

## Notice of Meeting

# Communities, Environment and Highways Select Committee

**Date & time**

Friday, 19 March  
2021 at 10.00 am

**Place**

REMOTE MEETING  
Streaming here:  
<https://surreycc.public-i.tv/core/portal/home>

**Contact**

Ross Pike, Scrutiny  
Business Manager  
Tel 020 8541 7368

[ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

**Chief Executive**

Joanna Killian

We're on Twitter:  
[@SCCdemocracy](https://twitter.com/SCCdemocracy)



### Elected Members

Mr John O'Reilly (Chairman), Mr Andy MacLeod (Vice-Chairman), Mr Saj Hussain (Vice-Chairman), Mrs Fiona White, Mr Keith Witham, Mr Mike Bennison, Mrs Jan Mason, Mr Ken Gulati, Mr John Furey, Mr Paul Deach, Mr Jonathan Essex and Mr Mike Goodman

### TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

- Waste and recycling
- Highways
- Major infrastructure
- Investment/Commercial Strategy (including Assets)
- Economic Growth
- Housing
- Local Enterprise Partnerships
- Countryside
- Planning
- Aviation and Sustainable Transport
- Flood Prevention
- Emergency Management
- Community Engagement and Safety
- Fire and Rescue
- Trading Standards

Please note that due to the Covid-19 pandemic, all future meetings of the Select Committee will be conducted remotely until further notice. These meetings will be streamed live on the council's website, allowing the public to observe proceedings. All meeting papers, decision sheets and minutes will continue to be published on the council's website.

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To report any apologies for absence and substitutions.

### **2 MINUTES OF THE PREVIOUS MEETINGS: MONDAY, 18 JANUARY 2021**

To agree the minutes of the previous meeting of the Communities, Environment and Highways Select Committee as a true and accurate record of proceedings.

### **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); and
- 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 QUESTIONS AND PETITIONS**

To receive any questions or petitions.

#### **Notes:**

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*Monday, 15 March 2021*).
2. The deadline for public questions is seven days before the meeting (*Friday, 12 March 2021*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

Due to the COVID-19 pandemic, all questions and petitions received will be responded to in writing and will be recorded within the minutes of the meeting.

- 5 A NEW RAIL STRATEGY FOR SURREY 2021** (Pages 7 - 124)
- Purpose of the report:***
- To present to the Select Committee the ‘New Rail Strategy for Surrey’.
- To seek the views and comments of the Select Committee on the strategy so they may be communicated to and considered by the County Council’s Cabinet when it considers the New Rail Strategy for Surrey on 30 March 2021.
- To receive a commentary of the rail strategy from London TravelWatch.
- 6 SURREY CLIMATE CHANGE STRATEGY** (Pages 125 - 144)
- Purpose of report:***
- To provide the Select Committee with an update on progress in relation to the Climate Change Delivery Plan and the Land Management Framework, highlighting ongoing implementation and success to date.
- 7 SURREY FIRE AND RESCUE SERVICE IMPLEMENTATION OF MAKING SURREY SAFER - OUR PLAN 2020 - 2023** (Pages 145 - 170)
- Purpose of report:***
- For the Select Committee to receive an update on the following areas:
- Implementation of Phase 1 and Phase 2 of the changes included within Our Plan
  - The outcomes of the Covid-19 Inspection by HMICFRS
  - The continuing response to Covid-19 and Recovery Plan
  - SFRS Priorities
- For the Select Committee to receive a summary of the activity of the working group to monitor the implementation of the ‘Making Surrey Safer’ Plan and its conclusions.
- 8 SCRUTINY OF ALTERNATIVE BUDGET PROPOSAL** (Pages 171 - 184)
- Purpose of the report:***
- For the Select Committee to note a summary of the scrutiny work undertaken regarding Jonathan Essex’s alternative budget proposals.
- 9 FORWARD WORK PROGRAMME AND ACTIONS AND RECOMMENDATIONS TRACKER** (Pages 185 - 196)
- Purpose of report:***
- For the Select Committee to review the attached forward work programme and actions and recommendations tracker, making suggestions for additions or amendments as appropriate.

