Atkins to validate these estimates, refine the finance model and agree what parameters need to be put in place for this to be achieved and monitored.
28. Atkins has estimated capital cost of the Climate Change Delivery Plan up to 2025 is £3.4 to £4.2B. This is currently being validated by officers. The majority of these costs will fall to the consumer (i.e. homeowners, businesses, vehicle owners etc), and many should generate savings for those same consumers over the short, medium or long term. The overriding assumption will be that in the main, though SCC may facilitate finance mechanisms, SCC will not be paying for these measures.
29. The model includes an overview of funding sources and finance mechanisms available to finance the delivery of the chosen pathway and more importantly any funding gaps that there may be. This work will be developed to form the basis of an evidence based 'ask' of Government with regards to future funding and finance where there are gaps.

30. The model demonstrates the importance of external funding such as grants and private sector investment. Where gaps are identified which could be unlocked by the Council's investment, in most cases it has been assumed that the Council's contribution will need to be paid back. Officers are exploring using capital borrowing to establish low or interest free loan schemes to target groups such as schools, SME businesses and private sector landlords and exploring mechanisms to cover the cost of borrowing.
31. The next phase of the development of the model will be linked to the Surrey Infrastructure Plan that can deliver at pace and at scale, combining all possible sources of funding including that which may be attracted from the Government's Infrastructure Investment Bank and the private sector.

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

32. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
33. The plans, costs and funding models set out in this paper and annexes are at an early stage, and are subject to further development and refinement by the council and its advisors. Individual projects will be subject to full business cases, with an analysis of value for money and funding options, including the extent to which investment can be funded externally, e.g. through government grants. Many of the measures which contribute to the 2030 target will result in reduced energy costs and/or income to the council, and the extent to which those efficiencies can offset the cost of investment is being explored. Projects will be considered, within the Council's approved budgets, through existing governance processes including the Capital Programme Panel and further Cabinet approvals where required.

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

34. Delivering against the county's and SCC's own net zero carbon target is one of the Council's top four organisational priorities. There is currently no legal obligation for the Council to deliver against its, or the UK Government's net zero carbon target, however, it is expected that the Government's own Net Zero Strategy, expected to be published in coming months, may include incentives or requirements for local authorities to deliver on these targets.
35. In addition, the measures identified in the Delivery Plan will have their own legal implications, which will be considered and reported as part of the appropriate decisions taken in respect of these projects.
36. The Cabinet's Greener Future financial strategy and any annual spending proposals will be subject to agreement of the annual revenue and capital budgets by full Council at its budget meeting each year.

## Equalities and Diversity:

37. A key principle set out in the Climate Change Delivery Plan is that no one should be left behind, focusing financial support towards those least able to pay, or most at risk of suffering the impacts of climate change.
38. The wide-ranging impacts of the initiatives proposed makes it impossible to produce a meaningful equalities impact assessment for the whole Delivery Plan. As such, equalities impact assessments (EIAs) will be undertaken as early as possible in the development of the initiatives identified in the Delivery Plan to ensure that these impacts are understood and that no one is left behind in the delivery of this critical agenda.

## What Happens Next:

39. Should Cabinet approve the recommendations in this report, the following are the next steps:
- The Climate Change Delivery Plan will be launched at the University of Surrey Business Symposium on 24 November.
  - The Green Zones COP26 event on 10 November will be a key opportunity to highlight Surrey's climate change ambition and push for faster change.
  - The Initial Greener Futures Finance Strategy and the communications and engagement plan will be further evolved as the Government's Net Zero Strategy emerges
  - Where required, the new initiatives in the delivery plans for 2030 and 2050 will be developed into individual detailed business cases and taken through the appropriate decision making processes.

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### Annexes:

Annex 1- Engagement Report

Annex 2- Climate Change Delivery Plan 2021-2025

Annex 2a- Climate Change Delivery Plan executive summary document

Annex 3- SCC Corporate net-zero 2030 Programme

Annex 4- Climate Change Finance Strategy

Annex 5- Greener Futures Member Reference Group Recommendations

### Sources/background papers:

1. Surrey's Climate Change Strategy, Surrey County Council, May 2020;  
[https://www.surreycc.gov.uk/\\_\\_data/assets/pdf\\_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf](https://www.surreycc.gov.uk/__data/assets/pdf_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf)
2. Global Warming of 1.5°C, Intergovernmental Panel on Climate Change, October 2018;  
<https://www.ipcc.ch/sr15/>
3. Sixth Assessment Report, Intergovernmental Panel on Climate Change, August 2021;  
<https://www.ipcc.ch/assessment-report/ar6/>

4. Net Zero – The UK’s contribution to stopping global warming, Climate Change Committee, May 2019, <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>
5. Local Authorities and the Sixth Carbon Budget, Climate Change Committee, December 2020, <https://www.theccc.org.uk/publication/local-authorities-and-the-sixth-carbon-budget/>

# ANNEX 1- GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN

## STAKEHOLDER ENGAGEMENT, COMMUNICATIONS AND BEHAVIOUR CHANGE

### Summary

This report sets out:

- The conclusions of the climate change stakeholder engagement undertaken, which broadly supported the priorities in the Delivery Plan, and has helped to shape the Delivery Plan – for instance, by broadening the scope of the plan to go beyond “direct emissions”.
- A summary of the communications planned, prioritising key events such as COP26 and targeted campaigns which help accelerate behaviour change in energy and transport, and developing the Greener Futures website to become a trusted source of information for residents and businesses.
- The proposed approach to engagement and behaviour change moving forward which will take place at a project level and target a wide variety of community groups and businesses.

### Next steps

- Continue to lobby for policy changes and further investment through at regional, national and international settings.
- Develop a greater understanding of communities and businesses in Surrey to form a network of partnerships which can accelerate climate reduction in communities. Seek to support community activities that will result in greater action to tackle climate change.
- Build the capability within Surrey to undertake high quality engagement that results in on-the-ground change, by applying the learning from behaviour change studies, successful case studies within Surrey County Council, the district and borough councils, other partners and community groups, and beyond.
- Deliver the climate change communications strategy in this report, including a re-vamp of the website, commonplace, branding, increased social-media activity on climate change showcasing leadership and highlighting opportunities for residents and businesses to contribute.

## Progress to date: Stakeholder Consultation and Engagement

Between September 2020 and October 2021, the Greener Futures Team and Cabinet Member for the Environment engaged with a range of stakeholders and partners to refine and develop the delivery plan included in this report. The below is an overview of the engagement undertaken and the feedback and insight that this exercise produced, which has been taken into account in the final delivery plan presented to Cabinet.

### Residents, businesses and community groups

A combination of on-line engagement through commonplace, community-led citizens assemblies and speaking events led to the collection of feedback from residents and community groups, generating over 2,000 visitors to the commonplace website and over 400 contributions to consider. Additional focus groups were arranged to capture the wider views of young people, vulnerable groups, landowners, tenants and small businesses<sup>1</sup>. In general, engagement with feedback from business was lower than other groups.

The Climate Change Delivery Plan was generally well-received with broad agreement that the correct priorities are being addressed, but there was some feedback from certain stakeholders that the Plan should have a stronger emphasis on waste. Transport, housing and waste were considered to be the most important areas of focus with strong support for addressing the green skills gap (i.e. the lack of sufficient skills across the workforce to deliver green technology and services), and holding big business to account. Financial obstacles, and key supporting infrastructure came across as the key delivery barriers. There was a perceived lack of clear or trusted information about what residents can do to tackle climate change, which undermined the confidence of residents to make sustainable choices and understand the contribution it has to preventing climate change. There was also low awareness of existing actions being taken or opportunities for communities to invest or participate in climate activities. Residents want to play a part in delivering the plan, and want to feel supported to make the required changes, resulting in tangible benefits to residents and their local communities.

As a result of the feedback, the scope of the Delivery Plan was expanded beyond transport and buildings which are the principle means of meeting the net-zero carbon targets. Specific consideration has been given to developing a low carbon economy, climate resilience, and maximising the wider benefits that arise from carbon reduction projects such as leading healthier lives, reduced fuel bills and greater protection for wildlife. In recognition that residents, businesses and community groups are essential to tackle climate change, a greater focus on the provision of trusted information and empowering behaviour change within communities have been included as actions within the plan and explained in more detail in the following sections of this document.

### Public sector partners, case studies and evidence review

Further analysis and feedback from partners helped to ensure that the Delivery Plan was in line with the latest evidence and considered whether there were advances in policy, technology and delivery routes. New policy, and climate change evidence confirmed that the key areas and technology focus of the Delivery Plan were still pertinent. The case study review did highlight that further work needs to be done to consider whether the Delivery Plan includes enough on trialling innovative delivery in Surrey, which may lead to future commercial opportunities and more rapid carbon emission reduction.

Increased engagement with public sector partners has taken place over the past few months to consider the content of the Delivery Plan and how we all work together moving forward. Many public sector partners (Local Authorities, NHS and Police) share a common ambition to rapidly decarbonise within their own organisations and use their position to influence carbon reduction more widely. They also face similar challenges to undertake complex building works and replace diesel vehicles whilst maintaining service

delivery, acquiring appropriate expertise to put in place carbon management plans and policies, and finding the funding to resource expensive decarbonisation programmes.

Local Authorities will use existing networks to share data and collaborate on funding bids, communications, projects and policies to ensure that delivery is as effective, cost efficient and aligned as possible.

# Communications Strategy

## Overview

Effective communication and engagement with residents are essential to us achieving the aims of Surrey’s Climate Change Strategy. Many of the changes required to achieve carbon net zero are outside of the Council’s direct control. Therefore, to achieve the targets, changes must be made through effective working with partners and stakeholders, and influencing behaviour change with residents. Communication plays an important role in both of these, as well as showcasing Surrey County Council as a leader in the area of climate change.

Our communications for climate change will be:

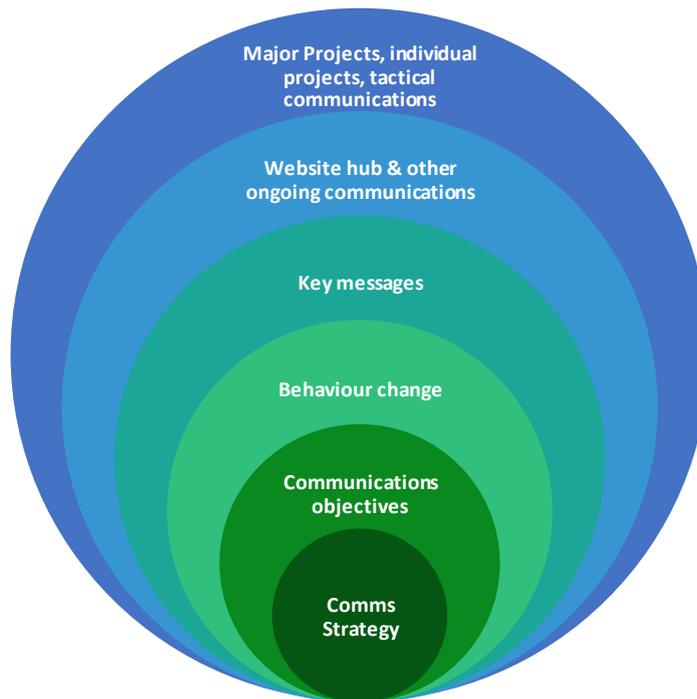
- Consistent, with repeated key messages to reinforce the story and the need for change
- Targeted, to ensure the right messages reach the right audience, according to attitude, place or behaviour and,
- Clear, to be a trusted voice on climate change and provide useful information in plain English.

9

## Framework

The communications framework, below, shows how the full range of communications work together – with the strategy, objectives and consistent core messages at the heart of everything we do (see Diagram 1)

Diagram 1: Communication Framework



## Communications Objectives

The objectives of this strategy are:

- To raise awareness of Surrey’s Climate Change strategy and what SCC and partners are doing in this agenda;
- To educate residents on climate change and what it means in Surrey;
- To build a sense of urgency around climate change and establish the need for change;
- To be a trusted voice on climate change; and
- To encourage behaviour change amongst residents and businesses; and
- To direct residents and businesses to helpful information on what changes they can make and how.

## Audiences

To be successful, the communications around climate change needs to be targeted and tailored to specific audiences. Our communications will be tailored to various demographics, attitudes and existing behaviours, as this can affect the messages, channels and tactics used.

Demographic segmentation of audience groups may be based on geographic location (i.e. for campaigns such as the Mole Valley Connect bus) or on other criteria such as home ownership (i.e. for campaigns like SolarTogether). The demographics we would target would include:

- Environmentalists
- Homeowners
- Young people
- Landlords/tenants
- Business owners
- Vulnerable or older people
- Schools
- Communities
- Other individuals more vulnerable to the impacts of climate change

The communications need to take people on the journey of understanding the need for change, knowing how to make the change, being motivated to make the change and believing they can change.

## Key messages

These are the initial key messages for the first stage of the delivery plan, but they will need to be reviewed as we progress:

- Surrey is committed to being a net zero carbon county by 2050
- Climate change is affecting all of us and we all need to take responsibility to tackle it
- We can all make changes in our lives to reduce our carbon footprint
- Surrey's climate change strategy and delivery plan provide clear goals and a coherent road map for achieving our targets
- Only by working together, can we achieve our goals and tackle climate change county-wide

## Branding and visual identity

To reinforce the key messages, a strong and consistent visual identity will be applied to all projects related to Greener Futures. This will help ensure that residents understand what we're doing to tackle climate change in Surrey.

## Communication tactics and channels

We will need to use the full range of communication channels and tactics to achieve the broad aims of the climate change strategy. This will include everything from press releases and media relations, social media including carefully targeted ads, film media, leaflets and letters, outdoor media such as billboards and bus backs, in-person events, podcasts, websites and digital newsletters such as Surrey Matters.

The communications need to take people on the journey of understanding the need for change, knowing how to make the change, being motivated to make the change and believing they can change. All campaigns will likely use multiple channels to target the correct audience groups, particularly as research suggests that people often need to see a message at least seven times for it to be understood. Consistent and repeated messaging is key. Some of the tactics we may use include:

- Being the trusted voice – blog, vlogs and webinars

Taking inspiration from the focus group feedback, communications need to position us as a trusted voice of authority, cutting through the greenwashing and myths. As a county council, we are well-placed to create

this position for ourselves. Residents have said they need help with understanding the changes they need to make and how to do this, so we can provide practical guidance and information in numerous formats such as blogs, vlogs, and webinars using both resident experts and industry experts to provide the content and these can be promoted across social media.

- Supporting communities

Building on the success of the Greener Futures Design Challenge, we need to work with communities to listen to their feedback and ideas, and enable them to make their own changes through initiatives such as Your Fund Surrey.

- Creating the need for change

The focus groups showed the need to educate residents on climate change happening in Surrey and why we all need to change. Highlighting the recent extremes of weather in Surrey through impactful videos, supported by social media, outdoor and radio ads, would make climate change seem more 'real' to residents and get them to start thinking about what they can do. A call to action can direct residents to a website where they can find helpful information on what they can start doing about it.

- Communicating goals and targets

To help ensure residents understand the goal and our progress against this, we need to communicate clearly about what our targets are and importantly, how we are progressing against those targets – as a council and as a county. Therefore, visual tracker is being created. Since carbon accounting is a complex area it would need to be simple to understand, avoiding jargon and complex numbers.

- Engaging enthusiasts

Building on the work we have already done through community engagement and our existing resident updates, we will harness the power of residents who are already engaged and leading the way in making lifestyle changes. The newsletter aims to keep people updated on what SCC is doing, what initiatives there are for people to get involved in and where they can give feedback.

## Initial Priorities

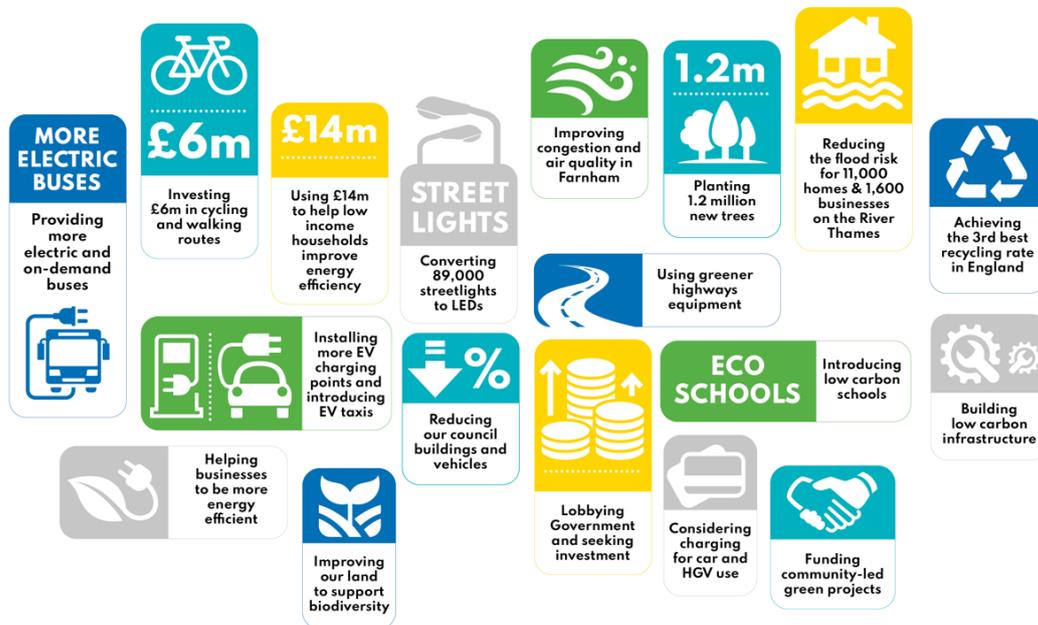
Once the Climate Change Delivery Plan has been approved by Cabinet, the initial focus for communications will be in three main areas:

- 1) Building awareness and understanding of the delivery plan and its aims
  - o Through creation of a new Greener Futures website hub
  - o Through a video to be premiered at the Surrey Hills Symposium
  - o Through the launch of a resident's blog
  - o Supported by our dedicated climate change newsletter, as well as a press release and social media
- 2) Supporting behaviour change in transport methods (as transport accounts for 46% of emissions within Surrey) through
  - o The COP Green Zones regional event focusing on transport in Surrey
  - o Launching the Betterpoints app
  - o Implementing a campaign to encourage Active Travel in early 2022
- 3) Communicating opportunities and initiatives for residents to improve their homes, as this is the second biggest area of emissions within Surrey, including:
  - o Supporting the Home Upgrade Grant for homeowners to switch to low-carbon heating solutions
  - o Supporting phase two of the GHLAD programme

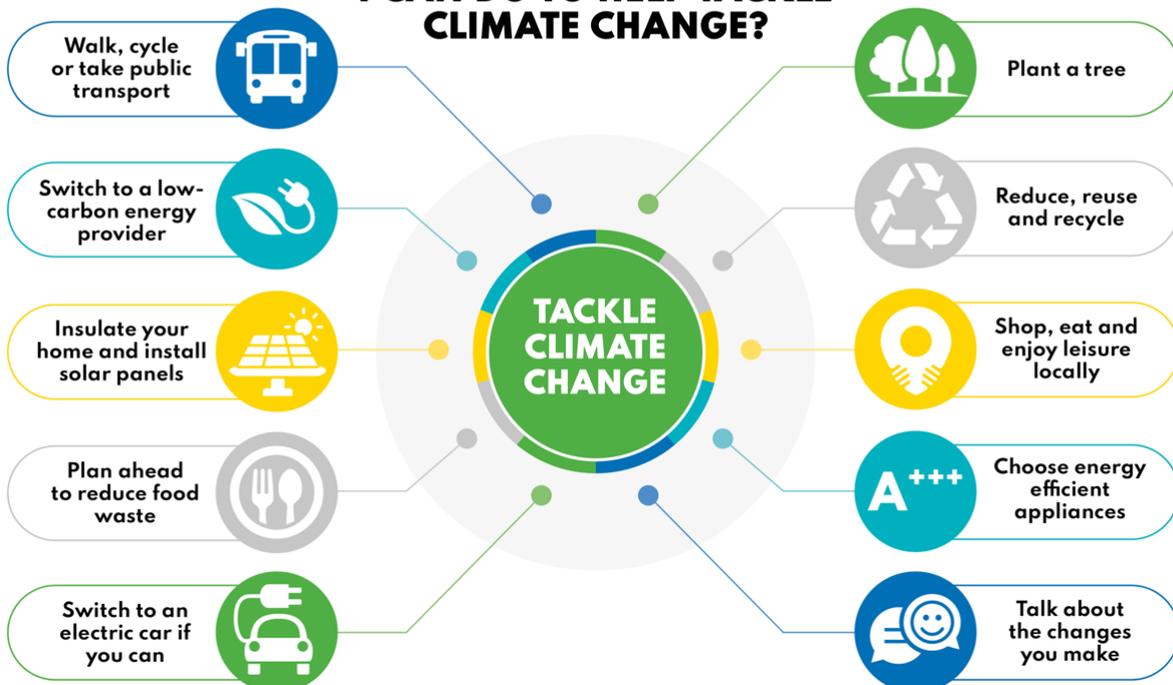
## Example Infographics

Infographics are being developed to help residents more easily engage with information they need to understand the implications of climate change and what they can do about it. Here are two examples which align with the branding identity of the Climate Change Delivery Plan to be used on the web site and other promotional material

### WHAT ARE WE DOING TO HELP TACKLE CLIMATE CHANGE IN SURREY?



### WHAT ARE THE TOP 10 THINGS I CAN DO TO HELP TACKLE CLIMATE CHANGE?



## Timeline of communications activity – September to December 2021

This shows a high level summary of the communications activity underway and planned in the short term to promote Surrey's Climate Change agenda.

<b>Date</b>	<b>Activity/ event</b>	<b>Communications channels</b>
9/09	World Electric Vehicle day	Press release and BBC Surrey interview with Cllr Matt Furniss
11/09	Surrey Hills Wood Fair	Presence at event giving away trees
13/09	Weekly 'what we've done so far' post	Social media posts across main platforms
18-26/09	Great Big Green Week	Promoted in our resident newsletter
20/09	Weekly 'what we've done so far' post	Social media posts across main platforms
21/09	Zero Emissions Day	Press release and social media to support
22/09	World Clean Air Day	Press release and social media to support
27/09	Weekly 'what we've done so far' post	Social media posts across main platforms
30/09	Launch of LoCASE – grant funding for SMEs	Online live event featuring video content and portfolio holder Cllr Marisa Heath presenting, supported with press and social media
01/10	Article on climate change	Surrey Matters
01/10	Launch of resident blog	Publish first blog on commonplace, written by a resident. Support and promote through social media
04/10	Weekly 'what we've done so far' post	Social media posts across main platforms
11/10	Resident blog post	Publish blog post by resident, promoted across social media
18/10	EV taxi trial launch	Press release and social media to support
18/10	Resident blog post	Publish blog post by resident, promoted across social media
20/10	Launch of new Greener Futures website hub	Share across social media platforms
25/10	Resident blog post	Publish blog post by resident, promoted across social media
26/10	Delivery plan goes to cabinet	Support with press release, local and trade media interviews, social media, explainer infographics and updated web content
27/10	Launch infographics	On website and on social media to explain the delivery plan to residents
31/10	Climate change newsletter	Publish climate change newsletter to subscribed residents to update on recent progress, incl delivery plan
1/11	Feature in Surrey Matters	Feature about delivery plan in Surrey Matters
1/11	Resident blog post	Publish blog post by resident, promoted across social media
1-12/11	COP26	Press and social media to highlight what SCC is doing to tackle climate change, as well as media interview and opinion pieces
8/11	Resident blog post	Publish blog post by resident, promoted across social media
10/11	COP26 Green Zone event	Day long event in Surrey with 30-50 people showing the future of transportation in Surrey

15/11	Resident blog post	Publish blog post by resident, promoted across social media
16/11	Surrey Hills Symposium	Event with Surrey Hills to launch Delivery Plan, including video explaining our plans and the impact of climate change in Surrey.
16/11	Launch video	Create impactful video explaining climate change in Surrey and what we're doing about it.
22/11	Resident blog post	Publish blog post by resident, promoted across social media

## Approach to engagement and behaviour change moving forward

Given that emissions attributable to residents and businesses makes up around 91% of the county's net-zero target, the consultation undertaken for the Delivery Plan identified a significant opportunity to support and empower communities to make changes to their homes, commercial centres, neighbourhoods. This section sets out the approach that we will take to understand effective engagement in a range of scenarios that will help to build a sustained change that results in low carbon being the default or "normal" choice.

### Understanding the need

Engagement and behaviour change programmes will be informed by the individual circumstances of those who need to make changes to reduce carbon emissions. Diagram 2 below reflects the range of stakeholder attitudes to taking action on climate change and the corresponding nature of engagement that is likely to be most effective.

Diagram 2: Attitudes Framework



### Taking the right approach

Using the above model, the following sets out how we plan to engage each of these groups:

**Provide a platform for those who are already enabled:** A key part of the lobbying strategy is to provide a platform for people who have already made changes in their lives to reduce emissions to lobby for faster change. This will result in Surrey having stronger voice on a regional stage and to influence national government and key events such as COP26. We are seeking to partner more closely with those who are active within their community in reducing emissions. Partnering and highlighting examples of leadership and good practice within communities and business can increase the spread of information and key messages developed in Local Authority communications and can result in greater levels of trust within communities. To put this in place, we are seeking to develop a greener futures network, set up a

community champions network and reform the voluntary sector to enable more support for sustainability activities.

**Increase influence by working more closely with partners:** Showing leadership and sharing expertise with public sector partners, social housing providers, service supply chain, major business and academia can be helpful to solve common problems and highlight progress. We are seeking to build on collaborations already underway and make new connections to provide greater influence across the county through the Greener Futures board, developing work programmes with key partners.

**Nudge those who can, to do:** Many people want to become more sustainable and are able to do so, but have not made changes yet. For those well positioned to act, the Local Authority communications strategy, will have the greatest impact by signposting trusted information, highlighting the benefits of low carbon action, events, activities and funding opportunities, and creating a sense of urgency and empowerment.

**Project specific communications:** Reducing emissions requires changes in many areas, for example changing diets, reducing waste, more active travel, reducing energy consumption. In many cases, communications and engagement on a specific topic or targeted to a specific audience will be more effective. As part of the communications strategy, a wide range of communications, information campaigns, and trusted advice are in train or being developed to align with the priorities of the Climate Change Delivery Plan. Some examples include: engagement to enhance the flood defence programme, support the ambitions set out in Surrey Local Transport Plan and the eco schools project.

**Engagement that target specific financial and other barriers:** In some cases, Local Authorities or other organisations will have a specific offering to tackle barriers which help people to take the next step. Some current examples include the development of a transport app, community energy pathway, LoCase, Your Fund Surrey and development of a green skills academy. Communications to raise awareness and support to access these opportunities will extend their reach and improve outcomes.

**Innovative behaviour change models:** Surrey County Council is looking to build its capability of undertaking high quality behaviour change projects by trialling a range of innovative approaches. Two key areas are currently being prioritised; firstly in transport through the development of a transport app which allows more connectivity between modes of public transport, and to support active travel schemes such as 20 minute neighbourhoods. The second is in partnership with Surrey University's "Living Lab" to consider approaches to increase the uptake of low carbon measures in households.

**Creating further reach:** Many people who could make changes to reduce emissions have other priorities and will not be active in community groups or read climate communications sent out by Local Authorities. To create further reach we will be seeking to build a much wider network of community and business contacts that go beyond those already engaged in climate change activities. This will be achieved by building targeted climate change engagement into the Community Network approach that is already being developed as part of our work in Empowering Communities.

**Targeted support for those most in need:** Those who are socially or economically disadvantaged may require a greater level of support and address a range of complex needs to make a step-change towards sustainability. The initial focus of this work is distributing funding to put low carbon measures in households and at the same time lower energy bills for those at risk of fuel poverty.

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<sup>i</sup> Climate Change Delivery Plan – Research and Engagement Summary Report – available on request

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Surrey's  
Greener  
Future

Page 53

# GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN

2021-2025

# WHY SURREY NEEDS A GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN

## To recognise the urgency of the problem:

The evidence that climate change is real is beyond doubt and its effects are already being felt across the world<sup>i</sup>. An increase in man-made greenhouse gases will impact on the health, wellbeing and finances of Surrey's residents, businesses, landscapes and biodiversity for many years to come. Along with action being taken across the globe, we intend for Surrey to play its part by reducing its dependency on fossil fuels.

## To create the step-change needed to meet our net-zero targets:

In 2020, Surrey's Climate Change Strategy<sup>ii</sup> was published in response to Surrey County Council and other Local Authorities declaring a climate emergency, which set a target for Surrey to become net zero by 2050. This Delivery Plan sets out what needs to happen over the next five years; the first step in a 30-year-long delivery phase.



### To get everyone involved:

No one in isolation can solve climate change, so the plan shows how public sector, business, residents and communities can work together to bring about faster change. It identifies actions which Local Authorities and Surrey County Council will take to support those who live, work and visit Surrey to reduce carbon emissions and adapt to the impacts of climate change.



# SUMMARY OF THE IMPACT BY 2050 IF WE DO NOTHING<sup>1</sup>



An increased likelihood of heatwaves

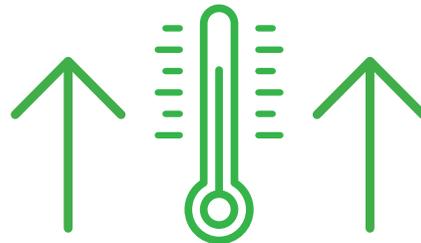
With temperatures of up to

**37.1°C**

Hotter Drier Summers

With average daily temperatures **rising** by up to

**2.2°C**



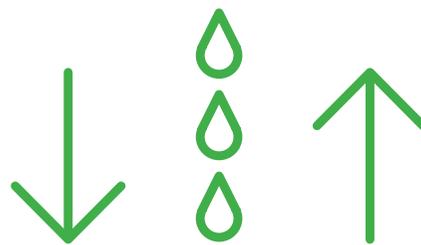
Warmer Winters

With average daily temperatures **rising** by up to

**1.5°C**

Droughts becoming more common; as Summer rainfall **falls** by

**20%**



A higher risk of flooding; with Winter rainfall **increasing** by

**10%**

<sup>1</sup> Based on the UK Climate Projections 2018 future greenhouse gas scenario 4.5 which represents a rise in global temperature of 2.4°C by 2081-2100. <https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/index>.

# WHAT SURREY NEEDS TO DO TO TACKLE CLIMATE CHANGE

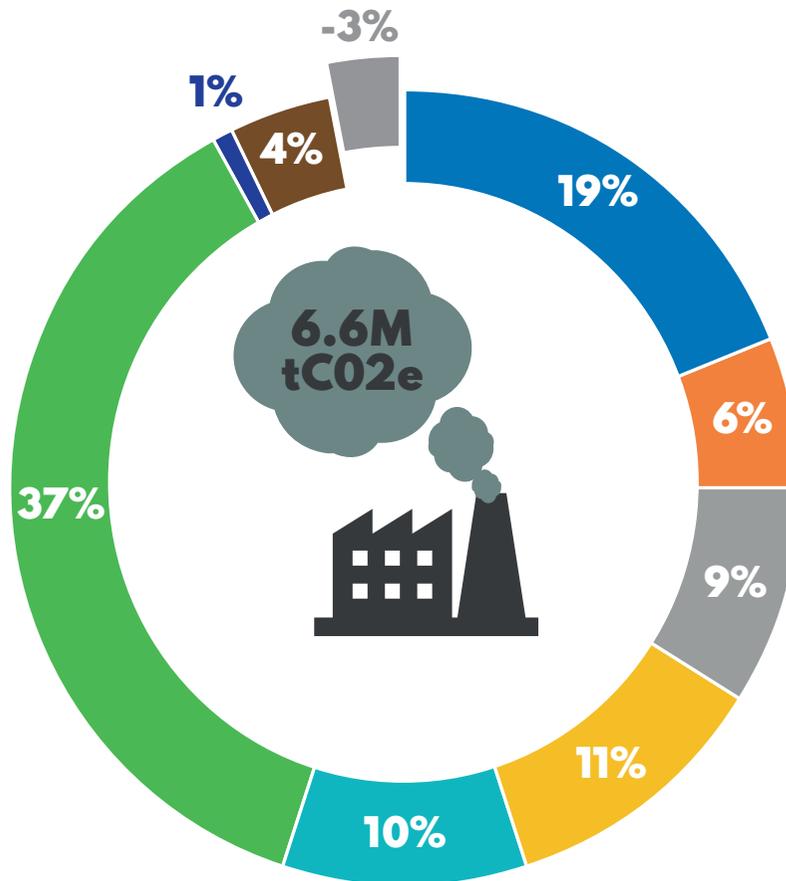
## Understand sources of carbon emissions:

In 2018 emissions attributable to county's 2050 net zero target totalled 6.6M tCO<sub>2</sub>e. Transport and buildings make up 94% of carbon emissions produced from petrol and diesel vehicles, gas heating and electricity consumption in the county. Emissions relating to the consumption of goods and services by Surrey residents and businesses are estimated to be between 14-17MtCO<sub>2</sub>e; 2-3 times greater than those measured as part of the net zero targets<sup>iii</sup>.

Page 57

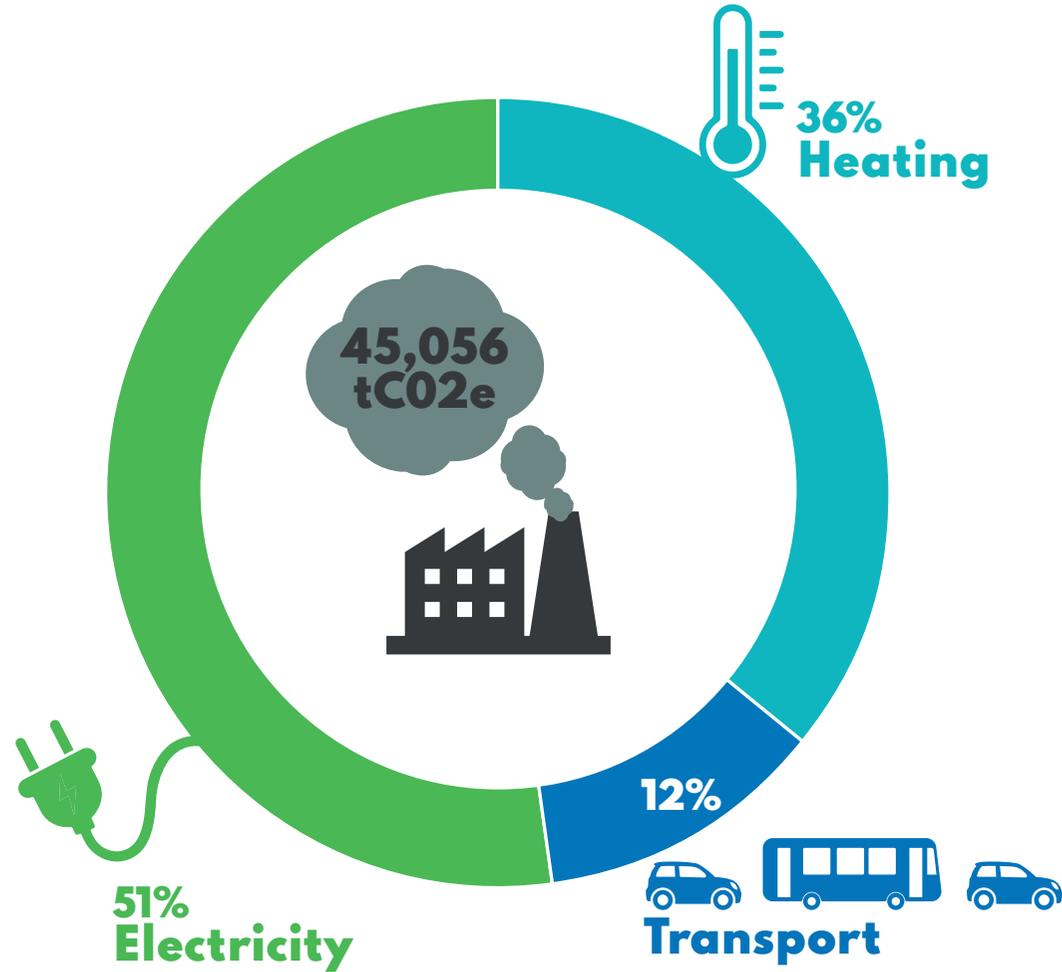


# SURREY CARBON EMISSIONS IN 2018



- Residential gas
- Non-residential gas
- Residential electricity
- Non-residential electricity
- Other energy and industrial emissions
- Road transport
- Other transport
- Waste and agriculture
- Land use

# EMISSIONS FROM ALL SURREY AUTHORITIES IN 2019/2020



### Be as ambitious as possible:

By 2025, we need to reduce carbon emissions by between ~1.3 and 2.8M tonnes. That's a 20%-40% saving from 2018 levels. Achieving a 20% reduction in emissions over a five-year period is extremely challenging, requiring levels of funding and policy changes that are not currently in place. We believe that reaching a reduction in carbon emissions of 40% is necessary but likely to be impossible unless fundamental changes in national policy and funding levels occur.

6.6  
**MILLION TONNES**



20%

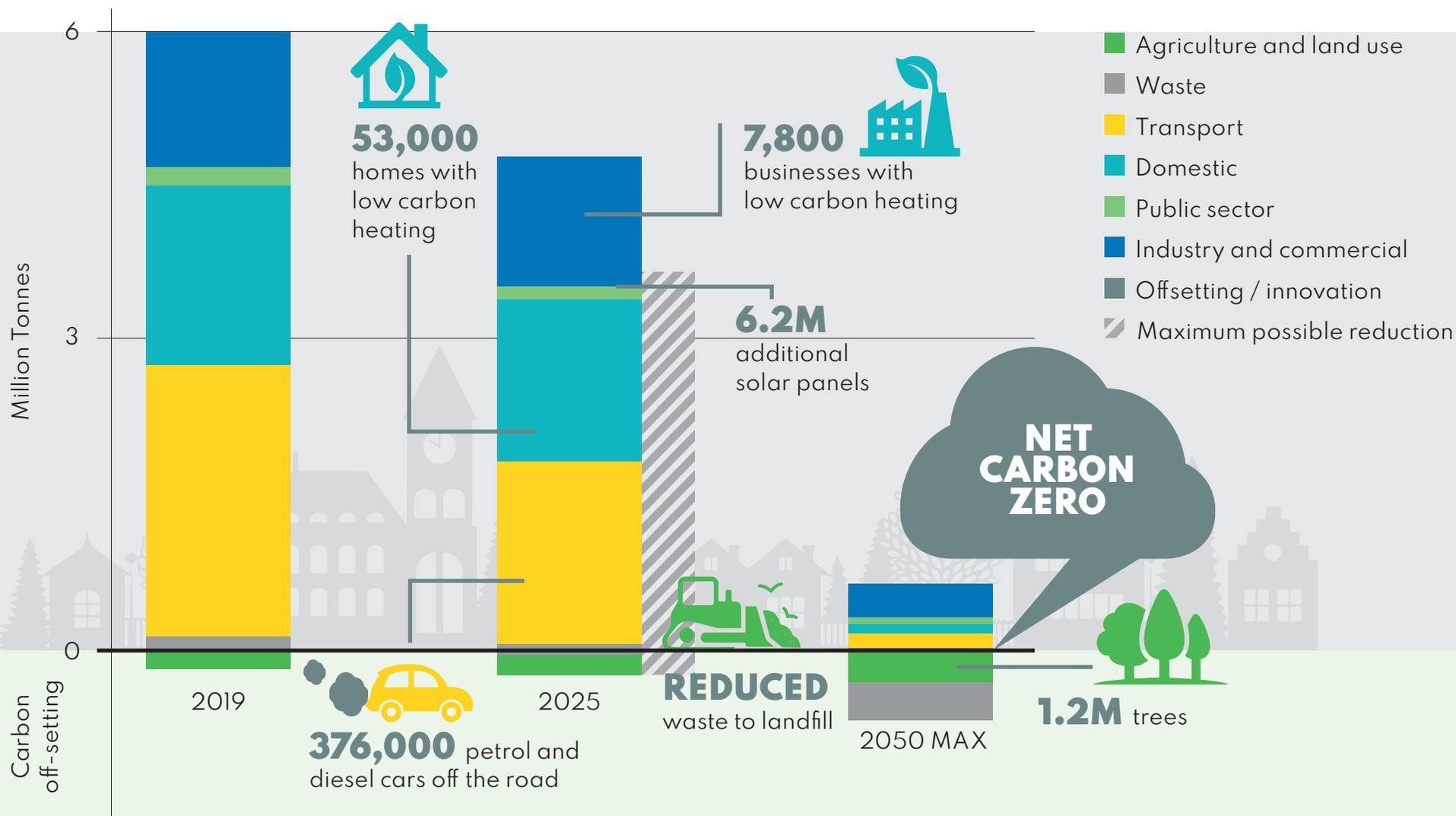
5.3  
**MILLION TONNES**



# OUR PATHWAY TO NET ZERO.

## REDUCTION OF 1.3M TONNES OF CARBON REDUCTION BY 2025

Page 61



### Estimate the scale of the challenge:

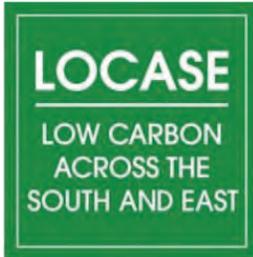
Creating deep emissions cuts requires us to reduce our dependency on fossil fuels and move towards low carbon alternatives. 53,000-110,000 homes, 7,800-25,300 businesses, and 9,900-19,900 public sector buildings need become more energy efficient and move away from gas heating. 376,000- 493,000 fossil-fuel vehicles need to be avoided or replaced by electric vehicles, walking, cycling or public transport. As we move towards electric vehicles and heating, Surrey needs to contribute to the decarbonisation and management of the electricity grid by increasing the capacity of renewable energy by 1244 MW of low carbon electricity through the installation of about 6.2 million solar panels and other forms of renewable energy. Consumption emissions generated outside of Surrey must be reduced by moving towards more local and sustainable products and services with less waste.



### Solar Together:

Solar Together Surrey is an innovative new scheme offering high-quality solar panels and battery storage, with 6,948 residents registering during the first campaign. It is a group-buying scheme, which brings together Surrey's households to get high-quality solar panels at a competitive price.





### LoCase:

Surrey County Council is a partner in the Low Carbon Across the South and East (LoCASE) programme. LoCASE is supported by the European Regional Development Fund to provide a free business support programme in the South and East. The aim is to help your business to become more competitive and profitable while protecting the environment and encouraging low carbon solutions. LoCASE offers funding of up to £10,000 for small and medium sized enterprises, to improve green credentials.





### Avoid and reduce future impacts:

Carbon emission reduction can be accelerated, and further emissions prevented, by putting in place the planning and infrastructure that is consistent with a low-carbon future. A Climate Change Adaptation and Resilience Plan for Surrey is being developed, which sets out how we manage risk and try to minimise the impacts of climate change on health and wellbeing, buildings and infrastructure, businesses, agriculture, and our natural environment.

### Reap the wider benefits:

Tackling Climate Change is about changing things for the better and will result in; reducing fuel bills through better quality housing, reducing harmful air pollution by reducing the amount motor vehicles and gas boilers, creating local sustainable high streets and jobs, improving the environment through less waste, and supporting our wildlife.

### GHLAD Funding Insulating Homes:

More than 350 households across Surrey signed up to Green Jump Surrey to make their homes more sustainable and reduce their bills. £2.9m was awarded to the Action Surrey Partnership of local Authorities with an additional £750,000 contribution from Surrey Counter Council to cover the full cost of works up to the value of £15,000.



## WHERE CHANGE NEEDS TO HAPPEN

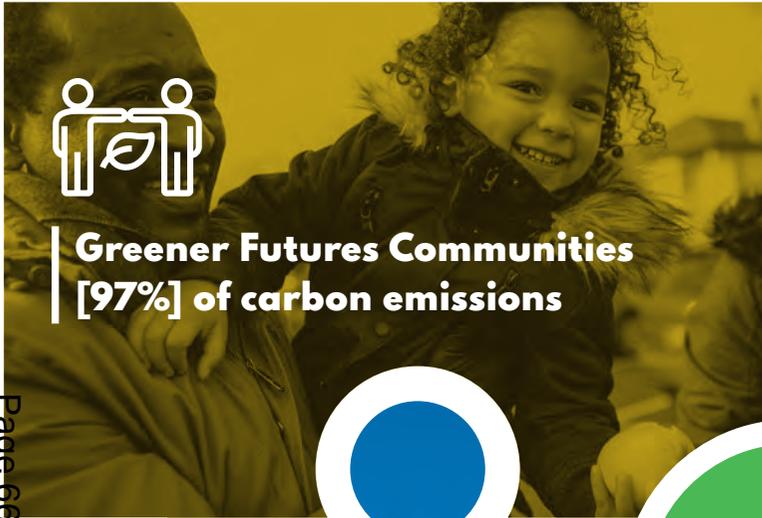
### Everyone needs to act:

The scale and complexity of the challenge is such that everyone needs to play a role in tackling climate change. The four areas of focus reflect changes that need to happen: in our communities (Greener Futures Communities), our public sector (One Net Zero Public Estate), our supporting infrastructure (Build back Greener) and our land (Grow back Greener).