**10 DATE OF THE NEXT MEETING: FRIDAY, 25 JUNE 2021**

The next public meeting of the Select Committee will be held on Friday, 25 June 2021.

**Joanna Killian  
Chief Executive**

Published: Thursday, 11 March 2021

FRIDAY, 19 MARCH 2021

## **A New Rail Strategy for Surrey 2021**

Purpose of report:

To present to the Committee the 'New Rail Strategy for Surrey'.

To seek the views and comments of the Committee on the strategy so they may be communicated to and considered by the County Council's Cabinet when it considers the New Rail Strategy for Surrey on 30 March 2021.

<b>Introduction:</b>
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1. The 'New Rail Strategy for Surrey' sets out our future ambition and priorities for rail across the county.
2. Our original Rail Strategy was published in 2013, with a partial update in 2016. The original strategy was well received and has been hugely valuable in lobbying Government and the rail industry. It secured improvements and investment to rail services and infrastructure in Surrey, helping us to reduce the number of car journeys and support the needs of residents and businesses.
3. However, the original strategy was becoming dated. It no longer fully reflected the current operation of the rail network or Government investment programmes, nor did it fully reflect the objectives of the council as articulated through our 2030 Community Vision and our 2050 Place Ambition.
4. A New Rail Strategy for Surrey has therefore been produced. It has a strong and supporting evidence base and a clear set of strategic aims, strategic responses and future priorities. The council will be able to use the New Rail Strategy for Surrey as an advocacy document to support local economic and spatial development decisions to maximise the potential impact of improvements and investments in the county, alongside partnership work and leveraging future investment from the rail industry and others.
5. The New Rail Strategy for Surrey is one strand of our emerging Local Transport Plan (4), which itself will be subject to wide ranging consultation in 2021. Together they provide the opportunity to radically rethink transport in Surrey so that it is

future-ready and forward-thinking, helping us to set out a pathway to zero carbon. The New Rail Strategy for Surrey is also aligned to the refresh of our Surrey Infrastructure Plan, work that is prioritising projects over the short, medium and long term to help drive delivery of homes and economic prosperity.

6. Rail is clearly an important aspect of the county's infrastructure and is a key mode of travel that can support growth and prosperity with associated focus and investment. The New Rail Strategy for Surrey supports the council's priority objective of growing a sustainable economy. It sets out our rail infrastructure priorities and considers future scenarios so that we may help residents and businesses respond to changing demands. The New Rail Strategy for Surrey also supports the council's priority objective of enabling a greener future with net zero carbon being a strong feature throughout the new strategy.

<b>Cabinet Report 30 March 2021</b>
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7. A report introducing the New Rail Strategy for Surrey is to be presented to the County Council's Cabinet on 30 March 2021. This is appended (Annex 1). The Cabinet report explains the background as to how the New Rail Strategy for Surrey has been created, including the establishment of a baseline, strategic aims and responses, a summary of relevant changes since 2013 and scenario planning, proposed improvements and interventions, along with the stakeholder engagement undertaken. The New Rail Strategy for Surrey is appended in full to this report (Annex 1). A flow chart explaining this process followed has been extracted from the full strategy and appended for ease of reference (Annex 3).
8. Whilst the council has no statutory role in planning or delivering rail services or projects, it must continue to actively engage with the rail industry and Government to ensure that our priorities are reflected in rail service delivery, infrastructure investment and in planning for the future. The council therefore has a clear role in lobbying for and securing infrastructure improvements and service enhancements on the rail network. This includes our work on access for all improvements, such as at Stoneleigh Station, which often require partnership contributions to lever in substantial rail sector investment. It also includes our partnership work with the rail industry to improve public transport and active travel to, from and at railway stations, such as at Haslemere Station. In addition, the council needs to work with the rail industry to plan for and deliver improvements that mitigate the impact of new development, such as at Longcross Station. Finally, in terms of the council's strategic planning role, it is vital that we continue to consider and assess the strategic implications of projects such as airport expansion, which have clear linkages to our rail strategy and our priorities, requiring collaboration with a wide range of rail industry partners, peer councils and government.

9. The views of the Select Committee are sought on the New Rail Strategy for Surrey and the proposition to Cabinet as set out in the Cabinet report.

<b>Recommendations:</b>
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10. It is recommended that the Community, Environment and Infrastructure Select Committee:
- a) Welcomes the development of the New Rail Strategy for Surrey
  - b) Agrees that the views and comments of the Committee are provided to aid consideration of the New Rail Strategy for Surrey when Cabinet meets on 30 March 2021
  - c) Supports the proposal for the adoption of this New Rail Strategy for Surrey as set out in the Cabinet paper

<b>Next steps:</b>
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The New Rail Strategy for Surrey will be reported to Cabinet on 30 March 2021.

Subject to the agreement of Cabinet the New Rail Strategy for Surrey will be published on the council's web site accompanied by media and communications messaging and key stakeholders will also be informed of the publication.

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**Report contact**

Paul Millin, Group Manager, Strategic Transport Group, ETI Directorate

**Contact details**

020 8541 9365

paul.millin@surreycc.gov.uk

**Sources/background papers**

A New Strategy for Surrey 2021

**Annexes**

Annex 1 - Cabinet Report

Annex 2 - New Rail Strategy for Surrey

Annex 3 – Flow chart summarising the process followed

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**SURREY COUNTY COUNCIL**

**CABINET**

**DATE: 30 MARCH 2021**

**REPORT OF: MR MATT FURNISS, CABINET MEMBER FOR TRANSPORT**

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

**SUBJECT: A NEW RAIL STRATEGY FOR SURREY 2021**



**ORGANISATION** Growing A Sustainable Economy So Everyone Can Benefit  
**STRATEGY**  
**PRIORITY AREA:**

**SUMMARY OF ISSUE:**

This report presents the 'New Rail Strategy for Surrey', setting out our future ambition and priorities for rail across the county. It updates the original Rail Strategy published in 2013 and the partial update of 2016.

It is important that the council has an up to date rail strategy that fully reflects the objectives of the council as articulated through our 2030 Community Vision and our 2050 Place Ambition. This means it can be used as a powerful advocacy document to support local economic and spatial development decisions that will maximise the potential impact of improvements and investments in the county, alongside partnership work and leveraging future investment from the rail industry and others. Rail is important in terms of infrastructure and as a key mode of travel that supports growth and prosperity with associated focus and investment. The New Rail Strategy for Surrey supports the council's priority objective of growing a sustainable economy. It sets out our rail infrastructure priorities and considers future scenarios so that we may help residents and businesses respond to changing demands. The New Rail Strategy for Surrey also supports the council's priority objective of enabling a greener future with net zero carbon a strong feature throughout the new strategy.

**RECOMMENDATIONS:**

It is recommended that Cabinet:

1. Welcomes and adopts the New Rail Strategy for Surrey, supporting the strategic aims, strategic responses and the future priorities it identifies;
2. Agrees that the New Rail Strategy for Surrey is used as a framework to support local economic and spatial development decisions and as an advocacy document to lobby Government, the rail industry and others to assist in delivering the strategic aims; and
3. Agrees to the development of a future work programme that will set out the council's involvement in the interventions identified in New Rail Strategy for Surrey, led by the Cabinet Member for Transport, the objective being to create an implementation plan that is integrated with the emerging Surrey Local Transport Plan 4 and the Surrey Infrastructure Plan.

## **REASON FOR RECOMMENDATIONS:**

Good rail services with supporting infrastructure are vital for maintaining and growing Surrey's economy. They provide efficient and sustainable links to jobs, education and leisure, they reduce the number of car journeys on our roads and they support our climate change agenda. The rail network is also a key factor in the decisions made by business and residents choosing to live and work in the county. Although uncertainties around the long-term economic impacts of Covid19 remain, particularly in terms of how businesses will respond and how commuting patterns will adapt, the importance of rail in Surrey will remain high.

Therefore, whilst the council has no statutory role in planning or delivering rail services or projects, we must continue to actively engage with the rail industry and Government to ensure that our priorities are reflected in rail service delivery, infrastructure investment and in planning for the future.