Page 65



# DELIVERY PLAN PROGRAMMES:



**Greener Futures Communities**  
| [97%] of carbon emissions



**One Net Zero Public Estate:**  
| [2% carbon emissions]



**Build Back Greener:**



Surrey's  
Greener  
Future



**Grow back Greener:**  
| [0.1% carbon absorbed]

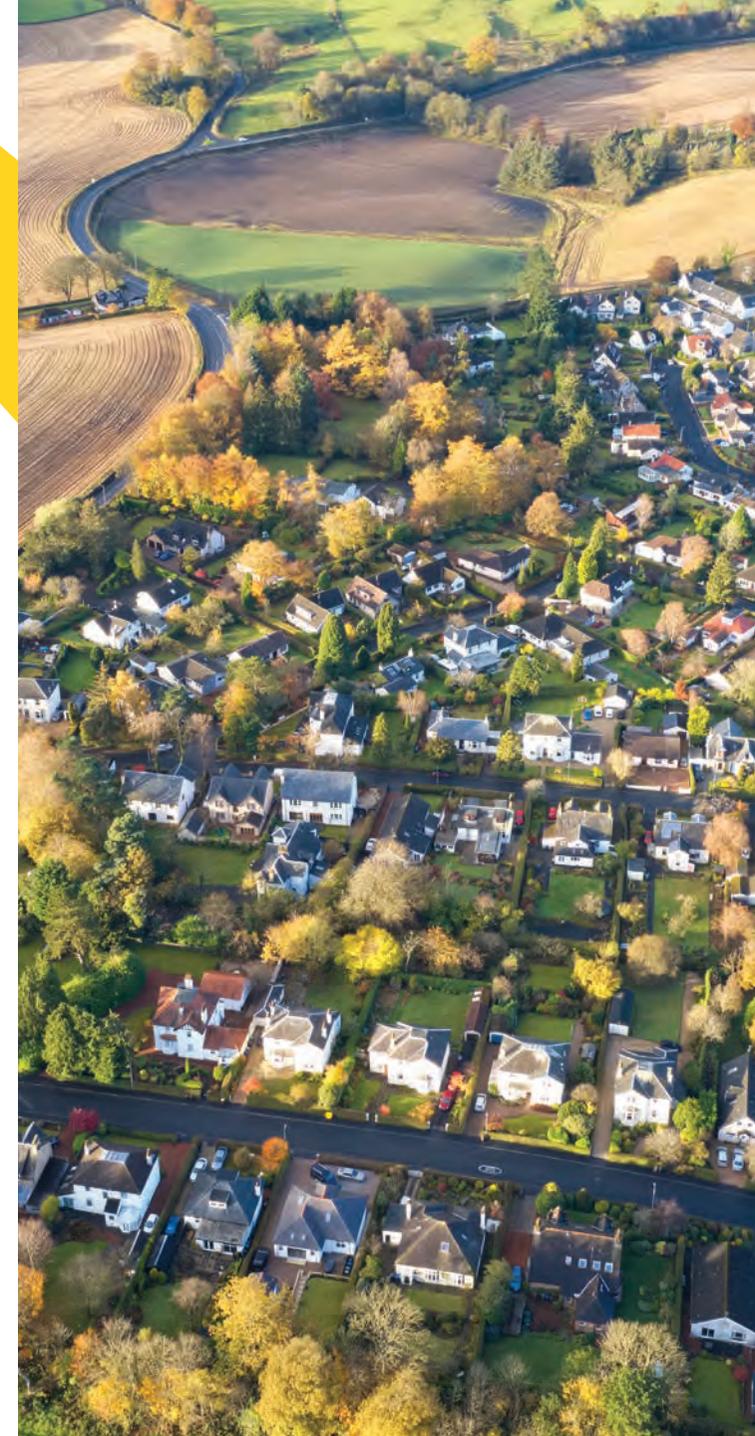
Page 66



## Greener Futures Communities:

95% of Surrey's carbon emissions are generated from the homes and vehicles of our 1.2 million residents and 65,000 businesses. Many face significant challenges to decarbonise. Individuals can reduce their carbon footprint by changing the way they travel, shop, eat and by reducing their waste. Homeowners and landlords can create energy efficient buildings which use low-carbon heat pumps, and maximise on-site renewable energy. Businesses can set ambitious climate reduction targets and offer low-carbon goods and services to residents. Communities can work to improve neighbourhoods by supporting community energy, planting, active travel, sustainable commerce and waste reduction projects.

Community-led climate change hubs are springing up across Surrey, including Zero Carbon Guildford and Mole Valley Climate Hub to support faster action on tackling climate change.





### One Net Zero Public Estate:

Local Authorities, Surrey County Council, NHS, Police and others in the Public sector generate around 2% of carbon emissions. They can set ambitious targets to reduce emissions across their organisations, services and supply chains; putting sustainability at the heart of every decision.

Public sector bodies are setting ambitious carbon reduction targets. NHS are seeking to be net-zero carbon by 2040 with a net-zero supply chain by 2045. Surrey Police are seeking decarbonise their buildings and fleet by 2030.

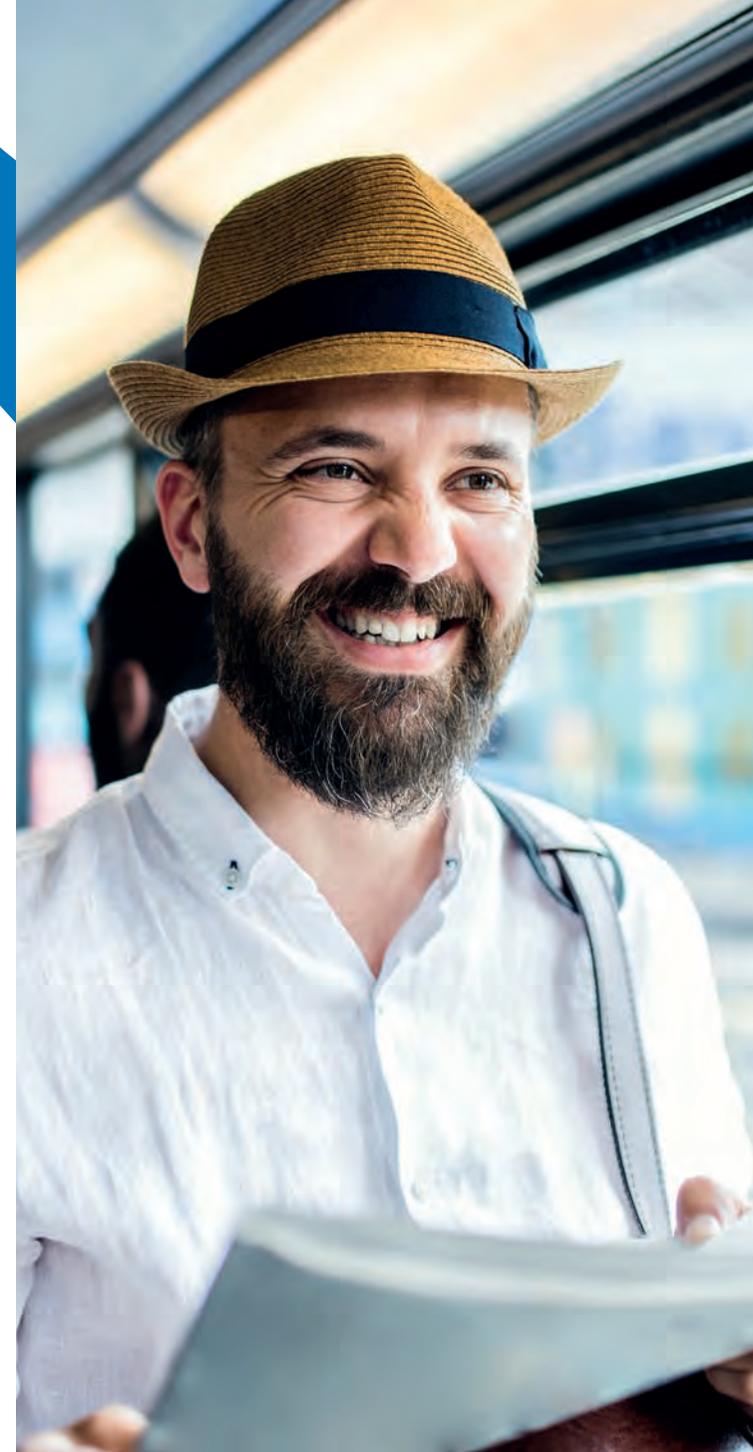




### Build back better:

Supporting infrastructure can make it possible for residents and businesses to make low carbon travel and lifestyle choices and avoid the cost of expensive retrofit. To ensure that everything we build is fit for a low carbon future, planning authorities and developers can support net-zero developments which are adapted to the impacts of climate change and achieve biodiversity net-gain.

New Local Cycling and Walking Infrastructure Plans are being developed to improve cycle paths and footways.





### Grow Back Greener:

Land naturally tempers flooding and creates cool spots during hot weather supporting many biodiverse habitats. Through soil and vegetation, the land can absorb 3% of Surrey's carbon emissions, tempered by emissions produced by livestock. Through improved land management landowners and managers, including Local Authorities, can enhance nature's ability to store carbon, reduce flooding, provide shade and support biodiversity.

Surrey has set itself a target to facilitate the planting of 1.2 million trees over the next decade. That's one for every resident.



# THE ROLE OF LOCAL AUTHORITIES

## To take action:

Around 70 actions have been identified, which build on action already being undertaken by Local Authorities<sup>liv</sup>. As well as setting ambitious targets to reduce emissions in our own organisations, Local Authorities will act to enable others to make changes within their homes, businesses and neighbourhoods. This requires Local Authorities to consider climate change in everything they do. Working closely together, Local Authorities seek to maximise shared expertise and make delivery more uniform, efficient and cost effective.

Page 71

<sup>liv</sup>Local Authorities includes Surrey County Council and 11 Borough and District Councils in Surrey..



### **To make change for the benefit of all:**

Local Authorities will seek to ensure that action on climate change also leads to a better Surrey overall. Whether it is lower fuel bills, cleaner air, less waste, more job opportunities or more accessible green spaces. Where residents may be disproportionately affected by the costs or impacts of climate change, we will make every effort to ensure that no one is left behind in the delivery of the county's target.

### **To bring people together and be a strong voice for change:**

A communication and engagement plan<sup>v</sup> has been developed which seeks to put residents, communities and businesses at the heart of delivery; building a network of strong partnerships that are critical to delivering the county's targets. Local Authorities will continue to lobby for changes to Government policy and levels of investment, which will be a pivotal success factor in achieving Surrey's targets.



## To build firm foundations from which climate action can grow:

As well as making rapid carbon emission reduction over the next five years, Local Authorities are looking to build greater change over the coming decades. A Greener Futures Finance Strategy<sup>vi</sup> will enable us to use new finance mechanisms to support climate action, focusing Local Authority finance on areas of greatest need. Local Authorities will trial innovative solutions to accelerate action and create new job opportunities. We will seek to minimise the need for carbon offsetting by reducing carbon emissions as much as possible, however, where there is a need to offset, the offsetting activity will be used to drive real change locally.

### Surrey County Council has Committed to:

- Embedding climate change considerations into everything we do as an organisation.
- Including climate change as part of all council decision making.
- Looking at best practice.
- Working collaboratively with the Government.



## HOW WILL WE KNOW WE HAVE SUCCEEDED?

### The Greener Futures Board:

Leaders representing businesses, residents, public sector and climate experts will oversee progress. Recommendations made by the Board will be taken into account when decisions are made through Surrey's local authorities governance processes.

### Through two-way communication:

A network of partners will be fostered to enable them to provide feedback on the progress of action across Surrey and build momentum to support delivery.

### Through regular monitoring:

Compared with carbon emissions estimates in 2019/2020, progress against Surrey's Climate Change Strategy will be reported on an annual basis which ensures that the Delivery Plan supports the level of change needed to achieve the 2030 and 2050 net-zero carbon targets<sup>vii</sup>.



The Greener Future Board brings together a powerful alliance of key stakeholders to support the Delivery Plan, and steer its progress. They will work with a network of partners to mobilise climate action across the county alongside wider social, health and economic benefits.

# SUMMARY OF PROGRAMME AIMS, TARGETS AND KEY INITIATIVES

## I GREENER FUTURES COMMUNITIES: DIRECT EMISSIONS<sup>2</sup>

### Aim:

Empowering individuals and businesses to reduce emissions from energy consumption and transport, and maximise locally-produced renewable energy.

Page 76



#### **Emission estimate in 2018:**

6.6MtCO<sub>2</sub>e



#### **Estimated annual emissions reduction by 2025:**

1.2MtCO<sub>2</sub>e<sup>3</sup> (equivalent to a 21% reduction compared to 2020).



#### **Of which, expected emission savings from additional renewable energy:**

292 ktCO<sub>2</sub>e

<sup>2</sup>Direct emissions refer to scope 1&2 emissions in line with national emissions reporting: <https://ghgprotocol.org/standards/public-sector-protocol>.

<sup>3</sup>Including a saving of 491ktCO<sub>2</sub>e mainly what is expected to occur through the decarbonisation of the electricity grid.

Who needs to act	Expected progress by 2025	Estimated annual carbon reduction by 2025 (ktCO <sub>2e</sub> )	What needs to happen	Local Authority action to 2025
Vulnerable or low-income residents and landlords	20% of fuel poor and vulnerable homes <sup>4</sup>	118	<p>Elderly and economically disadvantaged residents are supported to install low carbon measures<sup>5</sup> that reduce bills and support independence.</p> <p>Landlords put low carbon measures on their buildings to reduce tenants' energy bills.</p>	<p>(1) Deliver retrofit programme funded by the Green Homes Grant Local Authority Delivery Fund<sup>6,viii</sup>.</p> <p>(2) Work with social housing providers to accelerate low carbon measures for social housing<sup>7</sup>.</p> <p>(3) Enforce minimum energy efficiency standards for the private rented sector.</p> <p>(4) Explore setting up a loan scheme to help landlords improve buildings and reduce emissions for the benefit of tenants.</p>

<sup>4</sup>Equivalent to 32,713 number of homes and 7% of total housing in Surrey.

<sup>5</sup>It is assumed that around 1/3 of households install low carbon heating and all increase their energy efficiency between 66 and 83%.

<sup>6</sup>£15M has been secured from the Green Homes Grant Local Authority Delivery Fund.

[www.gov.uk/government/publications/green-homes-grant-local-authority-delivery-scheme-entering-a-bid](https://www.gov.uk/government/publications/green-homes-grant-local-authority-delivery-scheme-entering-a-bid)

<sup>7</sup>Such as the Social Housing Decarbonisation Grant;

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1016303/shdf-wave-1-competition-guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1016303/shdf-wave-1-competition-guidance.pdf)

Who needs to act	Expected progress by 2025	Estimated annual carbon reduction by 2025 (ktCO <sub>2e</sub> )	What needs to happen	Local Authority action to 2025
Off-gas households	20% of off-gas homes <sup>8</sup>	41	Switch from high to low carbon heating and energy efficiency <sup>9</sup> ; focused in Caterham, Camberley, Weybridge and Staines.	(5) Encourage the uptake of national funding schemes such as the home upgrade grant (HUG) <sup>ix</sup> .  (6) Explore setting a up loan scheme to help high carbon pay for low carbon measures and reduce the cost of heating.
All other residents	2%-13% of homes <sup>10,11</sup>	32-441	Residents to reduce energy consumption, maximise renewable energy and switch to low carbon heating <sup>12</sup> .	(7) Implement Solar Together – a collective building scheme to reduce the cost of PV.  (8) Encourage the uptake of national funding schemes such as proposed heat pump grants <sup>x</sup> .  (9) Consider other options to support retrofit in homes.
Commercial and industrial properties	8%-26% emission reduction	99-323	Businesses to reduce energy consumption, maximise renewable energy and switch to low carbon heating <sup>13</sup> .	(10) Implement LoCASE, which offers grants to small and medium enterprises (SMEs) for energy efficiency measures <sup>xi</sup> .

<sup>8</sup> Equivalent to 11,396 number of homes and 2% of total housing in Surrey.

<sup>9</sup>As footnote 9.

<sup>10</sup>A range represents the difference between a what is likely to be achievable within the current policy and market conditions, and what needs to happen, but is unlikely to unless key changes are made to policy and funding.

<sup>11</sup>2-13% is equivalent to 9,000- 64,000 households.

<sup>12</sup>As footnote 9.

<sup>13</sup>Assuming 5% efficiency, 15% switch to electric heating, and 4% increase in electricity from appliances and lighting and a reduction in industrial process emissions. High ambition 12% efficiency, 19% switch to electric heating, and 10% decrease in electricity from appliances and lighting and a reduction in industrial process emissions.

Who needs to act	Expected progress by 2025	Estimated annual carbon reduction by 2025 (ktCO <sub>2e</sub> )	What needs to happen	Local Authority action to 2025
Resident transport and commuters	16%-31% emission reduction from private vehicles	356-680	Residents to reduce car journeys and shift away from privately-owned petrol and diesel cars in favour of active and sustainable travel options <sup>14</sup> .	<p>Implement measures following the consultation on the Local Transport Plan 4<sup>xii</sup> including:</p> <p>(11) Provide secure cycle parking, bike hire and promotion of electric cargo bikes.</p> <p>(12) Develop Mobility service app to facilitate journeys by public transport.</p> <p>(13) Implement the emerging Bus Service Improvement Plan.</p> <p>(14) Consider options for car demand management such as emission-based charging.</p> <p>(15) Expand and promote the use of ultra low emission vehicles and car clubs.</p> <p>(16) Carry out engagement activities that promote active and sustainable travel.</p> <p>(17) Encourage the provision of key services within 20 minute neighbourhoods.</p>

<sup>14</sup> 3% reduced journeys, 1% reduction in road transport, 48% of vehicles are electric or hybrid, 71% of buses and 40% trains are electric.

Who needs to act	Expected progress by 2025	Estimated annual carbon reduction by 2025 (ktCO <sub>2e</sub> )	What needs to happen	Local Authority action to 2025
Commercial and goods vehicles	16-31 emission reduction from freight	76-145	Reduce the use of fossil-fuel-powered goods vehicles and shift to low carbon delivery <sup>15</sup> .	<p>(18) Consider options for traffic re- routing and delivery hubs to encourage lower freight (associated measures to support last mile delivery using e-cargo bikes).</p> <p>(19) Consider options to introduce an eco-levy (pay as you drive).</p> <p>(20) Deliver EV taxi programme to encourage taxi companies and drivers to invest in electric fleet in future.</p>

<sup>15</sup> 8% increase in freight miles and increasing efficiency by 40%.

# SUMMARY OF PROGRAMME AIMS, TARGETS AND KEY INITIATIVES

## I GREENER FUTURES COMMUNITIES: INDIRECT EMISSIONS<sup>16</sup>

### Aim:

Accelerate action within local communities and businesses; working towards a more circular and low carbon economy and encouraging a wide range of community carbon reduction initiatives.



### **Emission estimate in 2018:**

Indirect emissions from Surrey's economy is estimated to be around two to three times more than direct emissions<sup>xiii</sup>.

<sup>16</sup> Indirect emissions refer to scope 3 in line with national emissions reporting: <https://ghgprotocol.org/standards/public-sector-protocol>.

Who needs to act	Expected progress by 2025	What needs to happen	Local Authority action to 2025
Community groups and residents	Communities feel empowered to take action in their neighbourhoods with the support of Local Authorities neighbourhoods with the support of Local Authorities.	<p>Residents to take an active role in helping to address climate change within their own lives and through volunteering.</p> <p>Develop community-led projects such as community energy, active travel, waste prevention, planting and food growing.</p> <p>Use the strong community voice to lobby for faster national change.</p>	<p>(21) Improve approach to communications and community engagement through the delivery of a communication and engagement plan<sup>xiv</sup>.</p> <p>(22) Work with a network of community partners through the Greener Futures Climate Delivery Network and others to encourage participation and provide support for community-led activities.</p> <p>(23) Support and encourage community sustainability champions.</p> <p>(24) Work with schools to empower young residents to take action on climate change.</p> <p>(25) Implement the community energy pathway to give communities the skills to invest in energy efficiency measures and renewables.</p> <p>(26) Encourage carbon reduction projects to bid for Your Fund Surrey<sup>xv</sup>, which provides funding for capital projects which reform neighbourhoods.</p> <p>(27) Transform volunteering approach to maximise opportunities for communities and businesses to volunteer for Surrey's environment.</p> <p>(28) Consider options to put in place two repair and reuse cafes.</p> <p>(29) Join community groups to lobby National Government on key issues set out in Surrey's Climate Change Strategy.</p>

Who needs to act	Expected progress by 2025	What needs to happen	Local Authority action to 2025
Business and academia	Businesses show leadership by tackling their own emissions and offering low carbon goods and services for Surrey.	<p>Businesses to set emission reduction targets and reduce emissions in their buildings, activities and workplaces.</p> <p>Stimulate clean growth through a vibrant and circular economy in rural and urban areas; maximising opportunities for local green jobs.</p>	<p>(30) Implement LoCASE, which offers grants in the low carbon sector for business development activities<sup>xvi</sup>.</p> <p>(31) Explore opportunities for industry and academia to pioneer innovative low-carbon solutions.</p> <p>(32) Encourage major businesses to be leaders in tackling climate change and showcase good practice.</p> <p>(33) Develop a Green Skills Academy to bridge the skills gap and foster local job creation.</p> <p>(34) Develop an of evidence base on farming, food and drink, rural tourism and consider options to support rural development.</p>

# SUMMARY OF PROGRAMME AIMS, TARGETS AND KEY INITIATIVES

## I ONE NET ZERO PUBLIC ESTATE: DIRECT EMISSIONS

### Aim:

To reduce direct emissions through decarbonising public sector buildings and fleet; and explore opportunities for carbon offsetting and renewable energy generation on public land<sup>17</sup>.



#### **Emission estimate in 2018:**

164 ktCO<sub>2e</sub><sup>18</sup>.



#### **Estimated annual emissions reduction by 2025:**

16 ktCO<sub>2e</sub><sup>19</sup> (equivalent to a 12% reduction compared to 2020).



#### **Of which, expected emission savings from additional renewable energy:**

16 ktCO<sub>2e</sub>.

<sup>17</sup> Most public sector bodies have set stretching emission reduction targets.

<sup>18</sup> Transport emissions have been not included in this total due to limited breakdown of transport emissions. Assuming that the public sector contributes a similar proportion of transport emissions as it does to the building sector, this would be equivalent to 121ktCO<sub>2e</sub>.

<sup>19</sup>Including a projected increase in baseline carbon emissions of 1.1ktCO<sub>2e</sub>

Who needs to act	Expected progress by 2025	Estimated annual carbon reduction by 2025 (ktCO <sub>2</sub> e)	What needs to happen	Local Authority action to 2025
Surrey County Council and Local Authorities	10% reduction - 40% decrease against 2030 target	18	Reduce carbon emissions from Local Authority estate through insulation, low carbon heating and PV. Reduce emissions by reducing fleet size, encouraging active travel and low carbon vehicles <sup>20</sup> .	<p>(35) Continue with estate rationalisation.</p> <p>(36) Continue with streetlight LED replacement.</p> <p>(37) Scale up Local Authority building retrofit programmes.</p> <p>(38) Develop Local Authority new-build net-zero design standard.</p> <p>(39) Implement EV charging, fleet replacement and management.</p>
Other Public Sector Direct emissions	13%-31% emission reduction	11-21	Reduce organisational emissions from all public sector buildings and fleet.	(40) Work with NHS <sup>xvii</sup> , Police <sup>xviii</sup> , education and other public sector bodies to deliver their ambitious carbon reduction targets.
Large-scale renewables/Offsetting	A maximum of 65MW of additional PV operating	16,103	Plan and install renewable energy and other offsetting projects on public sector land.	<p>(41) Implement ground-mounted PV projects.</p> <p>(42) Develop carbon offset projects.</p>

<sup>20</sup> As footnote 16

# SUMMARY OF PROGRAMME AIMS, TARGETS AND KEY INITIATIVES

## I ONE NET ZERO PUBLIC ESTATE: INDIRECT EMISSIONS<sup>XIX</sup>.

### Aim:

To reduce emissions where public sector has a key influence through supply-chains, staff behaviour and estate in public sector ownership.



### **Emission estimate in 2019/2020:**

Indirect emissions from public sector not known but likely to be around four times more than direct emissions<sup>xix</sup>.

Who needs to act	Expected progress by 2025	What needs to happen	Local Authority action to 2025
Schools and other Local Authority-Leased buildings <sup>21</sup>	Emission reduction targets and Carbon Management Plans in place.	Local authority-owned buildings leased to others to reduce carbon emissions through low carbon heat, energy efficiency, EV charge point installation, and support school travel plans.	<p>(43) Consider approaches to decarbonising buildings owned by Local Authorities but leased to others.</p> <p>(44) Provide technical support and help to access funding<sup>22</sup> for schools.</p> <p>(45) Consider setting up loan scheme to help schools pay for the up-front costs of energy efficiency and low carbon heating repaid through reductions in energy bills.</p>
Contractors that work on behalf of the public sector	Low carbon Procurement Policy in place.	Reduce emission of services undertaken on behalf of the public sector by private contractors. Reduce carbon footprint of goods. Offer low carbon financial services that divest from fossil fuels.	<p>(46) Assess the carbon impact of current contracts.</p> <p>(47) Undertake targeted engagement with key contractors and market collaboration.</p> <p>(48) Put in place a low carbon procurement framework.</p> <p>(49) Work towards a portfolio of responsible pension investments.</p>
Public sector staff	Sustainable workplace and staff travel policies in place.	Support for staff to reduce workplace emissions such as from commuting, business travel and energy savings in office and home working.	<p>(50) Develop sustainable staff travel policies</p> <p>(51) Put in place EV charging and bike storage to enable staff to switch to active and sustainable business travel and commuting.</p> <p>(52) Develop Green Champions schemes to encourage staff to reduce emissions in their workplaces and more widely.</p>

<sup>21</sup>And other organisations which operate from land and buildings owned by local authorities.

<sup>22</sup>E.g. Public Sector Decarbonisation Scheme; <https://www.gov.uk/government/collections/public-sector-decarbonisation-scheme>

# SUMMARY OF PROGRAMME AIMS, TARGETS AND KEY INITIATIVES

## I BUILD BACK BETTER: PLANNING AND INFRASTRUCTURE

### Aim:

Design with climate in mind to ensure that planning decisions, regeneration projects and major infrastructure are ready for a zero-carbon future and are adapted to deal with the impacts of climate change on people and wildlife.



### **Emission estimate in 2018:**

Carbon emissions are not attributable but actions in this section are deemed essential to ensure that emissions reduction and climate adaptation can take place.

Who needs to act	Expected progress by 2025	What needs to happen	Local Authority action to 2025
Surrey County Council, Local Authorities and the construction industry.	Sustainability targets included in all major regeneration projects.	Produce exemplar development that works hand-in-hand with communities, allowing residents and businesses to make sustainable choices, and be future-proofed and resilient to the impacts of climate change.	<p>Implementing Surrey Infrastructure Plan once agreed<sup>23</sup> including:</p> <p>(53) Provide clear carbon and sustainability targets at the design stage.</p> <p>(54) Involve residents and communities at early design stage.</p> <p>(55) Implement of a pipeline of place-making projects<sup>24</sup>.</p> <p>(56) Incorporate the key features of '20 minute neighbourhoods' and mobility hubs set out in the draft Local Transport Plan<sup>xx</sup>.</p>
Planning authorities and developers.	Local Authorities embed future climate resilience and low carbon into their planning policies.	Align local planning policies to be consistent with climate and net-zero targets, recognising that it is cheaper to design climate change measures into new-developments than add them later.	<p>(57) Develop guidance to planners on net-zero compatible policies and spatial planning guidance, including 'Surrey Street Design Guide: Healthy Streets for Surrey'.</p> <p>(58) Consider the potential to use carbon offsetting in the event that developments cannot be fully carbon neutral.</p>

<sup>23</sup>The Surrey Infrastructure plan will be considered by Cabinet in October.

<sup>24</sup>These include potential projects in Farnham, Stains, Horley and Caterham.

Who needs to act	Expected progress by 2025	What needs to happen	Local Authority action to 2025
Energy and communication network providers and local authorities.	Plans in place to roll out infrastructure and service improvement consistent with a low carbon future.	Support a major upgrade in telecommunications, transport, energy and waste infrastructure.	<p>(59) Create Local Cycling and Walking Infrastructure Plans (LCWIP) to improve walking and cycling infrastructure as set out in the draft Local Transport Plan (LTP4).</p> <p>(60) Roll out EV charge point infrastructure.</p> <p>(61) Implement the Rail and Bus Strategy.</p> <p>(62) Support a telecommunications upgrade</p> <p>(63) Take forward a heat mapping project as a step towards developing an energy masterplan.</p> <p>(64) Increase efficiencies and reduce emissions from waste services.</p>
Local Authorities and Environment Agency NHS Care Commissioning Groups and Water Companies.	Build approach to making Surrey more resilient to the impacts of climate change.	Reduce the main risks of future climate change including increased flooding, drought and heat waves.	<p>(65) Continue to implement and update the Local Flood Risk Management Strategy and action plan .</p> <p>(66) Develop a Climate Change Adaptation and Resilience Plan.</p>

# SUMMARY OF PROGRAMME AIMS, TARGETS AND KEY INITIATIVES

## I BACK GREENER: MANAGEMENT OF GREEN SPACES

### Aim:

Managing woodland, green spaces and farmland to maximise our ability to absorb carbon from the atmosphere, grow food sustainably and improve habitats needed for wildlife to thrive.



**Estimated sequestration potential in 2018:**

-240 ktCO<sub>2</sub>e



**Estimated additional sequestration potential to 2025:**

-8 ktCO<sub>2</sub>e

Who needs to act	Expected progress by 2025 (ktCO <sub>2</sub> e)	Estimated annual carbon reduction by 2025	What needs to happen	Local Authority action to 2025
Land owners and managers (including Local Authorities)	Sequester carbon through improved land management and land use change <sup>25</sup>	6	Considering local environment, biodiversity and carbon sequestration in all decisions about landscapes. Bringing unmanaged woodland into a maintained woodland managed for timber, planting trees, hedgerows and creating new woodland, and investing in carbon hungry landscapes such as heath and wetlands. Connecting people to green spaces in a sustainable way for their health, well-being and creativity.	<p>(67) Develop of a Land Management Framework to ensure that multifunctional benefits are considered including carbon, biodiversity and flood protection.</p> <p>(68) Embed natural capital and land use opportunities designed to sequester increased carbon emissions into all appropriate infrastructure and development schemes, countryside estate management plans and land management policies.</p> <p>(69) Work with partners and academics to lobby Government to publish carbon sequestration metrics and guidance for land use change.</p> <p>(70) Bring 3,330 ha of woodland back into management, including investigating markets for timber and wood fuel.</p> <p>(71) Facilitate the planting of 600,000 trees and hedgerows in Surrey, with as many of these planted on Surrey County Council owned land as appropriate.</p> <p>(72) Develop the investment vehicles to fund carbon sequestration and natural capital schemes (through carbon offsetting and biodiversity net gain) and engaging with Surrey based businesses to develop joint opportunities.</p>

<sup>25</sup>Assumes an increase in forest coverage by 1.5% and tree planting outside of woodlands increases by approximately 2,070 trees.

Who needs to act	Expected progress by 2025	Estimated annual carbon reduction by 2025	What needs to happen	Local Authority action to 2025
Farming community and land owners	Embedding ecosystem services into farming and land management <sup>26</sup>	1	Managing farming practices to increase carbon sequestration opportunities.	<p>(73) Implement the Environmental Land Management programmes from 2024 utilising funding from the Farming in Protected Landscapes Programme (in Surrey Hills and High Weald Areas of Outstanding Natural Beauty (AONB))</p> <p>(74) Manage Local Authority-owned farms based on the principles in the Land Management Framework.</p>

<sup>26</sup>Assumes no increases in Livestock and a decrease in grassland and crop land.

# GLOSSARY OF TERMS

<b>20 minute neighbourhoods</b>	<p>A highstreet where residents have easy access to facilities such as schools, shops, restaurants, play areas, medical facilities etc.</p> <p>By having facilities no more than 20 minutes away, we can reduce our reliance on cars and reduce our carbon emissions.</p>
<b>Air pollution</b>	Gases and particles in the air which cause harm to human health or the environment. Man-made air pollution is mainly caused by dust and oxides of sulphur or nitrogen from vehicle exhaust fumes and factory emissions.
<b>Biodiversity</b>	The variety of plant and animal species in the world, or in a particular habitat. It is generally a good thing to have more variety and a larger number of species.
<b>Biodiversity net gain</b>	An increase in the variety of plant and animal species compared to what was there before, through development or land management.
<b>Carbon emissions</b>	Gases that cause climate change (also known as greenhouse gases). Carbon dioxide (CO <sub>2</sub> ) is the main gas which is released when fossil fuels are burned. Other greenhouse gases include methane (CH <sub>4</sub> ) and nitrous oxide (N <sub>2</sub> O).
<b>Circular economy</b>	The aim of a circular economy is one where there is no waste. All items are reused, re-purposed or recycled. Overall, this reduces our consumption and the depletion of our natural resources with the aim of being more sustainable.
<b>Climate emergency</b>	A formal recognition that climate change is a serious threat to our way of lives and it needs addressing through emissions reduction and changing our lifestyles. Most Local Authorities in Surrey and across the UK have declared a climate emergency.
<b>Direct emissions</b>	Direct emissions are greenhouse gases that are emitted through processes that we own or control. These would include the heating in our homes/ offices or from the vehicle we choose to drive.

<b>Fossil fuels</b>	Fuels that are extracted from underground (sometimes under the seabed) and the products that are made from them. Common fossil fuels include coal, oil, natural gas, petrol and diesel.
<b>Fossil-fuel based road transport</b>	Cars, trucks, motorbikes and all other forms of road transport that rely on petrol, diesel, natural gas or liquid petroleum gas.
<b>Heat Pump</b>	A form of electric heating that is very efficient.
<b>Man-made greenhouse gases</b>	Carbon emissions produced by human activity and are responsible for the climate change we are experiencing today.
<b>MtCO<sub>2</sub>e</b>	MtCO <sub>2</sub> e (million tonnes of carbon dioxide equivalence) is a unit of measurement that to explain the quantity of carbon emissions in the atmosphere.
<b>Natural capital</b>	Natural capital used to describe the stock of the world's natural resources such as air, water, soils, and all living organisms. We rely on these resources for all of our needs and there is a finite stock of many of them, so measuring natural capital is important to be sustainable.
<b>Net carbon store</b>	Overall, no additional carbon emissions are added to the atmosphere, because the amount of greenhouses gases we emit is equal to the amount we remove from the atmosphere (through carbon sequestration or off-setting).
<b>Pathway to net-zero</b>	What needs to happen to reduce carbon emissions over time to achieve the aim of being net-zero.
<b>Place making</b>	Place-making refers to an approach to the planning, design and management of public spaces with the aim of creating neighbourhoods and communities that focus on residents' overall wellbeing.
<b>Retrofit</b>	An additional component that it did not have when it was made.

<sup>i</sup>Not yet published - available on request

<sup>ii</sup>Surrey's Climate Change Strategy, Surrey County Council, May 2020: [https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf)

<sup>iii</sup>Surrey Carbon Baseline Study, University of Surrey, April 2021; not yet published - available on request.

<sup>iv</sup>Elmbridge Borough Council; <https://www.elmbridge.gov.uk/news/climate-change-ambitions/>, Epsom and Ewell Borough Council; <https://www.epsom-ewell.gov.uk/residents/climate-change>; Guildford Borough Council; <https://www.guildford.gov.uk/article/24636/Our-progress-in-tackling-climate-change>, Mole Valley District Council; <https://www.molevalley.gov.uk/home/community/climate-change-sustainability>, Reigate and Banstead Borough Council; [https://www.reigate-banstead.gov.uk/info/20065/environmental\\_sustainability\\_and\\_climate\\_change](https://www.reigate-banstead.gov.uk/info/20065/environmental_sustainability_and_climate_change), Runnymede Borough Council; <https://www.runnymede.gov.uk/climate-reports-statistics-1/climate-related-policies-strategies>, Surrey Heath Borough Council; <https://www.surreyheath.gov.uk/residents/climate-change/how-were-tackling-climate-change>, Tandridge District Council; <https://tandridge.moderngov.co.uk/documents/s1904/Climate%20Change%20Action%20Plan%20Report.pdf>, Waverley Borough Council; <https://www.waverley.gov.uk/Services/Environmental-concerns/Sustainability-and-conservation/Climate-change-strategy-and-action-plan>, Woking Borough Council; <https://www.woking.gov.uk/nature-and-sustainability/climate-change-0>

<sup>v</sup>Not yet published - available on request

<sup>vi</sup>Not yet published - available on request

<sup>vii</sup>Not yet published - available on request

<sup>viii</sup>Sustainable Warmth Strategy, HMG, February 2021; <https://www.gov.uk/government/publications/sustainable-warmth-protecting-vulnerable-households-in-england>

<sup>ix</sup>Home Upgrade Grant featured in HMG, Sustainable Warmth Strategy, February 2021; <https://www.gov.uk/government/publications/sustainable-warmth-protecting-vulnerable-households-in-england>

<sup>x</sup>Green grants of £7,000 to help households replace gas boilers, The Times, August 2021; <https://www.thetimes.co.uk/article/green-grants-of-7-000-to-help-households-replace-gas-boilers-6j05vtmd6>

<sup>xi</sup>Surrey County Council, September 2021; <https://www.surreycc.gov.uk/people-and-community/climate-change/businesses>, LoCASE, September 2021; [www.locase.co.uk](http://www.locase.co.uk)

<sup>xii</sup>Local Transport Plan 2022-2032, July 2021; <https://s3-eu-west-2.amazonaws.com/commonplace-customer-assets/surrey/tp4/Surrey%20Transport%20Plan.pdf>

<sup>xiii</sup>Surrey Carbon Baseline Study, University of Surrey, April 2021; not yet published - available on request.

<sup>xiv</sup>Not yet published - available on request

<sup>xv</sup>£100M has been secured for Your Fund Surrey; <https://www.surreycc.gov.uk/people-and-community/voluntary-community-and-faith-sector/funding/community-projects-fund>

<sup>xvi</sup>Surrey County Council, September 2021; <https://www.surreycc.gov.uk/people-and-community/climate-change/businessesgrantprogramme>

<sup>xvii</sup>Delivering a Net Zero NHS service, National Health Service, October 2020; <https://www.england.nhs.uk/greenernhs/a-net-zero-nhs/>

<sup>xviii</sup>Surrey Policy Carbon management Plan, March 2021; <https://www.surrey-pcc.gov.uk/wp-content/uploads/2021/03/05b-Surrey-Police-Carbon-management-plan-Final.pdf>

<sup>xix</sup>Not yet published - available on request

<sup>xx</sup>Local Transport Plan 4, Surrey County Council; <https://www.surreycc.gov.uk/roads-and-transport/policies-plans-consultations/transport-plan/consultations>

<sup>xxi</sup>Surrey Local Flood Risk Management Strategy 2017-2032, Surrey County Council; [https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0005/136724/Surrey-Local-Flood-Risk-Management-Strategy-FINAL\\_v2.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0005/136724/Surrey-Local-Flood-Risk-Management-Strategy-FINAL_v2.pdf)



**SURREY**  
COUNTY COUNCIL

**Surrey's  
Greener  
Future**

Page 97

# **GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN**

**2021-2025**

**EXECUTIVE SUMMARY**

## WHY SURREY HAS PRIORITISED ITS GREENER FUTURES

**We can no longer think of climate change as a problem for the future<sup>i</sup>.**

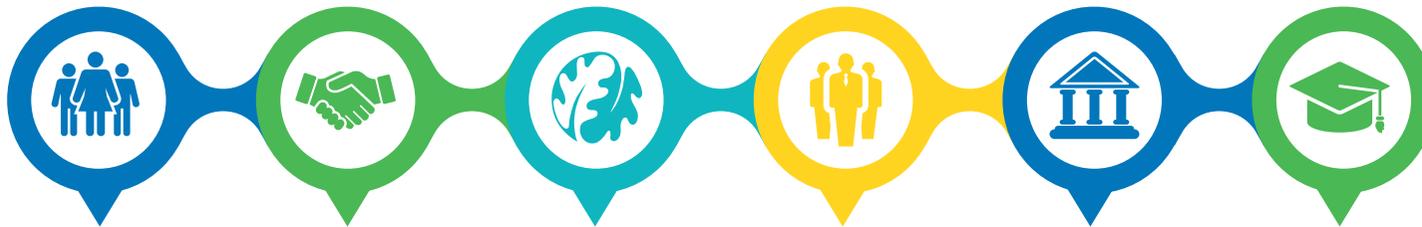
It is already affecting the lives of millions of people across the globe, including those who live and work in Surrey. This Delivery Plan is the first phase of a 30-year plan to realise the ambitions set out in **Surrey's Climate Change Strategy**<sup>ii</sup>. It shows how everyone in Surrey can pull together to reduce carbon<sup>1</sup> emissions and adapt to the impacts of climate change. Through climate action, we can also make Surrey a cleaner, healthier place with vibrant communities and a thriving economy.

Page 98

<sup>i</sup>For the purposes of this document "carbon" refers to carbon dioxide and other greenhouse gas emissions that cause global warming.



“Through collective climate action, we make Surrey a cleaner, healthier place with vibrant communities and a thriving economy”



Residents

Business

Surrey County  
Council

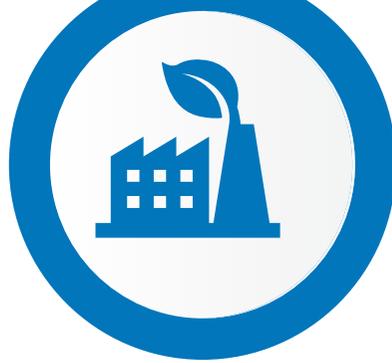
Local  
Authorities

Public  
Sector

Academia



Less fuel poverty



Cleaner air



Thriving communities



Connective infrastructure



# WORKING TOGETHER FOR FOLLOWING BENEFITS



Accessible green spaces



Less waste



Strong local economy



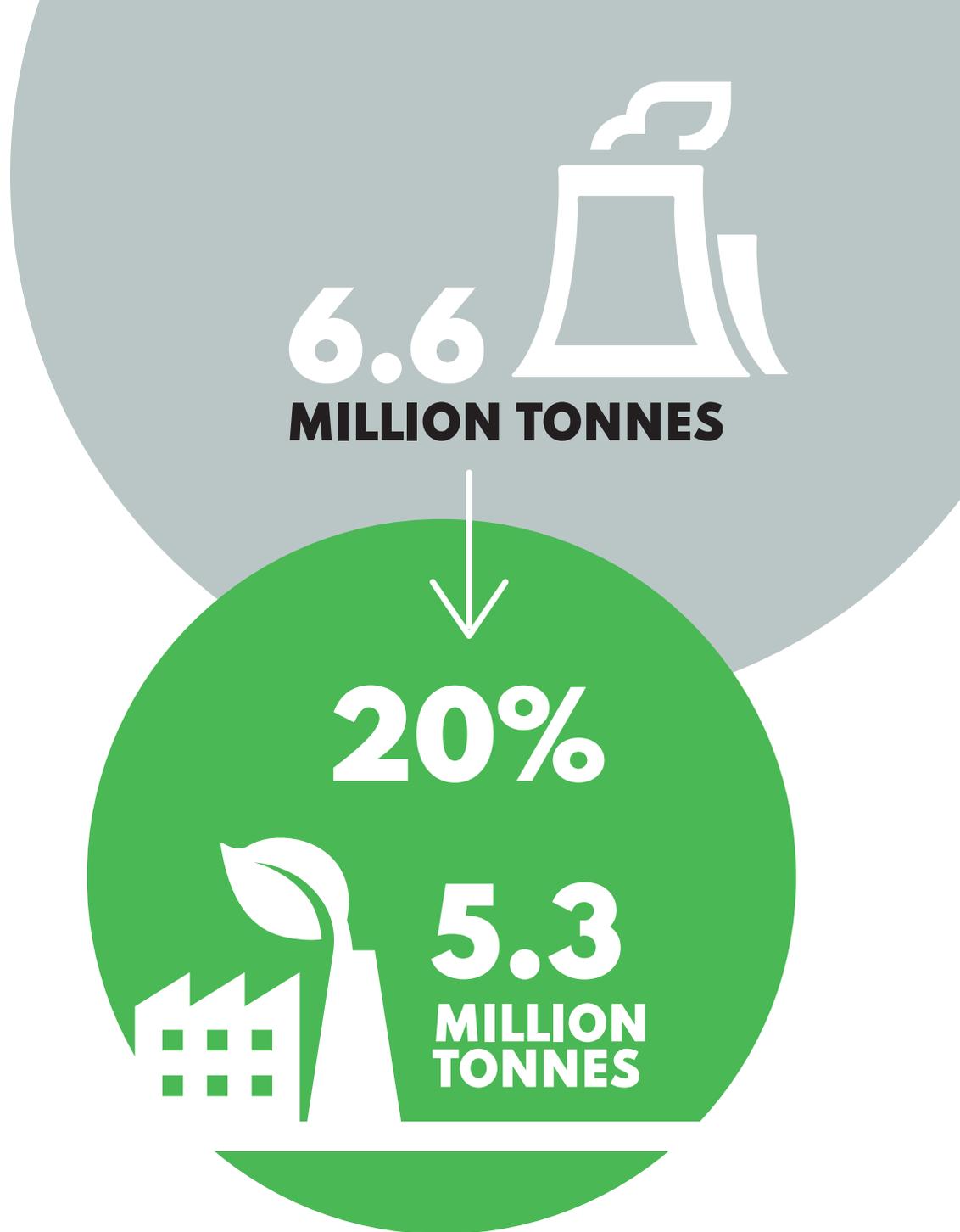
Greater lobbying power

# WHAT SURREY NEEDS TO DO TO TACKLE CLIMATE CHANGE

**In 2018, Surrey produced around 6.6 million tonnes of carbon emissions.**

To be in keeping with Surrey's 2050 net-zero target, carbon emissions need to reduce by at **least 20%**<sup>2</sup> by 2025.

To achieve this level of reduction, the county needs to reduce its dependence on fossil fuels by moving away from petrol and diesel vehicles and gas heating, reducing energy consumption and increasing the local production of renewable energy. We also need to reduce the carbon impact of goods and services consumed by Surrey's residents, enhance the carbon-absorbing properties of Surrey's land, and adapt to a change in our climate to wetter winters and hotter summers.

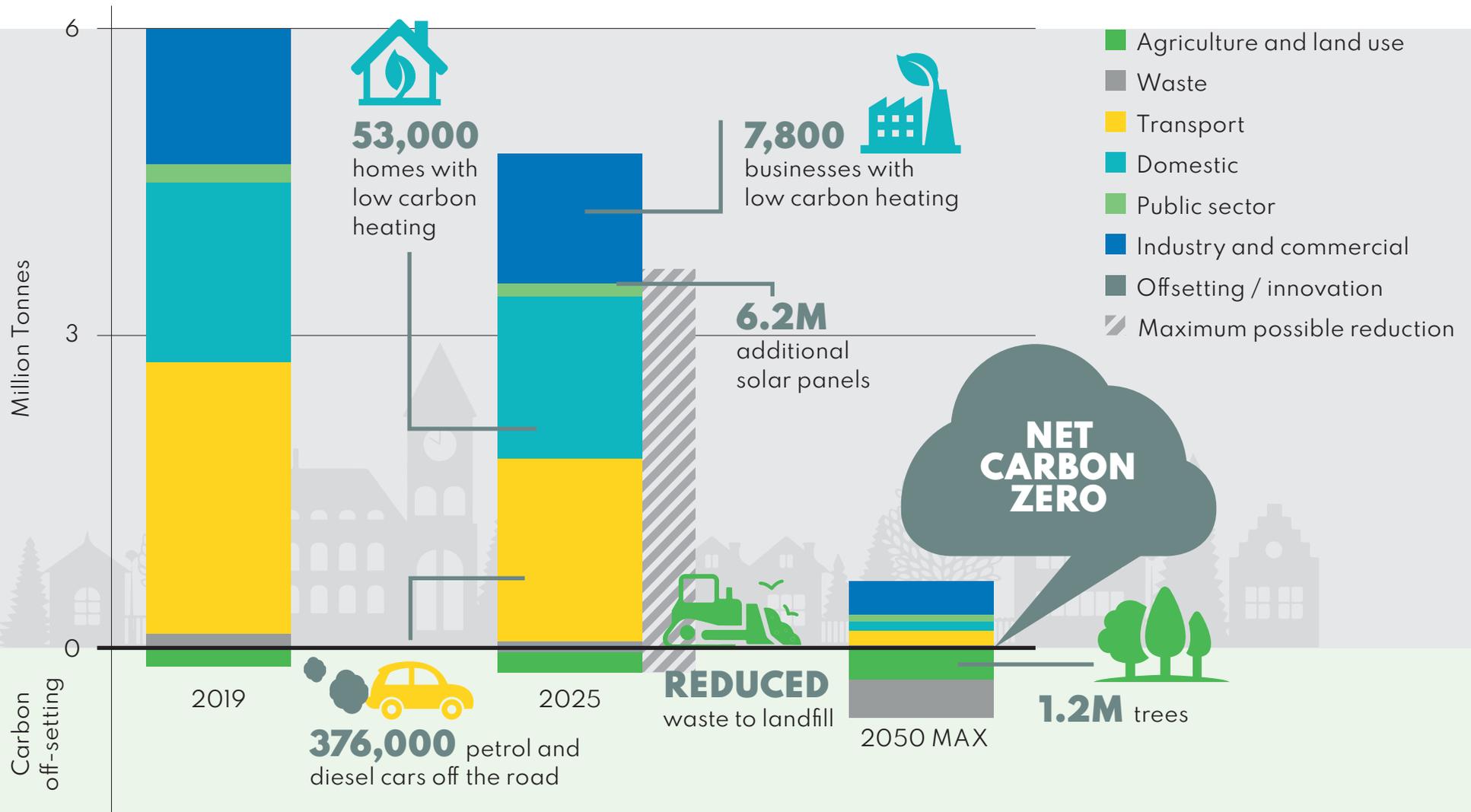


<sup>2</sup>Against the baseline emissions estimate in 2018.