To ensure we succeed in doing so, it is crucial that the council has a relevant and coherent rail strategy, which can be used as an advocacy document and to support partnership work and future investment with the rail industry. The New Rail Strategy for Surrey encompasses a clear set of strategic aims, strategic responses and the future priorities. It will provide a platform to deliver our ambitions in rail. Moreover, our New Rail Strategy for Surrey will enable the council to take advantage of other opportunities as they arise to support our 2030 Community Vision and our 2050 Place Ambition.

## **DETAILS:**

### **Background**

1. Our original Surrey Rail Strategy was prepared in 2013 and approved by Cabinet on 24 September 2013. It was subsequently reviewed in 2016 with the publication of a position statement in April 2016.
2. When published, the original rail strategy was very well received by the rail industry as it defined the council's priorities and set out our strategic thinking on rail. It was used by the council to positively and proactively respond to Government and industry consultations and to influence key stakeholders. This included responding to refranchising programmes, Control Periods of Government (Network Rail) investment, specific schemes such as Crossrail 2 and the council's work on airport expansion, including how we seek to minimise the transport impacts of aviation growth and improve access to airports by rail. It also enabled the council to influence rail service planning and secure a wide range of infrastructure enhancements, many delivered in partnership with train operating companies and Network Rail. Examples include the Haslemere Station car park and forecourt improvement and a number of 'Access for All' projects already delivered, such as that which has been delivered at Horley Station, or those in the design stage, such as Stoneleigh Station.
3. However, the original strategy is out of date. It no longer fully reflects the current operation of the rail network or Government investment programmes. Nor does it fully reflect the objectives of the council as articulated through our 2030 Community Vision and our 2050 Place Ambition. The latter recognises that Surrey plays a central role in the regional and national economy and aspires to ensure that it plays its full part in the future as a key driver of growth, innovation and skills and as an excellent place for people to live, work and learn. As a result of the 2050 Place Ambition, Surrey Local Authorities and their strategic partners have agreed to work together to deliver 'good growth' for Surrey. The council's rail strategy is therefore crucial to ensuring we can

support good sustainable growth by agreeing investment priorities for the longer term and to do so, it must be up to date.

4. The rail industry has changed and is likely to continue to change, including with the Government's much delayed review of the future model of rail organisation and operation. Network Rail's long-term planning process for the investment period from 2024 onwards (Control Period 7) is already beginning, whilst the future of major projects that could shape and influence rail connectivity in the county, including Heathrow Southern Rail Access and Crossrail 2, is far from certain. It is therefore crucial that the council can clearly articulate and evidence to Government and the rail industry its priorities for rail.
5. To this end, a New Rail Strategy for 2021 has been prepared with support from the Arup Consultancy. This exciting new strategy has strong and clear linkages to our emerging Local Transport Plan 4, with common themes including decarbonisation core to both. It also strongly aligns with both the Surrey Infrastructure Plan and Surrey's Economic Future. If agreed by Cabinet, it can once again be used as a key advocacy document to support the delivery of agreed council priorities and to take advantage of opportunities as they arise linked to the 2030 Community Vision and our 2050 Place Ambition.
6. The New Rail Strategy for Surrey is appended in full to this report (Annex 1). It provides a framework by which the council can:
  - Develop future rail policy and work with the rail industry on service priorities and infrastructure initiatives
  - Respond to consultations, for example, the future organisation of rail operations, Network Rail Control Periods of investment, access to airports, etc
  - Lobby to influence national rail policy and planning

### **Creating a New Rail Strategy for Surrey**

7. Certain schemes identified in the original rail strategy have yet to be delivered, for example, southern rail access to Heathrow. In creating the New Rail Strategy for Surrey, the opportunity was taken to reflect on whether these schemes would still assist in delivering our strategic priorities. Moreover, the new strategy does not develop detailed options, rather it identifies potential interventions that the council can either develop directly or can support third parties to advance. The following paragraphs summarise the process and engagement to create the New Rail Strategy for Surrey, with a flow chart summarising the process followed appended to this report (Annex 2).