# OUR PATHWAY TO NET ZERO.

## REDUCTION OF 1.3M TONNES OF CARBON REDUCTION BY 2025

Page 102



## WHERE THE CHANGE WILL OCCUR

**A complex problem requires a shared solution which will affect the lives of everyone who lives, works and visits Surrey.**

Seemingly small changes to the lives of individuals, neighbourhoods, businesses and public services add up to real progress, which can be amplified even further when we work in partnership. The four areas of focus presented in this delivery plan reflect where changes need to happen: in our communities (Greener Futures Communities), our public sector (One Net Zero Public Estate), our supporting infrastructure (Build Back Greener) and our land (Grow back Greener). However, no matter how ambitious we are as a county, some obstacles cannot be overcome without changes to national government policies and a substantial increase in funding<sup>3</sup>; making lobbying Government and attracting greater investment a key part of this plan.

Page 103

<sup>3</sup>Key asks for National Government are set out in Surrey's Climate Change Strategy.



## THE ROLE OF SURREY'S LOCAL AUTHORITIES<sup>4</sup>

**With over 99% of emissions beyond our direct control, Local Authorities cannot achieve a net-zero county alone, but we recognise that we have an important role to play.**

Around 70 actions have been identified<sup>5</sup> that are designed to enable others to act, facilitate necessary infrastructure, provide leadership in meeting ambitious organisational emissions targets, and be a leading voice in affecting change outside of Surrey's boundaries.

<sup>4</sup> Local Authorities refers to Surrey County Council and the 11 borough and district councils that govern at a more local level.

<sup>5</sup> Some actions will be undertaken by Surrey County Council, some by individual boroughs and districts and some by all Local Authorities.



# DELIVERY PLAN PROGRAMMES:



Page 105



## GREENER FUTURES COMMUNITIES

**Aim:** To empower individuals, businesses and communities to make reduce emissions in their own homes, communities and workplaces.

### The role of Residents and Businesses

**Individuals** can reduce their carbon footprint by changing the way they travel, shop, eat and reduce waste.

**Home owners, landlord and developers** can create energy efficient buildings which use low-carbon heat pumps, and maximise on-site renewable energy.



### Local Authority Priorities by 2025

#### Enabling residents:

- Support up to 20% of elderly residents, low income and off gas households to be warm, reduce bills and decarbonise by accessing Sustainable Warmth national grant funding.
- Encourage carbon emissions reduction in the private-rented sector by enforcing minimum energy efficiency standards and developing a loan scheme for low carbon improvements.
- Accelerate uptake of solar panels to around 10% of residential homes through the Solar Together Scheme.
- Support a move towards active and sustainable travel through a range of measures set out in the draft Surrey Local Transport Planiii.

**Businesses** can set ambitious climate reduction targets and offer low carbon goods and services to residents.



Page 107

**Communities** can work to improve neighbourhoods by supporting community energy, planting, active travel, sustainable commerce and waste reduction projects.

#### **Enabling Business:**

- Offer small businesses LoCASE grants to improve the sustainability of their businesses.
- Support the creation of job opportunities and job transfers to the green skills market through the development of a Green Skills Academy.

#### **Enabling Communities:**

- Encourage the expansion of community energy through the Community Energy Pathway which provides the skills needed to undertake community energy projects.
- Support sustainable community projects through Your Fund Surrey and empower the voluntary, community and faith sectors.
- Support the creation of local and sustainable options to travel, work and buy goods and services sustainably.

# CO<sub>2</sub> ONE NET ZERO PUBLIC ESTATE

**Aim: Local Authorities and other public sector organisations to reduce carbon emissions from their own buildings, vehicle and supply chains**

## What Public Sector can do

Local Authorities, Surrey County Council, NHS, Police and others in the Public sector can set ambitious targets to reduce emissions across their organisations, services and supply chains; putting sustainability at the heart of every decision.

Page 108

## Local Authority Priorities by 2025

- Work towards a net zero target of 2030 by achieving a 40% emission reduction in Local Authority buildings and vehicles.
- Support the decarbonisation of schools and other public sector buildings.
- Maximise renewable energy such as solar power on public land.
- Drive down emissions from public services including waste management, highways maintenance and social care by putting in place low carbon procurement policies.
- Encourage public sector staff to act sustainably in the way that they travel and carry out their work.



## BUILD BACK GREENER

**Aim: Design with climate in mind to ensure that planning decisions, regeneration projects and major infrastructure are ready for a zero-carbon future and are adapted to the deal with the impacts of climate change on people and wildlife.**

### **The role of planning, place-making and development**

Planning authorities and developers can ensure that everything we build is fit for a low carbon future, by designing net-zero developments which are adapted to the impacts of climate change, and achieve biodiversity net-gain.

Page 109

### **Local Authority Priorities by 2025**

- Implement the Surrey Infrastructure Plan to ensure that Local Authority projects have high sustainability standards.
- Support low carbon planning decisions by producing guidance that is in keeping with net zero carbon targets.
- Develop a surrey-wide transport network that prioritises walking, cycling, public transport, electric vehicle charging and enable a major upgrade in telecommunications.
- Support the transformation of a low carbon energy system by considering Surrey's potential for solar panels and heat networks.
- Protect residents against the impacts of extreme weather through the development a Climate Change Adaptation and Resilience Plan and implement the Flood Management Strategy and Action Plan.

# **GROW BACK GREENER**

**Aim:** Manage woodland, green spaces and farmland to maximise the ability to absorb carbon from the atmosphere, grow food sustainably and improve habitats needed for wildlife to thrive.

## **The role of Land Management**

Land owners and managers, including Local Authorities, can help carbon-capture, reduce flooding and support biodiversity through improved management of green spaces.

Page 110



## **Local Authority Priorities by 2025**

- Develop a Land Management Framework to ensure that many benefits of land are taken into consideration, including carbon, biodiversity and flood protection.
- Bring 3330ha woodland back into management and facilitate the planting of 600,000 trees and hedgerows to lock in more carbon, increase biodiversity and supply sustainable timber and wood fuel.

## HOW OUR SUCCESS WILL BE MEASURED?

Page 111

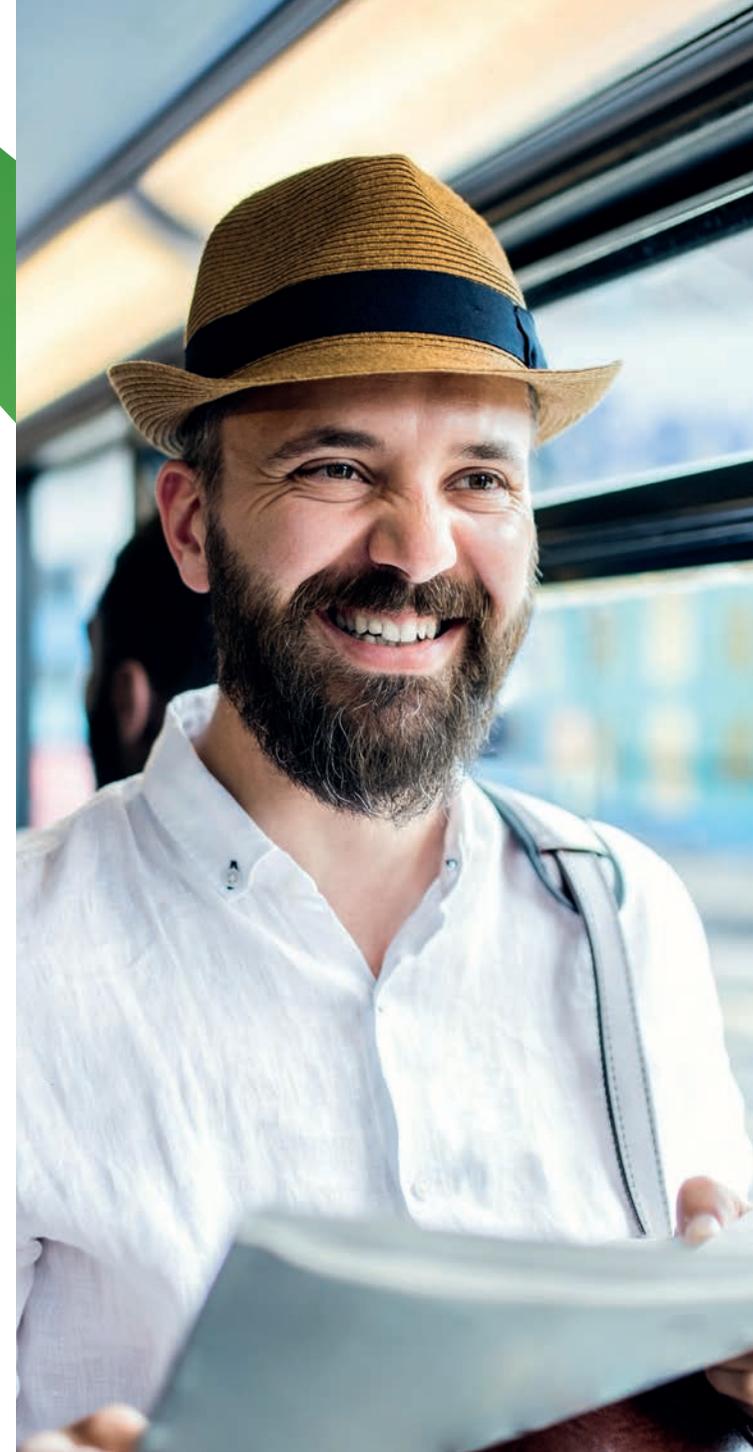
It is likely that the plan will need to be adapted to take into account changes to funding opportunities, technologies and market forces. Surrey County Council will track carbon emissions and publish progress against our net-zero targets on the Surrey County Council website. Progress will be regularly reviewed by the Greener Futures Board, who will be responsible for monitoring performance, suggesting improvements and lobbying Government. We will provide regular forums for partners and residents to feedback, in order to continually improve our impact.

**The Greener Future Board brings together a powerful alliance of key stakeholders to support the Delivery Plan, and steer its progress. They will work with a network of partners to mobilise climate action across the county alongside wider social, health and economic benefits.**

<sup>1</sup>Intergovernmental Panel on Climate Change 6th Assessment Report, August 2021: <https://www.ipcc.ch/assessment-report/ar6/>

<sup>2</sup>Surrey's Climate Change Strategy, Surrey County Council, May 2020: [https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf)

<sup>3</sup>Local Transport Plan 2022-2032, July 2021; <https://s3-eu-west-2.amazonaws.com/commonplace-customer-assets/surreyltp4/Surrey%20Transport%20Plan.pdf>



<sup>1</sup>Intergovernmental Panel on Climate Change 6th Assessment Report, August 2021: <https://www.ipcc.ch/assessment-report/ar6/>

<sup>2</sup>Surrey's Climate Change Strategy, Surrey County Council, May 2020: [https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf)

<sup>3</sup>Local Transport Plan 2022-2032, July 2021; <https://s3-eu-west-2.amazonaws.com/commonplace-customer-assets/surreyltp4/Surrey%20Transport%20Plan.pdf>

**Surrey's  
Greener  
Future**



e 113

# **SURREY COUNTY COUNCIL'S 2030 NET ZERO CARBON PROGRAMME**

## ABOUT THE COUNCIL'S CARBON EMISSIONS

In order to reduce the threat of climate change to our residents and landscapes, Surrey County Council and partners across the county have committed to reduce the county's carbon emissions to net zero by 2050. Surrey's Greener Futures Climate Change Delivery Plan is the first phase of a 30-year plan to realise the ambitions set out in [Surrey's Climate Change Strategy](#).

Although the Council's carbon emissions are a relatively small part of the county's overall emissions (less than 1%), the Council must lead in efforts to reduce carbon and contribute towards creating a net zero carbon county and, as such, it has committed to be a **net zero council by 2030**.

The carbon emissions within the scope of the 2030 target are those that we can measure accurately and are in the Council's direct control in accordance with the Greenhouse Gas Protocol.<sup>1</sup> These include gas and electricity used in approximately 220 buildings, fuel used in approximately 700 vehicles that the Council own and operate, and electricity used to power our 89,000 streetlights.

Carbon emissions can also be generated indirectly through buildings and land that the Council owns but over which it has little control in respect of their operation and maintenance (such as schools); the procurement of goods and services (supply chain emissions); and actions carried out on behalf of the Council by their staff (business travel and staff commuting). These emissions are estimated to be up to 4 time greater than the Council's direct emissions.

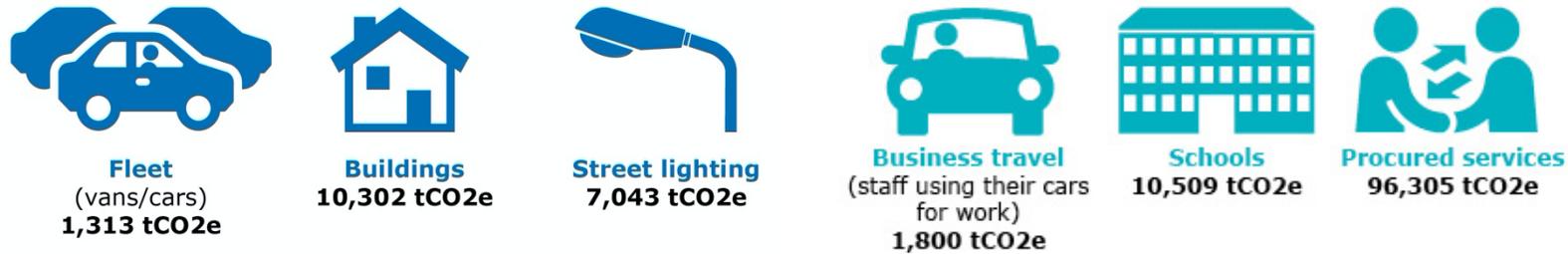
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<sup>1</sup> The Greenhouse Gas Protocol supplies the world's most widely used carbon accounting methodology used to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.  
<https://ghgprotocol.org>

**Figure 1 - Infographic setting out direct emissions and indirect emissions**

**Direct emissions**

**Indirect emissions**



Page 115

Although indirect emissions fall outside of the 2030 target, because they are not directly within the Council’s direct control, the Council is still responsible for them and can influence a reduction. Therefore the Council has committed to set a net zero reduction target for each of its indirect emission sources. Further information about the Council’s indirect emissions is included in Figure 7 below.

Reducing the Council’s direct emissions and indirect emissions falls under the **One Net Zero Public Estate programme** in the Greener Future Climate Change Delivery Plan 2021-25.

## WHERE DOES CHANGE NEED TO HAPPEN?

In order to reduce the emissions produced directly and indirectly by the Council it will be **necessary for everyone to act**, see Figure 2 below. The impact of how we travel to and for work, the energy we use for power and heating offices and our homes when we work from home as well as the work we carry out on behalf of the Council or school will have a carbon impact. In order for staff and members to make changes to reduce carbon from their own activities, we need to support them by providing clear policies, guidance and incentives. Information and training needs to be available to all to ensure a consistent level of carbon literacy and we need to give staff and members the opportunity to influence and drive this agenda, through programmes such as **Greener Futures Champions** (see Figure 3 below).

Creating a Greener Future in Surrey is one of the **Council's four strategic priorities** and is therefore built into the refreshed organisation strategy. Carbon impacts of decisions are also included in Cabinet reports. There is more that we must do to ensure that carbon reduction and/or minimisation is built into the Council's decision making processes at every level and we must **understand the opportunities and challenges that each directorate faces** in achieving this aim.

**Figure 2 - Key groups within the Council to affect change**

<p><b>Decision makers</b></p> <ul style="list-style-type: none"> <li>• Build our Greener Future ambitions into organisational and service design.</li> <li>• Champion carbon reduction in all internal (and external) communications.</li> <li>• Ensure that carbon reduction is embedded into decision making e.g. commissioning, procurement and strategy development and challenging when this does not happen.</li> <li>• Ensure that HR policies encourage modal shift from driving to active and public transport.</li> <li>• Ensure that policies do not penalise vulnerable staff and residents including those on lower incomes.</li> </ul>	<p><b>Members</b></p> <ul style="list-style-type: none"> <li>• Champion carbon reduction in all internal (and external) communications.</li> <li>• Lead by example in decarbonisation behaviours (i.e. working virtually as a first resort, travelling to and for work using active and public transport etc.</li> <li>• Sign up to the Greener Futures Member Charter which demonstrates their support for the Greener Futures Programme, including pledges such as to champion carbon reduction in all decision-making.</li> </ul>	<p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Supported to prioritise travel to and for work using public transport, active transport, car-pooling or electric pool cars.</li> <li>• Ensure emissions are not increased by working from home (i.e. only heating room they are working in as opposed to whole house).</li> <li>• Become a Greener Futures Champion and seek opportunities to reduce carbon emissions and make environmental improvements within the Council, with partnership work and within the wider county.</li> <li>• Consider the carbon impacts of the work they do for the Council or schools and seek opportunities to reduce these.</li> <li>• Commissioners will stay abreast of market opportunities to decarbonise, build carbon reduction into new and re-procured contracts, focus on the biggest emitting providers and ensure that carbon reduction KPIs are met.</li> </ul>
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## Figure 3 - Description of the Greener Futures Champions Network

### Greener Futures Champions Network (GFCN)

The Greener Futures Champions Network – launching late 2021 – will embed the carbon reduction and wider environmental principles across all departments within the Council, ensuring that a greener future is at the heart of decision-making processes. It will be a voluntary network empowering staff to reduce the environmental impact and carbon emissions of their service through equipping them with necessary tools, training and support. The GFCN will link in with the organisational design work which is being developed through the Workforce for the Future programme, looking at how we create skills and development opportunities for staff.

Sponsored by the Executive Director of Environment, Transport and Infrastructure, GFCN will report into the Climate Change Board which will ensure that its success is frequently monitored with key performance indicators.

## WHAT DO WE NEED TO DO?

Achieving the required reduction in the Council's direct and indirect emissions will require a step change in activity, which will have knock on impacts on resource and investment requirements along with the way we engage with staff and members, as set out above.

The following principles will guide our approach to delivery and will reduce the risk that decarbonisation activity falls short of the necessary targets through a fragmented approach.

### Figure 4 - Principles guiding the Council's approach to emission reduction

- Being evidence-led by improving our data, ensuring it is accurate and robust
- Positioning ourselves to be 'investment ready' in order to obtain grant funding where available, and utilising secured budgets to act as match funding to bring in additional funding – making our money work harder
- Ensuring that we consider cost per tonne of carbon reduced so that our investment decisions deliver the best result for the money spent with regards to carbon reduction (this is set out in the Greener Futures Finance Strategy)
- Taking a whole building approach, for example ensuring that we reduce energy demand through retrofit insulation prior to switching to electric powered heating (heat pumps) and/or installation of electric vehicle charging, increased electricity consumption is then offset by renewable energy generated through roof mounted solar
- Recycling operational energy savings resulting from the installation of decarbonisation measures in order to fund the wider net zero carbon programme
- Recognising that investment now into measure which reduce operational energy use will reduce longer term risks resulting from future rises in energy as well as possible future carbon pricing

- Where uncertainties lie with future corporate estate – prioritise decarbonisation efforts on buildings that we are most likely to retain
- Pushing for new builds to be as close to net zero carbon as possible to avoid future costs (retrofitting is more expensive and complex than designing in)
- Ensuring that our investments and the investment drawn into the county for the purposes of decarbonisation are used to develop green supply chains within the county
- Where offsetting is necessary, we will prioritise investment in local offset opportunities, such as woodland planting and/or landscape change to increase sequestered carbon

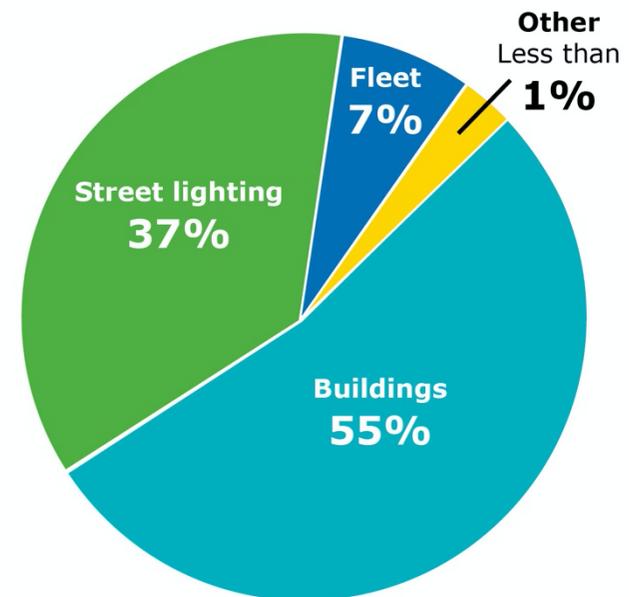
## Reducing the Council's direct emissions by 2030

The Council's total carbon emissions in 2019/20 – i.e. its carbon emission baseline – was 18,833 tCO<sub>2</sub>. This is set out in Figure 5 below.

### Figure 5 - Council's 2019/20 emissions baseline

In order to achieve net zero carbon by 2030 it is necessary to put in place a number of decarbonisation initiatives, which are set out in Figure 7 below. This includes LED lighting, energy efficiency measures, heat pumps and roof mounted solar PV in the corporate estate, decarbonising the fleet, installing LED streetlights and generating renewable electricity through ground mounted solar PV. The table sets out the emission reduction which will be achieved by each of these initiatives by 2025 and 2030.

This approach has been influenced by a number of considerations including:



- Existing opportunities to reduce carbon (i.e. the street lighting LED programme)
- Factoring in the impact of the estate rationalisation programme
- Opportunity to install solar photovoltaics on the Council's land and buildings (informed by the Buro Happold assessment)
- Considering the cost per tonne of carbon saved and identifying the package of measures with the greatest return on investment (informed by the Greener Futures Finance Strategy and work by Atkins)
- Considering when the investment needs to be made in order to secure the highest amount of carbon (for example front loading renewable energy measures is preferable as the national electricity grid is decarbonising)

The emission reduction that we are projected to achieve by 2025 against the baseline year is 69%. This exceeds the 40% emission reduction target for local authorities set out in the One Net Zero Public Estate programme.

By 2030 it is projected that 90% emission reduction will be achieved. This is because there will be some buildings where it is difficult and costly to decarbonise and some vehicles (for example fire engines) where the low carbon technology may not yet be available to the market. Where it is not possible to fully decarbonise, the Council will offset. We currently estimate a need to offset 10% of the Council's carbon emissions from 2030, however efforts will be made to reduce this. Figure 6 on the next page sets out the offset requirement from 2030 will be 1809 tonnes of carbon.

### Figure 6 - Reducing the Council's direct emissions to net zero by 2030

Emission scope	Emissions baseline in 2019 (tCO2e)	% of baseline	Number in scope	Decarbonisation initiatives	Means of implementation	Emissions saved in 2025 (p/a, tCO2e)	Emissions saved in 2030 (p/a, tCO2e)	Emissions generated in 2025 (p/a, tCO2e)	Emissions generated in 2030 (p/a, tCO2e)	% reduction in 2025 vs 2019	% reduction in 2030 vs 2019
Business as usual savings						739	1302			4%	9%
Corporate estate (heating and electricity)	10,302	55%	220 buildings	LED lighting in buildings	<ul style="list-style-type: none"> <li>- £285k Grant funding for feasibility assessments of schools and corporate estate</li> <li>- £200k revenue feasibility funding for corporate estate</li> <li>- £1.6M capital government grant funding to decarbonise 5 SCC buildings</li> <li>- Further external funding opportunities and internal funding</li> <li>- Greener Futures Champion programme</li> </ul>	285	269	4,484	2,694	<b>69%</b>	<b>89%</b>
				Estate rationalisation		961	1,821				
				Retrofit energy efficiency measures in buildings		1,083	2,349				
				Heat pumps in buildings		888	1,437				
				Rooftop PV installation		383	357				
Ground-mounted solar PV				3 solar farms with an estimated total installed capacity of 29.5 MWp	<ul style="list-style-type: none"> <li>- Internal funding</li> <li>- Community energy groups</li> <li>- Community Municipal Bonds</li> </ul>	2,218	1,375				

Fleet	1,313	7%	770 vehicle s	Decarbonising Council's fleet	- Assessment of SCC fleet by EST - Green Fleet Manager recruitment - Development of a Green Fleet strategy, including switching fleet for EV and installing charging stations in SCC buildings	464	1,044	849	269		
Street lighting	7,043	37 %	89,000 lights	LED streetlighting	Ongoing programme to replace 89,000 streetlights, to be completed in spring 2023	6085	6642	958	401		
Total before offsetting						13,106	16,771	5,552	2,062		
<b>Total</b>	<b>18,833<sup>2</sup></b>	<b>100 %</b>	Offsetting requirement from 2030 (p/a, tCO <sub>2</sub> e)			<b>2,062</b>					<b>100%</b>

<sup>2</sup> This figure includes fugitive emissions which make up less than 1% of the Council's baseline and therefore aren't included in the table.

The assessment of the Council's direct emissions does not yet include the emissions from future builds in the capital programme; rather, further work is required to assess the impact of these future developments, and to assess the cost and return on investment of developing these to be as close to net zero carbon as possible. This work is currently in train and will be completed by early 2022.

### **Reducing the Council's indirect emissions**

The Council's indirect emissions fall outside of the scope of the 2030 net zero target; however these emissions are included within the scope of the One Net Zero Public Estate Programme in the Climate Change Delivery Plan. It is important that we set net zero carbon emission reduction targets to these emissions once the evidence base and opportunities for reduction are better understood. These are set out in Figure 7 below.

**Figure 7. SCC's indirect carbon emissions**

<b>ONZPE objective</b>	<b>Decarbonisation of community schools</b>
<b>Baseline emissions (2019/20)</b>	10,509 tCO <sub>2</sub> e
<b>KPI by 2025</b>	Carbon reduction programmes in place
<b>Description</b>	Reducing carbon emissions through electrification of heat, energy efficiency, renewable energy and EV charge point instillation, and support school travel plans
<b>Measures and activity</b>	<ul style="list-style-type: none"> <li>• Grant funding obtained to conduct decarbonisation feasibility assessments and investment grade assessments of 36 school sites - Sep 21</li> <li>• Recruiting an Energy Engineer to support schools - Sep 21</li> <li>• Explore setting up an interest free decarbonisation loan fund for schools (now Salix funding has terminated)</li> <li>• Conducting focus groups with schools to determine appetite for decarbonising sites and taking loan from SCC - Oct/Nov 21</li> <li>• Recruited an FTE Eco Schools officer to support schools to embed environmental issues into the curriculum and influence behaviour change – Aug 21</li> </ul>
<b>Funding opportunities</b>	<ul style="list-style-type: none"> <li>• Supporting schools to access grant funding (YFS, Public Sector Decarbonisation (PSDF) funding (Dawney school has obtained £370k)</li> <li>• SCC to explore establishing a low/zero interest loan scheme for schools</li> </ul>
<b>Next steps and recommendations</b>	Establish carbon reduction target for community schools following engagement and analysis of financial business case

<b>ONZPE objective</b>	<b>Reducing Surrey LAs supply chain emissions</b>
<b>Baseline emissions (2019/20)</b>	96,305 tCO <sub>2</sub> e <sup>3</sup>
<b>KPI by 2025</b>	Green procurement policy in place and decarbonisation commitments embedded into all new and re-procured contracts
<b>Description</b>	Reducing emissions from procured goods and services by driving efficiencies, actively working with existing suppliers, and putting in place ambitious green procurement policies.
<b>Measures and activity</b>	<ul style="list-style-type: none"> <li>• Green procurement working group established with B&amp;Ds, successful bid to participate in LGA Design Challenge to develop Green Procurement framework - spring 21</li> <li>• Green Procurement Manager recruited to lead on embedding carbon reduction and environmental benefits into contracts – June 21</li> <li>• Carbon Trust quantify supply chain emissions based on spend data and identify categories with greatest carbon impact -Aug 21</li> <li>• Questionnaires sent to top 25 suppliers with highest carbon impact requesting emission data – Sep 21</li> <li>• Carbon reduction (aligning to SCC targets) embedded into Highway services re-procurement - Aug 21</li> <li>• Green procurement policy developed and adopted by Surrey Local Authorities - 2022</li> </ul>
<b>Funding opportunities</b>	Included within BAU
<b>Next steps and recommendations</b>	<ul style="list-style-type: none"> <li>• Work with Surrey’s highest emitting providers to generate an accurate carbon baseline and set emission reduction targets for each contract</li> <li>• Develop a category approach to carbon reduction for all new and re-procured contracts</li> <li>• Produce a Green Procurement policy which will include carbon emission reduction targets for the Council’s supply chain emissions</li> </ul>

<sup>3</sup> This figure is an estimate based upon best available data, officers will continue to work with the Council’s supply chain to refine this.

<b>ONZPE objective</b>	<b>Agile work force</b>
<b>Baseline emissions (2019/20)</b>	Business travel – 1,800 tCO <sub>2</sub> e Staff commuting – data not available
<b>KPI by 2025</b>	Carbon reduction targets for business travel and staff commuting are approved, sustainable travel policy in place
<b>Description</b>	Supporting staff to reduce workplace emissions such as staff commuting, business travel and energy savings
<b>Measures and activity</b>	<ul style="list-style-type: none"> <li>• Atkins commissioned to produce Green Staff Travel Plan Policy (with focus on business travel and commuting) - April 21</li> <li>• Workshops with officers in HR and FM to discuss opportunities and incentives – June 21</li> <li>• Parking policy launched – late 21</li> <li>• Greener Futures Champions Network (see Figure 3) launched to align with the Workforce for the Future Programme - late 2021</li> <li>• Necessary infrastructure installed - TBC</li> </ul>
<b>Funding opportunities</b>	
<b>Next steps and recommendations</b>	Green Staff Travel Plan policy to be launched with carbon reduction targets for business travel and staff commuting

## HOW WILL WE KNOW THAT WE'VE SUCCEEDED?

**Through regular monitoring:** compared with carbon emissions estimates in 2019/2020, the Council's progress in reducing its direct and indirect carbon emissions will be reported to Council Leadership Team quarterly and publicly on an annual basis to align with the progress reports for the Climate Change Delivery Plan. The Council will continue to report direct emission reductions to Government. The 2030 target will be assessed by Internal Audit.

**The Greener Futures Board:** progress in reducing the Council's direct and indirect emissions will be overseen by the internal Greener Futures Board. The Executive Director for ETI sits on the Surrey Greener Futures Board to ensure that the connection exists between carbon reduction activities and opportunities at the Council and county level.

**Two way communication:** we will continue to seek input from the directorates through the Internal Greener Futures Board and attendance at Directorate Leadership Teams. We will also ensure the views of staff are gathered through surveys and webinars and that opportunities for staff to support and develop this agenda are created through the Greener Futures Champions programme.

### Managing and minimising risk

There are a number of risks which could result in the Council being unable to achieve its carbon reduction targets. These include risks around funding and finance mechanisms and policies from Government. Risks have been identified and have been included in a programme level risk register. Risk owners have been identified as well as mitigation strategies. Risks will be reported to the Surrey Greener Futures Board.

## ANNEX 4- INITIAL GREENER FUTURES FINANCE STRATEGY 2021-25

### 1. INTRODUCTION

Surrey's Climate Change Strategy<sup>1</sup> was published in May 2020. Surrey's Greener Futures Climate Change Delivery Plan 2021-25 is the first phase of a 30-year plan to realise the ambitions set out in the Climate Change Strategy. The Greener Future Finance Strategy sets out a process for defining how the Delivery Plan for 2021-25 and subsequent plans will be financed, by who or how and where there are currently gaps in funding.

### 2. PURPOSE OF THE GREENER FUTURE FINANCE STRATEGY 2021-25

The objectives of the Greener Future Finance Strategy are to provide:

- a) An initial **best evidence-based estimated** cost, based on current knowledge, data and modelling for the net zero pathways set out in Surrey's 2050 Climate Change Delivery Plan 2021-25 and SCC's 2030 target. Costs are based on an initial '**net zero pathway model**,' which includes relevant data, possible carbon reduction measures, cost and savings assumptions as well as potential funding and finance.
- b) **A process for refining the 'net zero pathway model'** to confirm, as far as possible, best value measures, costs, funding/financing sources and return on investment for achieving the 2021-25 Delivery Plan and subsequently to be used to define future five-year delivery plans to 2050 and 2030 and their associated investment needs. The model needs to be flexible to allow for different measures if circumstances change
- c) **An overview of funding sources and potential finance mechanisms available to fund the delivery** of the chosen pathway and more importantly **any funding gaps** that there may be. This is captured in Appendix 1.
- d) **The basis of an evidence-based 'ask' of Government with regards to future funding and finance** where there are gaps
- e) Enable the development of a **long term Greener Future Financing Strategy Framework – 2025 and beyond**, linked to the **Surrey Infrastructure Investment Plan** that can deliver at pace and at scale combining all possible sources of funding including the Government's Infrastructure Investment Bank and the private sector. (Date to be decided)

### 3. COSTING THE GREENER FUTURES DELIVERY PLAN 2021-25

SCC commissioned Atkins in July 2021 to produce a finance model that could be used by the Council and partners to estimate the cost of the carbon reduction initiatives included in the Climate Change Delivery Plan in order to understand the capital costs of achieve the county's carbon reduction target by 2025 as well as the 2030 carbon reduction pathway for the Council's own organisational emissions. The benefit of this model is that it creates a mechanism where carbon and cost

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<sup>1</sup> [https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0003/225615/Surreys-Climate-Change-Strategy-2020.pdf)

can be considered together, and for the financial impact of different carbon reduction scenarios to be tested. This allows the Council to make decisions regarding which decarbonisation pathways offer the highest carbon reduction for the best financial value.

A series of data sets were fed into the model, as set out in Figure 1 below. A number of parameters, assumptions and principles were used to inform the model and the costs have been based on best evidence available at the time as well as the use of industry standards. These assumptions are also captured in Figure 1. The model has been developed in a way which allows for future changes which could affect costs and potential return on investment, such as policy changes, energy price increases, carbon taxes etc. Further detail on principles, assumptions and evidence used will be in the full Atkins report which will be available at the end of October 2021.

**Figure 1 – Data included in the finance model produced by Atkins**

	<b>2025 Delivery Plan</b>	<b>Council's 2030 Net Zero Target</b>
Data included	<ul style="list-style-type: none"> <li>- Surrey housing stock EPC data</li> <li>- Number of homes by tenure, type (ie number of fuel poor and off-gas homes)</li> <li>- Decarbonisation measures completed</li> <li>- Surrey Transport Plan data and evidence (number of journeys by different types of vehicles etc)</li> <li>- List of commercial and public sector buildings</li> <li>- Carbon data from Boroughs and Districts</li> <li>- Details of schemes already in development (GHGLAD, LoCASE, Solar Together, Active Travel schemes, Bus Back Better, infrastructure schemes, green infrastructure schemes)</li> <li>- Carbon reduction data from Government's Scatter tool</li> </ul>	<ul style="list-style-type: none"> <li>- Energy data (cost per kWh gas and electricity)</li> <li>- Energy data for buildings in corporate estate</li> <li>- Data held on type and size of buildings</li> <li>- Data on existing decarbonisation measures installed</li> <li>- Number and type of vehicles in fleet and fuel data</li> <li>- Any decarbonisation feasibility assessment completed</li> <li>- Analysis on potential for solar PV on Council's land and buildings</li> <li>- SCC finance data (ie borrowing rate, discount rates)</li> </ul>

Assumptions and estimations	<p>-Energy retail prices - Source: Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal<sup>2</sup></p> <p>-Carbon emission factors - Source: Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal<sup>3</sup></p> <p>-Housing stock data- Source: BRE Integrated Dwelling Level Housing Stock Modelling and Database for Surrey<sup>4</sup></p> <p>-For all projects, a staggered implementation over 4 years have been assumed, starting in 2022 and reaching to its full implementation in 2025.</p> <p>-Borough and District emission baseline: where baseline emissions data have not been found in the initial search, they are assumed to be 7,000 tCO<sub>2</sub>e (based on Woking Borough Council's emission inventory)</p>	<p>-Energy retail prices - Source: Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal</p> <p>- Building electricity and gas demand data - Source: Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal<sup>5</sup></p> <p>-Inflation estimation - Source: Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal<sup>6</sup></p> <p>-For all projects, a staggered implementation over 9 years have been assumed, starting in 2022 and reaching to its full implementation in 2030.</p> <p>-Where gross internal area (GIA) information is not available for a building: its GIA have been assumed by comparing its energy consumption with the energy consumption of a similar type of building.</p> <p>5</p>
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Using these parameters and assumptions, Table 1 below identifies the approximate capital cost of achieving each of the four main programmes within the Climate Change Delivery Plan.

Due to the complexity of the task, and the fact that many of the initiatives in the Delivery Plan have not been fully developed, it has been necessary to apply a confidence range which allows for varying levels of confidence in the costs to be captured. A confidence range of 10% has been used for all of the programmes with the exception of Greener Futures Champions where 20% has been applied. This is because the initiatives within this programme are less well developed than the initiatives in the other programmes, and the Council has less direct control over the delivery of these. As officers continue to develop the Delivery Plan and the initiatives within it, these confidence ranges will reduce.

<sup>2</sup> <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

<sup>3</sup> <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

<sup>4</sup> This is an unpublished resource which was produced by BRE for Surrey County Council in 2014

<sup>5</sup> <https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/november2019>

Table 1 also summarises the sources of funding for each of the programmes and identifies where there may be gaps in funding. Appendix 1 includes a list of the initiatives (only those with capital costs have been included) making up each programme within the Delivery Plan. Against each of the initiatives, further detail has been included about the anticipated funding sources, need for SCC investment, potential funding gaps and need to lobby Government.

**Figure 2 - Summary capital costs of the Climate Change Delivery Plan 2021-25**

Climate Change Delivery Plan Programmes	Start	End	Capital expenditure (confidence range applied)	Comment (expected sources of funding and possible gaps)
Greener Future Communities	2021/22	2025/26	£3.1 - £3.9 billion	This programme focuses on decarbonising homes, buildings and transport and so the estimated costs far exceed the other programmes. The majority of these costs will be funded by the consumer (ie home owners, businesses decarbonising homes and premises and drivers switching to EV vehicles) however some SCC funding will be required to unlock investment and act as match funding to draw in large grants from Government and other funders. The main risk is that external funding is not available at the scale required to meet our carbon reduction targets for this programme.
One net zero public sector estate	2021/22	2025/26	£129 - £142 million	This includes the capital costs of the 2030 net zero carbon programme. The majority of this cost will fall to Surrey's local authorities with some Government grant funding expected. The operational energy savings resulting from decarbonisation measures are expected to create a positive business case over the lifetime of the measures
Build Back Greener	2021/22	2025/26	£101 - £110 million	Further work is required to develop the initiatives in this programme in order to understand the potential costs and funding sources. It is likely that Government's Infrastructure Investment Bank will make available funding however this has only recently been launched and so is untested. The presumption should be that in the future new infrastructure will build in 'carbon mitigation' as part of BAU.
Grow Back Better	2021/22	2025/26	£8 to 10 million	Although currently relatively low value, new and emerging policies and finance mechanisms resulting from the Environment Bill will result in increased opportunities to deliver natural capital schemes which increase carbon sequestration and will provide the funding mechanisms for these (such as

				mandatory Biodiversity Net Gain requirements which developers must meet which will function like an offset fund). In the interim costs will fall to land owners for capital measures and maintenance.
<b>Total</b>			<b>£3.4 - 4.2 billion</b>	

The scale of cost required to achieve the county's carbon reduction target by 2025 is in the region of £3.4 - £4.2 billion. The majority of this cost is within the Greener Futures Communities programme and the costs will fall to the consumer (i.e. homeowners decarbonising their homes, businesses decarbonising their premises and drivers switching to low emission vehicles). The next step in this work is to determine where the Council's funds are best placed to draw in the scale of investment required and where Government lobbying is required. This is covered in more detail in section 5 below.

Revenue costs and common costs across the programmes (such as communications costs) have not yet been estimated. The focus to date has been on capital costs, as this will represent the majority of the investment required (although revenue costs are expected to be substantial and will need to include additional and on-going maintenance requirements resulting from initiatives). Firming up related revenue costs will be a key next step in this work. Work has already started on this now that the draft Delivery Plan has been developed and it's clear what the priority initiatives are.

#### 4. COSTING THE COUNCIL'S 2030 NET ZERO CARBON TARGET

Officers have also been working with Atkins on a finance model for the Council's 2030 net zero carbon target. This has been developed using a similar methodology to the wider 2025 financing work referenced above. As set out in Figure 1 above, data on the Council's operational building portfolio, vehicle fleet and analysis of the potential for renewable energy generation was fed into the model along with a number of assumptions (based on best evidence) regarding energy price increases, operational savings, borrowing costs etc. Further detail on the methodology used will be included in the full Atkins report.

Table 2, below, includes a summary breakdown of the expected capital costs to meet the 2030 target. These costs are included in the table above within the One Net Zero Public Estate programme.

Figure 3 – Capital costs of decarbonisation measures required to achieve the Council’s 2030 net zero carbon target

Project name	Start	End	Lifetime capital spend (confidence range applied)	Financing including grant funding secured
Estate rationalisation	2022	2030	£-	
LED (Buildings)	2022	2030	£4.75 - £5.25m	Expected to pay back - providing a return on investment
Energy efficiency measures e.g insulation, double glazing	2022	2030	£27.5 - £30.5m	Measures unlikely to payback by themselves however are crucial in order to minimise heat and electrical consumption.
Estate heat pumps	2022	2030	£7.6m - £8.4m	£1.6m Public Sector Decarbonisation Funding secured and a further bid for £4.5m is pending a decision.
Rooftop PV Installation	2022	2030	£5.7m - £6.3m	Expected to pay back – providing a return on investment
Ground-mounted PV Installation	2022	2030	£14.3 - £15.8m	Expected pay back – providing a return on investment (subject to infrastructure (ie connection) costs which have been excluded as they can vary considerably.
Green Fleet	2022	2030	£4.3m - £4.7m	Financing models being explored, savings from energy costs and road tax.
<b>Total</b>			<b>£65m - £71m</b>	

The capital costs of the Council’s 2030 net zero carbon programme is estimated to be between £65–71m. This table also includes the capital costs of the relevant decarbonisation initiatives with a confidence factor of 10% applied to recognise that further work is required to firm up these figures. This cost to the Council will be reduced by grant funding (£1.6m has currently been secured through the Public Sector Decarbonisation Fund (PSDF) with a further bid worth **£3.2m** submitted

to PSDF Phase 3. It is expected that the capital costs will be offset over the lifetime of the measures through operational energy savings and energy generated by renewable energy installations however more work is required by officers to confirm this and this is included in the next steps below.

## 5. GREENER FUTURES INVESTMENT PRINCIPLES

The following principles will help to guide the Council and its partners in making investment decisions for the purpose of decarbonising the Council by 2030 and the wider county by 2050.

- Outside of the Council's own estate and services, the presumption will be that the role of the Council is to **facilitate finance and funding** in most instances, rather than pay for measures outright e.g. where possible we will ensure that the Council's investment has a positive pay back for example through exploring development of low or zero interest loan funds to target sectors (ie schools, SME businesses, private landlords). We will seek opportunities to cover the cost of the interest through partner contributions and council tax rebate schemes.
- We will look to be more efficient to reduce costs and carbon as well as employing new technologies. Wherever possible, we will engage with the market to ensure we are able to access the most up to date technology and approaches.
- We will consider the cost per tonne of carbon reduced so that investment decisions deliver the best value for money per carbon reduction as part of a 'business case approach' which factors in things such as energy savings, potential income and decreased maintenance
- In order to minimise the pressure on the Council's capital borrowing, we will endeavour to **rely as much as possible on external funding wherever possible.**
- Where grant funding is not available, we will explore **innovative and emerging forms of investment** where there is a business case and any risks can be effectively and robustly managed.
- We will ensure that our investments and the investment drawn into the county for the purposes of decarbonisation are **used to deliver wider benefits** such as green supply chains, green jobs within the county, improved health and well-being, increased biodiversity and nature recovery.
- We will recognise that investment now into measures which reduce operational energy use will reduce longer term risks resulting from future rises in energy costs as well as possible future carbon pricing.

## 6. HOW WE ARE GOING TO FUND THE CLIMATE CHANGE DELIVERY PLAN

The scale of the challenge ahead is vast and therefore it is important to be cognisant of the limits to the Council's own resource and financing. The priority for the Council's investment is first and foremost the 2030 target, but where possible we will use our finance to leverage and enable the financing of the 2050 programme. Based on this approach and the above principles, it is proposed to finance the Climate Change Delivery Plan (to 2025) and 2030 net zero pathway in the following ways:

- Utilising our existing relationships with partners, we will **bring together relevant stakeholders to co-ordinate joint funding bids and finance approaches**. An example of where we've been particularly successful in this way is the Green Homes Grant Local Authority Delivery Fund (GHGLAD), which is summarised in Figure 5 below.
- The Council's own funding will be prioritised where it can **best leverage the necessary investment from other sources** (such as public, private and community sector investors), focussing our investment in areas where carbon reduction is most required and where other forms of financing are currently not available. This will help to stimulate investment markets in these sectors. This could include loan funds for the private rented sector, community investment and other examples, which are covered in more detail in Figure 4 below.
- The Council will stay abreast of funding opportunities and ensure that we are 'investment ready' having a pipeline of costed evidence-based projects so that we are able to respond to grant funding deadlines.
- The Council's investment in its 2030 programme will be as sustainable as possible seeking **decarbonisation opportunities with the greatest return on investment**
- Wherever possible, **external funding will be used to fund these measures**, and where this is not possible, **existing budgets will be used and reprioritised** where necessary (such as the Capital Facilities Management Budget).
- In some cases, **additional Council investment has been identified in the Medium Term Financial Strategy (MTFS) capital pipeline**. This funding will be subject to business cases that will be taken through on a project by project basis through the Council's capital decision making process.
- We will invest in fully decarbonising buildings (taking a whole building approach) in recognition of the fact that some necessary decarbonisation measures will not pay back the cost through operational savings. For example, it is important that we reduce energy demand through retrofit insulation prior to switching to potentially more expensive, but less carbon intensive electric powered heating (heat pumps) and/or installation of electric vehicle charging, increased electricity consumption is then offset by renewable energy generated through roof mounted solar.
- In order to deliver at the speed and scale required, it will be necessary to recruit **additional officer resources within relevant services** (including, but not limited to; Greener Futures, Transport, Economic Development and Communications) as well as including consultancy costs to develop schemes and initiatives. It will also be necessary to develop expertise in key areas, including:
  - o Bidding for grant funding
  - o Finance
  - o Behaviour change and engagement
  - o Data and carbon quantification

These resource requirements are currently being built into internal budget setting processes, including the MTFS revenue budget, Transformation fund and Feasibility fund.

Figure 4 – Funding and financing opportunities, as at October 2021

2025 Delivery Plan		Council's 2030 Net Zero Target	
Green Investment Bank	The Government is in the process of developing a taxpayer-backed Green Investment Bank (GIB) to help fund technologies and infrastructure needed to reach the UK's 2050 net zero emissions target. Details on how the GIB will function are not yet available.	Public Sector Decarbonisation Fund (PSDF)	Government's PSDF is a competitive funding stream which provides capital investment for public sector organisations to decarbonise their buildings. The fund prioritises the installation of heat pumps and covers the additional cost of converting end of life boilers to heat pumps (the like for like cost is covered by the public sector organisation), additional measures such as insulation and solar can be included within the bid provided the cost per tonne of Carbon saved doesn't exceed £350tCO <sub>2</sub> e. To date £1.6m has been secured with a pending bid of £4.5m.
UK Shared Prosperity Fund (UKSPF) Investment Framework	The UKSPF has been designed to replace the EU Structural and Investment Funds (including the ERDF – below). It is due to be launched in 2022.		
GHGLAD	See details below in Figure 5. The Council and partners have secured <b>£15m</b>	Salix Loan Fund	This fund provided £13m interest free loan to part fund the LED street light conversion. Salix has now ceased public sector loan products.
Active Travel Fund (DfT)	Government's Active Travel Fund provides Local Transport Authorities with funding for walking and cycling facilities. The Council has secured £7.3m for active travel infrastructure with a bid for a further £8.2m pending.		
European Regional Development Fund	This funded the LoCASE programme which offers grants to SME businesses for energy efficiency and decarbonisation measures. Approximately £3.5m has been secured for delivery in Surrey. The ERDF is now closed to UK applicants.		
Biodiversity Net Gain (BNG)	Included in the Environment Bill, BNG is a mandatory requirement for developers to leave biodiversity in a better state than before development or be required to purchase		

	BNG units which can be used by landowners to fund biodiversity interventions elsewhere. BNG units are currently estimated to cost £15k and developers are required to commit to funding over a 30 year period.		
Carbon offset fund	The carbon offset market in local natural capital is expected to increase rapidly. Currently the only financial offset product which the Council can make use of is Government's Woodland Carbon Code, which provides an annual revenue payment for woodland which is planted in accordance with the fund requirements.		
Environment Land Management (ELMS)	ELMs is a new scheme which financially incentivises farmers and landowners to deliver environmental land management. ELMS includes; Sustainable Farming Incentive Local Nature Recovery Landscape Recovery		
Subsidised, council backed loan schemes	The Council will explore creating low and zero interest loan schemes for sectors where there are currently funding gaps (such as schools and private rented dwellings).		
Bulk buying schemes	Cost savings can be achieved through bulk purchasing (through economies of scale) and these can be passed onto the consumer to incentivise uptake of decarbonisation measures. This is the mechanism used for the Solar Together scheme where residents have been able to access roof mounted solar at subsidised prices.		
Community investment opportunities	There is a growing market of community investment schemes for decarbonisation measures. One model is the use of Green Council Bonds, where residents act as community investors investing in local schemes with a guaranteed return on investment (such as solar on schools). Another model is community owned energy schemes. The Council has recently		

	launched a Community Energy Pathway scheme to support community groups to develop and finance their own schemes.		
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**Figure 5 – Green Homes Grant Local Authority Delivery (GHG LAD)**

The Green Homes Grant Local Authority Delivery scheme is a Government grant funding initiative which aims to provide financial support to low income households through decarbonisation measures (including insulation, heat pumps and solar) which are intended to reduce fuel bills at a time when energy prices are increasing rapidly. In October 2020 the Council allocated £750k in match funding to support a consortium bid with ten of the boroughs and districts and was successful in bringing in £6m capital grant funding. This funding has been delivered to X households and subsequent tranches of funding have been awarded to a Surrey consortium, which the Council is leading as co-ordinator.

**7 – NEXT STEPS**

1. Further work is required to develop the 2030 finance model in order to confirm the operational savings which can be achieved to determine whether the programme is expected to have a positive payback over the funding period (to 2050).
2. Officers will continue to develop the initiatives within the Climate Change Delivery Plan which will enable more accurate costings to be developed in the 2025 Delivery Plan finance model.
3. Officers will develop the revenue costs required for both the 2030 finance model and the Delivery Plan to 2025.
4. Officers will continue to build capital and revenue costs into the Council’s budget setting processes
5. Officers will continue to develop the Council’s lobbying strategy to reflect the financial pressures which are required to meet Surrey’s carbon reduction targets.

## APPENDIX – GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN FUNDING TABLE

Ref.	Initiative name	Main funding mechanism	Description/ status	Existing funding mechanism	Gap/issue	Requires lobbying	SCC (capital) funding required	Possible SCC funding model
<b>Greener Future Communities</b>								
1.1	Vulnerable & fuel-poor households	Government's Green Homes Grant Local Authority delivery GHGLAD	<b>£15m</b> secured in 2021/22 to decarbonise fuel poor housing. SCC administering funding	Y	To decarbonise target number of fuel poor homes requires significant investment from Government as well as policies to require homes to decarbonise	Y	No	N/A
1.2	Social housing decarbonisation fund	Gov grant funding administered by SCC (ie Social Housing Decarbonisation Fund)	This funding source has been confirmed by Government however details of fund not yet available	Y	To decarbonise target number of social housing requires significant investment from Government as well as minimum energy standards for social housing providers	Y	No	N/A
1.3	Decarbonising private rented dwellings	SCC low/zero interest loan fund to stimulate market	Low/zero interest loan scheme funded by SCC capital borrowing (explore covering cost of interest through empty homes council tax allocations)	N	SCC loan fund fills a finance gap however it cannot provide full quantum of finance required	Y	Y	Low/zero interest loan scheme funded by SCC capital borrowing

1.4	High-carbon communities programme/Off-gas grid homes	Government's Home Upgrade Grant (HUG)	HUG targets switching homes in off-gas communities from oil and electric heating systems to heat pumps. SCC will administer	Y	To switch target number of off-gas homes to heat pumps and add additional insulation and PV measures will require more investment than is available through the scheme	Y	Y	HUG grant funding can be topped up with SCC low/zero interest loan fund
1.5	Solar for able to pay homes	Surrey Solar Together programme	Scheme offers subsidised solar (achieved through economies of scale resulting from bulk purchase) to home owners	Y	None	N	N	
1.6	Workplace emissions and clean growth	LoCASE	Low Carbon in the South East is an EU funded programme (administered by SCC) which offers grants to SME businesses for energy efficiency and low carbon measures	Y	This scheme is funded until 2023, after which the UK is not eligible to EU funding. We will require Government to make alternative funding sources available	Y	N	
1.7	Provide secure cycle parking, bike hire and promotion of electric cargo bikes.	TBC	TBC	N				
1.8	<i>Implement the Bus Improvement Service programme.</i>	<i>Bus operator contributions and SCC capital</i>	<i>SCC's bus back better scheme offers bus operators grant funding (which they have to match) in order to upgrade bus fleet serving Surrey routes to zero emission vehicles</i>	Y	None	N	Y	£40m of SCC capital has been allocated as match funding
1.9	Expand and promote the use of EV car clubs.	Funded through car club contracts	SCC has a concessions contract with car club provider (currently Enterprise)	Y	None	N	N	

Ref	Initiative name	Main funding mechanism	Description/status	Existing funding mechanism	Gap/issue	Requires lobbying	SCC (capital) funding required	Possible SCC funding model
<b>One Net Zero Public Estate</b>								
2.1	Streetlight LED replacement	SALIX Finance loan	<b>£16.1m</b> secured through zero interest loans from Salix and EM3 LEP secured and matched with SCC investment	Y	None	N	Y	Council allocated <b>£3.8m</b> and repaid the loans from energy savings
2.2	Building retrofit of insulation, low carbon heating and PV	Public Sector Decarbonisation Fund (PSDF)	<b>£1.6m</b> secured and <b>£3.2m</b> bid submitted (confirmation 2022)	Y	PSDF funding is competitive, funding is not guaranteed and there are not sufficient sums	Y		SCC to fund the like for like replacement costs of heat pumps and the
2.3	Fleet replacement	SCC investment	Service budgets	N/A	Service budgets will be required to fund vehicle replacements at end of life however zero emission vehicles may be more expensive (unless whole life costs are considered)	N	Y	Costs covered through service budgets and possible uplift to accelerate switch
2.4	Ground-mounted PV project	SCC investment	Capital borrowing will be repaid through energy generation (either sleeved to offset SCC	N/A	None	N	Y	£15m is currently in the Capital pipeline

			electricity demand or sold via private wire)					
2.5	EV charging on public sector estate	SCC investment	Capital borrowing will be repaid through sale of electricity to users	Y	None	N	Y	Include in wider EV concessions contract
2.6	Boroughs & Districts 2030 Net Zero targets	Borough and District investment	Capital borrowing will be repaid through operational energy savings over lifetime of measures. Grant funding (PSDF) will reduce capital pressure	Y	Boroughs and districts may require support in developing business case for 2030 target and for feasibility assessments	Y	TBC	
2.7	Decarbonising other public sector buildings (which fall outside 2030 target)	Public sector investment	Capital borrowing will be repaid through operational energy savings over lifetime of measures	Y	None	N	Y	SCC to finance decarbonisation buildings in its portfolio
2.8	Decarbonising community schools	Grant funding (PSDF) and loan scheme (funded by SCC capital borrowing)	SCC is not responsible for payment of the energy bills of community schools and so investment in decarbonisation will need to be offered as a low/zero interest loan which the school repays through energy savings	Y (grant) N (loan)	None	N	Y	SCC to explore creation of a low/zero interest loan product for schools
2.9	Greener Future Staff Travel Plan	SCC capital borrowing (inc Bus Back Better)	Reducing staff reliance on driving to work and encouraging mode shifts requires some infrastructure (ie EV shuttle buses from hubs to	Y	None	N	Y	SCC capital borrowing and developer contributions through CIL and S106

Ref.	Initiative name	Main funding mechanism	Description/status	Existing funding mechanism	Gap/issue	Requires lobbying	SCC (capital) funding required	Possible SCC funding model
<b>Build Back Greener</b>								
3.1	Implement of a pipeline of place-making project	Government funding	Further work is required to develop these place making projects in order to understand costs and finance sources	N	Uncertainty around availability of Government funding	Y	Y	Capital funding as potential match funding
3.2	Incorporate the key features of 20 minute neighbourhoods set out in the draft Surrey Local Transport Plan.	Government funding	Further work is required to develop these place making projects in order to understand costs and finance sources	N	Uncertainty around availability of Government funding	Y	Y	Capital funding as potential match funding
3.3	Maintain and improve walking and cycling infrastructure as set out in the draft Surrey Transport Plan (LTP4).	Government funding - Active Travel funding (DfT)	<b>£7.3m</b> has been secured to date for active travel infrastructure with a further pending bid worth <b>£8.2m</b> and the potential of further bids resulting from Local Cycling and Walking Infrastructure Plans (LCWIPs)	Y	Active Travel funding is competitive and the quantum of funding required is not currently available	Y	Y	Capital funding as potential match funding
3.4	Roll out EV charge point infrastructure.	Concession contract (provider pays)	The Council is in the process of developing a concession contract. The successful provider	N	The Council is responsible for rolling out EV infrastructure to meet the	N	N	N/A

			will cover the cost of the infrastructure in return for income from energy sales		demand from ban on sale of new petrol/diesel vehicles			
3.5	Support a telecommunications upgrade	TBC	TBC	N		TBC	TBC	

Ref.	Initiative name	Main funding mechanism	Description/status	Existing funding mechanism	Gap/issue	Requires lobbying	SCC (capital) funding required	Possible SCC funding model
<b>Grow Back Greener</b>								
4.1	Facilitating the planting of 600,000 trees (or equivalent) by 2025	Government's carbon offset investment - Woodland carbon code and grant funding	We will explore opportunities to fund planting of trees and hedgerows utilising Government's carbon offset funds and grant funding	Y	The woodland carbon code requires minimum areas of 10 ha, this is difficult to achieve in Surrey due to constraints and so smaller areas would unlock the required investment	Y	Y	Capital funding to act as match funding to draw in larger sums of grant funding
4.2	Implement the Environmental Land Management (ELMs) programmes	Government's Farming in protected Landscapes	Funding (replacing the EU Agriculture agreements) to support farmers and land owners to prioritise environment and	Y	The quantum of funding required is not currently available	Y	N	

		fund (administered by SCC)	carbon sequestration on their land					
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## **ANNEX 4 GREENER FUTURE MEMBER REFERENCE GROUP | RECOMMENDATIONS**

### **The Surrey Climate Change Delivery Plan 2020-25 must:**

1. Recognising the Climate Emergency, be ambitious about Surrey County Council taking the lead in delivering net zero for the Council by 2030, within a 1.5-degree temperature rise, and for Surrey as a whole by 2050, but recognising that this is not achievable without Government intervention and lobbying Government for policy, strategy and funding support
2. Have clear milestones each year for the next five years, ensuring immediate action as well as mid- and longer-term actions for both the Council's own emissions as well as the emissions produced within the county.
3. Be clear on cost and how the Council's 2030 net zero target and the first five years of the county's climate change delivery plan are going to be funded or financed with a clear financing strategy, setting up new finance mechanisms and appropriate levels of resourcing where appropriate.
4. Have a strong, targeted and well-funded communications and engagement strategy focused on ensuring engagement of those who will be vital to effecting change including – public sector senior decision makers, Members, residents, communities, business leaders and Government.
5. Be supported by a comprehensive lobbying strategy, linking with relevant partners, recognising that without others, in particular Government and business, achievement of the Climate Change Strategy and Delivery Plan targets will not be achievable.

### **Surrey County Council must LEAD, in particular, through the following:**

#### **Leadership from Members and senior officers:**

- A virtual green conference or all Members seminar led by the top level to ensure buy-in, supplemented by regular engagement and support for Members to understand key challenges, targets and to utilise their local contacts and networks, together with tools to enable calculation of carbon emissions for comparison of actions/products.
- A cross party motion to the Council to adopt a Green Charter in support of our Greener Futures ambitions, including a commitment to "Digital by Default" (see below).
- Digital by Default: The Council must commit to and follow through on digital by default principle, subject to legal constraint, to support its own climate change delivery plan and help reduce carbon emissions. Therefore, as a starting point, all non-decision-making meetings must take place online without any excuse,

particularly the Select Committees, which do not make formal decisions and should not be treated like the executive and regulatory arms of the council that have to make formal business and quasi-judicial decisions. Unfortunately, current legislation prevents this from happening. The Council should therefore lobby strongly – citing the Welsh Government/Local Government example - Written Statement: Implementation of the Local Government and Elections (Wales) Act 2021 (22 March 2021) (22 March 2021) – to seek relaxation from the Ministry of Housing, Communities & Local Government so that local authorities can help achieve the Government's own legislation, namely new target in law to slash emissions by 78% by 2035. Such a change will assist the Council's wider climate change delivery goals and targets as set out in its own Climate Change Delivery Plan. These representations should be made both directly by Surrey County Council and through the County Councils' Network (CCN) chaired by the Leader.

- Appointment of Member and Senior Manager Champions to advocate and embed the principles within the Green Charter.

#### **1. Promoting sustainable travel options:**

- Environmentally friendly and frequent bus service across Surrey – including evenings and weekends - that provides better value for money for passengers.
- Bookable on-demand Woodhatch electric mini-bus service, available to all, from the two local train stations to Woodhatch Place.
- Council support for sustainable travel: car share scheme, cycle to work scheme, electric cars, electric bikes etc. for residents, members and staff. Showers, changing facilities, cycling stands and EV points across Surrey, including all council buildings.
- Promote electric vehicles, sustainable infrastructure and electric charging points. Ambitious programme with financial backing to support Electric Vehicles (EVs) and corresponding infrastructure across Surrey including in all council buildings and any jointly run facilities.

#### **2. Reducing the impact of meetings and services:**

- Catering and other facilities at all SCC buildings – replacement of single use plastics or cups and environmentally damaging utensils and items - to have food purchase and food waste policy for all council buildings and schools.

#### **3. Education and Awareness:**

- An easy-to-understand communication and engagement programme for members, staff, schools, colleges, partners and residents.
- Reaching out to residents in innovative ways such as Peoples Assemblies .

#### **4. Policy and Strategy:**

- To work in partnership with boroughs and districts to produce or update relevant guidance to help embed planning policies consistent with net-zero targets and to ensure that all relevant local authorities reflect the same target and the same/similar climate change messaging or a common tag-line.
- Appropriate and possible financial support, subsidy or co-operative loan schemes for green initiatives and to increase take up for residents, not just for businesses, for solar panels, heat pumps and electric vehicles etc.
- Inclusion of businesses, education sector (including private schools and academies) and other influential organisations to get a wider buy-in.
- New buildings/homes and the carbon offset fund – to review the extent to which developers should pay into a carbon offset fund if their developments are not future-proofed to be net zero carbon.
- Specific support for low-income families and being mindful of equality/impact implications.

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**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021****REPORT OF CABINET MEMBER: MATT FURNISS, CABINET MEMBER FOR TRANSPORT AND INFRASTRUCTURE****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT & INFRASTRUCTURE****SUBJECT: NATIONAL BUS STRATEGY – BUS BACK BETTER - A BUS SERVICE IMPROVEMENT PLAN FOR SURREY****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ ENABLING A GREENER FUTURE****Purpose of the Report:**

A new National Bus Strategy for England (Bus Back Better) was published by the Government on 15 March 2021. Bus Back Better requires a Local Transport Authority to consider its role in encouraging more people to travel by bus post-Covid 19 and sets out aspirations for bus services that are more frequent, more reliable, easier to understand and use, better-co-ordinated, cheaper to use and with high quality information for passengers.

This report explains the next stage of this council's response to Government, namely the creation of a Bus Service Improvement Plan (BSIP). The BSIP sets out the interventions and investment proposed by this council and the bus industry to deliver Bus Back Better in Surrey, alongside the funding ask from Government. The BSIP aims to deliver on the core aim of getting more people travelling by bus post-covid and is essentially this council's bid to Government for a share of a £3bn national fund. The report also recommends a governance structure to oversee the delivery of the BSIP.

**Recommendations:**

It is recommended that Cabinet:

1. Welcomes the level of aspiration and the proposed initiatives set out in the draft Bus Service Improvement Plan for Surrey, including the proposed measures aiming to ensure buses can operate reliably on Surrey's roads.
2. Agrees that the draft Bus Service Improvement Plan for Surrey be submitted to the Department for Transport by the 31 October 2021 deadline, with authority delegated to the Executive Director for Environment, Transport and Infrastructure in consultation with the Cabinet Member for Transport and Infrastructure to agree the final document.
3. Support the proposed draft governance arrangements that will oversee the delivery and further development of the draft Bus Service Improvement Plan.
4. Requests a further report once levels of Government funding are confirmed, setting out the interventions and improvements to be delivered in partnership with Surrey's bus operators.

## Reason for Recommendations:

The Government's aspirations in the National Bus Strategy, to be delivered through Bus Service Improvement Plans and Enhanced Partnership schemes, support the Council's own intentions within the emerging new Surrey Transport Plan, to encourage modal shift and a deliver a reduction in carbon and other emissions from the transport sector.

A Cabinet Member for Highways & Infrastructure report on 29 June 2021 gave approval to proceed with the development of Enhanced Partnerships with bus operators and to issue a notice of intent to prepare Enhanced Partnership Schemes, as set out in section 138F of the Transport Act 2000.

The Bus Service Improvement Plan in the next task, to be completed and submitted to the Department for Transport (DfT) by 31 October 2021.

This council and our bus operator partners will then develop and enter into formal Enhanced Partnership arrangement, to commence on 1 April 2022.

## Executive Summary:

### National Bus Strategy – Bus Back Better

1. Bus Back Better requires a Local Transport Authority to consider its role in encouraging more people to travel by bus post-Covid 19 and sets out aspirations for bus services that are more frequent, more reliable, easier to understand and use, better-co-ordinated, with understandable fare structures and with high quality information for passengers.
2. A BSIP will set out the local measures proposed for achieving the objectives of Bus Back Better and for encouraging greater bus use as part of the county's 'building back better' more sustainably. A BSIP needs to be developed in collaboration with bus operators, community transport providers, adjoining Local Transport Authorities and other stakeholders, and it will be guided by issues in connection with bus services that have been identified by residents' feedback.
3. The BSIP will act as a framework to secure part of the £3bn funding allocated to Bus Back Better by Government, with each BSIP to be reviewed at least annually. The share of the funding obtained will depend on the ambition contained in the BSIP, as judged by the Department for Transport.
4. Creating a BSIP will also secure access to proposed new powers for traffic enforcement. A BSIP needs to contain plans for ambitious bus priority schemes on the highway to secure an improvement in bus journey times and reliability, inclusive of target setting to be monitored by Government. It will identify where such priority measures are needed and consider air quality issues and carbon reduction targets that buses could help address.
5. The shared ambition of Surrey's 12 local authorities is that our residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities. In support of this ambition – and the UK's commitment to achieving net zero carbon emissions by 2050 – our collective commitment is to do our part to tackle climate change. Key to delivering on this ambition will be shifting residents out of their cars onto more attractive public transport, with our BSIP setting out how this will be achieved.

## Bus Service Improvement Plan – Building on a Solid Existing Partnership

6. A full list of ambitions is being developed and enhanced through discussion with bus operators. This will be formed of a mix of improvements already planned that we aim to stretch and expand, alongside a range of new initiatives, which together will deliver enhanced outcomes for residents. Delivery will depend on the amount of funding that the Council is awarded from Government's new National Bus Strategy Fund. Overall, a number of key areas have been identified that will improve the bus service offer in Surrey, as summarised below.
7. The relative strategic importance of bus routes will be defined by a route hierarchy. Whilst each bus route is important to those residents using it, a route hierarchy will allocate routes to primary, secondary, or tertiary categories, along with routes operating to help children access schools and colleges. This route hierarchy will inform decisions for selected service frequency enhancements, especially on the primary network of key bus routes. It will include consideration of evening and weekend enhancements.
8. An expansion of demand responsive transport in some rural areas such as Tandridge, Waverley and Guildford is also being developed. A new demand responsive transport offer could replace certain low-frequency conventional bus services with more comprehensive and flexible services, building on the current project in Mole Valley funded by the Government's Rural Mobility Fund.
9. Bus priority measures where necessary and deliverable will be proposed, evidenced by operator feedback on congestion pinch points on the highway network. It will be further evidenced through the data available from the Council's real time bus information system. £9m for bus priority measures has already been allocated within the Council's capital pipeline, which will be highlighted to Government in our BSIP.
10. There is an ambition to expand the availability of multi-operator, multi-journey ticketing schemes, which offer savings to bus users. This will build on the successful 'Acorn' ticketing scheme introduced by the Council in north Surrey. This initiative would be further enhanced through the introduction of contactless payment for all fares. For individual fares, in the longer term, there would be an ambition to facilitate 'tap in and tap out' technology to improve bus boarding times and give more detailed passenger data.
11. A half-fare scheme and a free fare scheme for young people under 20 years of age, irrespective of whether in full time education is also being costed for potential inclusion in the BSIP.
12. A proposal to support businesses looking to recruit staff to build back to pre-covid levels of operation or encourage staff to use sustainable transport to travel is being considered. Working with major employers, such as Gatwick Airport, and DWP Job Centres, the scheme will provide support for the first month's travel.
13. A limit on the age of buses operating in the county is being considered, the aim being to improve the quality of the bus offer and overall user experience. There is a supporting ambition for all buses to be fitted with an audible and visual 'next stop'

announcement facility to help all bus users, including though who maybe visually or hearing impaired.

14. The introduction of ultra-low and zero emission buses and community transport vehicles is being developed to replace older diesel buses. This is part of the Council's Greener Futures programme in response to the declared climate change emergency. £32.3m for ultra-low and zero emission buses alongside £6.3m for ultra-low and zero emission community transport minibuses has been allocated to this initiative from the Council's capital pipeline. This will supplement operator investment to help the Council tackle decarbonisation of the transport sector.
15. An expansion of the Council's real time information system that gives details of bus arrival times to on-street displays and to journey-planning websites and applications is proposed. £1.4m has been allocated from the Council's capital pipeline to support this work.
16. Enhancements to bus shelter provision and passenger waiting environments, including an increase in accessibility for passengers is also proposed for inclusion in the BSIP.
17. A Passenger Charter will be drafted. This will set out what bus users can reasonably expect from bus operators and the Council in terms of the way services are provided. It will include improved signposting to pathways for recourse when problems are encountered, something specifically request by Government.
18. Experience of previous bids to Government indicate that our chances of success in securing Bus Back Better funding will increase if matched funding can be used to enhance outcomes and 'do more' in delivering the BSIP, beyond what Bus Back Better funding would deliver alone. The BSIP will therefore set out funding from a range of sources to boost the ask of Government, including capital pipeline funding as already referenced, bus operator commitments, our local bus budget revenue, developer and other funding. Together this will facilitate the ambitions in the BSIP, noting that the Council may also choose to allocate further funding as part of the implementation of the emerging Surrey Transport Plan.
19. The BSIP will contain measures to support and strengthen the commercially operated bus network to be delivered through positive partnership working. This will minimise future potential need for Council bus service revenue support, especially after the Government's Bus Recovery Funding scheme ends in April 2022.
20. The draft BSIP is attached at Annex 1.

### **Enhanced Partnership Governance**

21. An Enhanced Partnership Governance Board for Surrey will be established to oversee and champion the development and introduction of the Enhanced Partnership (EP), whilst also prioritising enhancements and improvements set out in the BSIP based on the funding received from Government. Membership of this strategic decision-making Board will be comprised of the Cabinet Member for Transport & Infrastructure (chair) and representatives from large and smaller bus operators in Surrey.

22. A Stakeholder Reference Group will also be established to provide external insight and constructive challenge the work of delivering the BSIP, ensuring that the voice of bus users is clearly heard. It is proposed that membership will be comprised from Members and officers of the County Council, borough and district councils, bus operators, bus user groups and other key stakeholders. Both the Board and the Stakeholder Reference Group will be established in the Autumn of 2021.
23. Alongside this core governance, efforts will be made to encourage Bus User Groups representing specific areas of the county to be established, feeding into the Stakeholder Reference Group. However, these have historically proven to be extremely challenging to establish and keep going. In learning from previous experience, we will work with interest groups, residents and bus operators to ensure new Bus User Groups have every opportunity to emerge and flourish.
24. A summary of the draft governance arrangements is displayed in Annex 2.
25. Overall, the BSIP is intended to be a high-level plan and be ambitious in its outlook. The BSIP will outline what the Council and partners see as success and how that will be measured in terms of targets against baseline data of the existing bus network, inclusive of delivery timescale. Pre- and post-Covid data supplied by bus operators will establish a benchmark for metrics such as mileage operated, passenger numbers, journey time and reliability data. This will enable monitoring and reporting of future improvements, supporting the at least annual review of the BSIP.
26. The detail of the enhancements and improvements outlined in the BSIP will be further developed following submission of the draft plan contained in this report, with delivery subject to the level of funding received from Government. The development of the detail will be overseen by the Enhanced Partnership Board with reference to the Stakeholder Reference Group and in accordance with the Council's required approval processes. The BSIP will also be reviewed at least annually, a Government requirement, enabling it to be further developed and refined.

<b>Consultation:</b>
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27. Because of the tight timeline the Government has set for Local Transport Authorities to submit their BSIPs, the county council has needed to take a pragmatic approach to capturing 'local views' as required by the DfT.
28. Letters have been sent to all boroughs and districts, all county councillors and all VCFS and disability groups in the county. This asked for their support in submitting the BSIP and, importantly, views and feedback on what they would like to see in the BSIP for themselves or for groups or residents they represent.
29. A report was also taken to the Communities, Environment and Highways Select Committee. This outlined the approach to developing the BSIP as well as engagement activity undertaken and to happen.
30. A short survey was published on 'Surrey Says' asking people to give input on what they think is important to support and promote bus travel. The survey ran from 30 July to 10 September 2021. A total of 544 people completed the survey, with additional and more detailed comments also received by email. A summary of the survey is given in Annex 3. In summary it is clear that reliability (the bus turns up on

time and gets me to my destination on time), better information, more evening and weekend services, simpler fares and ticketing structures, along with better service frequencies (so residents don't have to be concerned about long waiting times) are key factors in shaping the decisions of residents to use buses. This accords closely with responses to previous Surrey and national surveys.

31. This new information is being used alongside historic consultation feedback, with the latter as reflective today on people's views on bus travel as when the consultations were run. The main areas of concern expressed by residents in previous surveys undertaken as part of Surrey Bus Reviews and the Local Transport Reviews were:
- a. A desire for cheaper fares
  - b. A desire for more bus priority measures to deliver more reliable services, i.e. make sure the bus turns up when it is supposed to
  - c. A request for better information on times and fares with more real time information
  - d. A desire to see improvements to the overall journey experience and customer service
  - e. Demand for more services in the evenings and at weekends
  - f. A request for simpler, more flexible fares and 'smart ticketing'.
32. Resident feedback on what they feel is important will inform the content of the BSIP as it is developed and help shape our priorities for investment.
33. Future engagement will play a key part of the success of the Enhanced Partnership. This will take place using the Stakeholder Reference Group that is being created as part of the proposed governance arrangements and also through regular passenger and wider resident surveys. By listening to residents and addressing these issues through the BSIP we have an opportunity to grow bus patronage and deliver on the ambition set out in Bus Back Better.

#### **Risk Management and Implications:**

34. With no certainty over the amount of funding that the Surrey EP might receive from Government, there is obvious risk associated with creating a level of expectation with bus users and residents that we may not be able to meet, particularly on having network wide service enhancements and blanket reductions in fares, because the likelihood of receiving all the funding being asked for is low.
35. This will need to be managed through the Stakeholder Reference Group being created, bus user groups, social media and other information available to the public.
36. Another risk is around planning the delivery of interventions and the impact that capital investment has on bus route reliability. For example, road works, even those that will ultimately support bus services, may cause delays to bus services whilst they are underway. This could be compounded if there are other residential development or utility work in the same area.
37. To mitigate this risk, the delivery of the capital investment plan will need to be well managed. For example, officers will seek to prioritise off carriageway capital investment, such as Real Time Information or bus stop accessibility improvements, in areas where on carriageway works are already planned.

38. Longer term risks are around the availability of revenue to support service enhancements. This could be from further BSIP investment after the life of the current Parliament or through increasing patronage to a level where services can become fully commercial.
39. The latter can result in revenue being redistributed to support other services. However, should patronage not increase to sufficient levels where enhanced services are affordable in the long term, a decision on whether to retain the enhancement/s will need to be made by the EP Board.

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

40. The BSIP presents a significant opportunity for investment in more ultra-low and zero emission buses, bus priority measures, a higher quality passenger waiting environment, better passenger information and service enhancements. Packaged together, all of the above will help build patronage back to pre-covid levels and beyond. Increasing patronage on bus services will provide greater opportunity for more services to move into full commercial operation. This, if possible, can free up revenue funding for reinvestment in other services, further improving the network offer to residents.
41. The measures outlined in paragraphs 5 to 19 and totalling £49m are included in the Council's approved capital programme, with those measures in the capital pipeline subject to future approval. The measures not in existing council budgets will form the BSIP bid to Government's £3bn funding allocation, alongside potential third-party investment, for example from bus operators.
42. New infrastructure delivered through the BSIP will require future maintenance, alongside other new revenue costs, for example increased costs to support the operation of an expanded Real Time Passenger Information system. These costs will need to be fully understood and subsumed within the relevant Group Budget.

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

43. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
44. The County Council provides financial support to socially necessary bus services where they are not commercially sustainable. The bus sector in Surrey has suffered from reduced patronage due to the pandemic, and has required additional financial support from the Government through the Covid Bus Service Support Grant. The Bus Back Better strategy aims to revitalise the sector, increasing patronage and therefore the financial sustainability of services, which could potentially reduce the need for the Council to subsidise services in the future as well as stimulating economic recovery. The investments outlined in this report are included in the Council's approved capital

programme, or form the Council's BSIP bid to Government. Some measures may have ongoing revenue cost implications, which would need to be managed within existing budgets.

**Legal Implications – Monitoring Officer:**

- 45. The Bus Services Act 2017 introduced amendments to the Transport Act 2000 giving new powers to local authorities to facilitate improvements to bus services in their areas. There are a number of schemes available including Enhanced Partnerships which is the scheme of choice for Surrey County Council (Cabinet Member for Highways and Infrastructure Report 29.06.21). This is an agreement between the local authority and the majority of its local bus operators to work together to improve bus services in the area. The implementation of an Enhanced Partnership is dependant upon sufficient support being obtained from the bus operators.
- 46. This report sets out at high level the nature of the improvements that could be made under the scheme but the extent of what can be achieved will be subject to the amount of funding secured from Central Government. Working in a partnership of this nature will assist the Council in maximising opportunities to promote equality , improve environmental outcomes and overall bus safety and maximising social value.

**Equalities and Diversity:**

- 47. An Equalities Impact Assessment (EIA) has been completed for the BSIP submission. This covers all the possible actions and interventions across all the protected groups.
- 48. Because of the lack of certainty of funding that will be allocated to the Surrey Enhanced Partnership, the EIA has had to be written in a more general. This means that we cannot properly assess the positive impacts from delivering the Enhanced Partnership until we have clarity on what can be funded.
- 49. Once funding known and a delivery programme is confirmed, the EIA will be updated focusing on the specific actions and interventions in the delivery programme. This will then focus on local impacts on people with protected characteristics.

**Other Implications:**

- 50. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No direct Implications Identified.
Safeguarding responsibilities for vulnerable children and adults	No direct implications identified.
Environmental sustainability	Public transport is a key pillar to building a sustainable economy and sustainable county. The expansion of ultra-low and zero emissions vehicles will remove tonnes of carbon from transport each year.

	Improvements to bus services, encouraging more people to use public transport rather than their car, will further result in carbon reductions from transport.
Compliance against net-zero emissions target and future climate compatibility/resilience	As mentioned above, the delivery of improvements to bus services through the Enhanced Partnership will reduce emissions from transport. The Plan is a key initiative that will contribute to the county achieving its net zero carbon emissions target.  Once we have certainty of funding and subsequent decisions on targeted investment, calculations on carbon reductions will be made to contribute towards the organisation's net-zero ambitions.
Public Health	Where locations have an air quality issue, and in conjunction with other measures, reducing transport emissions will help mitigate such issues.

### What Happens Next:

51. Below sets out key dates and actions required, should Cabinet approve the recommendations in this report:

- a. By 31 October the BSIP is submitted to the DfT for their consideration and review
- b. Post BSIP submission, draft the legal agreement for the Enhanced Partnership to be signed by the council and bus operators, who have a right of appeal
- c. By 1 January 2022, set up and agree the governance arrangements and hold initial meetings of the EP Board, Delivery and Stakeholder Reference Groups
- d. As of 1 April 2022, the Enhance Partnership starts in Surrey

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### Report Author:

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### Consulted:

All Surrey borough and district councils, all county councillors, along with VCFS and disability groups have been asked for their support in submitting the BSIP and, importantly, views and feedback on what they would like to see in the BSIP for themselves or for groups or residents they represent.

Communities, Environment and Highways Select Committee, who considered the approach to developing the BSIP as well as engagement activity undertaken and to happen.

Surrey residents via a short survey published on Surrey Says asking for input on what they think is important to support and promote bus travel.

**Annexes:**

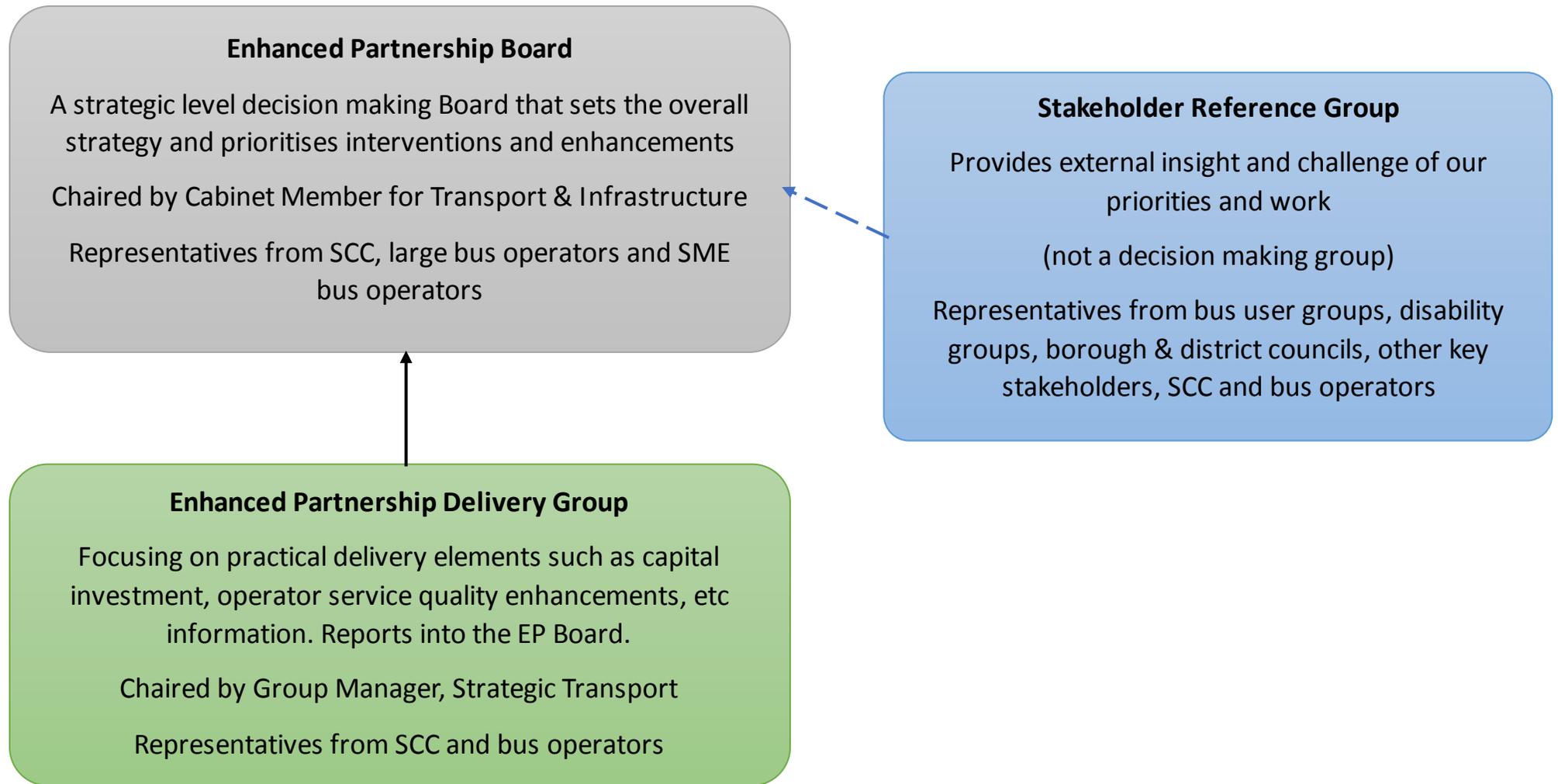
Annex 1 - The draft Bus Service Improvement Plan (BSIP)

Annex 2 – A summary of the governance arrangements

Annex 3 – Engagement feedback summary

**Sources/background papers:**

Bus Back Better: National Bus Strategy for England – Department for Transport, 15 March 2021.



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## Annex 3 - Bus Back Better: National Bus Strategy for England Engagement Feedback Summary

As set out in the main report, due to the Government's very tight timescale for the development of submissions to the national Bus Back Better process, time was limited to undertaken in depth consultation with residents and stakeholders.

The below summarises the responses to the 'Surrey Says' survey and other correspondence, either directly to the team or in response to the letters sent by the Cabinet Member for Highways and Transport.

This Annex also includes a summary of a webinar held by Bus Users UK and Disability UK focused on accessibility for disabled people.

### Surrey Says Summary:

The consultation ran from 30/07/2021 to 10/09/2021. 544 people completed the survey.

The survey asked people to rank the importance of various elements that would encourage or enable them to use a bus. The results against each of the questions is presented in the tables below:

How often do you use buses in a typical week?

Option	Total	Percent
<b>I don't typically use buses</b>	240	44.12%
<b>1-2 journeys</b>	141	25.92%
<b>3-5 journeys</b>	81	14.89%
<b>6-8 journeys</b>	48	8.82%
<b>9+ journeys</b>	34	6.25%
<b>Not Answered</b>	0	0.00%

Importance of factors influencing bus use:

Factor	% people stating factor is Important or Very Important
<b>The bus arrives at my stop on time and gets me to my destination when it is supposed to</b>	98%
<b>Information about bus services, where they go, frequency, etc, is easily available through a range of channels</b>	94%
<b>Buses run when I need them, e.g. weekends and evenings</b>	93%
<b>Buses are frequent enough meaning I don't need to be concerned about long waiting times</b>	92%
<b>Bus fares and ticketing options are simple and easy for me to understand, with the information readily available through different means</b>	85%
<b>I can easily find out how much my journey will cost, and I can pay in a variety of ways, e.g. on the bus, on-line, on my smart phone, etc</b>	81%
<b>Connections between buses to trains and trains to buses</b>	78%
<b>The bus is well presented and clean</b>	76%

<b>When waiting for a bus, it is safe and comfortable to so, as bus shelters and seats are provided</b>	74%
<b>Buses are driven by friendly staff, with modern vehicles offering good on-board facilities, such as wi-fi, mobile phone charging points, etc.</b>	58%
<b>The bus is operated using 'green fuels', e.g. electric or hydrogen fuel cell buses</b>	54%

What do you want to see from investment in the Surrey bus network:

<b>Option</b>	<b>Percent</b>
<b>More services operating in my area in the evenings and at the weekends</b>	76.47%
<b>Existing services in my area operating more frequently</b>	76.47%
<b>Enhanced safe waiting areas with shelters seating and lighting being available</b>	38.79%
<b>Simple easy to understand fares and ticketing options</b>	36.21%
<b>Bus priority measures, such as bus lanes on the road and traffic management systems being introduced to promote quicker journey times</b>	26.10%
<b>More demand responsive transport, that I can book in advance of travel, rather than conventional standard timetabled services</b>	21.69%
<b>Not Answered</b>	1.10%

From the survey, it is clear that reliability (the bus turns up on time and gets me to my destination on time), better information, more evening and weekend services, simpler fares and ticketing structures, along with better service frequencies (so residents don't have to be concerned about long waiting times) are key factors in shaping the decisions of residents to use buses. This accords closely with data from previous Surrey and national surveys. By listening to residents and addressing these issues through the BSIP we have an opportunity to grow bus patronage and deliver on the ambition set out in Bus Back Better.

## Direct Correspondence

Emails from residents to the Council about our response to the National Bus Strategy generated by the 'Surrey Says' survey focused on the following issues as the ones that they felt Surrey's BSIP needs to address:

- The current lack of frequent services and quality waiting facilities discouraging bus use
- Rural areas being particularly poorly served
- Even on routes where the buses are punctual, timetables may not suit the needs to the communities they serve
- Concern that this exercise will reduce service, not improve them

- A desire to reintroduce services that have been removed or split, as part of previous network redesigns

In addition, there was detailed feedback provided by residents on specific routes, which has been shared with relevant officers to consider with operators.

Emails from stakeholders in response to the letters sent from the Cabinet Member provided the following feedback:

- There was general supporting the development of the BSIP
- Bus services are relied open by disabled residents to contribute to the economy and socialise with friends and family
- Rural communities need to be connected to towns, shopping locations and other amenities, either with timetabled service or with Community or Demand Responsive Transport
- Fares must be cheaper and consistent across the network. Having different fare costs in the same town, for example, puts people off from travelling by bus. A TfL style low cost, single fare would make things much simpler for everyone
- Co-design with disabled people will deliver better outcomes for everyone
- Improvements to bus services will promote inclusion, improve access to employment and education
- There was a desire by several stakeholders to see an expansion of the zero emissions fleet
- Changes to services should be considered to improve access to open spaces, such as National Parks, AONBs etc to encourage more sustainable leisure travel, especially at weekends
- There is a desire by several stakeholders to see multi-operator ticketing expanded to cover more of or the whole Surrey network
- There is an aspiration to see changes to services to create transport hubs, linking with train stations particularly at weekends, to further promote sustainable transport options
- Marketing and promotion will be key to the success of the Enhanced Partnership
- To work with partners and developers to create long term sustainable transport routes for new developments
- Having better discounted ticket offers would encourage more people to travel. For example, a family ticket will make it more affordable than driving and parking
- Appropriate implementation of bus priority measures will create reliable routes for buses and other sustainable transport
- Specific measures should be included to provide time limited discounted travel to support businesses recruit new staff and also encourage staff to use sustainable transport modes

## Bus Users UK and Disability UK Accessibility Webinar

Below are some key points from the national webinar event held on 20 September for Local Transport Authorities.

Presenters focused on:

- Communication and information being key for disabled people to have confidence in uses buses,
- That older and disabled people are more likely to need to use public transport,
- That improving accessibility will be of benefit to everyone, and

- Advocating co-production of communication, information and training.

The “Digital Divide” was highlighted as a key barrier. Whilst many disabled people can make use of information, offers, cheaper tickets made available online, there are many who cannot.

This cannot be ignored, and people still need information in the way they need it. For example, hard copy timetables and route maps, having information at bus stops and bus stations, as well as from drivers and other information on buses will need to continue to be provided.

Presentations focused on driver training and wider forms of accessibility. For example, dementia friendly flooring colours.

An example of how accessibility can promote bus punctuality was mentioned. This was drivers manually deploying ramps. This was on the basis that:

1. This prevents automatic ramps from failing and causing delays, and
2. Promotes driver interaction with disabled bus users.

During the same presentation, a “virtual tour” for routes across Brighton & Hove that people can use on their devices to plan and familiarise themselves with their journey in advance. For example, where the bus stop is, what the stop looks like, what the bus looks like, following the route and where you get off.

This linked to the final element of focus. That being LTAs and operators to think more about ‘Holistic Journeys.’ This puts an emphasis on:

- Information available prior to travel
- The condition of bus stops and stations
- The ease of boarding and alighting
- Information on buses - “where am I now and when do I get off?”
- That buses are a safe way to travel

**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021****REPORT OF CABINET MEMBER: TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: MICHAEL COUGHLIN, EXECUTIVE DIRECTOR FOR PARTNERSHIPS, PROSPERITY & GROWTH****SUBJECT: ECONOMY AND GROWTH UPDATE REPORT: DELIVERING A PROGRAMME FOR GROWTH****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY/ENABLING A GREENER FUTURE/EMPOWERING COMMUNITIES****Purpose of the Report:**

'Surrey's Economic Future: Our 2030 Strategy Statement' agreed by Cabinet in December 2020 directly supports the organisation strategy priority area focused on 'growing a sustainable economy so everyone can benefit' and indirectly contributes to the 'tackling health inequalities', 'enabling a greener future' and 'empowering communities' priorities.

This Cabinet report provides an update on the activities taken forward to deliver on the economic opportunities set out within the economic strategy and help address the economic challenges in Surrey following the COVID-19 pandemic. This includes an update on the work to establish a core Inward Investment Programme, examples of our developing local economies and High Streets work, in Horley and Staines, and the implementation of a Digital Infrastructure Programme. An update is also provided on the Surrey County Deal proposal.

Cabinet is asked to agree the key elements of the future work programme which will include the incorporation of five new projects within the delivery plan.

**Recommendations:**

It is recommended that Cabinet:

1. Note the update on the work undertaken to address the challenges and opportunities set out within Surrey County Council's Economic Strategy Statement to 2030: Surrey's Economic Future.
2. Acknowledges the role and contribution of the One Surrey Growth Board to the development of the economic growth future work programme set out
3. Agree the forward programme of work to deliver Surrey's Economic Future, as detailed in Annex 1.
4. Note that a further update will be presented to Cabinet in Spring 2022.

**Reason for Recommendations:**

The work programme to deliver on Surrey's Future Economy Strategy is at an early stage of development and needs to remain agile to take advantage of current opportunities as well as responding to the challenges which are limiting the productivity and growth of the Surrey

economy. Updates are presented to Cabinet to ensure the work programme remains aligned to the Council's priorities and responsive to the needs of residents and businesses.

Since the last update to Cabinet in April 2021, the programme of work has been significantly refined and expanded to incorporate detailed and deliverable projects. A further five projects have been identified for feasibility work to deliver on the objectives of the Strategy. Approval is sought from Cabinet to agree the updated work programme to reflect the addition of the five new projects detailed in section 21 of this report.

## **Executive Summary:**

### **Strategic Context**

1. Surrey County Council's 'Forward to 2030, Economic Strategy Statement', titled 'Surrey's Economic Future' was agreed by Cabinet in December 2020 and sets out the path to economic recovery and prosperity.
2. Four main themes/opportunities for the County's post COVID-19 resilience and growth have been identified, including:
  - a. Delivery of Surrey's Inward Investment Programme and promotion of the Surrey Story
  - b. Convening and place leadership to reimagine Surrey's High Streets for the future
  - c. Skills for growth: maximising opportunities through skills development for the future.
  - d. Delivery of key Infrastructure across Surrey, including gigabit capability, highways and transport, and business networks and partnerships.
3. The four opportunity areas were proposed through the work of Surrey's Future Economy Commission, led by Lord Philip Hammond through 2020- 2021, and through the subsequent engagement work undertaken. These priority areas have been further informed through wider stakeholder input secured through the One Surrey Growth Board, which is Chaired by Cllr Tim Oliver and brings together leaders across further education, higher education, business, community and voluntary sector, MPs and D&B representatives.
4. Since the strategy and themes were agreed in December 2020 and April 2021 respectively, specific interventions are already being taken forward to drive a more innovative, inclusive, and productive economy. This includes the launch of a new Surrey-specific approach to inward investment, a strategic, community-led approach to placemaking (with test modelling underway in Horley and Staines as those towns most impacted by the downturn in the aviation industry) and a programme of work to improve full fibre digital connectivity in Surrey.
5. A collaborate approach has been adopted to deliver the cross-cutting organisational objectives of economic growth, greener futures, and social value and maximising opportunities for all. This close working between the Economy & Growth team, Land & Property, and Environment, Transport and Infrastructure (ETI) has led to a co-ordinated approach to developing the Greener Futures delivery plan, Surrey's Economic Future Delivery Plan and Surrey's Infrastructure Plan. Going forward, further integration of these work programmes will maximise opportunity for specific projects to achieve cross-cutting organisational objectives.

6. In developing Surrey's Economic Future delivery plan, Surrey County Council (SCC) has led engagement with partners authorities, (including representatives from the One Surrey Growth Board and the Surrey Business Leadership Forum) to identify interventions which may be required to match the level of ambition set out within the economic strategy. This has led to five new projects having been identified.
7. Annex 1 sets out the full programme for agreement by Cabinet. The updated work programme includes the completion of feasibility work for the five new projects set out in section 21 of this report.

### **Update on work programme**

#### Delivery of Surrey's Inward Investment Programme

8. To support the priority theme, 'Growing the Leading Edge' and, to deliver a 'step change' in Surrey's competitiveness, Surrey County Council is redesigning and reinvigorating its inward investment service, including a refreshed online presence promoting the County as an attractive and highly competitive business destination. This is drawing on and aligned with the ThinkingPlace work on the Surrey Story. It is the first time, in recent years, that Surrey County Council has taken a proactive approach to attracting new large-scale employers and innovative businesses to Surrey and has been able to provide support to growing businesses looking to relocate.
9. The team are proactively targeting several well-known companies and/or growing businesses (recently financed) interested in relocating to the region and are actively managing a pipeline of potential opportunities working closely with colleagues from SCC's Land & Property team and District & Borough partners to identify suitable sites for investment.

#### Reimagining Surrey's High Streets, retail centres and towns

10. The County Council is leading a pioneering new approach to reimagining town centres, through working jointly with borough councils to implement a community-led visioning and engagement process. This is most developed, in support of determining the investment priorities, for Horley and Staines. In Horley's case, this work has involved the submission of an innovative Community Renewal Fund (CRF) application, the outcome of which remains unknown at this stage. These two localities have been identified as initial test models due the impact of the downturn in the aviation and travel sectors affecting these towns. The approach being taken will be developed through the work in these localities prior to being considered for adoption in other key locations in Surrey.

#### Skills for Growth: Maximising opportunities within a balanced economy

11. As with the whole of the UK, Surrey has seen a dramatic change in the labour market both through the pandemic and in the post EU context. This has resulted in a significant skills mismatch whereby people displaced by the pandemic do not have the skills required to take up the employment opportunities that have become available in the new post pandemic / EU labour market. These changes have been further exacerbated by changes in the wider economic landscape such as a reinvigorated focus on climate action and increasing technological and digital opportunities.

12. The pace of change is expected to continue, and the skills provision will need to adapt to the shift in focus to new a greener economy, increased demand for health and social care and technological innovation across all sectors. Not only does this mean that employers need support to secure the skilled workforce of the future but also that SCC needs to undertake a role in supporting our more excluded communities to be able to be prepared to take up the opportunities on offer in the Surrey economy. This means providing support across all skills levels, to maximise the opportunity for everyone in Surrey to benefit from a growing economy.
13. SCC is working with partners to transition the Employment and Skills Board into a newly formed Surrey Skills Leadership Forum which will provide more strategic oversight of the skills system and use a research driven, evidence led approach to designing interventions for the future. Part of this approach will include the development of a locally agreed Skills Improvement Plan which will underpin future activities in the county (See section 21d below).

#### Delivery of Gigabit Capable Infrastructure

14. The importance of digital technology has been recognised as a priority to support the growth of a leading-edge economy and tackle issues of social exclusion. However, data shows that the roll out of gigabit speed coverage across Surrey has fallen below national average. Only 24.81% of residential and business premises are currently able to access Gigabit speeds, relative to a UK average of 49.27%.
15. This position is expected to change significantly over the next few years with large scale upgrades planning by Openreach, Virgin Media and new smaller 'Alt-Net' providers also investing in Surrey. Further details about these plans to increase digital infrastructure coverage can be found on the [Surrey County Council website](#).
16. Furthermore, Building Digital UK (BDUK), as part of the Department for Digital, Culture, Media and Sport (DCMS), have announced plans to invest up to £171m within Surrey to support connectivity in hard-to-reach areas which are not able to attract investment by the private sector, due to viability issues. We are in dialogue with BDUK to ensure that Surrey's needs are considered a priority for delivery and continue dialogue with commercial providers to promote Surrey as an attractive place for investment.
17. In order to encourage commercial investment, a targeted work programme has been established to tackle barriers to investment in digital infrastructure within Surrey. This includes work to maximise the use of SCC's own assets for installation of full fibre and 5G technology. The first stage of this work has been to complete an options analysis for the potential charging and method of implementation.
18. DCMS have recently launched an opportunity for Local Authorities to bid for between £400,000 and £500,000 to become a pilot area: to trial the use of assets and street furniture to support the digital infrastructure and the roll out of advanced wireless connectivity. Officers are considering preparation of a bid for this funding as an opportunity to take forward this work programme.

#### Updated delivery plan

19. The activities undertaken over the last six months, in support of Surrey's Future Economy, set a direction of travel, but a more ambitious programme of work is

required to deliver the transformative change and achieve the economic opportunities which have been identified for Surrey.

20. SCC has worked with stakeholders across Surrey, such as through the One Surrey Growth Board, Surrey Business Leadership Forum, and the Skills and Employment Board, to identify additional activity that will align with the economic priorities and areas of opportunity and drive enhanced performance of Surrey's economy.

21. To date, the following five additional work streams have been identified to support Surrey's Economic Future.

- a. **Scaling up the Inward Investment Service** – As described in section 8 and 9 of this report, work has been completed over the last six months to develop a 'core' inward investment service that covers the whole of the County, which, in view of the LEP structures and responsibilities in place, has not been the case in recent times.

There is an aspiration and opportunity to provide a scaled and enhanced inward investment offer, which would establish an integrated service, to cater to the wider needs of relocating and expanding businesses. As well as providing support in identifying commercial space, the provision of additional services could be explored, including links to people and skills, and support to help navigate 'the system'.

This enhanced offer would require a team of people to deliver and would come with higher operating costs. The next step for will therefore be to develop a business case, identify potential funding sources, explore potential operating models and costs. Part of this work is likely to be impacted by the imminent results of the national LEP Review, which will be factored into the business case development.

- b. **Innovation Programme** – Different potential interventions are being considered to help incentivise the relocation of businesses to Surrey and the growth of existing high value businesses within Surrey. The options under review include creating a Challenge Fund and/or Innovation Loan Fund. These funding streams would be targeted at the development of innovative concepts and solutions to grow the Surrey and UK economy. A particular focus of these funding streams could be on the development of clean growth technologies, to help meet Net Zero Carbon targets.

The next steps will be to complete feasibility work for these proposed interventions, to understand the case for investment and to consider how the measures could be targeted to add value to existing funding sources.

- c. **Social Innovation Hub** – Universities in Surrey have expressed a desire to increase their physical reach and delivery outcomes with business and local communities, as a way of sharing their leading-edge research and gaining mutual benefit from the practical application of concepts and prototypes. The idea of Social Innovation Hubs remains at an early stage and requires further exploration with partners and potential end users.

Alongside this, there is a strong desire to support the diversification of high streets with an alternative offer to retail use. A project concept has therefore been identified, for SCC to work with the universities and create pop-up Social Innovation Hubs on the high street, as a way of testing and delivering on these two objectives.

The offer that could be provided within each Social Innovation Hub will be driven by the needs within the local community it serves. The next steps will be to work with the Universities and other partners to produce feasibility work, to explore the concept further and help identify the distinct offer of the Social Innovation Hubs.

- d. **Local Skills Improvement Plan (LSIP)** – As described in sections 10 - 12, the skills needs within Surrey are changing. It is therefore proposed that SCC should work closely with local partners, including the Surrey Skills Leadership Forum, to establish an ambitious LSIP. This will set the framework for the redesign of the Surrey skills system, to ensure that it meets the needs of both employers and resident. The LSIP will identify gaps in provision and make recommendations for future skills interventions to align course provision more closely with future business needs.
- e. **Corporate Social Responsibility (CSR) and maximising role of large employers** – Surrey is fortunate to benefit from the presence of large businesses and anchor institutions, but engagement with both the public and private sector has indicated that more could be done to maximise the potential social value and economic benefit of this economic advantage.

Businesses have what is referred to as a “Corporate Social Responsibility”, whereby consideration should be given to the social, economic and environmental impact of the business. Many businesses in Surrey recognise the beneficial impact that CSR activities can have and already undertake work to positively engage with their local communities.

There is an opportunity for SCC to take a leadership role, to harness and help direct private sector investment, coordinate businesses Corporate Social Responsibility offer and lead by example, as a large employer in Surrey.

Whilst work is already underway by SCC, such as through the social value responsibilities as part of procurement processes, there is an opportunity to go further. SCC will look internally and externally at the potential to further support SMEs and to create opportunities for all within the County.

- 22. Funding has yet to be identified for the delivery of these interventions. Subject to Cabinet’s comments and approval, work will be undertaken to prepare business cases for investment and to seek suitable and sustainable funding sources. To take forward these interventions from early-stage concepts to the stage of being ready for delivery once funding for implementation and operation has been identified, working groups will be established. These will draw on the experience and expertise of partner organisations to ensure the proposed interventions add value and deliver on the needs of Surrey businesses and residents.

## Levelling Up and County Deals

23. In advance of a White Paper due to be published in the coming weeks, the government have set out their initial views on ‘levelling up’ as well as taking a more flexible approach to devolution and the establishment of ‘County Deals’, to support the conditions for long-term growth and productivity. Although the detail will be set out in the White Paper, it is clear that a central part of the agenda is to address ingrained issues that have historically been barriers to social mobility. This is as relevant to Surrey as it is to other parts of the country and we are determined that the residents of Surrey are not left behind.
24. It is anticipated that County Deals will see powers, freedoms and flexibilities devolved from central government to local government, offering the same powers metro mayors have to other parts of the country. They will be negotiated and led by upper tier Councils. There will be no new or additional funding for them, and they will not require local government reorganisation.
25. In view of the significant opportunity and potential contribution a County Deal could provide in support of the County’s Economic Strategy, work programme and priority projects as set out in this report (as well as enabling us to deliver more effectively our other three priority areas of tackling health inequality, enabling a greener future and supporting and empowering our communities) the County Council has begun work and engaged with key partners on the broad content of a draft County Deal, which will be subject to further development, refinement and engagement following the publication of the Levelling Up White Paper.

## Measuring Success – growth measures

26. To help track Surrey’s economic performance, Table 1 shows six measures and target positions. Future update reports to Cabinet will show the progress towards these targeted positions.

**Table 1 – Growth Measures**

<b>Metric</b>	<b>Targeted position</b>
Gross Value Add (GVA)	19% increase by 2030 from 2019 baseline
Employment in Knowledge Intensive Industries	1 percentage point increase to employment in knowledge intensive industries across Surrey, by 2030.
High Growth Businesses	5% of active businesses to be High Growth businesses, by 2030
Gigabit Capability	Increase coverage to 40% to keep pace with rest of UK, by 2030
Housing Affordability	Improve housing affordability ratio from 11.5 to 10.5, bringing Surrey closet to the South East, by 2030
Claimant Count	Claimant count to return to 1.1% within three years
Carbon Output	Reduction in output to meet Climate Change Strategy target of county net zero by 2015

## Consultation:

27. The updated delivery plan has been developed through engagement with local partners. Specifically, a series of workshop meetings were organised during July 2021 to discuss potential project ideas under each of the economic priorities. These

workshops were well attended by organisations represented on the One Surrey Growth Board.

28. The One Surrey Growth Board met on the 8 September to provide a steer on the emerging new workstreams and will continue to be engaged through the development of the project concepts.

29. Furthermore, the Surrey Business Leadership Forum met on the 16 September 2021 and were provided with an update on the proposed future delivery programme and fed in their comments to the projects at section 21.

#### **Risk Management and Implications:**

30. The proposed programme of work is at an early stage of development. The next stage of development will test the case for investment, costs and deliverability of the proposed interventions. There is a risk that this further work will identify project constraints which slow or prevent the delivery of these interventions in the near future. Cabinet will be kept up to date on the delivery of the work programme and any emerging project risks.

31. The funding for the delivery of the interventions listed in section 21 has not yet been identified. As the projects are currently at concept stage, existing revenue funding will be used to support the development of project business cases and make the case for investment to enable the projects to proceed to delivery. There is a risk that SCC will not be successful in securing funding for the delivery of these interventions.

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

32. It is proposed that the development of the project proposals will be taken forward using a combination of the existing revenue budget allocated to the Economy and Growth team and through a bid for Transformation Funding. An increase to the revenue budget is being requested as part of the 2022/23 budget proposals, but this is yet to be approved. In addition, transformation funding to the value of £310,000 has been bid for internally. If these additional funding requests are unsuccessful, the delivery of the interventions will be phased based on capacity within the team.

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

33. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

34. The Section 151 Officer supports the proposals set out in the forward programme of work to deliver Surrey's Economic Future. The additional capacity required in the Economic Development Team is being considered as part of the wider budget setting process for 22/23 onwards. Future capital and/or revenue implications of the

proposals will be better understood as part of the next steps and development of the relevant business cases. Future approval will be sought from Cabinet before any of the interventions listed in section 21 proceed to delivery.

**Legal Implications – Monitoring Officer:**

35. This is an updating report on the progress of delivery of the Council’s Economic Strategy. Cabinet has previously received advice on its general statutory powers and duties to promote economic growth including the general power of competence contained within the Localism Act 2011. There are no further specific legal implications associated with this update.

**Equalities and Diversity:**

36. An Equality Impact Assessment will be developed for each of the interventions listed in section 21 of the report, as part of the project development work. The document will be drafted as part of the feasibility work and will remain a live document throughout the delivery of the project.

**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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Environmental sustainability	No significant implications arising from this report.
Compliance against net-zero emissions target and future climate compatibility/resilience	The proposed programmes have the potential to support Surrey’s NetZero and resilience ambitions through supporting low carbon transport, green skills required to decarbonise homes, decarbonisation of businesses among others. The programmes are at early stage of development, the extent of impact will be assessed for each programme at design stage.
Public Health	No significant implications arising from this report.

**What Happens Next:**

38. An update on the delivery programme will be brought back to Cabinet in six months.

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**Report Author:** Rhiannon Mort, Head of Economic Infrastructure, 07929 657003.

**Consulted:**

SCC Leader

SCC Corporate Leadership Team

SCC Finance Officers

SCC Legal Team

**Annexes:**

Annex 1 – Summary of forward work programme

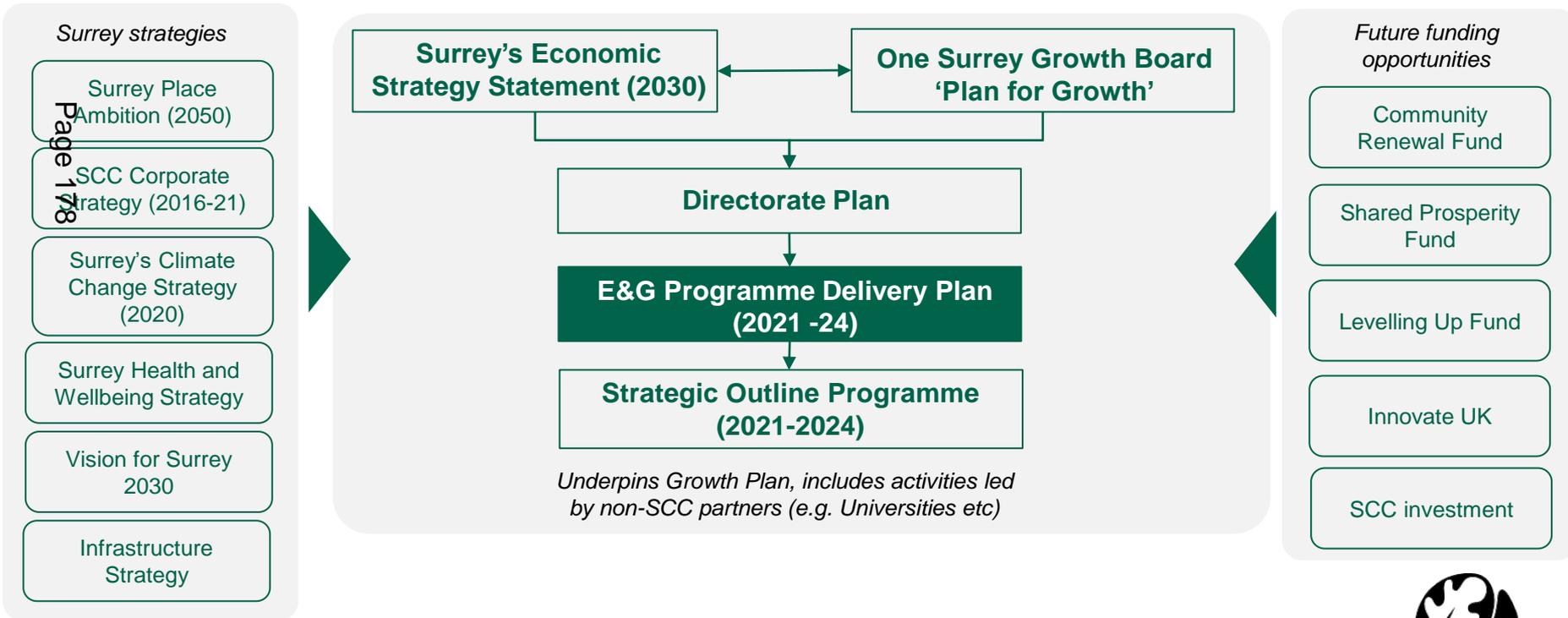
**Sources/background papers:**

Surrey's Economic Future: Our 2030 Strategy Statement

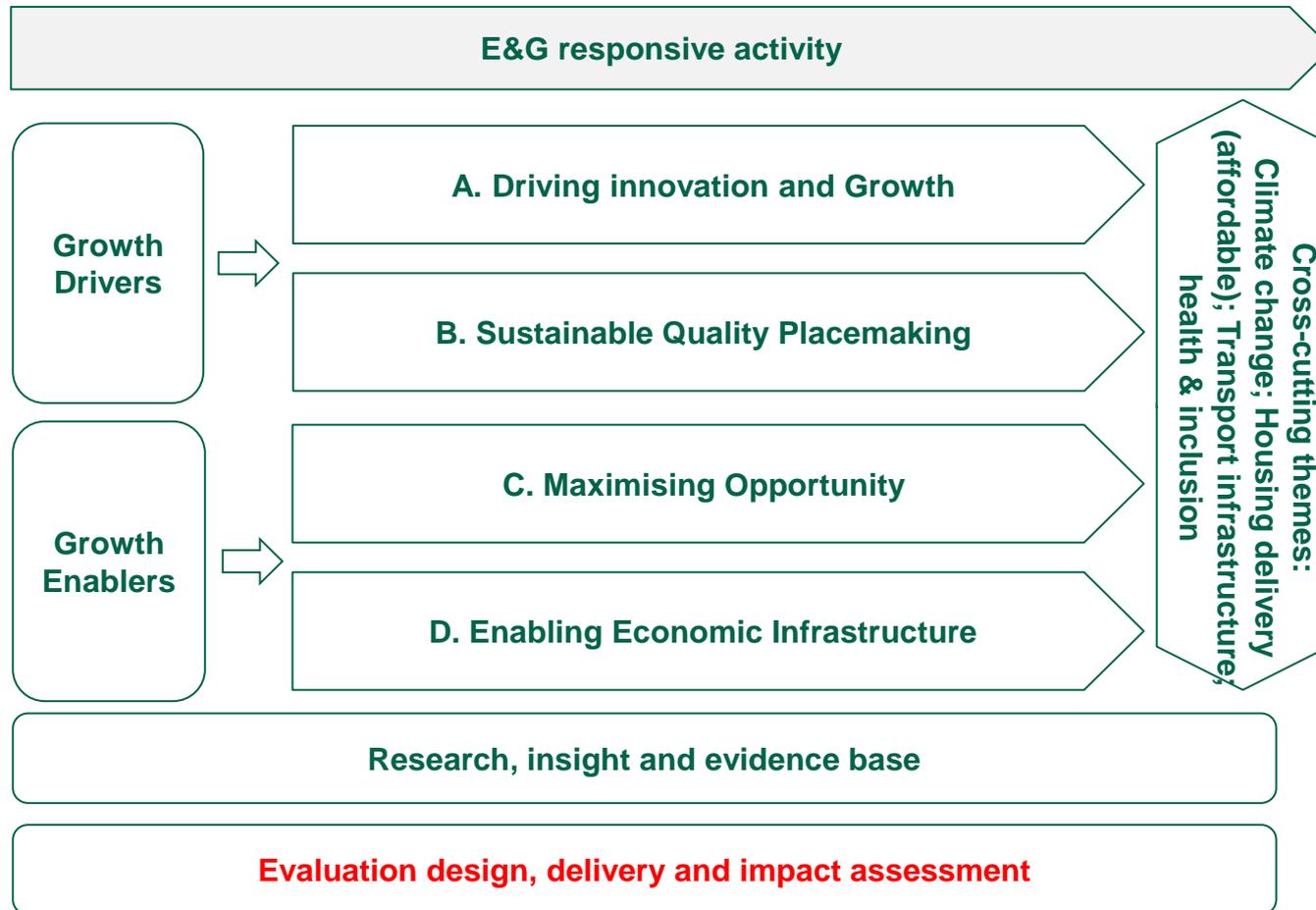
# Surrey's Economic Future Delivery Programme 2021-24

Page 177

# Strategic context: Economic Growth in Surrey



# Strategy Statement Priorities (2021-2030)



# A. Driving Innovation and Growth: Work programme

<p><b>Project: Inward Investment Service</b></p> <p>Description:</p> <p>Design and development of a new inward investment model for Surrey incorporating all proactive and reactive activities to maximise the benefits of a unique Surrey-wide investment proposition aligned to the Surrey Story.</p>	<p>Deliverables:</p> <ul style="list-style-type: none"><li>• Business engagement and pipeline management</li><li>• Finalisation / launch of Surrey model &amp; proposition by December 2021</li><li>• Website redesign, digital collateral and targeted business engagement by December 2021</li></ul>
<p><b>Project: Innovation Programme</b></p> <p>Description:</p> <p>Building our innovation networks and relationships with anchor institutions and growth sectors across Surrey. Maximising the influence and role of the Growth Board, to bring together partners. Extending the reach, through events such as the Surrey Place Story and Spotlight on Surrey.</p> <p>Undertaking feasibility work to establish a potential Challenge Fund and Innovation Loan Fund.</p>	<p>Deliverables:</p> <ul style="list-style-type: none"><li>• To be agreed as part of the Plan for Growth development</li><li>• Feasibility work for Challenge Fund and Innovation Loan Fund by December 2021</li></ul>
<p><b>Project: Social Innovation Hub on the high street concept</b></p> <p>Description:</p> <p>Exploring the potential for pop up Social Innovation Hubs to be established on the high street, which helps increase collaboration between Surrey Universities and local community.</p>	<ul style="list-style-type: none"><li>• Feasibility work for Social Innovation Hubs by December 2021</li></ul>

# B. Sustainable Quality Placemaking: Work programme

<p><b>Project: Surrey-wide place-planning</b></p> <p><b>Description:</b></p> <p>Spatial overview of Surrey’s economic strengths and opportunity areas including identification of growth zones / corridors linked to the sector identification and cluster mapping</p>	<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Identify Critical Success Factors for place prosperity so that we consistently evaluate economic place performance</li> <li>• Embed economic strategic place-approach across place delivery teams as the new way of working</li> <li>• SCC place-approach fully operational – updates provided on how model is being developed and embedded</li> </ul>
<p><b>Project: Priority Places</b></p> <p><b>Description:</b></p> <p>Place-based locality focus – project development and intervention design</p>	<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Develop place profiles for priority areas (2021/22)</li> <li>• Develop local leadership network with anchor institutions (2021/22)</li> <li>• Identify pipeline of projects in priority places (2022/23)</li> </ul>
<p><b>Project: High Street Commercial Model feasibility study</b></p> <p><b>Description:</b></p> <p>Design of an alternative residential-led commercial model for Surrey’s high streets which can be scaled across the county as part of the locality focused delivery</p>	<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Feasibility options papers, potential using Horley and Staines as case studies.</li> </ul>



## B. Sustainable Quality Placemaking: Work programme continued...

<p><b>Project: Placemaking capital programme pipeline</b></p> <p>Description:</p> <p>Long-listing intervention design for a Surrey place-based capital programme linked to the localities supported above</p>	<p>Deliverables:</p> <p>Enhance infrastructure plan priorities in Horley and Staines to deliver economic prosperity</p>
<p><b>Project: Placemaking delivery</b></p> <p>Description:</p> <p>Delivery of place-based capital programme as part of wider spatial masterplan and localised approach</p>	<p>Deliverables:</p> <ul style="list-style-type: none"><li>• Deliver community-led initiatives in Horley, collaborative working projects without CRF or impactful fully funded interventions with CRF</li><li>• Strategic enhancement of Staines framework and influence planning guidance for economic prosperity</li></ul>
<p><b>Project: Funding bids and business case development</b></p> <p>Description:</p> <p>SOC / OBC / FBC production to identify optimal delivery of public value from a Surrey wide capital programme</p>	<p>Deliverables:</p> <ul style="list-style-type: none"><li>• Prepare or support funding applications in priority places</li><li>• Develop business case information ready for funding bid opportunities.</li></ul>

# C. Maximising Opportunity: Work programme

<p><b>Project: Employment Demand Research</b></p> <p><b>Description:</b> Developing evidence, recommendations and strategic opportunities to support the development of a Surrey LSIP</p> <p>Future labour demand for skills in key sectors; provision supply &amp; gap analysis; qualitative research on access and use of the skills system (focus on inclusion groups and sector employers);</p>	<p>Deliverables:</p> <ul style="list-style-type: none"> <li>Phase 1 Demand analysis – projection of local employment and skills demand in key target sectors over short, medium and long term (2 – 10 yrs) - Q3 2021/22</li> <li>Phase 2 – Provision analysis. Alignment of demand with existing provision to identify gaps and opportunities - Q4 2021/22</li> </ul>
<p><b>Project: Local Skills Improvement Plan (LSIP)</b></p> <p><b>Description:</b> Influence and support the development of a LSIP for Surrey, led by a business consortium (employer representative body)</p>	<p>Deliverables:</p> <ul style="list-style-type: none"> <li>Lead development of LSIP in 2022/23</li> </ul>
<p><b>Project: Review of Employment and Skills Board</b></p> <p><b>Description:</b> Remodel the membership and Terms of Reference for the Employment and Skills Board (ESB), to strengthen its strategic role in shaping the future Surrey skills system.</p>	<p>Deliverables:</p> <ul style="list-style-type: none"> <li>Members engagement in review and Relaunch the Employment and Skills Board as the Surrey Skills Leadership Forum by September 2021</li> </ul>

# C. Maximising Opportunities: Work programme continued...

## Project: Establish programme and Business Case development

Description:

Ownership of strategic recommendations (from skills research) by Surrey Skills Leadership Forum

SOBC / OBC / FBC production to identify optimal delivery of public value from a Surrey wide skills programme

Development of a targeted funding application to UKSPF from 2022-23 onwards based on Business Case details

Deliverables:

- Pipeline of project proposals
- Business case development
- Development of at least one Outline Business Case by Q4 2021/22.

## Project: Skills delivery and co-ordination

Description:

Delivery / co-ordination of skills programme to improve skills provision across Surrey. Creating links to place based work in Horley and/or Staines; for example: capacity building of local partners; resident skills deficit; school engagement etc.

Deliverables:

As above

## Project: Corporate Social Responsibility and leverage of private sector investment

Description:

Understand how businesses can maximise their CSR contributions for enhance employment and skills opportunities.

Identify a small number of projects to be taken forward by the private sector in Surrey to maximise CSR and economic value.

Deliverables:

- Identify project proposals to be presented to the private sector December 2021.

# D. Enabling Economic Infrastructure : Work programme

<p><b>Project: Programme of digital infrastructure ‘barrier busters’</b></p> <p><b>Description:</b> Programme of interventions to help attract private sector investment in digital infrastructure within Surrey by improving the processes for engaging with SCC and other local authority partners.</p>	<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Workshop and ongoing engagement with D&amp;Bs</li> <li>• Completion of SCC commercial statement (Draft September 2021, Final approval Nov 2021).</li> <li>• Wayleave Framework and templates (2022/23)</li> <li>• Local asset register (2022/23), depending on outcome of DCMS funding bid</li> </ul>
<p><b>Project: Capital Infrastructure Pipeline</b></p> <p><b>Description:</b> Work closely with ETI and the update on the Surrey Infrastructure Plan to establish a capital infrastructure investment pipeline – with focus on delivering the Economic Strategy Statement and Plan for Growth.</p>	<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Pipeline of projects which has been approved by SCC and endorsed by the One Surrey Growth Board 2022/23</li> <li>• Approval of the project pipeline by April 2022.</li> </ul>
<p><b>Project: A22 Smart Highways</b></p> <p><b>Description:</b> Future proofing road capacity to support connected vehicles opportunities; specifically looking at the designs of any planned scheme or major resurfacing project</p>	<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Business Case development by December 2021</li> </ul>

Page 085



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**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021**

**REPORT OF CABINET MEMBER: MATT FURNISS – CABINET MEMBER FOR TRANSPORT AND INFRASTRUCTURE**

**LEAD OFFICER: KATIE STEWART – EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE**

**SUBJECT: SURREY INFRASTRUCTURE PLAN – PHASE 1 SCHEMES**

**ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT, ENABLING A GREENER FUTURE, EMPOWERING COMMUNITIES AND TACKLING HEALTH INEQUALITY**

<b>SUMMARY OF ISSUE:</b>
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Investment in infrastructure is essential for sustainable economic growth and to cater for the needs of Surrey's businesses and communities. The Surrey Infrastructure Plan Prioritisation Framework was approved by Cabinet in February 2021. This adopted a new approach to developing and prioritising infrastructure projects across the county. The plan allows for a more flexible approach whereby all schemes are assessed on how they meet a range of outcomes and align to new and merging funding opportunities as they arise. The plan introduces a continuous cycle of schemes as they move from concept to implementation stages.

This report recommends the approval to implement the first phase of schemes, highlights those schemes requiring further development and proposes the governance arrangements through which the development and implementation can be overseen.

<b>RECOMMENDATIONS:</b>
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It is recommended that Cabinet:

- a) Agree the implementation of the Phase 1 projects identified in this report and set out in Appendix 1, within the approved budget envelope, subject to the final business case for each scheme being approved by the Capital Programme Panel.
- b) Agree to the establishment of a Surrey Infrastructure Programme Board to oversee development and delivery of schemes to be chaired by the Cabinet Member for Transport and Infrastructure.

<b>REASON FOR RECOMMENDATIONS:</b>
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The recommendations will enable the development and delivery of infrastructure schemes that meet a wide range and outcomes and demonstrate deliverability and affordability. They enable the implementation of the first phase of schemes and the introduction of a second phase that requires further feasibility work, creating a flexible system for developing and

delivering infrastructure schemes. The process is intended to remain dynamic with new schemes added to the long list as they are identified, and a continuous programme of schemes developed taking them from concept through to delivery identifying suitable funding opportunities as they progress.

## DETAILS:

### Background

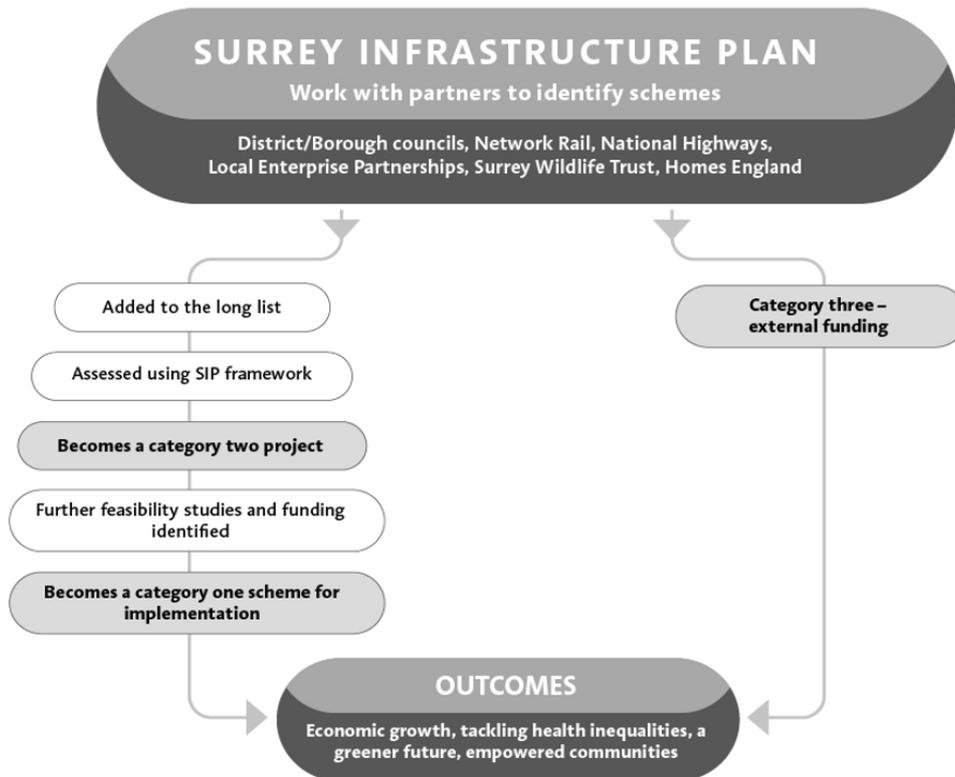
1. Cabinet approved the adoption of a prioritisation framework to assess infrastructure schemes at its meeting of 23<sup>rd</sup> February 2021. The framework includes a process by which the objectives used for the assessment process are linked to the SCC priority objectives as contained in its Organisational Strategy 2021-2026:
  - Growing a sustainable economy so everyone can benefit
  - Tackling health inequality
  - Enabling a greener future
  - Empowering communities
2. Following Cabinet, the partners involved in the development of the Surrey Place Ambition 2050 were consulted and the assessment of the projects shared. This included all 11 Districts and Boroughs, both Local Economic Partnerships and the Surrey Wildlife Trust. Other parties including Network Rail, Homes England and Highways England (now National Highways) were informed along with neighbouring authorities where there were schemes crossing the boundary.
3. The engagement with partners led to the conclusion that this should be an ongoing, dynamic process rather than a one-off exercise. The evolving societal impacts as a result of the Covid pandemic are leading to new travel patterns and behaviours, most notably a trend towards working from home and a greater focus on local places means the infrastructure requirements are changing. In addition, the Local Plan process means the D&Bs are at different stages as are their Community Infrastructure Levy (CIL) rounds and therefore ongoing dialogue and engagement is key to ensure the County Council working in partnership to provide the right level of investment in and balance of infrastructure across the county. All Districts & Boroughs who were also active in the development of the SIP prioritisation tool were engaged. Engagement will continue on a regular and ongoing basis going forward as the SIP continues to evolve including a focus on securing CIL as part of the funding package.
4. In addition, the development of the draft Surrey Transport Plan, which is currently out for consultation, the creation of the Economic Growth Strategy – Plan for Growth and the work on the Greener Futures net zero carbon delivery plans (for the Council and county), mean that it is critical for the Council to continue to keep its infrastructure priorities under review and to ensure these new and emerging policy agendas are reflected in the delivery of infrastructure into the future.
5. The SIP is not only helping officers to identify priorities for investment, but it is also helping to identify conflicts between policy priorities as expressed in different projects – and opportunities to resolve those conflicts. For instance, a highway scheme may appear on the face of it to contribute to economic growth but detract from the priority around environmental sustainability and reducing carbon; however, this conflict can be mitigated and ultimately overcome through the design of the scheme. Whilst providing access to new homes and reducing congestion, the design should also support active and sustainable travel modes and where appropriate public transport. This way, new

highway schemes can enable and facilitate the modal shift that is needed to enable residents to make more sustainable choices, which in turn will contribute to reducing carbon, improve local air quality and help traffic to flow. Furthermore, through trialling new forms of technology, it may be prove an alternative or complementary measures to improve traffic flow and reduce air quality.

### Surrey Infrastructure Plan – Scheme selection

6. A list of over 100 infrastructure schemes have been identified between SCC and its partners with the majority in the transport and highways category. This is as expected given the county's role as a local highway authority and the need for highways to cater for sustainable growth, providing access for people and goods both via motorised vehicles where necessary but also by local active and sustainable transport measures. However, as the Council's agenda across economic and environmental priorities develops, it is expected that increasingly other types of infrastructure schemes will be pursued and added to the long list as they materialise.
7. All schemes were assessed using the prioritisation framework agreed by Cabinet in February 2021 (summary of the process is noted in Appendix 4) and the list of schemes within each District or Borough boundary was shared with the relevant officers at each authority. The schemes, noted in Appendix 1, have been recommended for implementation based on the availability of external funding, are supported by the relevant District or Borough, are largely designed and ready to deliver, and have been assessed using the SIP prioritisation framework as having positive outcomes, including particularly those linked to greener futures and economic growth priorities. They demonstrate the new, flexible approach to infrastructure investment by identifying live funding opportunities that reduces the Council's need for borrowing. They represent a subset of a longer list of schemes that have been identified which will come forward through a process of ongoing prioritisation, development and engagement with partners. The estimated cost of the schemes noted in appendix 1 is £30m made up of £14.2m from SCC which in turn leverages in approximately £16.7m from external partners or S.106/CIL. Where further external funding can be identified and secured, this will reduce the Council's contribution.
8. Carbon assessments for each scheme will take place throughout the project design process from feasibility through to detailed design. The detail of each assessment will increase as the project matures and will include both construction emissions and embedded carbon, and operational emissions. An outline assessment will be undertaken at the initial outline business case stage; this will help inform the solution for the next design stage. In this case, this could lead to a scheme's design evolving to maximise facilities for active travel modes, for example. The carbon assessment following the detailed design will demonstrate how, throughout the design process, carbon impacts have been mitigated in line with our net zero target. At the end of each design process, there is a stage gate. Any scheme that does not show alignment with carbon reduction policies will be subject to a re-design and or re-evaluation of the solution or removal from the programme.
9. A further list of schemes is noted in Appendix 2 that require feasibility and development work before an assessment can be made as to whether they can move to implementation. This pipeline of schemes will be developed using feasibility funding already approved by Cabinet along with other funding from partners where available. Those schemes that are considered suitable for implementation will be recommended to Cabinet next year as part of an ongoing cycle of scheme development and implementation. This list is flexible and subject to change as priorities are put forward

by partners and the feasibility work is progressed. A longer list of schemes exists as identified by partners and this will be regularly reviewed, and schemes advanced where funding opportunities and priorities align as indicated by the following diagram.



10. As well as schemes that SCC can directly deliver or influence, other schemes that fall to the responsibility of our partners such as Network Rail and Highways England (now National Highways) have been identified as additional priorities, and these are noted in Appendix 3. SCC's role will be to work constructively with our partners to promote these schemes for external investment and lobby Government where necessary to ensure these schemes are delivered.
11. It is worth noting that National Highways are running a consultation with stakeholders to inform recommendations and investment plans going forward for the Department for Transport's next Road Investment Strategies (RIS3 2025 - 2030). These are the most heavily used roads in the County covering the M3, M23, M25 and A3. The relevant SIP schemes noted in category 3 will be noted in the Council's formal response along with any comments from Districts and Boroughs.

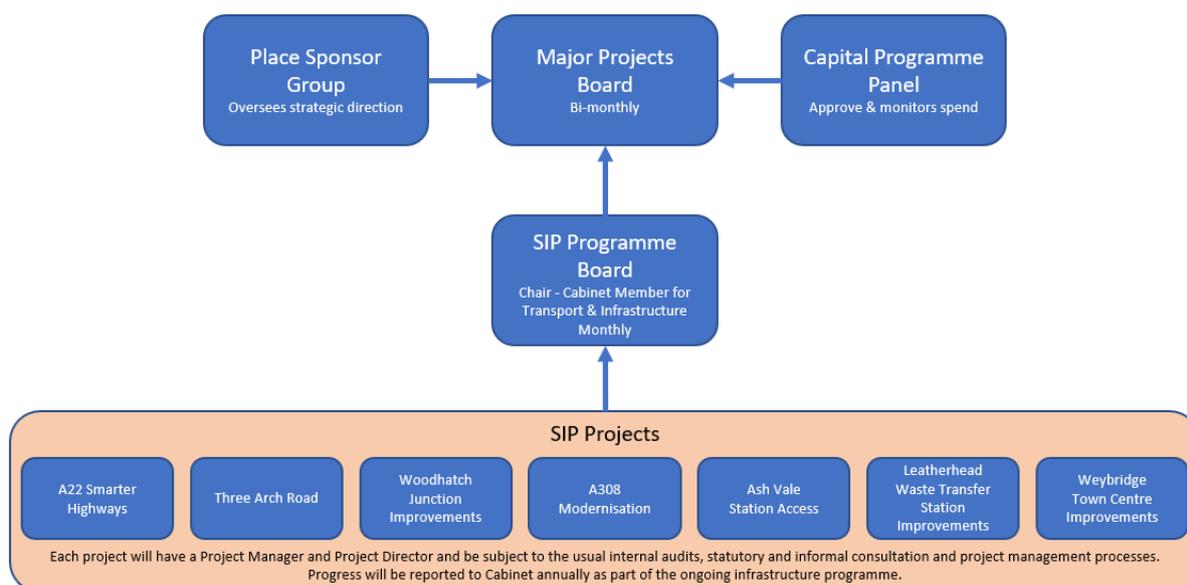
### Surrey Infrastructure Plan – Phase 1 schemes

12. The first phase of schemes that are being recommended for implementation as included in Appendix 1 have been assessed using the framework and are summarised below:
13. **A308 Modernisation:** The A308 Staines Road West is a vitally important link in the county's road network, connecting the A30 / M25 junction 13 to the M3 / A316. Redevelopment through the Staines masterplan and the planned densification of Ashford and Sunbury Cross will see travel demand along and across the A308 increase in the years to come, as would any eventual expansion of Heathrow Airport. The project will look to reduce congestion and travel time through the corridor, improve road safety specifically pedestrians and cyclists and promote active travel that will help

achieve air quality and carbon reduction targets. Of the expected £10m project cost, there is £5m of CIL funding identified for this corridor enhancement project.

14. **Weybridge Town Centre Improvement:** There is an ambition to transform the highway environment in Weybridge to provide a high-quality, pedestrian-focussed area of public realm, to complement the wider community ambition for the town centre including the re-provision of a health centre. The project will focus on the provision of electric vehicle charge points, active travel, tackling congestion, speed reduction and public transport improvements. Of the expected £4m project cost there is £300,000 of S106 funding identified for this enhancement project and potentially a further £2m of CIL funding available.
15. **Three Arch Junction Improvements:** The proposed improvements will support the increased demands for travel caused by the development of the Horley Masterplan and provide environmental benefits from the potential of a transport modal shift towards more sustainable transport options. Of the expected £4.5m project cost, there is approximately £440,000 of CIL funds already available and further request of up to £2m of CIL funding will be requested from Reigate and Banstead Borough Council (RBBC) in their forthcoming CIL round.
16. **Woodhatch Junction Improvements:** The Department for Transport (DfT) has identified the A217 from Reigate to Horley as one of the most dangerous local roads in the South East, where the risk of fatal and serious collisions is highest. Congestion and journey times through the junction will worsen as a result of future proposed and planned development in the RBBC Local Plan. Both Surrey and RBBC recognise that there is a need to improve road safety and congestion at Woodhatch junction. The aim of this project is to relieve congestion, promote safety and improve road environment for pedestrians, cyclists and motorists. Of the expected £4.5m project cost, there is approximately £440,000 of CIL funding that has been identified for this project with potentially a further £2m of CIL contributions when the RBBC funding window opens in Autumn 2021. Subject to future rounds of the Levelling Up Fund being announced it is possible that this scheme could be submitted for funding from this funding stream as the DfT advised that schemes previously on the DfT Pinch-point list such as this would be considered favourably in any submission to the Levelling Up Fund.
17. **Ash Vale Station access:** Providing a funding contribution of £300,000 will attract over £5m investment from Network Rail to deliver a fully accessible station at Ash Vale. The station is not currently fully accessible for all passengers as requires the use of a staircase. This scheme will enable improved access to the station and its platforms. A fully accessible railway station aligns with the Government's Inclusive Transport Strategy and SCC priorities.
18. **Leatherhead Waste Transfer Station improvements:** This project will provide a tipping point for kerbside collected dry mixed recyclables post 2025 when the contract and lease for Grndon MRF (Leatherhead) comes to an end. It will also reduce the County's reliance on the use of 3rd party facilities, provide a stronger negotiating position when considering future management contracts and improve the quality of recycled material sold to the market. A capital contribution of £400,000 is proposed which will result in a lower revenue spend.
19. **A22 Smarter Highways:** The approach is to consider how enhancements to the route can be delivered through trialling the use of new technology rather than using traditional infrastructure interventions to increase capacity, reduce accidents and generate off-grid electricity with a view to introducing such measures across the County.

## Proposed governance



20. The SIP projects outlined in the previous section and shown in Appendix 1 are currently those in the first phase to be delivered. This list will grow, as schemes move through the process from concept to delivery. Each scheme will have a standard governance process in place to ensure the scheme is developed in accordance with the Council's strategic priorities, adheres to the relevant strategies and progresses through design and implementation, taking feedback from key stakeholders and local residents.
21. The local project governance around each project is flexible and will often include representatives from other partner organisations – typically officers from the D&Bs. Each project will have an assigned Project Manager and Project Director often responsible for multiple schemes and responsible for the design and delivery of the scheme to the agreed scope, within the budget allocation and within the expected timeframes.
22. At a project level, the Project Manager will be supported by the newly formed Programme Management Office within the Environment, Transport and Infrastructure (ETI) Directorate, who will support the development of the scheme, including consultation and communication, local liaison with stakeholders and divisional members, legal support, monitoring and reporting and adherence to best practice project management processes. All schemes are also subject to internal audit inspection and investigation.
23. The diagram above shows the proposed introduction of a new programme level governance to be established later this year where there will be Cabinet Member oversight of the programme through a Programme Board to be established. This will allow additional oversight by the Cabinet Member and Executive Director of ETI including a view on the progress of the next batch of schemes in the pipeline. This monthly Programme Board will be able to highlight any issues to the Major Projects Board chaired by the Leader of the Council with senior officers from legal, finance and the service areas in attendance. The Capital Programme Panel chaired by the Executive Director of Resources will be responsible for approving the final business case and tracking spend against forecast. The Place Sponsors Group, an officer

group formed of relevant Executive Directors will ensure the schemes tie into ongoing and planned initiatives across the county and SIP schemes are co-ordinated as part of wider activity including links to Surrey Place Ambition, One Surrey Growth Board, Greener Futures and work with communities.

24. Given the cycle of scheme development and implementation, it is envisaged an annual report will be taken to Cabinet updating on progress of the previous batch of schemes and recommending new schemes to be implemented. A report to the Communities, Environment and Housing Select Committee would be produced prior to the Cabinet's annual review of the SIP each year.

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

25. The business cases that will be submitted to the Capital Programme Panel will include details on any scheme risk and mitigation.

#### **FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

26. The development of the Surrey Infrastructure Plan has been met from the Council's Feasibility Fund. The Council's capital pipeline makes provision for scheme costs and this report outlines the estimated costs for the seven schemes noted in the first phase. The full business cases that will be prepared for each scheme and be considered by the Capital Programme Panel will set out in more detail the spend profile, the value for money and any external or third party funding identified. Schemes will only be agreed within the budget envelope approved by Cabinet. Further feasibility work will be required for those schemes noted in category 2 for which funding will be sought from the Feasibility Fund and any external contributions from partners where available.

#### **SECTION 151 OFFICER COMMENTARY**

27. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
28. The Surrey Infrastructure Plan is included in the approved capital programme, which is being reviewed as part of the Council's Medium Term Financial Strategy 2022-27. Individual schemes will be considered in detail by the Council's Capital Programme Panel, within the budget envelope approved by Cabinet. As such, the Section 151 Officer supports the proposed approach.

#### **LEGAL IMPLICATIONS – MONITORING OFFICER**

29. There are no significant legal implications raised in the report at this stage. There will be contractual agreements to be entered into as part of the schemes. Some of these schemes may also require traffic regulation orders to be entered into which are subject to their own statutory consultation process.

## EQUALITIES AND DIVERSITY

30. Equality Impact Assessments EIA's will be undertaken as part of each individual Business Case.

## OTHER IMPLICATIONS:

31. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report
Compliance against net-zero emissions target and future climate compatibility/resilience	The proposed projects will contribute to reducing emissions through improving infrastructure needed to promote active travel, use of public transport, uptake of electric vehicles and waste recycling contributing to Surrey climate change delivery plan targets. The projects will also facilitate the planned development of sustainable neighbourhoods that prioritise access to services locally through provision of infrastructure for active travel, electric vehicle charging. The Construction phase will involve generation of carbon emissions which will be prioritised through procurement of Contractors that will assess the emissions and climate impact risks at design stage and put in place measures to reduce operational and embodied emissions during Construction and ensure the proofing of infrastructure to projected and current climate impacts like flooding and increased temperatures.

## ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

32. An Environmental Sustainability Assessment (ESA) will be undertaken as required as part of the individual business case development for each scheme.

## PUBLIC HEALTH IMPLICATIONS

33. Public Health implications will be dealt with within the individual Business Cases.

<b>WHAT HAPPENS NEXT:</b>
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34. All schemes identified in Appendix 1 will now have a full business case developed and reported to the Capital Programme Panel before they formally commence. They will then be progressed with stakeholders and the community engaged as part of the scheme development before moving to implementation. In addition, schemes identified in Appendix 2 will be further developed using Feasibility Funds with a view they are reported to this Cabinet next year as part of the next phase of schemes to be implemented. Engagement with all partners including the Districts and Boroughs will recommence to review priorities and agree how schemes are progressed in partnership.

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**Report contact:** Lee Parker, Director of Infrastructure, Planning & Major Projects, 07816 089527, lee.parker@surreycc.gov.uk

**Consulted:**

Surrey Future Steering Board – 9<sup>th</sup> December 2020

Communities, Environment and Highways Select Committee – 18<sup>th</sup> January 2021

Districts & Borough Councils – May-July 2021

**Appendices:**

Appendix 1- Phase 1 / Category 1 Projects

Appendix 2- Category 2 Projects

Appendix 3- Category 3 Projects

Appendix 4- Surrey Infrastructure Prioritisation Framework Technical Handbook (extracts) March 2021

**Sources/background papers:**

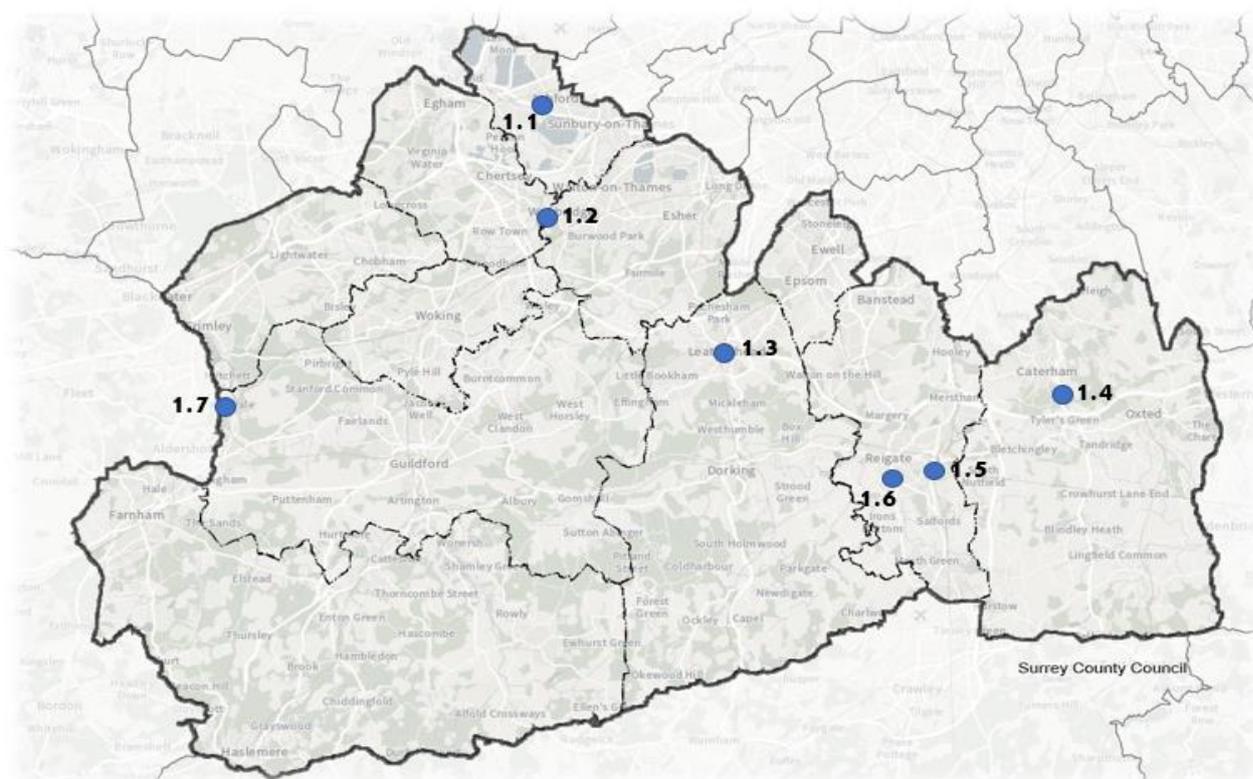
Surrey Infrastructure Prioritisation Framework – Technical Note, January 2021

## Appendix 1 – Phase 1 / Category 1 Projects

### Estimated Capital Cost and SCC Contribution

Project	Estimated Scheme Capital Cost	SCC Contribution requested
A308 Modernisation	£10m	£5m
Weybridge Town Centre Improvement	£4.0m	£2m
Three Arch Junction Improvements	£4.5m	£2m
Woodhatch Junction Improvements	£4.5m	£2m
Ash Vale Station access	£5m+	£0.3m
Leatherhead Waste Transfer Station improvements	£0.4m	£0.4m
A22 Smarter Highways	£2.5m	£2.5m
<b>Total</b>	<b>£30.9m</b>	<b>£14.2m</b>

## Category 1 Projects: Location Plan



### Category 1 Projects

- 1.1 A308 Modernisation
- 1.2 Weybridge Town Centre Improvement
- 1.3 Leatherhead Waste Transfer Station Extension
- 1.4 A22 Smarter Highways
- 1.5 Three Arch Road/ A23 Junction Place Improvements
- 1.6 Woodhatch Junction Improvements
- 1.7 Ash Vale Rail Station access

## Appendix 2 – Category 2 Projects

Project	Estimated Capital Cost
<b>A24 Horsham to Dorking</b>	TBD
<i>Study to explore potential interventions along the A24 to improve safety and reduce congestion. Joint funded with WSCC.</i>	
<b>A245 Corridor Improvements (including Smarter Highways)</b>	TBD
<i>Study to consider corridor improvements along the A245 between A3 Painshill and Brooklands to include new cycle infrastructure and the potential use of technology to address safety and congestion issues.</i>	
<b>Town and Village Improvements to include:</b>	
• Addlestone Village improvements	£5m
• Farnham Town centre Improvements (FIP 2)	TBD
• Epsom Town Centre	TBD
• Ewell Village	TBD
• Staines Town Centre (inc Iron Bridge)	TBD
• Church Road, Ashford	TBD
• Caterham Town Centre	TBD
• Guildford Town Centre	TBD
<i>Schemes aim to reduce congestion, improve air quality, provide improvements for pedestrians, vulnerable users, and cyclists as well as public realm enhancements to improve the economy and social infrastructure.</i>	
<b>Woking Sustainable Transport Package Phase 2</b>	TBD
<i>The Phase 2 package will look to introduce further improvements to walking and cycling, to and from Woking town centre informed by Woking's LCWIP and include Quality Bus Corridors in directions of Brooklands, Sheerwater, Byfleet and Send.</i>	
<b>Kiln Lane Link</b>	TBD
<i>The provision of a new crossing of the railway line between the Longmead and Nonsuch business areas which are centrally located between Epsom Town Centre and Ewell Village. This will support Epsom &amp; Ewell Borough Council's Masterplan.</i>	
<b>Lower Sunbury Crossing</b>	TBD
<i>A study to consider the viability of a new pedestrian/cycling crossing across the River Thames between Lower Sunbury and Hurst Park.</i>	
<b>Cranleigh (inc Elmbridge Road bridge)</b>	£1.9m +

Project	Estimated Capital Cost
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*Construction works to widen the bridge over the Wey & Arun Canal on Elmbridge Road to improve traffic flow. Improvements to the town centre to support local businesses. £1.9m of secured S106 funding available with the potential of additional funding from the Canal and Waterways body.*

**Local Cycling and Walking Projects to include:**

• Reigate and Banstead LCWIPs	£7.5m
• Epsom to Banstead: Cycle route to Nescot college	£1.0m
• Boxgrove Roundabout: To link 3 cycling routes	£0.5m
• Woking LCWIP: Town centre to Goldsworth Park	£6.0m
• Spelthorne LCWIP – A308 and Ashford Park Estate	£0.025m
• Waverley – Bullers Road and Hale Reeds school streets	£0.3m
• Spelthorne LCWIP (Two £6m packages)	£12m
• Elmbridge LCWIP (Two £6m packages)	£12m
• Runnymede LCWIP (Two £6m packages)	£12m
• Guildford LCWIPs	TBD
• Surrey Heath LCWIP	TBD
• Mole Valley LCWIP	TBD
• Epsom Ewell LCWIP	TBD
• Waverley LCWIP	TBD
• Tandridge LCWIP	TBD
• Wider Woking LCWIP	TBD

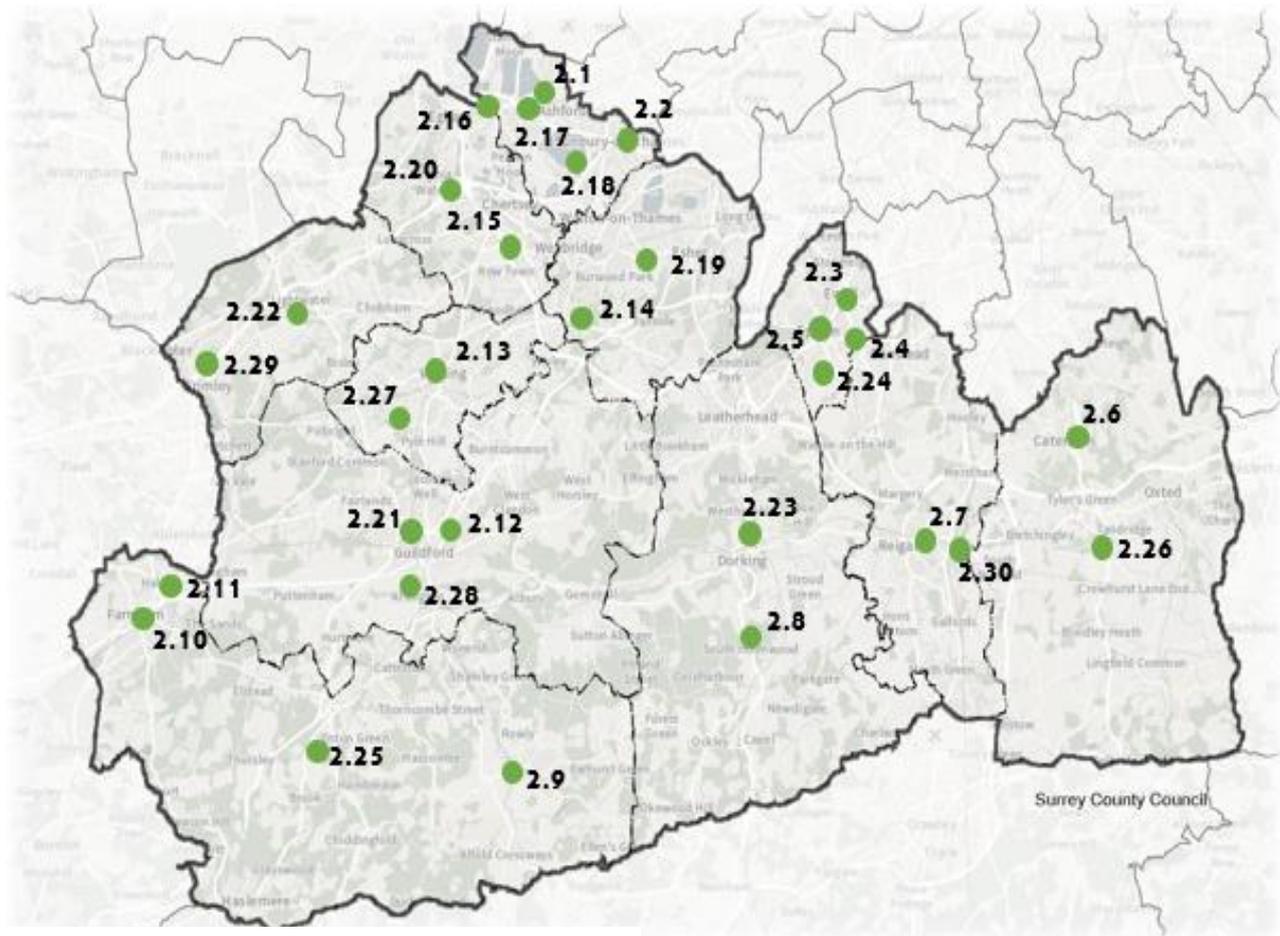
*Local Cycling and Walking Implementation Plans (LCWIPs) have been developed in partnership with local Boroughs and Districts to identify new or improved walking and cycling facilities. Further schemes to be added to this list pending review.*

**National Highways (NH) Designated Fund schemes**

• Godalming to Guildford NH Designated Funds	£6.5m
• Camberley to Frimley NH Designated Funds	£3.4m
• Redhill to Hooley NH Designated Funds	£7.0m

*Cycling schemes that provide complimentary sustainable transport improvements to the Strategic Road Network. These schemes will link to the LCWIPs.*

## Category 2 Projects: Location Plan



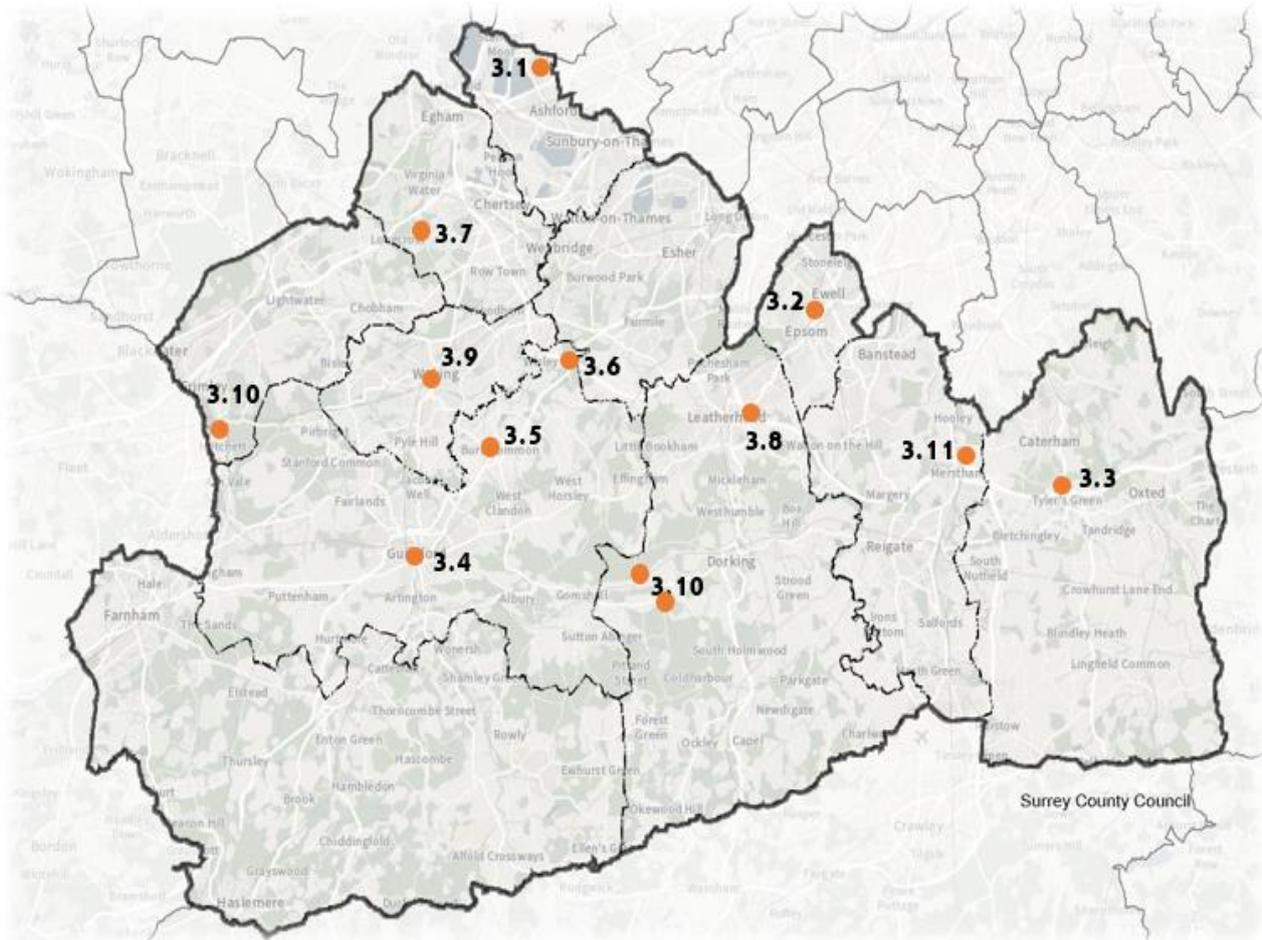
### Category 2 Projects

- |  |   |
|--|---|
| 2.1 Spelthorne: A308 and Ashford Park Estate             | 2.16 Staines Town Centre (Inc. Iron Bridge)     |
| 2.2 Lower Sunbury Crossing                               | 2.17 Church Road, Ashford                       |
| 2.3 Ewell Village  | 2.18 Spelthorne LCWIP                           |
| 2.3 Kiln Lane Link                                       | 2.19 Elmbridge LCWIP                            |
| 2.4 Epsom to Banstead Cycle route to Nescot college      | 2.20 Runnymede LCWIP                            |
| 2.5 Epsom Town Centre                                    | 2.21 Guildford LCWIPs                           |
| 2.6 Caterham Town Centre                                 | 2.22 Surrey Heath LCWIP                         |
| 2.7 Reigate and Banstead LCWIPs                          | 2.23 Mole Valley LCWIP                          |
| 2.8 A24 Horsham to Dorking                               | 2.24 Epsom Ewell LCWIP                          |
| 2.9 Cranleigh (inc. Elmbridge Road Bridge)               | 2.25 Waverley LCWIP                             |
| 2.10 Farnham Town Centre (FIP 2)                         | 2.26 Tandridge LCWIP                            |
| 2.11 Waverley - Bullers Rd and Hale Reeds School streets | 2.27 Wider Woking LCWIP                         |
| 2.12 Boxgrove Roundabout: To link 3 cycle routes         | 2.28 Godalming to Guildford NH Designated Funds |
| 2.13 Woking Sustainable Transportation Package Phase 2   | 2.29 Camberley to Frimley NH Designated Funds   |
| 2.13 Woking LCWIP: Town centre to Goldsworth Park        | 2.30 Redhill to Hooley NH Designated Funds      |
| 2.14 A245 Corridor Improvement (inc. Smarter Highway)    |   |
| 2.15 Addlestone Village Improvements                     |   |

### Appendix 3 – Category 3 Projects

Project	Scheme Capital Cost	Remarks
M25 Junction 10/A3 Wisley Interchange	TBD	Secretary of State decision expected December 2021
M25 Junction 6	TBD	Capacity requirements – supported by Tandridge District Council
M25 Junction 9	TBD	Link to Mole Valley District Council Local Plan.
A3 northbound slip road at A247 (Burnt Common)	£20m	Potentially developer funded. Currently being studied by National Highways.
New rail stations at Guildford West (Park Barn) and Guildford East (Merrow)	TBD	Network Rail to fund
Trumps Farm Material Recovery Facility	£30m	Project to be funded outside scope of the Surrey Infrastructure Plan
Slyfield Community Recycling Centre	£12m	Connected to Weyside HIF. Project to be funded outside Surrey Infrastructure Plan
A3 Guildford	TBD	Noise abatement study underway
Airport access – Southern Rail	TBD	Access to London Heathrow Airport
Crossrail 2	TBD	On hold
Town Centres	TBD	Support Surrey's towns and villages through public realm improvements, bidding for funding, supporting local regeneration
Woking flyover	TBD	Network rail scheme to remove the bottleneck on the South West Mainline allowing service improvements between London and Surrey
North Downs Line Electrification	TBD	Network Rail to fund
A23/M23 Hooley	TBD	National Highways consulting on next round of Route Investment Strategy

## Category 3 Projects: Location Plan



### Category 3 Projects

- 3.1 Airport Access Southern Rail
- 3.2 Crossrail 2
- 3.3 M25 Junction 6
- 3.4 A3 Guildford (noise Abatement study)
- 3.4 New Rail Stations at Guildford West (Park Barn) and Guildford East (Merrow)
- 3.4 Slyfield CRC
- 3.5 A3 Northbound slip road at A247 (Burnt Common)
- 3.6 M25 Junction 10/A3 Wisley Interchange
- 3.7 Trumps Farm Material Recovery Facility
- 3.8 M25 Junction 9
- 3.9 Woking Flyover
- 3.10 North Downs Line Electrification
- 3.11 A23/M23 Hooley

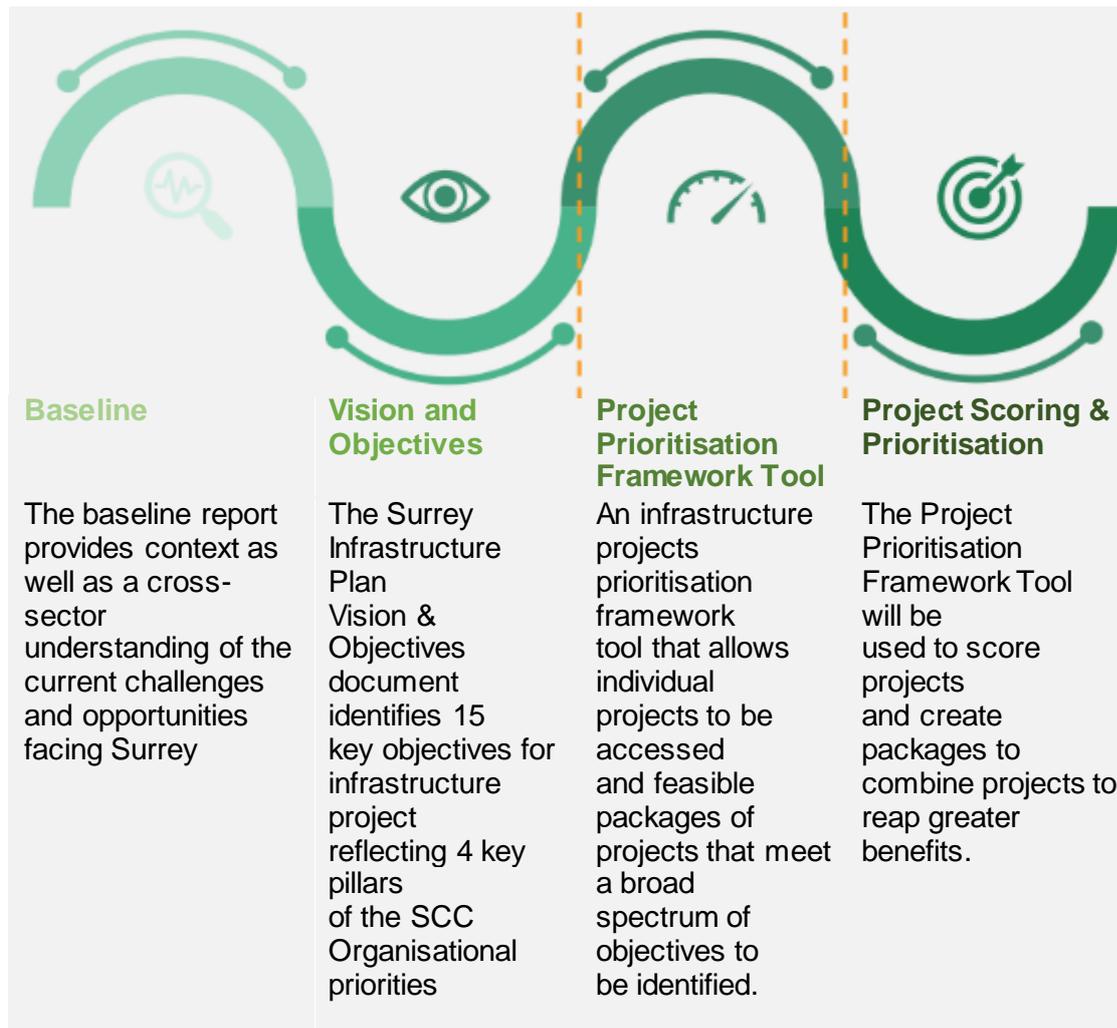
## Appendix 4

Surrey Infrastructure Prioritisation Framework

Technical Handbook (extracts) March 2021

### THE SURREY INFRASTRUCTURE PLAN PROCESS

The Project Prioritisation Framework Tool has been developed as part of a comprehensive evidence-based Surrey Infrastructure Plan (SIP). The Framework Tool is intended to help with forward planning for infrastructure across Surrey.



#### Core Aims

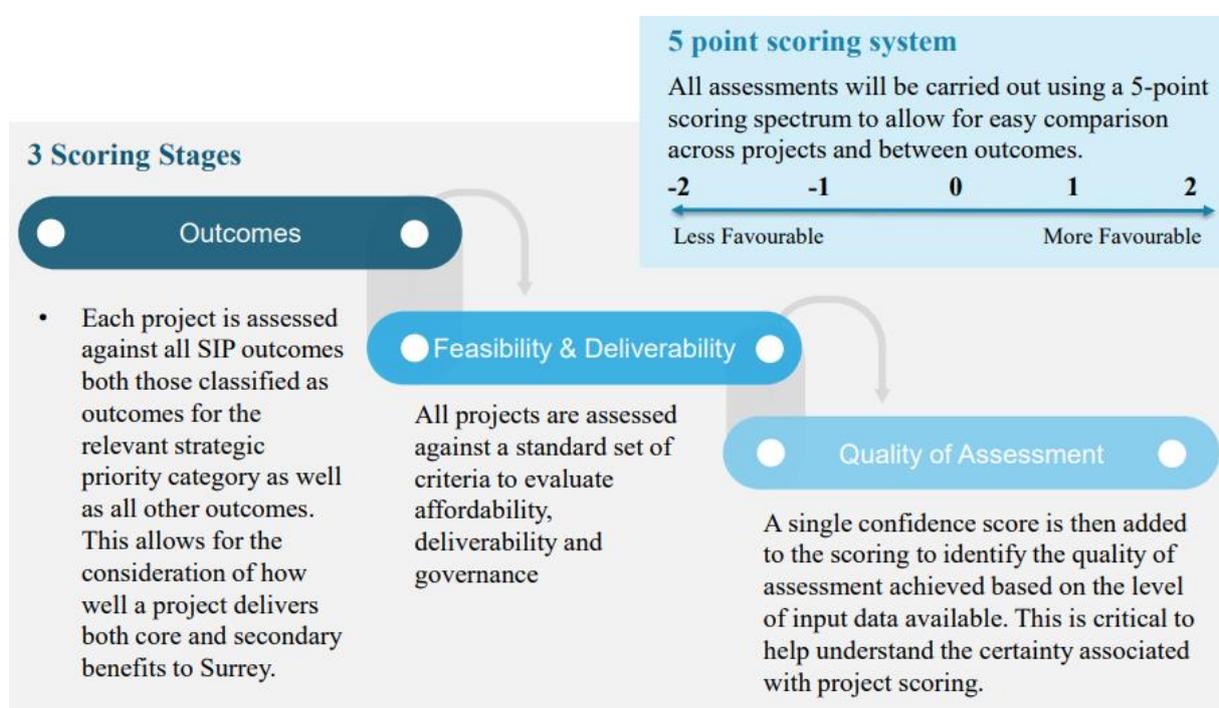
- **Consider** the ability of projects, and groups of projects, to meet the objectives outlined in the Surrey Infrastructure Plan: Vision & Objectives document.
- **Develop** a robust tool that initially assesses the ability of individual projects to meet the identified objectives, but also aides with the ability to identify packages of projects to pursue, and strategic gaps.
- **Create** a working prioritisation tool that is user friendly and flexible to allow for future use including the inclusion of other projects and changing priorities.

## Key Principles

- Ensure that the framework can effectively consider a wide spectrum of infrastructure projects, of very different scales and from different sectors with different primary aims.
- Ensure parallel workstreams and key documents including the One Surrey Growth Plan, Economic Development plans and external government documents are reflected in the prioritisation.
- Manage project interdependencies and being able to capture complementary benefits delivered through project combinations.
- Ensure the framework is fit for purpose for both a local audience (Surrey County Council, Districts and Boroughs) as well as in discussion with central government.

## The Scoring Method

The scoring of projects included in the prioritisation framework consist of three stages.



First, projects are scored against a series of 44 key outcomes that address the 15 SIP Objectives mentioned in the "Vision and Objectives" document. Projects are then assessed against a standard series of feasibility and deliverability criteria to consider the timeliness, affordability and risk associated with each project. Finally, a quality of assessment score is provided for the scoring of the project. This final part is not included in the final score, but is a critical element that helps the assessor understand whether the scoring was made based on a wealth of information and inputs or is simply a high-level assessment using substantial professional judgment.

**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021**

13

**REPORT OF CABINET MEMBER: NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY MEMBER****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR FOR RESOURCES****SUBJECT: ACQUISITION OF LAND AT TICE'S MEADOW, FARNHAM****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ ENABLING A GREENER FUTURE****Purpose of the Report:**

Cabinet is asked to approve acquiring the freehold interest in approximately 55 hectares (137 acres) of land, a restored former quarry, at Tice's Meadow Farnham. The proposal is for Surrey County Council to purchase the land in conjunction with some of its district, borough and neighbouring authorities for the purposes of supporting the community and offering additional benefit through mutual management controls. Purchasing the land will not only safeguard it but also enable the development of an important natural habitat adjacent to existing county and district holdings for recreational and habitat creation purposes in support of Surrey County Council's wider green agenda.

**Recommendations:**

It is recommended that Cabinet:

1. Approves the freehold purchase of land known as Tice's Meadow, Farnham, dependent on receipt of 45% of the purchase price from a consortium of key partners, as previously agreed. The purchase price and transaction costs are commercially sensitive at this time and are set out in the Part 2 report.
2. Delegates authority to the Director of Land and Property and the Executive Director of Resources, in consultation with the Leader and Cabinet Member for Property, to conclude contracts and completion and to recover agreed capital contributions from its key partners. The capital contributions are commercially sensitive at this time and are set out in the Part 2 report.
3. Agrees that Surrey County Council takes over as lead accountable body for the Aftercare and Management Scheme, in partnership with its public sector partners and approved private bodies.
4. Notes that Surrey County Council will become responsible for the Aftercare Management Scheme as set out in paragraph 8 in this report, and the associated costs noted in the Part 2 report.

## Reason for Recommendations:

It is recommended that Cabinet approves Surrey County Council purchasing land in Farnham as set out in the Part 2 report. The land is a former quarry which has been restored and remains subject to a 20-year management plan for its enhancement and protection delivered in partnership with Waverley Borough Council, Farnham Town Council, Guildford Borough Council, and both Hampshire County Council and Rushmoor Borough Council, supporting the Blackwater Valley Partnership.

The purchase of land, on behalf of its local authority partners, protects against the risk of a private purchaser taking over and seeking to reduce public access or amenity benefit, and also averts the risk of land disposal possibly into small parcels that would make future purchase potentially more complex and expensive.

The Council's Natural Capital Estate provides 10,000 acres of high-quality landscape and recreational space. However, in Waverley open space of this kind is currently limited, so the purchase of this land provides an ideal opportunity to expand space available for residents and visitors. The area complements Surrey's existing land ownership known as Tongham Pool to the immediate east, and the Blackwater Valley Way (owned by Rushmore Borough Council) which sits along the northern boundary. It will also provide the opportunity for a number of circular walks within the site, and an additional attraction for visitors to explore wildlife and the natural environment.

Since the landscape quality of the site as a quarry was very low, there is a high net biodiversity value to be gained from active management of the site to maximise value delivered by the new wetland, woodland and grasslands.

By approving the purchase of the land Surrey County Council will support both its public sector partner authorities and the Greener Futures priority objectives.

## Executive Summary:

### Background

1. The Council has been working closely with the current owners of the quarry, Hanson Quarries Europe Limited, over the restoration of the former quarry and since 2016 has developed a close working relationship with its public authority partners to further develop the land, and the governance arrangements for its management.
2. The land provides an excellent opportunity to create a range of socio-economic and environmental benefits for the area, generating new opportunities for public access to new habitats for ecology, development of natural green space aligned to wider educational agendas. In addition, there is an element of strategic planning given the land could be acquired by an investor/developer seeking to use the land for Suitable Alternate Natural Green (SANG) space to offset, support or enlarge local housing development.
3. Following the Council's Climate Emergency declaration in July 2019, the Greener Future agenda is a key strategic priority for the Council with a commitment to becoming a net-zero county by 2050. The science behind the emissions reduction pathway to 2050, which underpins the Council's Climate Change Strategy (2020), shows that there will still be a need to offset around 5% of emissions to reach net-zero. This need for vegetation to draw in (sequester) and "offset" carbon dioxide from the atmosphere was a driver for the Council's target of planting 1.2 million trees over the next decade.

4. Tice's Meadow presents an opportunity to purchase land that can be used to facilitate and enable tree planting, promote wider habitat enhancements whilst creating accessible green spaces for Surrey residents and visitors.
5. Opportunities align with local aspirations:
  - Active Travel: connecting communities and providing access to the countryside.
  - Countryside: improvement to areas providing ecology, public amenity and recreational facilities.
  - Environment: improved habitat for ecology, carbon offsetting (through sequestration), tree planting and sustainable energy, and potential SANGs.

### **Business Case**

6. There are circumstances where Surrey County Council and/or its public authority partners may be required to purchase land:
  - Where owning land can be the most efficient way of safeguarding the access requirements for operations and maintenance.
  - Where owning land can be the most efficient way of safeguarding the access requirements for operations and maintenance.
  - Where purchase can prove to be the most cost-effective way of compensating a landowner who is seeking to divest their interest.
7. Surrey County Council, acting as lead party on behalf of Waverley BC, Farnham Town Council, Guildford BC as well as the neighbouring Hampshire authority and Rushmoor BC, has been offered the opportunity to purchase the whole site ahead of further marketing where several investors were seeking to secure an interest for possible enhancement of SANG value and which could add risk through loss of local management control.
8. The key aims of the Management Scheme are as follows:
  - i. To undertake measures over the 20-year aftercare and maintenance period which will develop the restored land into a valuable and beneficial addition to the Blackwater Valley network of open spaces and habitat zones.
  - ii. To develop and maintain a network of permissive footpath routes throughout the restored site in accordance with the revised restoration proposals in order to enhance local public recreation and amenity.
  - iii. To develop and maintain the meadow grassland areas in accordance with the cultural requirements of National Vegetation Classification (NVC) type MG5 or similar, in order to maximise its nature conservation benefits.
  - iv. To develop and maintain the seasonally wet meadow grassland areas in accordance with the cultural requirements of NVC type MG8 or similar in order to maximise its nature conservation benefits.
  - v. To develop and maintain the riparian corridor associated with the River Blackwater to promote habitat and species diversity.
  - vi. To develop and maintain the areas of reed swamp, tree and scrub regeneration and rough grassland / tall ruderal vegetation associated with the former silt lagoons, to promote habitat and species diversity.

- vii. To develop and maintain the area of standing open water and marginal wetland areas to benefit breeding and overwintering wildfowl and provide a diversity of ephemeral habitats.
  - viii. To develop and maintain areas of native broadleaved woodland both on the old silt lagoons and around the site edges in order to promote links with existing woody vegetation, add habitat diversity and to screen and buffer the site from the A31 and adjoining built development.
9. An Aftercare Management Committee (AMC) has been established to oversee aftercare operations and monitor development of the site throughout the 20-year aftercare period. Members include Surrey County Council, Waverley BC, Farnham Town Council Guildford BC, Rushmoor BC, Hampshire CC and the Tice's Meadow Bird Group. This type of management structure allows targeted and compartment specific maintenance operations to be identified each year and resources allocated in order to achieve the work required, as well as providing an effective monitoring mechanism to evaluate previous work carried out, which is fundamental to the long-term success of the site.
10. The AMC would initially be chaired by a representative from Surrey County Council with membership drawn from the Council's public authority partners as well as invited individuals and organisations with an expertise in nature conservation and/or links to local communities, who already have an inherent interest in the site and able to devote energy into the future management and development of the landscape and ecology of the site.
11. The detail of the land, the proposed purchase price and the anticipated revenue costs are set out in the Part 2 report.

<b>Consultation:</b>
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12. Cllr Tim Oliver, Leader, Surrey County Council.
13. Cllr Natalie Bramhall, Cabinet Member for Property.
14. The Leader of the Council has consulted with the Leaders and senior officers from Waverley BC, Guildford BC, Rushmoor BC, the Town Clerk from Farnham Town Council and the Executive Member for Recreation, Heritage and Rural Affairs at Hampshire County Council.
15. Cllrs Catherine Powell (Farnham North) and Matt Furniss (Shalford).
16. Cllr Mark Merryweather, Portfolio Holder for Finance, Assets and Commercial Services, Waverley BC.
17. Surrey County Council officers in the Environment, Natural Capital and Greener Futures teams.

<b>Risk Management and Implications:</b>
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	<b>Risk Description</b>	<b>Mitigation Action/Strategy</b>
<b>1</b>	The Vendor withdraws.	The Vendor is aware that the bid is made on behalf of a consortia of public bodies who have a long-term interest.

	<b>Risk Description</b>	<b>Mitigation Action/Strategy</b>
2	Access or Use of the land is compromised by third parties.	Management and Governance in place to enable swift action.
3	Failure to secure capital contributions to the purchase price indicated by key partners.	Ongoing dialogue with each partner, to seek their formal governance approval as soon as possible.
4	Contamination from former uses requires unforeseen clean-up work.	Professional Team to be appointed to carry out survey of the site to ensure no extraordinary control measures required, or to reflect cost in reduced purchase price.
5	Reputational.	Clear and precise Management and Restoration Plan in place to accord with approved S106 obligations, continual engagement with partners, members and services.
6	Change in laws e.g., additional measures to deal with Nature assets.	Stakeholders to keep up to date on all legal matters and forward plan.
7	Failure to complete purchase.	Vendors to be regularly updated and ensure legal processes are expedited.

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

18. Details of costs and financial implications are included in the Part 2 report.
19. As part of a consortia approach, the Leader of the Council held discussions with the immediately adjacent local authorities to ascertain their interest in securing the land and, subject to Surrey County Council leading the purchase, each authority has offered to contribute towards the purchase cost, meaning that 45% of the purchase costs should be covered by contributions, with each party continuing to support the local Management Board with a local community interest group.
20. An application to the Natural Environment Readiness Fund is being prepared, for submission to the second round of funding by the Council's Environment, Transport and Infrastructure team, to facilitate future investment in Natural Capital sites and provide longer term funding for maintenance and ongoing improvements in nature recovery and recreational provision.
21. The site is of a size and design to secure enhance designation as a SANG space alongside the County's adjacent land holding should planning regulations require one.

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

22. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an

onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

23. The Section 151 Officer supports the proposal to purchase land at Tice’s Meadow Farnham but notes the ongoing revenue pressure this creates and requires a review and reprioritisation of existing Natural Capital workplans to ensure that these costs can be contained within existing budget envelopes.

**Legal Implications – Monitoring Officer:**

24. This report sets out a proposal for the Council to purchase the freehold of land at Tice’s Meadow, Farnham in partnership with its public sector partner authorities to facilitate the Greener Futures priority objectives.
25. The Council is empowered by section 120 of the Local Government Act 1972 to acquire land for the purposes of any of its functions.
26. Cabinet is under fiduciary duties to local residents in utilising public monies and in considering this proposal Cabinet Members will want to satisfy themselves that it represents an appropriate use of the Council’s resources and that adequate safeguards have been included, notably, (i) to ensure that the overage provisions restricting commercial development of the south eastern part of the land are reviewed in detail to understand the financial and legal implications on any proposed future use; and (ii) that the proposed financial contributions from its public sector partner authorities (to purchase the land) and any ongoing responsibilities post purchase are documented to ensure that the Council’s financial and legal position are protected prior to entering into any financial and legal commitments with the seller, Hanson Quarries Europe Limited.

**Equalities and Diversity:**

27. It is not anticipated that the acquisition of the site will have any impact on residents or staff with different protected characteristics. Further work will be required to fully understand any impacts, particularly regarding access, for those who use mobility aids once it has been agreed that the acquisition will go ahead.

**Other Implications:**

28. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Environmental sustainability	No significant implications arising from this report, only benefits of protecting the Nature Reserve.

<p>Compliance against net-zero emissions target and future climate compatibility/resilience</p>	<p>The Surrey County Area Natural assets account shows that natural habitats make up 170,500 hectares of land in the county. Woodlands and grasslands in Surrey annually sequester 239,795 and 44,385 tonnes of carbon dioxide (CO<sub>2</sub>e) respectively, which makes them a valuable asset to achieve net-zero ambitions. The land to be acquired, with proposed management interventions, will continue to sequester carbon emissions with the existing vegetation cover and any additional woodland and grassland establishment would sequester 5.7 and 0.642 CO<sub>2</sub>e equivalent emissions per hectare per year respectively, according to Surrey County Council's Current Natural Capital Accounts. Acquisition of this land will also support active travel measures acting as a corridor which help to reduce Surrey's transport sector emissions and will have greater positive climate mitigation and adaptation benefits for Surrey County Council and residents of Surrey.</p>
<p>Public Health</p>	<p>No significant implications arising from this report.</p>

**What Happens Next:**

- 29. The Council's solicitors will be instructed to progress legal documentation and due diligence whilst the professional team will undertake physical due diligence on the land, including ground surveys, to establish any unanticipated liabilities and to secure full details of the Management Group and Monitoring activity for the Aftercare plan.
- 30. Subject to confirmation that the acquisition is approved, final terms agreed, and due diligence is satisfactorily completed, the acquisition is being targeted to complete by 31 October 2021.

**Report Author:**

Graham Glenn, Head of Acquisitions and Disposals, Land and Property, 07890 561245

**Consulted:**

Cllr Tim Oliver, Leader, Surrey County Council  
 Cllr Natalie Bramhall, Cabinet Member for Property  
 Cllr Matt Furniss, Cabinet Member for Transport and Infrastructure, and Local Member for Shalford  
 Cllr Catherine Powell, Local Member for Farnham North  
 Cllr Mark Merryweather, Borough Councillor for Waverley, and Portfolio Holder for Finance, Assets and Commercial Services, Waverley BC  
 Leader and senior officers from Waverley BC, Guildford BC and Rushmoor BC

13

The Town Clerk, Farnham Town Council  
Executive Member for Recreation, Heritage and Rural Affairs, Hampshire CC  
Katie Stewart, Executive Director for ETI  
Carolyn McKenzie, Director – Environment  
Katie McDonald, Natural Capital Group Manager  
Katie Sargent, Greener Futures Group Manager  
Surrey County Council Finance and Legal teams

**Annexes:**

Part 2 report

**Sources/background papers**

None

**SURREY COUNTY COUNCIL****CABINET****DATE: 26 OCTOBER 2021****REPORT OF CABINET MEMBER: DENISE TURNER- STEWART, CABINET MEMBER FOR EDUCATION AND LEARNING****LEAD OFFICER: RACHAEL WARDELL, EXECUTIVE DIRECTOR – CHILDREN FAMILIES AND LEARNING****SUBJECT: SEND TRANSFORMATION****ORGANISATION STRATEGY PRIORITY AREA: EMPOWERING COMMUNITIES**

14

**Purpose of the Report:**

The purpose of this report is to provide Cabinet with a progress update on the Special Educational Needs and Disabilities (SEND) transformation programme. It follows on from the progress update to Cabinet on 23 February 2021 and highlights key areas of further transformation over the last eight months. The report seeks endorsement of the strategic priorities, implementation plan and next phase of delivery, which will drive additional improvements across Surrey for children and young people with SEND.

Building on a solid two years of transformation, the SEND transformation programme is moving into the next phase of delivery with a focus on building system-wide momentum and maximum impact on children's outcomes, demand for services, and financial trajectories over the next five years.

It is recognised that delivery will not be straightforward due to the complexities of the system. With the arrival of permanent Assistant Directors for Inclusion and Additional Needs in each of the four quadrants of the county, there will be a strengthened focus on accelerating delivery through culture change and practice. The deeper understanding and engagement with local communities will support the building of an inclusive ambition across the SEND system partnership.

**Recommendations:**

It is recommended that Cabinet:

1. notes the work being undertaken through the SEND Transformation programme, and
2. endorses the strategic priorities, implementation plan and next phase of delivery, which will drive improvements across Surrey's SEND system.

**Reason for Recommendations:**

Surrey County Council is two years into a long-term programme of SEND transformation and is developing the next phase of planning and delivery to accelerate and embed change.

The report ensures that Cabinet is assured on the next phase of transformation, its delivery and the impact of the programme.

## Executive Summary:

1. The SEND transformation programme is aligned with Surrey's Community Vision 2030, which seeks to realise the Council's ambition that everyone benefits from education, skills and employment opportunities that help them to succeed in life.
2. The SEND Transformation Programme is underpinned by our SEND Partnership Strategy 2019-2022 which sets out the ambition to improve long-term outcomes for children and young people through education closer to home and the right support at the right time so that children and young people who have additional needs can live, learn, and grow up locally and achieve their full potential. The wider strategy ambitions are set out as follows:
3. **Early joined up identification, response, and provision**  
As children's needs are identified and met at the earliest possible stage, children should have access to the right provision to reach their potential and demand for long term statutory support reduces.
4. **Children thriving in their local communities**  
Children should be able to attend their local mainstream or maintained school with the right help and support, to achieve their potential, and live, learn and grow up within their local community.
5. **Better experiences for children and families**  
Providing children and families with the right information and advice and making it easier for children and families to receive a consistently good quality service.
6. **Financial sustainability and better use of resources**  
Based on current assumptions, our focus on improving outcomes and value for money, joint commissioning and decision-making should ensure that the high needs grant funding available will be sufficient to meet children's needs within 5 years without the additional reliance of a general fund contribution. These assumptions will be reviewed and revised as necessary following the outcome of the SEND Review and the introduction of any new Ofsted SEND Inspection Framework.
7. The SEND Transformation is a holistic and far-reaching programme, and it incorporates activity across the Local Area SEND system alongside the activity necessary to discharge our SEND Written Statement of Action (later called the Accelerated Progress Plan). The programme is structured in a thematic way to aid delivery and encompasses four key areas of focus:
  - Inclusion in local maintained schools: Increasing the proportion of children able to thrive in a mainstream or specialist-maintained provision closer to home along with their peers and siblings.
  - Sufficiency, outcomes, and value of school places: Ensuring that the school estate provides sufficient, suitable places for children with Special Education Needs and Disability within the county, improving the value of independent places that are used through partnership and market management and reviewing the school funding model within maintained provision to ensure funds are allocated efficiently and effectively as possible.
  - Preparation for Adulthood: Supporting post 16 children in preparing for adulthood through more and better educational pathways and support for independence.

- Partnership Accountability: Ensuring all partners across the local area, including Council departments and local providers are working effectively together to support improvements in outcome, experience, and sustainability of the SEND system in Surrey.

#### Key Achievements:

8. Since February 2021 there has been significant progress across the transformation programme. We were able to ensure sustained progress against the backdrop of the pandemic, and notably the Department for Education formally recognised sufficient progress against our Accelerated Progress Plan in January 2021.
9. In their notification letter discharging the Accelerated Progress Plan, the Department for Education acknowledged that the sustained improvement made *'comes as the result of a great deal of commitment and hard work on the part of the local authority, the Clinical Commissioning Group, families and front-line staff across education, health and social care'*. They also stated that they were *'aware that local authorities are facing unprecedented pressures arising from the Covid-19 crisis and that these improvements have been made against an extremely challenging backdrop'*. The conditions remain challenging with children needing additional support to mitigate the impacts of the pandemic on their mental health and learning environment.
10. Operational improvements are being sustained across the local authority with a visible impact on the quality of service delivery. The cumulative rolling timeliness of education health and care plans was 76% in August 2021 compared to a national average of 60%. The timeliness of annual reviews has risen to 84% in August 2021 from 61% in March 2021. The introduction of four new Assistant Directors in the Quadrant Teams will further strengthen our work to improve practice, the quality of communication and planning and will strengthen connections with schools, settings and other partners in the quadrants. These new senior leaders will work alongside their colleagues in social care to ensure that we strengthen holistic planning for children and families.
11. We have launched a new All Age Autism Strategy which was coproduced with service users including children, young people, parents, and carers. Young people with autism make up approximately a third of all children and young people with an Education Health and Care Plan (EHCP). These young people using our services, along with professionals, helped to co-produce the All-Age Autism Strategy and a widescale consultation informed the final design. The strategy is being launched this September to drive better experiences and develop more inclusive communities across Surrey, creating opportunities and pathways for employment and support for children and adults.
12. A new Graduated Response Service and Learners' Single Point of Access (LSPA) were introduced in July 2020. Over a year on this new LSPA has enabled families and professionals to connect more easily to help and support, with many issues now resolved at the first contact. This compliments a new 'team around the school' model being piloted in the North East of the County which will be rolled out across the County during 2021-22.
13. A schools-led Inclusion Roundtable took shape in April 2021 made up of 55 Head Teachers and Academy Trust CEOs. This has provided focus and sector leadership to our inclusive schools approach. The Chair of the Inclusion Roundtable provided this quote to include in the schools funding consultation 2022/23 *"the group's remit to present an ambitious vision for high-quality, inclusive education for all will require school and system leaders to think and prioritise differently. We need to think beyond the traditional measures of success and come together as one so that we are united"*

*behind these aims.*” The consultation proposes a transfer of funding from schools to support innovative school-led approaches. The Inclusion Roundtable supports our ambition in relation to Equality, Diversity and Inclusion for all children.

14. An Alliance of providers was awarded a new contract for a transformed and high-quality emotional wellbeing and mental health (EWMH) service. This contract went live on 1 April 2021 and supports our work to improve the experiences and outcomes for children with Social Emotional and Mental Health needs, these children make up 15% of all children with a statutory plan (EHCP). The new Mindworks Surrey website was launched on 20 September 2021 to provide children, young people, families and carers with information, advice and resources on mental health and emotional wellbeing services in Surrey. The website is a source of essential information, including how to ask for help in a crisis via the 24/7 Crisis Line. It also features a dedicated area for professionals including schools and GPs. The website is available here [www.mindworks-surrey.org](http://www.mindworks-surrey.org).
15. Within the Preparation for Adulthood project, there has been an emphasis on improving the opportunities and pathways to independence and employment for young people. There has been focused attention on joint planning with Adult Social Care, health and education; and we were able to achieve a 13% increase in placements relating to life skills and employment pathways. Work also began on changing the way educational placements are made, where possible, enabling young people to move back to Surrey to receive their educational support near to their families, friends, and local community.
16. Our capital investment programme delivered a large number of schemes to increase places in September 2021 by 290 including a new special school that opened on 1 September 2021 (Foxgrove Academy) as part of the Howard Partnership Trust. This is the second year of a four-year programme (year one of this programme delivered 74 new places). Further school places are being developed for September 2022 and September 2023.
17. In March 2021 our Alternative Provision Strategy was approved by Cabinet alongside a commitment to ensure that the estate is fit for purpose with a capital investment of £22.7m. The new strategy was widely consulted upon and informed by children and young people who were existing or previous users of the service. The emphasis of the new strategy is to provide alternative pathways back into mainstream education; it also incorporates an enhanced outreach offer to schools.
18. In January 2021 we commissioned IMPOWER to provide a trajectory management tool. This is a means of supporting strategic financial planning to address the deficit position resulting from the continued shortfall in Designated Schools Grant High Needs Block (DSG HNB). IMPOWER were also commissioned during this time to undertake a rapid stocktake of the SEND transformation programme based on their work to date with other local authorities and to ensure we were taking every opportunity to honestly reflect on the programme’s ambition and accelerate progress where possible. This was undertaken between February – March 2021.
19. IMPOWER reported that the conditions for success are in place and solid foundations have been built within SCC and across the system. They made additional recommendations to accelerate the programme in relation to early intervention, casework practice and enhancing the impact of system leadership and collective ambition through a renewed communications strategy and approach. The delivery of the trajectory management tool provides a strong basis to ensure that the programme can measure impact and delivery of our plans to achieve a sustainable service within 5 years.

20. Work began in April to respond to IMPOWER's findings, the majority of actions having now been completed or due to be completed within the next 6 months.
21. Partnership Accountability: positive work is underway with partners through the Local Area SEND Partnership Board. Partners have recently highlighted and shared their experiences of an emerging culture shift evidenced by a renewed level of trust and far more collaborative relationship with the Council and partners. The work being taken forward through the 'Team around the School' approach and the Surrey Leaders Inclusion Roundtable is also supporting this system wide cultural change. In addition, approximately 80 head teachers have participated in the Whole School SEND Leadership Programme in its first year.
22. Engagement with the parent carer forum Family Voice continues to be further developed through regular monthly meetings attended jointly by Council and Health colleagues. The focus of these meetings is to ensure timely and accurate information sharing with parents and carers in Surrey. Further work is planned to increase our work with children and young people to ensure that their voices are driving our improvement work. This includes embedding the action card system through the user voice and participation team.
23. At an overarching programme level, we have recently expanded our leadership and programme capacity to deliver our improvement and transformation activity. At the beginning of the 2021/22 Academic year, we will reaffirm the quadrant-based model with the introduction of four Assistant Directors of Inclusion and Additional Needs. The Quadrant AD roles will provide important leadership capacity to bring together our three key transformation priorities (SEND, Safeguarding and Emotional Health and Wellbeing). They will play an important role in our school community and support our learners to achieve better outcomes through support and challenge in our settings.

<p><b>Key Deliverables for 2021/22:</b></p>
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24. Within the inclusion workstream there is a significant level of transformation and improvement activity underway including the development of an Inclusion Statement with partners through the Inclusion Roundtable, developing an inclusion toolkit and skills strategy for school staff. Prototyping and piloting of the 'Team around the School' model is also underway as well as developing and transforming the Speech, Language and Communication skills and the Social, Emotional and Mental Health offer. This is alongside the implementation and embedding of the All-Age Autism Strategy and new CAMHS offer.
25. Through the sufficiency, outcomes and value workstream the programme team are progressing completion of the 27 approved projects that will create up to 1,600 new specialist school places in Surrey for a combined capital investment of £79.6m over the period 2020-2024. 21 of the 27 live and approved projects in Phases 1, 2 and 3 are currently running to agreed programme delivery timescales and more than 290 new specialist school places were available from September 2021. The first full year effect of this investment is approximately £8.25m reduced revenue expenditure. Similar numbers are projected for September 2022 from existing approved programmes.
26. In addition, the latest version of the National Schools and College Contract has now been implemented with all independent providers. These are model standard contracts recommended by the Association of Directors of Children's Services. These contracts

enable robust contract management of these providers and monitoring of their service delivery.

27. Following a review of Home to School Transport over the past year the Transport Assistance Team, who are responsible for approving eligibility, moved from Admissions into the Transport Coordination Team in May 2021. This change means the teams will be able to work more closely and therefore speed up the processing of applications, arranging transport and in turn hopefully reducing complaints. The service is also launching our Independent Travel Training service in September (subject to Covid restrictions) as we move the service from a Home to School Transport service to a Transport Assistance service.
28. As part of the Preparation for Adulthood programme the focus has been on identifying and supporting a group of young people whose outcomes could be improved by moving back into Surrey for September 2021. This work will now be extended to a wider group of young people by consent. Placement changes will only take place following careful consultation and agreement with families and/or the young person themselves. A joint review with Health of continuing care cases is also being taken forward to ensure no young person experiences a break in provision as they move from children's to adult health services.
29. The programme team has also expanded the apprenticeship offer to include seven placements within Surrey County Council and has established a Communication and Engagement Working Group with representation from Family Voice, our parent partnership. Scope and direction for prototyping new ways of working for Children with Disabilities and Transition Team have also been agreed for implementation.
30. In addition, as part of our partnership commitment with Health a joint commissioning strategy is being developed between education, health, and care to underpin the longer-term activity to improve outcomes for children, this will be ready for implementation early in 2022. This will be underpinned by a refreshed Joint Strategic Needs Assessment.

#### **Financial Position and Deficit Recovery:**

31. The financial pressures on the DSG and High Needs Block (HNB) continue to be a key focus of the Transformation programme. At the end of 2020/21, following a year end overspend of £34.5m, the cumulative deficit on the HNB now stands at £83m with an overall DSG deficit balance of £63.7m when offsetting other block surpluses.
32. The current budget contains an assumed overspend of £23.8m which is matched by a General Fund contribution to the offsetting reserve. Previous assumptions within the MTFS were that this annual deficit will begin to reduce by £5.3m per annum to achieve a balanced in-year budget within 5 years. The IMPOWER trajectory model has supported in updating this trajectory to reflect the current position of the programme. The current forecast for 21/22 outturn is an overspend of £5m on the budgeted position, so an overall overspend of £28.8m.
33. The revised trajectory, supported by the IMPOWER model, is that the position over five years is still on track to deliver a balanced position. However, this is not delivered evenly over that period and would see a £9m pressure in 22/23 reducing to £7m in 23/24 before coming back more in line with previous expectations. This revised trajectory is being factored into the Council's current MTFS planning. The IMPOWER model will support the Council's 'twin track' approach to financial planning and will

enable us to review the planning assumption with greater certainty as delivery progresses.

34. There is also a risk that SEND demand continues to increase post Covid leading to further spend, this, along with other financial impacts, is monitored at fortnightly meetings along with plans to mitigate the growth wherever possible through earlier intervention. The Department for Education SEND Review has been postponed and it is not yet known how this may impact the ability for the local authority to develop a financially sustainable system.

**Summary:**

35. The service has now completed two years of a transformation journey and the SEND transformation programme is moving into the next phase of delivery with a focus on building system-wide momentum and maximum impact on children's outcomes, demand for services, and financial trajectories over the next five years.
36. It is recognised that delivery will not be straightforward due to the complexities of the system, but with the arrival of permanent Assistant Directors there will be a strengthened focus on accelerating delivery through culture change and practice; further building an inclusive ambition across the SEND system partnership.
37. We are also aware that working in partnership is essential, we are therefore evolving how we work with partners at operational and strategic levels, working collaboratively and putting proportionate governance and reporting mechanisms in place to help us to collectively achieve our goals.

**Consultation:**

38. The SEND Transformation Programme is informed by family experiences of the SEND system and the drive to improve outcomes for children and young people. The Council has worked closely with Family Voice Surrey who represent parents with children and young people with additional needs and delivered a series of consultations and engagement activities to inform the development of its strategies and its commissioning. The Council has also engaged directly with young people to shape provision for them.
39. The SEND Transformation Programme is also subject to regular scrutiny by the Children, Families, Lifelong Learning and Culture Select Committee. The Select Committee received a further update on SEND Transformation progress in October 2021.

**Risk Management and Implications:**

<p>Risk to strategic shift to early help and sustainability</p>	<p>The SEND System Partnership is a mechanism for engaging key partnership in the strategic delivery of the programme.</p> <p>We are prioritising development of whole system insight to track progress, enable effective decision making and better targeting of service delivery</p>
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Risk to delivering sufficiency of placements and provision that matches need	<p>We have invested in our sustainability planning including improvement of analysis and forecasting capability, targeted commissioning and specifications that match need.</p> <p>The delivery of our Capital Programme is proactive and geared for speedy delivery recognising the financial and operational impact of delays.</p>
Risk to delivering culture change, narrative, consistency and system capability and quality	<p>The development of a powerful system communications strategy to ensure system-wide awareness</p> <p>We will develop, embed and continually reinforce system narrative to support realistic and evidence-based conversations with children and families.</p> <p>We will continue to strengthen the L-SPA capability as a key factor in realising system and cultural change</p>
Risks from national policy and funding context	Continue to make a robust case to the government for funding and policy changes, and building evidence to support the case, including unintended consequences of the Children and Families Act 2014.
Risk to partnership and provider capacity	<p>The programme is co-produced to support partner buy-in and ownership through strengthened relationships, including through the SEND System Partnership Board and other stakeholder groups.</p> <p>The Transformation Programme Board takes a lead role in planning, coordinating, scheduling and prioritising engagement and activity.</p>

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

40. The overall position for SEND is set out above in paragraphs 25-28.

41. In addition to this, the SEND transformation programme also requires transformation funding each year to support this work. The forecast expenditure to be funded through transformation funding in 21/22 is c£4m. Further bids for 22/23 are currently being considered against the demands in the wider transformation programme.

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

42. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term. As such, the Section 151 Officer supports the ongoing strategy for SEND transformation. Reducing the annual General Fund reserve contribution will have a significant impact on the

Medium-Term Financial Strategy so progress towards this is key for the future financial position of the Council.

**Legal Implications – Monitoring Officer:**

43. This is a report to update Cabinet in relation to programmes and strategies which have been the subject of previous decisions. There are no decisions with legal implications for Cabinet to take at this point in time.

**Equalities and Diversity:**

44. The SEND Partnership Strategy, to which the SEND Transformation programme aligns, was subject to a full Equalities Impact Assessment and was considered by Cabinet on 29 January 2019. This EIA has been reviewed and remains relevant to the projects and programmes schemes outlined in this cabinet paper: <https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&MId=6322&Ver=442>.
45. The strategy focuses on inclusion and ensuring that children and young people who have 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 and young person who has SEND growing up in Surrey has the best possible start in life and equality of opportunity is maximised across the different need types and range of needs across the four quadrants of the county.
46. Specific Capital developments, the Emotional Health and Wellbeing Contract and All Age Autism Strategy have been subject to individual Equality Impact Assessments.

**Other Implications:**

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	The SEND Transformation Programme directly supports both the Surrey Corporate Parenting Strategy 2020 and SEND Partnership Strategy 2019. Improving the inclusion of children and young people who have SEND and/or who are looked after in Surrey mainstream and maintained special schools will enable better long-term outcomes, with children closer to home and more connected to local communities and support services.
Safeguarding responsibilities for vulnerable children and adults	The council has a duty to promote and improve safeguarding in education as well as educational outcomes for all children and young people who are vulnerable or disadvantaged. The creation of additional specialist capacity closer to home supports highly effective joint agency monitoring to safeguard children, to reduce placement breakdown and increased demand on care services.
Environmental sustainability	The provision of education places closer to home will reduce the average journey times for learners with EHCPs and is aligned with the vision and aspirations of Surrey's SEND Transport Transformation programme.

Compliance against net-zero emissions target and future climate compatibility/resilience	The provision of education places closer to home will reduce the average journey times for learners with EHCPs and is aligned with the vision and aspirations of Surrey's SEND Transport Transformation programme.
Public Health	The Surrey Healthy Schools approach in partnership with Public Health supports the delivery of the SEND Transformation in schools and educational settings.

### What Happens Next:

48. The SEND Transformation Programme continues to report monthly to the SEND Transformation Board on progress in meeting key timescales, performance and impact. A programme of this size and complexity continues to require significant programme office capacity to ensure that delivery targets are met. Additional programme and strategic capacity secured from April 2021 will ensure programmes and projects remain on track. The Local Area SEND Partnership Board continues to galvanise stakeholder accountability so that system partners take ownership for the changes required.

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**Report Author:** Liz Mills Director for Education and Lifelong Learning,  
liz.mills@surreycc.gov.uk, 07968 834579

### Consulted:

Cabinet Member for Education and Learning

Executive Director for Children Families Lifelong Learning and Culture

### Annexes:

None

### Sources/background papers:

Send Transformation Report to Cabinet:

[Cabinet Report SEND Transformation- Final.pdf \(surreycc.gov.uk\)](#)

Surrey Community Vision 2030:

[Community vision for Surrey in 2030 - Surrey County Council \(surreycc.gov.uk\)](#)

SEND Partnership Strategy:

[SEND\SEND System Partnership Strategy\Surrey SEND Partnership strategy 2019-22.pdf](#)

Letter from Department for Education regarding the Discharge of the Accelerated Progress Plan

[DfE Letter - Surrey - APP Discharge Notification Letter January 2021.pdf](#)

## SURREY COUNTY COUNCIL



## CABINET

**DATE:** 26 OCTOBER 2021

**REPORT OF CABINET MEMBER:** SINEAD MOONEY, CABINET MEMBER FOR ADULTS AND HEALTH

**LEAD OFFICER:** SIMON WHITE, EXECUTIVE DIRECTOR FOR ADULT SOCIAL CARE

**SUBJECT:** SURREY SAFEGUARDING ADULTS ANNUAL REPORT 2020-2021

**ORGANISATION STRATEGY PRIORITY AREA:** TACKLING HEALTH INEQUALITY/ EMPOWERING COMMUNITIES

#### PURPOSE OF THE REPORT:

The Surrey Safeguarding Adults Board (SSAB) is a statutory multi-agency Board with responsibilities set out in the Care Act 2014.

The Board is chaired by an independent chair, Mr Simon Turpitt.

There is a statutory duty for all Safeguarding Adult Board's to publish an annual report.

To support the transparency of the work of the Safeguarding Adults Board, the Annual Report 2020/21 is presented to Cabinet (Annex 1).

#### RECOMMENDATIONS:

It is recommended that:

1. Cabinet considers and notes the attached Surrey Safeguarding Adults Annual Report for 2020/2021.

#### REASON FOR RECOMMENDATIONS:

This recommendation demonstrates that the Council is fulfilling its statutory requirement under the Care Act 2014 in having established a 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 and its strategic plan.

#### DETAILS:

1. Surrey has had a Safeguarding Adults Board (SAB) in place for over a decade with the Board being statutory since the implementation of the Care Act in April 2014. 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. 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.

3. The report highlights the work of the Board over the past year in relation the strategic priorities
  - Prevent Abuse and Neglect
  - Improve the management and response to safeguarding concerns and enquiries
  - Learn lessons and shape future practice
4. The report also includes data from Surrey County Council Adult Social Care, Surrey Police and Trading Standards. SSAB agencies were asked to contribute to the report and highlight their achievements and challenges within the 20/21 year in relation to their safeguarding adult's work.

#### **CONSULTATION:**

5. The Annual Report is a description of the Board's activities and challenges faced during the year. As a multi-agency report, members of the Board were invited to contribute.

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

6. There are no implications within this report.

#### **FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

7. The SAB budget in 2020/21 was £298,555. A pooled budget is managed by Surrey County Council with contributions from the County Council, Police, NHS organisations and District & Borough Councils. This arrangement ensures partner agencies have greater responsibility for the functioning of the Board.
8. Expenditure of the Board includes costs for the Independent Chair, support staff, Safeguarding Adults Reviews (previously called Serious Case Reviews), training, conferences, awareness raising, etc. If the Board's costs exceed the budget in a given year, then partners would be asked to make additional contributions in line with their funding shares, although this is very unlikely to happen based on past experience. It was agreed by partners that £50,000 would be carried forward in the 2021/22 budget to ensure that sufficient funds were available to cover the cost of the agreed Safeguarding Adults Reviews. If there is an underspend in a given year, partners will agree how this money is managed under the Memorandum of Understanding that is under development.

#### **SECTION 151 OFFICER COMMENTARY**

9. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook is uncertain. The public health crisis has resulted in increased costs which are not fully funded in the current year. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected from next year onward, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

There are no significant financial implications arising from this report. The pooled budget arrangement for the operation of the Board is a good example of effective joint working across Surrey and given constrained public sector funding it will be important that all partners continue to contribute their agreed funding shares. The Section 151 Office can confirm that Surrey County Council's funding share is planned for within the Council's Adult Social Care budget.

**LEGAL IMPLICATIONS – MONITORING OFFICER**

10. The production and publication of the Annual Report is a statutory duty under the Care Act 2014.

**EQUALITIES AND DIVERSITY**

11. 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.

12. An Equality Impact Assessment (EIA) is not required for this Report.

**OTHER IMPLICATIONS:**

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	Set out below
Environmental sustainability	No significant implications arising from this report
Public Health	No significant implications arising from this report

**SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS' IMPLICATIONS**

13. The Annual Report will support the safeguarding of vulnerable adults as it provides information on the performance of this activity in Surrey and the strategic plan.

**WHAT HAPPENS NEXT:**

14. The Board's Annual Report will be:

- Published on the Surrey Safeguarding Adults Board website
- Circulated with the Surrey SAB newsletter
- Distributed to:
  - Chief Exec of the Council and Leader of the Council
  - Board members for them to cascade within their own agencies
  - The Police and Crime Commissioner
  - The Chief Constable
  - Healthwatch Surrey
- Presented to the Health and Wellbeing Board by the SAB Independent Chair

**Contact Officer:** Sarah McDermott, Surrey Safeguarding Adults Board Manager,  
surreysafeguarding.adultsboard@surreycc.gov.uk

**Consulted:**

As a multi-agency report all members of the Board were invited to contribute.

**Annexes:**

Annex 1: Surrey Safeguarding Adults Board Annual Report 2020/2021

**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

# Surrey Safeguarding Adults Board

15



**Annual Report 2020-21**

[www.surreysab.org.uk](http://www.surreysab.org.uk)

Page 227

# Message from the Chair



This has been a challenging year for residents, families and carers but especially those with care and support needs. Covid drove lock down which caused isolation, fear, mental health pressures and families split by barriers.

Aligned with this is the pressure on staff with risk, PPE, etc. whilst trying to reassure and support their patients or clients. Home visits which if used at all were major operations built around keeping people safe.

This is the background that the Board was operating in.

The issue that has most concerned us during the year was overcoming the difficulty in ensuring that safeguarding is not lost in the challenge's that individuals, families, and carer face, so ensuring that they had access to the safeguarding support services that they need.

The Board is seeing positive trends in data giving us assurance that we are measuring the right things and focusses on getting it right first time but that this is still a journey of improvement and making sure the Board actions relate to areas of need.

We are seeing a continual rise in referrals for Domestic Abuse and are making sure that those affected receive the right help and support at the earliest opportunity, cooperation across Surrey has ensured a strong focus on this area.

There has also been the increase in enquiries for neglect and this is a challenge that we are focussing on to improve the data to gain more insight into what is wide area which needs clearer definition so that we can better address this rise.

Towards the end of the year there was a significant increase in requests for Safeguarding Adult Reviews (SAR's) some of which have been joint reviews with Domestic Homicide. This increase was partially expected as once lockdown started to ease, referrals increased and this then, in some cases became SAR's. Any SAR is tragic and the point of them is to ensure we learn from how multi agency working was effective and where we can improve on and share that learning and use this to prevent future incidents.

A new Board Manager joined us right at the start of lockdown which was a challenge but she has had a really positive impact on the way the Board works and building strong relationship despite the challenge.

# Message from the Chair

We reorganised our senior subgroup of the Board, it has become the Adult Safeguarding Executive with senior leaders from Adult Social Care, Health, Police, District and Boroughs and the PCC's office and reporting directly to the Board. Throughout the year senior leaders were incredibly supportive and worked effectively together. Initially we had weekly meetings to ensure risks were managed this then moved to monthly allowing to react quickly to any issues

There has been much greater engagement with the other Boards in Surrey primarily with the Health and Well Being Board, Children's Partnership, Domestic Abuse Board and Community Safety Partnership. This strengthened alignment and avoided duplication of action.

We have been members of the National Safeguarding Adults Chair's Executive which has allowed us to influence the national agenda from a Surrey perspective and have access to good practice. The Board via the Chair has also been a member of the Mental Health Partnership Board

Though Covid has had some really negative impacts there have been a few positives, board partners have worked more effectively together using video conferencing to have more effective meetings better communication and participation allowing a quicker response to issues.

Our risks going forward are around missed incidents because of covid, less training opportunities and staff resilience due to the pressures of the last twelve months. We will continually review these and our mitigations with partners to manage these.

I recognise that the coming year will also be challenging, and I must thank all staff for their focus and support of those adults with care and support needs.

Simon Turpitt  
Independent Chair  
Surrey Safeguarding Adults Board

# Our Story

Safeguarding Adults Boards (SABs) were established under The Care Act 2014



The Objective of the SAB is to help and protect adults in its area by co-ordinating and ensuring the effectiveness of what each of its members does.

The three core duties on SABs are to:

1. Publish a Strategic Plan
2. Publish an annual report
3. Undertake Safeguarding Adult Reviews



An SAB may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective

Work collaboratively with other boards to ensure consistent messages and practice. This will include working in partnership to produce policies, campaigns and training courses that reflect the risks posed to adults with care and support needs



Broaden engagement with the voluntary sector to help get the right messages to the right people

Consider new ways of engaging with partners in order to provide clear expectations in adult safeguarding practice



# Our Story



Help improve the quality of safeguarding concerns by supporting agencies to consider their referral processes and by working with the Local Authority to develop a feedback loop.

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Provide greater guidance to adults with care and support needs, their families and carers, on the safeguarding process so they know what to expect and how they can be involved.



Be transparent – the SAB leads a learning culture where best practice is identified this will be shared and recommended, where concerns are identified these will be communicated appropriately

Provide greater clarity to professionals on how to involve adults with care and support needs in developing and agreeing their desired outcomes.



# Partnership



The Safeguarding Adults Board (SAB) is a strategic partnership group made up of senior staff from each member agency.

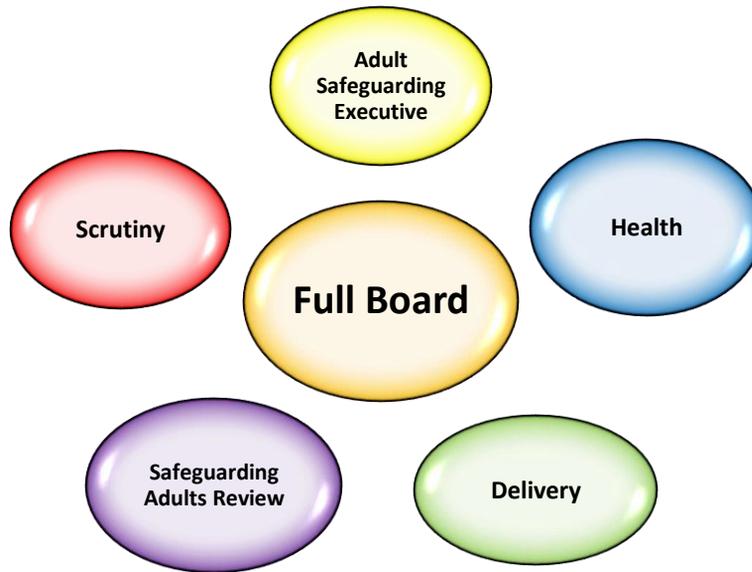
The Board is facilitated by an Independent Chair and supported by a small team.

The partnership is made up of:

**Frimley Health and Care**



# How the Board works



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## Full Board

- The Surrey SAB meet four times a year, consisting of multi-agency statutory and non-statutory partners as well as representatives and voluntary organisations.
- The SAB works in accordance with the Care Act 2014 to agree on strategic safeguarding work.
- Provides direction to all subgroups.

### Adult Safeguarding Executive

- Drives the work of the SAB between meetings
- Discusses “emerging” issues or “stuck” issues

### Safeguarding Adults Review Group

- Considers cases for a Safeguarding Adults Review
- Manages the reviews once they are commissioned
- Leads on sharing the lessons from reviews

### Health Group

- Defines the strategic direction for planning and delivery of health services to adults at risk.
- to provide a forum for discussion of key issues for Surrey health services

### Delivery Group

- Oversees the safeguarding training of the Board
- Requests and receives QA data from agencies (sends to Scrutiny group)
- Oversees the multi-agency policy and procedures

### Scrutiny Group

- Scrutinises the Quality Assurance data from partners Identifies areas of best practice and/or concern
- Raises questions on data received before being submitted back to the delivery group

# Other work in 2020-21

## Priority: Prevent Abuse and Neglect



During 2020/21 the SAB continued to raise awareness by providing multi-agency training, updating the website, promoting the newsletter and presenting at different forums.

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Surrey Skills Academy also offered training accessible to care providers and offered 2 courses equivalent of the SABs Essentials course.



Attendance at SAB and subgroup meetings has increased, potentially due to the moving to virtual meetings.



The SAB Board Manager presented at the Registered Managers network to promote the work of the SSAB and highlight the Care Home and Domiciliary Care webpage.



The SAB promoted all relevant leaflets and guides on the SAB website and utilised it's Twitter account to highlight relevant issues.



Links were strengthened with the Health and Wellbeing Board with regular meetings between the Board managers to ensure safeguarding adults is highlighted.

# Other work in 2020-21

## Priority: Prevent Abuse and Neglect



A presentation on What are Care and Support needs? was presented to the SSAB and included on the website and within the newsletter.

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The SAB Board Manager attended partnership meeting to ensure that the SAB is engaged with other work streams, this included:

- Domestic Abuse Management Board
- Surrey Adult Matters
- Sexual Abuse and Missing Management Board
- DHR Oversight Group



The SAB linked with the Cuckooing project provided by Catalyst and they provided an update on the service

# Other work in 2020-2021

## Priority: Improve the management and response to safeguarding concerns and enquiries:

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The Contributing to Section 42 enquiry training course delivery was unfortunately impacted upon by Covid-19. Whilst the SSAB had trained a number of trainers their availability to provide this for the SSAB was limited due to their resources being required elsewhere. .



To support agencies it was agreed that one agency would trial the course in a one day virtual course and that the SSAB would commission a trainer to deliver it over 2 half-days. The different methods have enabled the SSAB to determine what is needed in 21/22 for this training.



The value of this training has been recognised and will be reviewed based on feedback from attendees and trainers



The Pressure Ulcer protocol was updated as was the Escalation Policy to include timescales.



LGA/ADASS Framework Understanding what constitutes a safeguarding concern and how to support effective outcomes was reviewed and tasked to a sub-group to determine next steps

# Other work in 2019-20

## Priority: Learn lessons and shape future practice



The SAB focus on learning from SARs, both national SARs and those that occur closer to Surrey, by holding a workshop at a SSAB meeting.

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The SAB members consider 5 questions with a 15 minute feedback session. This provides agencies with an opportunity to consider what learning can be taken back to their own agency as well as any actions.



Learning briefings were published on the Board's website to assist with ensuring wider dissemination of the learning from reviews.



The impact of Covid on learning events has been significant with no in person events being held. Alternate ways were considered by the SSAB with the view that these will be implemented within the 21/22 year.



The [Registered Managers Network](#) was presented the Person 1 Safeguarding Adults Review (SAR) to highlight to providers the need to consider SARs as there may be learning for their agencies to take forward.

## Priority: Learn lessons and shape future practice



The Analysis of Safeguarding Adults Reviews April 17-19 commissioned by the Care and Health Improvement Programme (CHIP) was reviewed and an action plan for the Surrey Safeguarding Adults Board is under development.

15



A presentation on Safeguarding Adults Reviews (SAR) and the criteria for a SAR was developed and presented to the SSAB with copies included in the newsletter and on the website.



Learning from Learning Disability Reviews (LeDeR) was considered by the Board and during the 21/22 year this relationship will be strengthened.



There was a survey of SSAB members to gain an understanding of how we can ensure that the Board is more effective. Elements of feedback have been incorporated into how the SSAB operates

# Surrey Prevent (Counter-Terrorism) and Channel Panel

The UK government's counter terrorism strategy, CONTEST, is made up of 4 strands:

-  Pursue
-  Prevent
-  Protect
-  Prepare

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The aim of the Prevent strategy is to reduce the threat to the UK from terrorism, by 'stopping people becoming terrorists or supporting terrorism'.

Prevent focuses on all forms of violent extremism and terrorism and is a multi-agency approach to safeguarding and prevention.

The Counter Terrorism and Security Act 2015 introduced a new Prevent Duty. Specified authorities must have "due regard to the need to prevent people from being draw into terrorism".

It also introduced a duty for local authorities to provide support for people vulnerable to being drawn into terrorism, through Channel Panels.

Channel Panel is an early intervention scheme that supports people who are at risk of radicalisation and provides practical support tailored to individual to protect and divert them away from being drawn into terrorism.

In Surrey, Channel Panel hold monthly multi-agency meetings Chaired by Surrey County Council.

15 Between April 2020 to March 2021,

-  100% of the adults known to the Channel Panel had care and support needs.
-  71% of the adults known to the Channel Panel were also known to adult social care.
-  71% were known to adult mental health services
-  71% had care and support needs related to mental health issues
-  14% had care and support needs related to substance misuse issues
-  14% had care and support needs related to autism

The Home Office is currently collating national data on the prevalence of Autism Spectrum Disorder in Channel cases, exploring the link between ASD and vulnerability to radicalisation and how best to support such individuals.

→ Average age of adult Channel Cases 2020/21 – 33 years

→ Average length of time adult cases open to Channel 2020/21 – 3 months

→ 87% - Male

→ 13% - Female

The Channel Panel has also:

 Worked with community safety colleagues to run sessions on Channel and Prevent for key staff

 Worked with community safety colleagues to run sessions on Channel and Prevent for key staff

 Given SCC leadership team regular briefings on Counter terrorism in Surrey

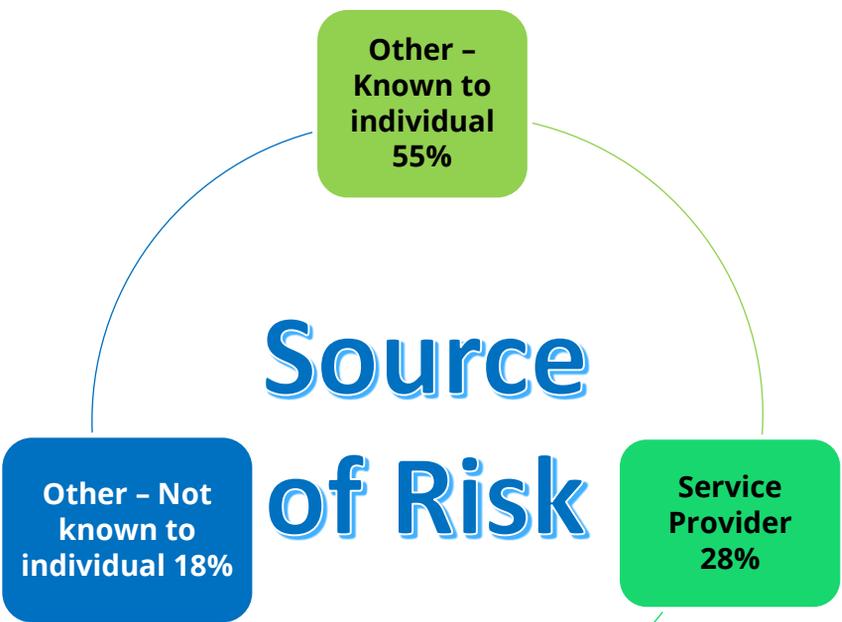
# Adults in Surrey

This shows the primary support need for adults for whom the safeguarding concern relates to. The majority of adults who are the subject of a safeguarding concern have a need for physical support.



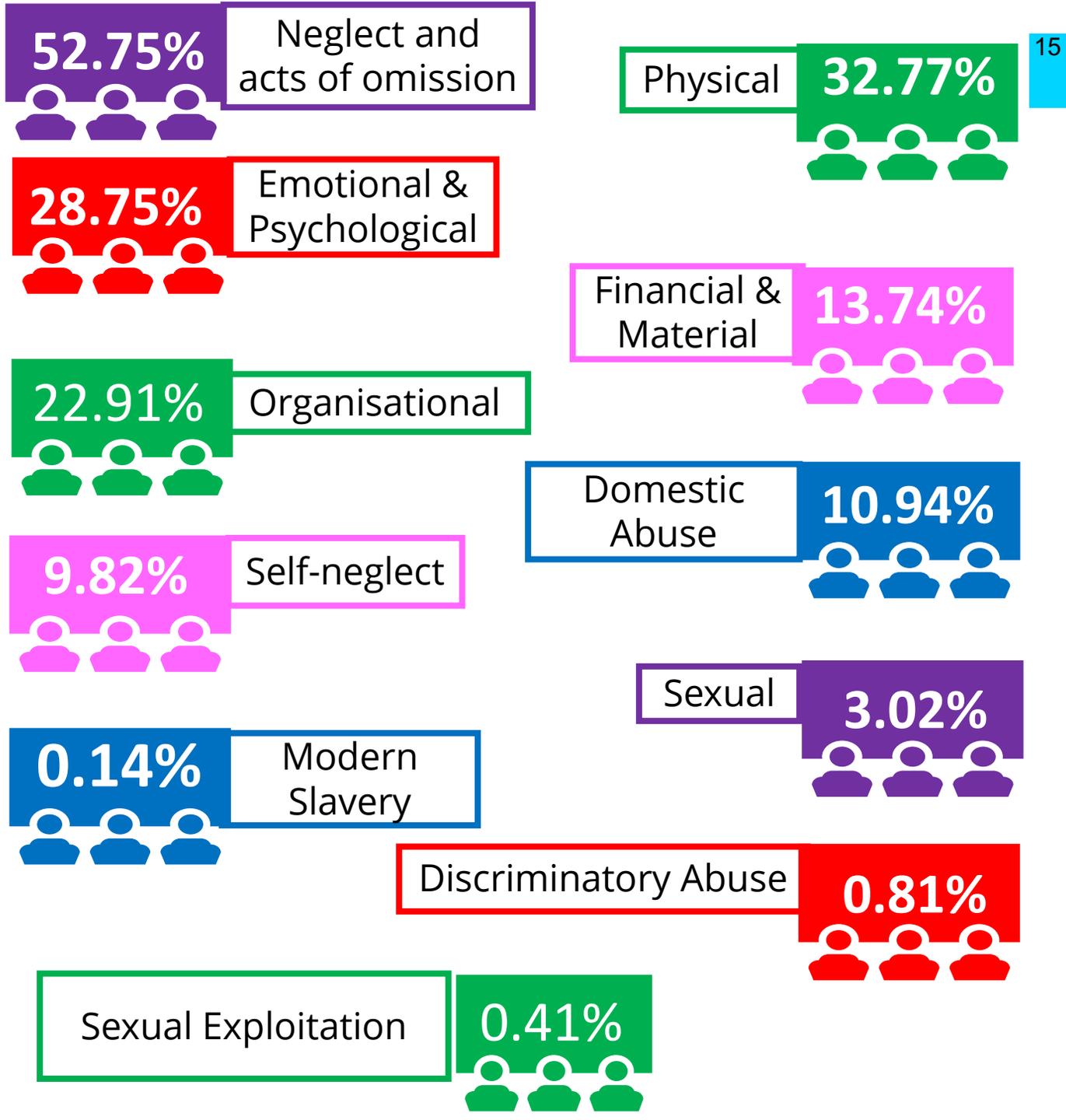
## Source of Risk

This shows the analysis of where the risk originates.



# What Abuse is happening?

This information comes from adult safeguarding enquiries, where the types of abuse/ neglect were identified by the referred and recorded by Surrey County Council Adult Social Care as being...



15

The numbers will add up to more than 100% as each case can have multiple forms of abuse present.

# What the data says about our response to abuse

## - Adult Social Care

15

1,199,870

Estimated population of Surrey \*

The number of safeguarding concerns raised and increase of 32% on the previous year.

13,788

69%

The percentage of safeguarding concerns received converted into a Safeguarding enquiry as defined in The Care Act 2014

The number of Safeguarding enquiries completed under S42 Care Act 2014, an increase of 2,085 from the previous year.

9,453

52.75%

Neglect or acts of omission were a concern in over half of the safeguarding enquires undertaken

The percentage where the risk remained after the safeguarding enquiry work.

9%

73%

The percentage where the risk to the adult was reduced following completion of the safeguarding enquiry work (a decrease from the previous year)

The percentage where the risk was removed following completion of the safeguarding enquiry work (a decrease from the previous year)

18%

86%

The percentage where individuals or their representative were asked about their outcomes

The percentage where the individual or their representative said outcomes were fully or partially met when asked

98%

# What the data says about our response to abuse

## - Surrey Police

837

The number of Adult Abuse (AA) incidents recorded. A decrease of 462 recorded incidents in the previous year.

15

The percentage of total crimes recorded in Surrey during 2020/21 of which are adult abuse\* (approx.)

0.47%



Surrey has seen a downward trend in the number of adult abuse offences recorded since March 2018. This is believed to be the result of training received by front line officers and use of appropriate adult Abuse flagging.

The percentage of the arrest rate below the same period last year.

1.3%

243

The number of Adult Abuse flags for Psychological/ Emotional abuse

The number of Adult Abuse flags for Sexual abuse.

102

100

The number of Adult Abuse flags for Neglect.

The number of Adult Abuse flags Discriminatory abuse.

21

7

The number of Adult Abuse flags for Institutional abuse.

The number of Adult Abuse flags for physical abuse.

249

29.6%

The percentage of cases recorded for those over 75 years of age. A increase of 3% on last year.

Page 245

18



# Safeguarding Adults Reviews (SARs)

The Safeguarding Adults Review (SAR) subgroup received six SAR notifications during 20/21.

 All six notifications have progressed to either a SAR or a joint DHR/SAR.

An improved process for SAR notifications has reduced the risk of erroneous referrals.

The group continues to oversee one joint SAR/DHR and one NHSE review from 2018/19.

The SSAB published 2 SARs in the past year

- [Person 1](#)
- [Sasha](#)

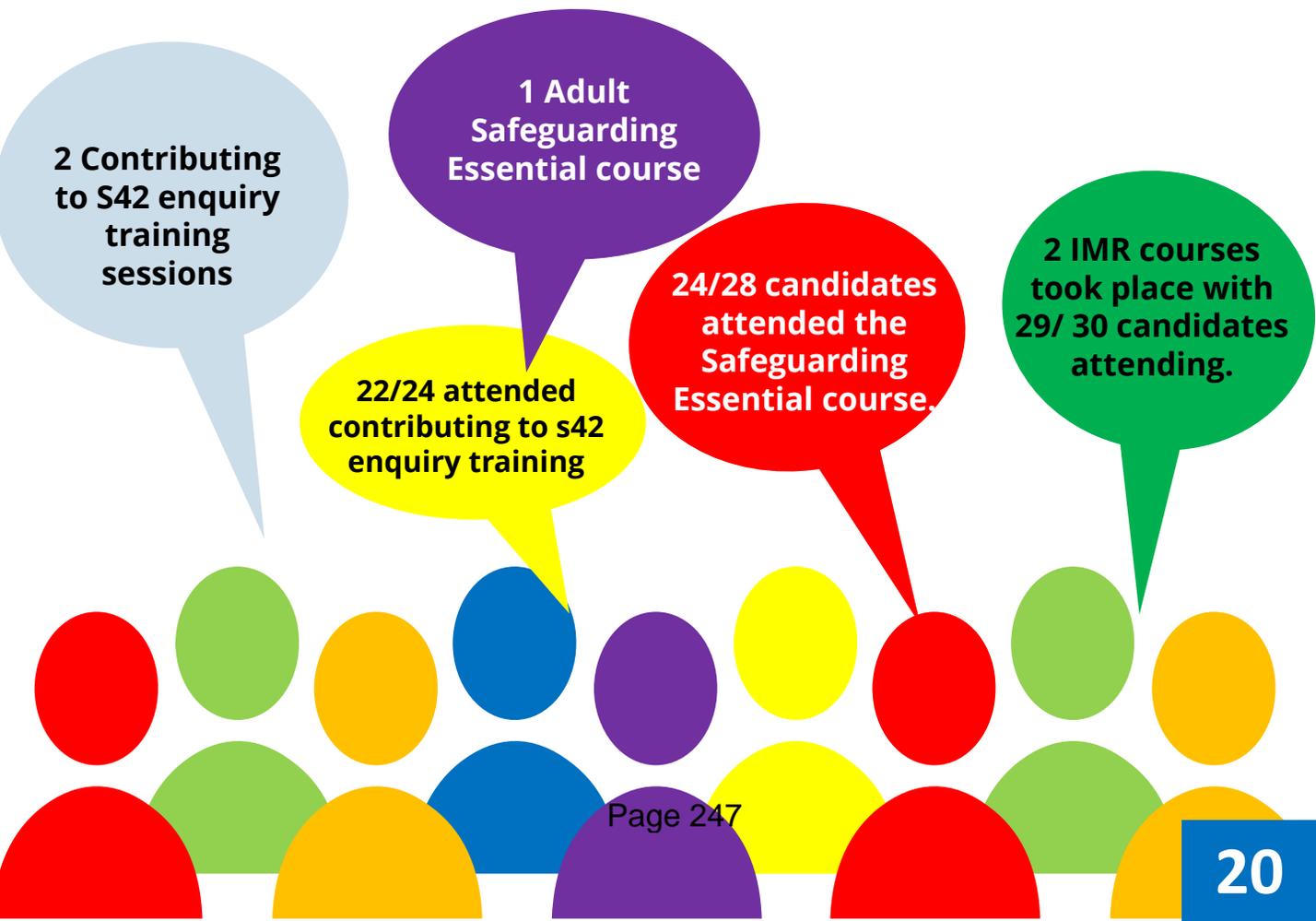
For the 2 published SARs action plans have been developed and the SAR and Learning group is responsible for the review of these.

# Safeguarding Training

COVID had an impact on the SSAB training programme, however with modifications, a number of the courses continued to be delivered on a virtual platform.

The following training courses were provided;

- Adult Safeguarding Essentials
- Individual Management Review Writing (IMR)
- Contributing to Section 42 Enquiries



# Feedback on training

All training sessions offered allow for feedback from participants. This allows for training to be reviewed as appropriate as well as gain understanding of how the training impacted on participants.

Feedback across the courses was generally positive with the majority of participants rating training as good or very good and attendees would recommend it.

Following comments the Safeguarding Essentials course has been lengthened in 21/22.

"...more confident knowing how to handle a situation where safeguarding is a concern...and about the process for referral"

"..an informative session with ...increased knowledge"

"I would have preferred more time to talk about case examples"

"More confidence in dealing with safeguarding situations"

# SSAB Communications

## SSAB Newsletter



The SSAB has been publishing a newsletter for a number of years. In 2020 the newsletter was updated with a new template and quarterly publications to enable the contents to be more relevant and include updates from the SSAB and its subgroups, partners, new guidance and policy updates, safeguarding awareness campaigns etc.

The Newsletter is circulated to over 4,500 recipients and the SSAB team continues to promote this whenever possible. Over the past year there has been an increase in private and voluntary sector agencies subscribing to the newsletter ensuring the SSAB raises awareness across Surrey.

## Safeguarding Adults Awareness Week

**National  
Safeguarding  
Adults Week 2020**

16 to 22 November 2020

During National Safeguarding week social media was used by a range of partners with the SSAB chair, Surrey Police and CCG Safeguarding team all supplying videos in support of the themed days to accompany social media posts.

[SSAB Ind. Chair](#)  
[Surrey Police](#)  
[CCG Safeguarding Team](#)

**Do you know your  
role in safeguarding?**

#SafeguardingAdultsWeek

ann craft trust

# SSAB Communication

## SSAB Website



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**Coronavirus  
Information and advice**



Concerned about an Adult?

Safeguarding Adult Reviews

Coronavirus - Information and advice

In December 2018, the SSAB launched its current website and during 20/21 updates were made to ensure that the website met accessibility requirements.

New pages were created, one related to Covid-19 information and a further page specifically for Care/Nursing homes and Domiciliary Care agencies.

The SSAB monitors 'hit's to the website to determine where alterations are required and if certain pages need further promotion.

To contact the Surrey Safeguarding Adults Board email

[surreysafeguarding.adultsboard@surreycc.gov.uk](mailto:surreysafeguarding.adultsboard@surreycc.gov.uk)

In an emergency always dial 999



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# Pooled Budget

The Surrey SAB was funded by partner agencies during 2020/21. Financial contributions totalled £298,555, an increase of £10,000 with the introduction of South East Coast Ambulance's (SECAmb) contribution on the 20/21 budget.

Partners contributions ensure that the SAB can continue to operate, showing a significant commitment on the part of partners to work together and jointly take responsibility for decision making and running the Safeguarding Adults Board. In addition to contributing financially, SAB partners continued to contribute staff time to ensure effective working of the SSAB.



## Breakdown of partners contributions.

Partner Agency	Partner Contribution 2020/21	% split
Surrey CC	£117,450	39.34%
CCG	£117,450	39.34%
Surrey Police	£29,000	9.71%
SECAmb	£10,000	3.35%
NHS Trusts	£13,050	4.37%
Districts & Boroughs	£11,605	3.89%
<b>Total Contributions</b>	<b>£298,555</b>	<b>100%</b>

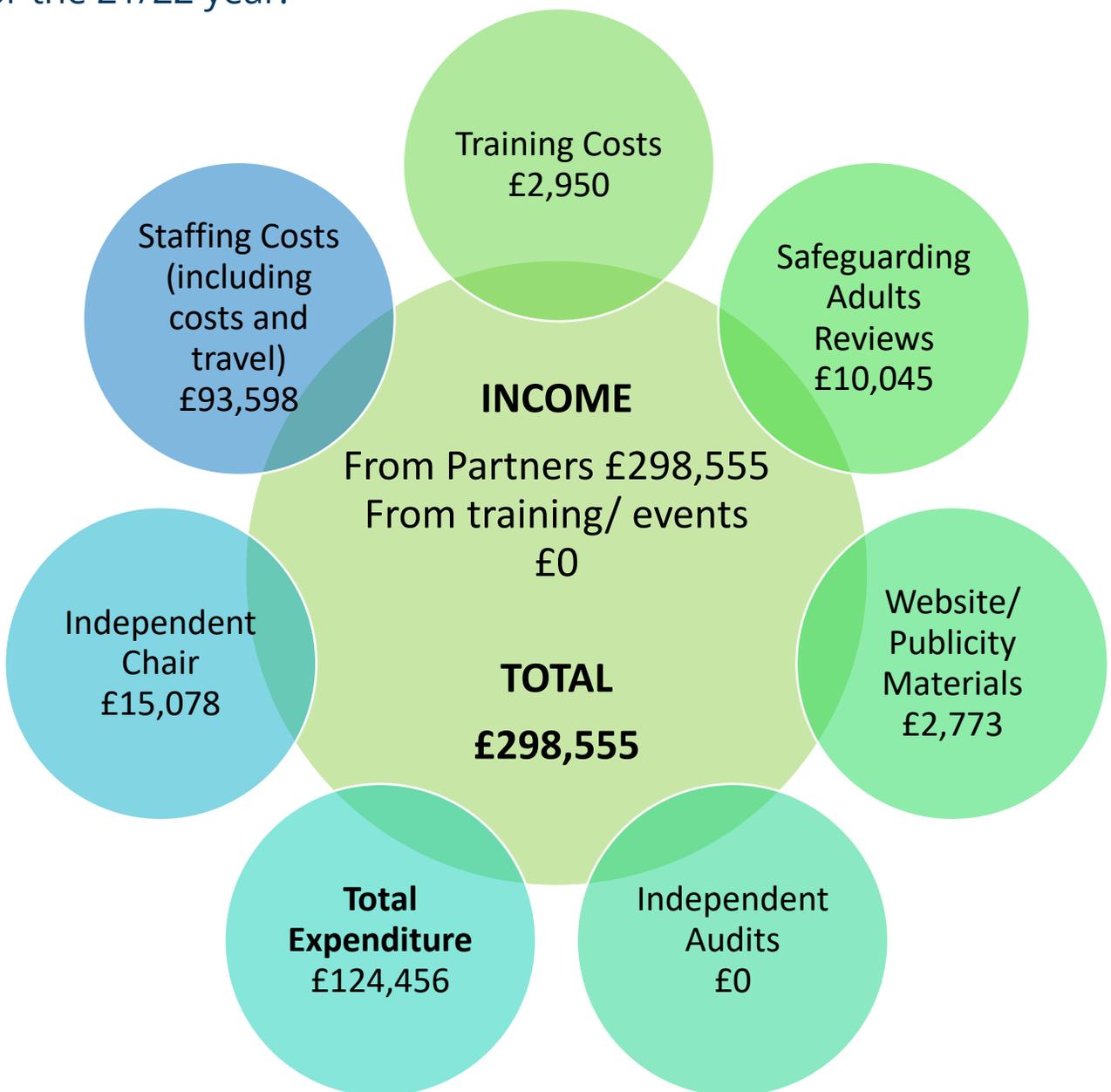
Due to Covid, there was no income from training during 2020/21



During 2020/21 the Surrey Safeguarding Adults Board spent £124,456.00. The majority of costs were spent on staffing, followed by the costs of conducting Safeguarding Adults Reviews.

# Pooled Budget

The SSAB had an underspend within the 20/21 year, however, recognising that potential costs in 21/22 would be greater due to an increase in the number of agreed statutory reviews, it was agreed that £50,000 would be carried forward into the 21/22 budget. The balance of the underspend was offset against agency contributions for the 21/22 year.



# Journey for 2021-22

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.

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The SSAB structure was reviewed and existing subgroups functions were altered and new subgroups as well as forums will be established for the 21/22 year to take forward the work of the SSAB.

Each sub-group will develop a work plan based on the SSAB annual plan and these workplans will be monitored by the Adult Safeguarding Executive.

The SSAB sub groups for 21/22 are:

**Delivery Group** – responsible for policy and procedures and training

**SAR and Learning group** – responsible for reviewing SAR notifications, overseeing statutory review including monitoring action plans as well as developing and promoting learning from review

**Communication Group** – will develop a communication strategy and work on the SSAB communication needs

**Quality Assurance Group** – responsible for ensuring that the QA framework of the SSAB is implemented

**Health Forum** – will engage with the health system across Surrey

**Prison Forum** – to ensure that the SSAB engages with the 5 prisons in Surrey and shares relevant issues

**Engagement Forum** – to ensure that the SSAB engages with the private and voluntary sector within Surrey, to raise awareness with groups that haven't previously been engaged with the SSAB

**District and Borough Forum** – to work with the 11 District and boroughs on relevant issues

# Journey for 2021-22



## Priority 1:

### To prevent Abuse and Neglect

- Work collaboratively with other boards to ensure consistent messages and practice. This will include working in partnership to produce policies, campaigns and training courses that reflect the risks posed to adults with care and support needs
- Broaden engagement with the voluntary sector to help get the right messages to the right people
- Consider new ways of engaging with partners in order to provide clear expectations in adult safeguarding practice.

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## Priority 2:

### Improve the management and response to safeguarding concerns and enquiries

- Have clear, consistent definitions, keep up to date with national legislation that are shared across agencies.
- Help improve the quality of safeguarding concerns by supporting agencies to consider their referral processes and by working with the Local Authority to develop a feedback loop.
- Provide greater guidance to adults with care and support needs, their families and carers, on the safeguarding process so they know what to expect and how they can be involved.
- Provide greater clarity to professionals on how to involve adults with care and support needs in developing and agreeing their desired outcomes.



### **Priority 3:**

#### **Learn Lessons and shape future practice**

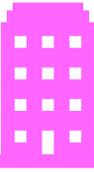
- Disseminate relevant lessons to partner organisations using appropriate methods to enhance the accessibility of message. Providing clear directions on the SABs expectation of wider dissemination.
- Be transparent – the SAB leads a learning culture where best practice is identified this will be shared and recommended, where concerns are identified these will be communicated appropriately
- Host learning workshops on a range of different themes, using lessons learned from SARs to operationalise the message.
- Undertake scoping and scanning to identify new and emerging risks.

# Agency Updates

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All agencies who are members of the SSAB were asked to input into this report, highlighting the work they have done over the 2020/21 year to support the work of the SSAB.

# Surrey County Council – Adult Social Care



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In 2020/21, ASC responded to 13,788 adult safeguarding concerns, a 32% increase over the previous year. Of these, 69% resulted in us carrying out an adult safeguarding enquiry under s42 of the Care Act 2014. Despite this increase we have maintained both the timeliness and quality of our adult safeguarding work, and we report on this to each meeting of Surrey Safeguarding Adults Board.

Other achievements during this year include

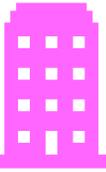
- We launched a major revision to our adult safeguarding recording systems. Our new process better supports our staff to do high-quality, person-centred adult safeguarding work, and it has improved the data we use to ensure our work is meeting our standards, and that we can provide to the Board to help it understand the experiences of adults in Surrey with care and support needs who are experiencing or at risk of abuse and neglect
- We continued to improve our domestic abuse related adult safeguarding work, with 77 of our staff attending 2 days Trusted Professional training under the “Change that Lasts” program

Challenges we face in 2020/21 include

- The ongoing challenge of sustained increases in the volume of adult safeguarding work, which is likely to continue
- Acting on the early learning from Safeguarding Adults Reviews and Domestic Homicide Reviews that are in progress, particularly around working with people with care and support needs who are experiencing domestic abuse
- Responding to the ongoing challenges arising from the COVID19 pandemic for our adult safeguarding work and the other work we do in adult social care.

# Surrey Police

In 2020/21 Surrey Police saw a decrease in their recorded adult risk incident of 40% less than the previous year. Of those recorded a decrease in adult abuse crimes of 50.1% than the previous year.



To support the SSAB strategy to Prevent Abuse and Neglect; Manage and Respond to Concerns and Enquiries; and Learn Lessons and Shape Future Practice, Surrey Police have continued to regularly promulgate 'Adults at Risk' considerations via internal media circulations. Elder Abuse Day during our Domestic Abuse awareness week. Our campaigns have highlighted the importance of safeguarding adults and how they are often perceived as the 'poor relation'. The information shared highlighted what makes an adult 'at risk' and refreshed signposting and referral processes for officer and staff awareness.

Surrey Police also commenced a series of learning events focussing on Adult at Risk investigations within Care Settings and this comprised:

- A Trainer led input to clarify the need for focus on Adults at Risk in Care settings.
- An input by an intermediary, about their role and working with victims and suspects.
- Adult Social Services input on their role and the benefits of Multi Agency working; understanding DOLS; Signposting to support resources; sharing an understanding of abuse, versus carer stress.
- CQC input covered their role and assistance to criminal investigations; a shared understanding of 'acceptable' standards of care; exploring professional curiosity; and obligations under The Care Act for each agency".
- Trainer led input on "Understanding Capacity". This covered areas of exploitation, professional curiosity & relevant legislation; achieving best evidence (ABE) guidelines & victims code requirements

# Surrey Clinical Commissioning Groups (CCG's)



## Primary Care

- Primary Care safeguarding Audit undertaken during October/November and findings shared.
- Primary care safeguarding training delivered via 15 webinars covering: 1. Hot Topics in safeguarding (Covid-themed) 2. Domestic abuse 3. Mental Capacity Act/Deprivation of Liberty Safeguards and safeguarding in care homes 4. Modern day slavery.

## Care Homes

Pilot safeguarding assurance audit was undertaken during November/December 2020 and finding shared with SSAB.

The pilot of the Surrey Wide care home safeguarding assurance audit and the Primary Care safeguarding audit have both been very positive with good engagement from professionals despite the ongoing challenges of the pandemic. This demonstrates a commitment to safeguarding within both the care sector and primary care. Both audits will help to provide assurance of good safeguarding adult practice to the Surrey CCGs, the Surrey Safeguarding Adults Board and NHSEi



# Surrey Clinical Commissioning Groups (CCG's) cont.



## **Domestic Violence and Abuse Bill**

Across Surrey we are working towards compliance with the Act to ensure providers fully understand the new protections for domestic abuse survivors and their families

## **COVID19 Vaccination sites**

The Surrey Wide CCG Safeguarding team have worked alongside colleagues to audit all vaccination centres. Assurance has been gained that each hub have a safeguarding lens to their work and understand the safeguarding referral process



## District & Borough Councils



During 2020/21 District & Borough Councils across Surrey have further embedded SSAB business and updates into their quarterly Safeguarding Lead Officer meetings and in turn strengthened their representation at SSAB<sup>15</sup> meetings, including: SAR, QA, Executive and Delivery subgroups.

This has improvement in relationships between the SAB and District & Borough Council has led to almost Surrey wide reviews of safeguarding policy and procedures.

During the Covid pandemic District & Borough Councils were responsible for much of the welfare response within their areas in relation to ensuring vulnerable residents had access to essential supplies such as food and medicines. Many developed their own food distribution hubs whilst other have built strong relationships with voluntary sector organisations to provide essential services.



All District & Borough Councils made every effort to find accommodation for all rough sleepers during the pandemic and this has provided, for many, a pathway to more permanent accommodation which they may otherwise not have achieved.

# Acute Trusts



## Ashford & St Peters Hospital

The Trust is an active participant of the Board, supporting this work through attending the Board, and subgroups (Health, SAR and chairing the Delivery group.) During 2020/21 the Trust ensured that safeguarding activity remained a key part of care delivery, managing and responding to concerns and enquiries to make sure that learning was not lost despite the challenges Covid brought.

The Trust has fully supported the approach being taken by adult social care with regard to improvements in the MASH; seeing consistent decision making and improved focus on identifying and meeting patient/carer/family outcomes in regard to s42 enquiries.

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## Frimley Park Hospital

It is important to note that the Trust experienced unprecedented times during 2020/2021 due to Covid19 and the normal working environment changed significantly. During the 1<sup>st</sup> wave, a slight reduction in referrals was noted however this did not last long. Following release of restrictions within the local communities, presentations to the Emergency Departments increased.



The Safeguarding adult teams proactively support staff on wards, assisting with DoLS applications, MCA assessments and referrals to adult social care. There has been an increase in s42 enquiries and disclosures of Domestic Abuse especially in the older generation.

Audit competition was suspended during the pandemic given the demands on the trust.

# Acute Trusts cont.



## Royal Surrey Hospital Foundation Trust

The Safeguarding team continued to provide a constant service provision throughout the duration of the Covid response, providing onsite support and referrals for both patients and staff throughout 2020/21 and continuing to meet with patients in emergency and wards.

In addition to this the Safeguarding team adapted to the need for clinical teams to maintain safeguarding competencies whilst responding to significant pressures including sickness, shielding and social distancing requirements.

Level 3 safeguarding training was adapted into 6 modules totalling 8 hours, the team delivered 10 of these 8 hour study days to approx. 450 staff.

The Safeguarding team continued to submit all its external dashboards within timescales to partners.

Analysis of the teams referral data and thematic analysis from 2020/21 indicates greater awareness of newer types of abuse, and a significant increase in referrals in 2020, (2020 saw an increase to 735 referrals, in contrast to 548 referrals to the team in 2019, and 260 in 2018). The safeguarding team are identifying greater numbers of family based domestic abuse, along with supporting increasing numbers of male victims and staff experiencing Domestic Abuse.

## Surrey and Sussex Healthcare (SASH)

The adult safeguarding team have focused on improved monitoring of safeguarding concern forms, response times to s42 requests and outcomes. This work continued through the pandemic.

In recognition of the continued commitment that safeguarding is everybody's business the trust now hold a register of 50+ safeguarding ambassadors (staff across the site with an interest in adult safeguarding).

In Feb/Mar 2021 55% of the open s42 were in relation to hospital discharge, it is expected workstreams will be assigned.



# Community Provider

## First Community Health & Care



Active partners supporting the SSAB priorities and contributing to the work of the board by providing consistent attendance to the Safeguarding Adult Board (SSAB) and Subgroups.

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During the COVID Pandemic the Safeguarding team has been “business as usual”. The Adult Safeguarding Team have remained as a supportive resource to provide advice and guidance throughout the pandemic. The team recognised an increase this year of risk to adults of abuse and neglect during the pandemic including domestic abuse and self-neglect. The team worked to ensure that all FCHC employees were aware of these increased risks.



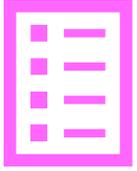
During the last year, the organisation identified a need for increased resources to support the adult safeguarding agenda. The resources were increased to 1 whole time equivalent which enabled the team to work more closely with clinical staff and to raise the profile of the team. In response to the pandemic the audit plan was paused and instead the team focused on disseminating priority information including Safeguarding Adult Reviews information and learning from the Board. Due to the increase of resources, our audit plan for next year will resume with a focus on Mental Capacity and Making Safeguarding personal.

Due to the learning from a s42 Enquiry, First Community has changed systems and processes in regard to insulin administration, which will have resulted in risk reduction for future patients.



# Community Provider cont.

## CSH Surrey



CSH Surrey support the SSAB with the work of its strategic plan, they also prioritise their work stream dependent on identified areas of need. They have attended and engaged in the essential SSAB meeting and subgroups. This includes any engagement work that the Board or sub groups identify i.e. Task & Finish Groups. The CSH safeguarding team have been engaging and working with the SSAB to help in the delivery of their strategic plan.

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Working and collaborating with the Adult Social Care Teams in each locality: (Spelthorne, Woking, Runnymede & Elmbridge) monthly meetings have been established since the end of September 2020, to discuss Safeguarding cases which is helping with joint working, building multi-agency professional relationships and also discussing/resolving any concerns early.



Internal audits in line with SSAB priority on MSP and MCA and DoLS (SSAB priority 2 which is around improving the management response to safeguarding concerns and enquires.)

There is a clear safeguarding workplan which incorporates the 'Think Family' approach which was approved by the CSH Surrey Safeguarding Meeting group members and is discussed at every meeting to review progress. The work plan has incorporated SSAB strategic priorities and NHS England priorities.

# Buckinghamshire and Surrey Trading Standards

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 253 Call blocking devices

 £76,852 Total impact of doorstep crime interventions

 53,321 nuisance calls blocked

 14,650 scam calls blocked

 8,425 Friends Against Scams trained and registered

 136 Business Against Scams trained and registered

 £143,292 estimated future savings from scam interventions

 22 victims signed up to be Scam Marshalls

 £19,759,538 Total impact of scam interventions

 Trading Standards Team received Hero Award from the Chartered Trading Standards Institute.

## SURREY COUNTY COUNCIL

## CABINET

DATE: 26 OCTOBER 2021



REPORT OF: BECKY RUSH, DEPUTY LEADER AND CABINET MEMBER FOR FINANCE AND RESOURCES

LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR RESOURCES (S151 OFFICER)

SUBJECT: 2021/22 MONTH 5 (AUGUST) FINANCIAL REPORT

ORGANISATION STRATEGY: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY/ENABLING A  
 PRIORITY AREA: GREENER FUTURE/EMPOWERING COMMUNITIES

16

<b>Purpose of the Report:</b>
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This report provides details of the County Council's 2021/22 financial position as at 31<sup>st</sup> August 2021 (M5) for revenue and capital budgets, and the expected outlook for the remainder of the financial year.

**Key Messages – Revenue**

- **At M5, the Council is forecasting a full year £19.1m deficit** against the revenue budget. The details are shown in Annex 1 and summarised in Table 1.
- Contingencies built into the 2021/22 budget exceed the forecast deficit and so a balanced outturn is anticipated. However, it is still the expectation that Directorates manage overspends within their budget envelopes.
- A budget reset of £7.3m to meet Covid-19 pressures is set out in paragraphs 7 to 10. The reset is funded through an application of £5m Contain Outbreak Management Fund (COMF) grant to qualifying Covid-19 pressures and the distribution of a recently confirmed £2.3m tranche of the Government's Income Compensation Scheme (ICS) grant. The reset therefore has no impact on the £11.1m Covid-19 reserve.

**Key Messages – Capital**

- The M5 forecast shows a forecast spend of £191.0m against budget of £202m, a variance of £11.0m.
- The variance mainly relates to an in-depth review of the corporate maintenance programme which identified risks in the scheduled works and resourcing in delivering the planned projects, taking account of and prioritising Health and Safety issues. In addition, following feasibility studies two projects changed scope. These changes resulted in a variance of £9.1m. In addition, there have been delays and reprofiling of several projects of £1.9m. Details are set out in paragraphs 11 to 13 and Table 4.

<b>Recommendations:</b>
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It is recommended that Cabinet:

1. Note the Council's forecast revenue and capital budget positions.

2. Approve the reset of Directorate budgets to distribute Covid-19 funding set out in paragraphs 7 to 10.

**Reason for Recommendations:**

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

**Revenue Budget:**

1. **At M5, the Council is forecasting a full year £19.1m deficit against budget, including an additional £5.0m contribution to the Dedicated Schools Grant (DSG) High Needs Block (HNB) offset reserve.**
2. Table 1 below shows the forecast revenue budget outturn for the year by service.

**Table 1 - Summary revenue budget forecast variances as of 31<sup>st</sup> August 2021**

Directorate	2021/22 YTD M5 £m	21/22 Outturn Forecast at M5 £m	Annual Budget £m	Forecast Variance £m	Change in forecast since last month £m
Adult Social Care	163.1	384.4	380.7	3.7	(2.8)
Public Service Reform & Public Health	(10.8)	34.0	34.0	0.0	0.0
Children, Families & Lifelong Learning	88.7	230.7	222.1	8.6	2.3
Comms, Public Affairs & Engagement	0.7	1.7	1.7	0.0	0.0
Community Protection Group	18.3	38.5	38.0	0.5	0.1
Customer & Communities	5.1	11.6	11.5	0.1	(0.0)
Environment, Transport & Infrastructure	49.2	134.9	135.0	(0.1)	0.0
People & Change	2.6	6.7	6.6	0.2	0.0
Prosperity Partnerships & Growth	0.4	1.3	1.3	0.0	0.0
Resources	32.7	71.5	70.4	1.1	0.1
Central Income & Expenditure	(62.4)	87.1	87.1	0.0	0.0
<b>Total before DSG High Needs Block Offset</b>	<b>287.6</b>	<b>1,002.3</b>	<b>988.2</b>	<b>14.1</b>	<b>(0.4)</b>
DSG High Needs Block Offset	0.0	28.8	23.8	5.0	0.0
<b>Total Budget Envelopes</b>	<b>287.6</b>	<b>1,031.1</b>	<b>1,012.0</b>	<b>19.1</b>	<b>(0.4)</b>
Central Funding	(353.5)	(1,012.0)	(1,012.0)	0.0	0.0
<b>Overall after central funding</b>	<b>(65.9)</b>	<b>19.1</b>	<b>0.0</b>	<b>19.1</b>	<b>(0.4)</b>

*Note: Numbers have been rounded which might cause a difference. The budget figures include the Covid-19 reset in paragraphs 7 to 10.*

3. The forecast deficit of £19.1m predominantly consists of:
  - **Adult Social Care:** The £3.7m forecast overspend (£2.8m improvement) is primarily a result of a significant increase in care package commitments since the start of the financial year. The average cost of care packages has increased substantially compared to pre-pandemic levels, due to increased needs and in part the impact of the discharge to assess system from hospitals. The improvement from M4 relates to the allocation of £3m of COMF funding to ASC care package pressures caused by the pandemic, offset by a small deterioration in the underlying position.
  - **Children, Families and Lifelong Learning (CFL):** The £8.6m forecast overspend (£2.3m deterioration) is mainly due to placement and staffing pressures within Children's Social Care.

- £3.3m of this is within the Area Care and Children with Disabilities (CWD) staffing budgets due to the high number of agency and locum staff currently employed.
- An increase in numbers of Looked After Children is also creating a forecast overspend of £1.5m for external residential placements because these have been in the more expensive types of placements, where one placement can be up to £250k per year.
- There is a £0.4m overspend Area Care and £1.0m on Children with Disabilities Care Budgets due to an increase in the spend on direct payments.
- The increase in Looked After Children numbers is also creating forecast overspends for in-house residential staffing of £0.5m and in-house fostering of £0.5m.
- There are additional staffing and tribunal costs in Education and Lifelong Learning (ELL) of £0.3m and an efficiency of £0.5m is included within the budget, for which the delivery plan needs to be formulated.
- The CFL Directorate is working to mitigate the projected costs set out above, with a plan of action being drafted.
- **DSG High Needs Block (HNB):** An increase in the required contribution to the offset reserve from £23.8m to £28.8m due to cost containment measures currently being insufficient to hold the contribution to £23.8m. This position remains unchanged from month 4 and further details are set out below.

**DSG update**

4. The table below shows the projected forecast year end outturn for the HNB at M5.

**Table 2 - DSG HNB Summary**

<b>2021/22 DSG HNB Summary</b>	
	£m
DSG High Needs Block Grant (exc Academies)	157.3
Forecast outturn	186.1
Deficit/(surplus)	28.9
Budgeted overspend	<b>(23.8)</b>
Deficit/(surplus)	5.0
High Needs Block contingency budget	9.0
Remaining contingency budget after deficit	4.0

The forecast includes £28m of cost containment. Of this £19.7m has already been delivered or is on track for delivery. £4.7m is on track for delivery but with some further work needed to achieve them and £4m is at risk based on current projections.

5. At the beginning of the year a potential £13m of additional risks were identified based on potential increases in demand and patterns seen in previous years. The remaining risk has reduced to £6.5m at month 5. The service is working to further mitigate these cost risks.

- The additional deficit forecast of £5m is the combined estimated impact of cost containment and additional risks for the full financial year. Work continues to try and mitigate this down to within budget.

### Covid-19 update

- At M5, Directorates forecast a gross impact from Covid-19 of £73.8m. This is offset by £54.0m of specific grant funding, leaving a net £19.9m. Of this, Directorates expect to absorb £15.4m within budget envelopes.
- A balance of £5.6m after allowing for the delivery of efficiencies is currently flagged as a risk against the Covid-19 reserve. This is shown in table 3 below:

**Table 3**

	£m
<b>Gross impact of costs and lost income</b>	73.8
<b>Offset by</b>	
- Specific grants	(54.0)
- Directorate budget envelopes	(15.4)
<b>Remaining pressure</b>	<b>4.4</b>
Impact on efficiency delivery	1.2
<b>Total unfunded impact</b>	<b>5.6</b>

- A review of the Contain Outbreak Management Fund (COMF) grant has identified that £2m of this Covid-19 impact can be funded through COMF. In addition, a further £2.3m of Income Compensation Scheme (ICS) funding from Government (relating to 2020/21) has been confirmed at M5, allowing a reset of £4.3m without impacting the reserve. Using this to reset part of the £5.6m impact leaves a remaining amount to be addressed of £1.3m. The remainder is in ETI where pressures from increased waste volumes may yet be met by reduced waste prices, if sustained. Using specific grants leaves the Covid-19 reserve static at £11.1m. Further decisions to approve use of the reserve may be taken in specific / urgent circumstances.
- In addition to the pressures identified here, a further £3m of COMF has been allocated to existing ASC pressures, as set out in paragraph 3. Annex 2 sets out the total proposed Covid-19 reset through COMF and ICS of £7.3m.

### Capital Budget

- In February 2021, Council approved a capital budget for 2021/22 of £184.9m. This was reset at Month 4 to £202.0m, reflecting the latest phasing of individual schemes and new allocations which have been approved by Cabinet since February.
- Table 4 below provides a summary of the forecast full-year outturn at M5. Against the budget of £202.0m, forecast capital spend is £191.0m; a net variance of £11.0m.

**Table 4 - Summary Capital Budget**

Strategic Capital Groups	M5 Outturn Forecast £m	Budget £m	Forecast Variance £m
<b>Property</b>			
Property Schemes	66.5	77.6	(11.1)
ASC Schemes	1.6	1.7	(0.1)
CFLC Schemes	1.0	1.2	(0.2)
<b>Property Total</b>	<b>69.1</b>	<b>80.5</b>	<b>(11.4)</b>
<b>Infrastructure</b>			
Highways and Transport	91.3	91.7	(0.4)
Infrastructure and Major Projects	6.3	6.3	0.0
Environment	4.8	4.6	0.2
Community Protection	3.6	3.1	0.6
<b>Infrastructure Total</b>	<b>106.1</b>	<b>105.7</b>	<b>0.4</b>
<b>IT</b>			
<b>IT Total</b>	<b>15.8</b>	<b>15.8</b>	<b>0.0</b>
<b>Total</b>	<b>191.0</b>	<b>202.0</b>	<b>(11.0)</b>

13. The **forecast variance of £11.0m** mainly consists of:

- **Property: £11.1m decrease** against the restated budget mainly relating to an in-depth review of the programme which identified risks in scheduled works and resourcing in delivering the planned projects, taking account of and prioritising Health & Safety issues as well as delays and slippage on a number of projects.
- **Community Protection £0.6m increase** against budget, reflecting accelerated spend on vehicle replacement.

**Consultation:**

14. Executive Directors and Cabinet Members have confirmed the forecast outturns for their revenue and capital budgets.

**Risk Management and Implications:**

15. 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 Corporate Risk Register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council and the sustainability of the Medium-Term Financial Strategy. In the light of the 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:**

16. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus.

**Section 151 Officer Commentary:**

17. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may

not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

18. The Council has a duty to ensure its expenditure does not exceed the resources available. 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.

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

19. 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.
20. 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:**

21. 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.
22. 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.

#### **What Happens Next:**

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

#### **Report Author:**

Leigh Whitehouse, Executive Director of Resources, [leigh.whitehouse@surreycc.gov.uk](mailto:leigh.whitehouse@surreycc.gov.uk)

#### **Consulted:**

Cabinet, Executive Directors, Heads of Service

#### **Annex:**

Annex 1 – Forecast revenue budget as at 31 August 2021.

Annex 2 – Proposed Covid-19 reset through COMF and ICS

## Annex 1

### Forecast revenue budget as at 31<sup>st</sup> August 2021

Service	Cabinet Member	Year to date Budget £m	Year to date Actual £m	Year to date variance £m	Full Year Gross budget £m	Full year net budget £m	Full Year net forecast £m	Full year net forecast variance £m
Education, Lifelong Learning & Culture	D Turner-Stewart	19.3	15.6	(3.6)	200.1	24.3	24.6	0.3
Corporate Parenting	C Curran	40.6	37.5	(3.1)	116.5	103.8	108.8	5.0
Commissioning - Ex Comms Team	C Curran	18.0	19.2	1.2	130.3	51.8	52.2	0.4
Family Resilience	C Curran	15.5	12.3	(3.3)	36.2	33.3	35.6	2.3
Quality & Performance	C Curran	3.8	3.8	0.1	11.1	9.0	9.2	0.2
Directorate wide savings	C Curran	(0.0)	0.3	0.3	(0.2)	(0.2)	0.3	0.5
<b>Children, Families and Lifelong Learning</b>		<b>97.2</b>	<b>88.7</b>	<b>(8.5)</b>	<b>494.0</b>	<b>222.1</b>	<b>230.7</b>	<b>8.6</b>
Public Health	S Mooney	11.8	(11.0)	(22.8)	33.4	33.4	33.4	0.0
Public Service Reform	S Mooney	0.2	0.2	(0.0)	0.5	0.5	0.5	0.0
<b>Public Health and PSR</b>		<b>12.0</b>	<b>(10.8)</b>	<b>(22.8)</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>	<b>0.0</b>
<b>Adult Social Care</b>	<b>S Mooney</b>	<b>157.4</b>	<b>163.1</b>	<b>5.8</b>	<b>516.5</b>	<b>380.7</b>	<b>384.4</b>	<b>3.7</b>
Highways & Transport	M Furniss	24.3	21.0	(3.3)	71.3	58.3	58.1	(0.2)
Environment	M Heath	30.6	26.5	(4.1)	75.9	73.5	73.5	0.0
Infrastructure Planning & Major Projects	M Furniss	1.2	1.5	0.3	5.2	2.8	2.8	(0.0)
Leadership Team (ETI)	M Furniss	0.2	0.2	(0.0)	0.4	0.4	0.4	(0.0)
<b>Environment, Transport &amp; Infrastructure</b>		<b>56.3</b>	<b>49.2</b>	<b>(7.1)</b>	<b>152.8</b>	<b>135.0</b>	<b>134.9</b>	<b>(0.1)</b>
Fire and Rescue	M Nuti	13.2	15.4	2.2	36.1	31.7	32.1	0.3
Trading Standards	M Nuti	0.8	0.9	0.1	3.9	2.0	2.1	0.0
Emergency Management	M Heath	0.2	0.2	0.0	0.5	0.5	0.5	(0.0)
Coroner	M Nuti	1.3	1.5	0.3	3.4	3.1	3.3	0.2
Health & Safety	M Nuti	0.2	0.2	0.0	0.7	0.5	0.5	(0.0)
Armed Forces and Resilience	M Nuti	0.0	0.0	0.0	0.1	0.1	0.1	0.0
<b>Community Protection</b>		<b>15.7</b>	<b>18.3</b>	<b>2.6</b>	<b>44.6</b>	<b>38.0</b>	<b>38.5</b>	<b>0.5</b>
<b>People &amp; Change</b>	<b>T Oliver</b>	<b>2.7</b>	<b>2.6</b>	<b>(0.2)</b>	<b>6.7</b>	<b>6.6</b>	<b>6.7</b>	<b>0.2</b>
Comms, Public Affairs & Engagement	T Oliver	0.7	0.7	(0.0)	1.7	1.7	1.7	0.0
PPG Leadership	T Oliver	0.1	0.1	0.0	0.3	0.3	0.3	0.0
Economic Growth	T Oliver	0.4	0.3	(0.2)	1.1	1.1	1.1	0.0
<b>Prosperity Partnerships &amp; Growth</b>		<b>0.5</b>	<b>0.4</b>	<b>(0.1)</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>0.0</b>
Customer Services	M Nuti	1.1	1.0	(0.1)	2.9	2.7	2.7	0.0
Community Partnerships	M Nuti	0.5	0.4	(0.1)	1.5	1.5	1.5	(0.1)
Libraries	M Nuti	0.0	0.0	0.0	0.0	0.1	0.1	0.0
Cultural Services	M Nuti	2.8	3.6	0.8	17.2	7.1	7.3	0.1
<b>Customers and Communities</b>		<b>4.5</b>	<b>5.1</b>	<b>0.6</b>	<b>21.6</b>	<b>11.5</b>	<b>11.6</b>	<b>0.1</b>
Joint Operating Budget ORBIS	B Rush	7.0	9.0	2.0	16.9	16.9	17.2	0.4
Land & Property	N Bramhall	9.3	9.9	0.6	34.5	24.5	24.8	0.3
Information Technology & Digital	B Rush	4.5	4.4	(0.1)	11.4	10.7	10.7	(0.0)
Finance	B Rush	2.4	1.4	(1.0)	11.7	5.9	6.0	0.0
Performance Management	B Rush	0.1	0.1	(0.0)	0.2	0.2	0.2	0.0
Legal Services	B Rush	1.9	2.2	0.2	5.3	4.9	5.3	0.4
Democratic Services	B Rush	1.5	2.7	1.2	3.8	3.6	3.6	(0.0)
Business Operations	B Rush	(0.1)	(0.1)	(0.0)	(0.1)	(0.1)	(0.1)	0.1
Leadership Office	B Rush	0.5	0.5	(0.0)	1.2	1.2	1.3	0.0
Resources Leadership	B Rush	0.3	1.1	0.8	0.9	0.8	0.9	0.0
PPE	B Rush	0.0	0.0	0.0	0.4	0.4	0.4	0.0
Twelve15	B Rush	(0.3)	(0.1)	0.1	19.6	(1.9)	(2.0)	(0.1)
Strategy and Policy	B Rush	1.3	1.2	(0.0)	2.3	1.8	1.8	0.0
Transformation and Strategic Commissioning	B Rush	0.6	0.3	(0.2)	1.5	1.5	1.5	(0.0)
<b>Resources</b>		<b>29.2</b>	<b>32.7</b>	<b>3.5</b>	<b>109.6</b>	<b>70.4</b>	<b>71.5</b>	<b>1.1</b>
<b>Corporate Expenditure</b>	<b>B Rush</b>	<b>(68.7)</b>	<b>(62.4)</b>	<b>6.4</b>	<b>114.2</b>	<b>87.1</b>	<b>87.1</b>	<b>0.0</b>
<b>Total before DSG High Needs Block Offset</b>		<b>307.5</b>	<b>287.6</b>	<b>(19.8)</b>	<b>1,497.0</b>	<b>988.2</b>	<b>1,002.4</b>	<b>14.1</b>
<b>DSG High Needs Block Offset</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>23.8</b>	<b>23.8</b>	<b>28.8</b>	<b>5.0</b>
<b>Total Budget Envelopes</b>		<b>307.5</b>	<b>287.6</b>	<b>(19.8)</b>	<b>1,520.8</b>	<b>1,012.0</b>	<b>1,031.2</b>	<b>19.1</b>
<b>Central funding</b>		<b>(345.2)</b>	<b>(353.5)</b>	<b>(8.4)</b>	<b>0.0</b>	<b>(1,012.0)</b>	<b>(1,012.0)</b>	<b>0.0</b>
<b>Total Net revenue expenditure including DSG HNB</b>		<b>(37.7)</b>	<b>(65.9)</b>	<b>(28.2)</b>	<b>1,520.8</b>	<b>0.0</b>	<b>19.1</b>	<b>19.1</b>

## Annex 2

### Proposed Covid-19 reset through COMF and ICS:

The proposed Covid-19 reset covers £3m allocated to existing Covid-19 pressures in ASC and £4.3m against the amount previously identified as chargeable to the Covid-19 reserve. The table below, shows the distribution of additional budget by Directorate.

Directorate	M4 Budget	Covid-19 Reset	M5 Budget
Adult Social Care	377.7	3.0	380.7
Public Service Reform & Public Health	34.0	0.0	34.0
Children, Families & Lifelong Learning	219.7	2.4	222.1
Comms, Public Affairs & Engagement	1.7	0.0	1.7
Community Protection Group	37.7	0.3	38.0
Customer & Communities	11.0	0.5	11.5
Environment, Transport & Infrastructure	135.0	0.0	135.0
People & Change	6.6	0.0	6.6
Prosperity Partnerships & Growth	1.3	0.0	1.3
Resources	69.2	1.1	70.4
Central Income & Expenditure	87.1	0.0	87.1
DSG High Needs Block Offset	23.8	0.0	23.8
<b>Total Budget</b>	<b>1,004.7</b>	<b>7.3</b>	<b>1,012.0</b>

The following table sets out the individual pressures funded through the reset:

Directorate	Pressure to be reset	£m
CFL	Additional staffing costs to cover increased workload	0.6
	SEND placement pressures for Summer term for 2020/21 academic year (April to August), for placements which could not be altered due to pandemic. The first two terms were funded by Covid-19 grant in previous financial year	0.7
	Outdoor Learning Loss of income	0.3
	Inability to deliver efficiencies linked to income reduction	0.7
CFL Subtotal		2.4
C&C	Inability to deliver efficiencies linked to income reduction	0.5
C&C Subtotal		0.5
CPG	Various including staff (overtime to cover sickness) and PPE	0.1
	Loss of Trading Standards income	0.2
	Coroners / death management costs	0.0
CPG Subtotal		0.3
Resources	Childcare court hearings delayed. Increased demand	0.2
	Ongoing costs of PPE Cell within Procurement	0.4
	Temporary Mortuary Provision (Headley Court)	0.4
	Staffing pressures across Directorate	0.1
Resources Subtotal		1.1
<b>Total reset of Covid-19 related impact, previously held as a risk against the CV-19 reserve</b>		<b>4.3</b>
ASC	Assignment of Contain Management Outbreak Fund to care packages pressures caused by the pandemic	3.0
<b>Overall Budget Reset at M5</b>		<b>7.3</b>

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