### **Establishing a Baseline, Strategic Aims and Responses**

8. Critical to creating the new rail strategy was the production of a strong evidence base. This has provided us with a baseline position of rail use in Surrey in terms of the network, stations, operators, services and journeys currently undertaken. Working with the rail industry, a wide range of data sets were collated and analysed. These include passenger flows and station usage, ticketing use and ticket type, train service frequencies, passenger journey times including connectivity within Surrey and journey times to London (the dominant attractor for Surrey rail users), network and operational performance and the current and likely future impact of Covid19 on travel patterns. The New Rail Strategy for Surrey presents the baseline analysis in a relatively easy to

digest form. For example, it presents the relative busyness of Surrey's 84 stations, along with destinations of passengers boarding trains at Surrey stations by borough and district.

9. This base line was then used to develop a set of strategic aims. These directly link with, and are supported by, the council's own relevant policies and the agreed outcomes that we are seeking to achieve, for example, 'Surrey's Economic Future' and the Climate Change Strategy for Surrey. The strategic aims also reference the wider plans for Britain's rail network, for example, Network Rail's 'Traction and Decarbonisation Network Strategy' and their 'Rail Accessibility Strategy'.
10. The strategic aims have been grouped into five themes:
  - a) Achieve transport decarbonisation
  - b) Responding to change in the rail sector
  - c) Encourage good growth and a sustainable economy
  - d) Increasing access for all
  - e) An attractive, high quality rail network
11. A set of strategic responses were then developed. These are specific objectives that we will seek to achieve and will be used to assess proposed interventions or schemes. They have again been grouped into the above five themes. As an example, to achieve the aim of transport decarbonisation, one of the proposed strategic responses is supporting the adoption of low emission technology for rail with diesel traction replaced by low and ultimately zero emission vehicles. Another is encouraging modal shift and decarbonising access to stations by promoting public transport and active travel. Considering the aim of increasing access for all, a further proposed strategic response is ensuring that there is a ticketing structure that works for all demographics and socioeconomic circumstances, which is simple and fair.
12. The full set and explanation of strategic responses is set out in the New Rail Strategy for Surrey.

### **Key Changes Since the 2013 Strategy and Scenario Planning**

13. Since the original 2013 Rail Strategy was published, there has been significant change in the national and local policy context. New priorities such as decarbonisation and good growth have been adopted, whilst agile working, greatly accelerated by Covid19, has changed patterns of travel demand. This has all contributed to the need for a new approach, new thinking and a new operating model for rail. The New Rail Strategy for Surrey reflects on these changes, expanding it to include wider transport and environmental matters with the consideration of changes such as:
  - The declaration of a climate emergency and consequential impacts of Surrey County Council's and the Government's commitment to net zero carbon by 2050
  - Changing patterns of demand, with rail passenger growth in Surrey slowing between 2015 and 2019
  - Government rail policy and the Williams rail review that was to set out how rail is operated in the future
  - The current and likely future impact of COVID-19
  - The devolution agenda and the creation of Transport for the South East, the sub-national transport body of which Surrey County Council is a constituent member

- Emerging technology such as app-based travel planning tools and new ticketing options
  - Housing growth, with housing targets of up to 6,315 additional homes in Surrey per annum
  - Surrey's economic and placemaking priorities including capturing the potential of a greener economy, which can be supported by greater use of public transport and decarbonising transport delivery
14. There is uncertainty as to how travel demand will change in the short, medium and long term. This will be influenced by housing growth, employment patterns, policy responses to climate change and sustainability drivers, commuting patterns and central government priorities. With this level of uncertainty, we require a flexible view and method of responding to the evolving future and the associated demand for rail. With this in mind, scenario planning was completed for the New Rail Strategy for Surrey, adopting the same 'five futures' used in Transport for the South East's Transport Strategy. These are the London Hub, Digital Future, Our Route to Growth, Sustainable Future and Sustainable Route to Growth. Each scenario has been used to evaluate proposed rail interventions. More detail is set out in the full rail strategy, whilst Transport for the South East's scenario forecasting summary report is available on their web site and via this [LINK](#).

### **Developing and Delivering Improvements**

15. For the identified challenges to be addressed, the New Rail Strategy for Surrey has considered the ongoing changes and the future interventions that could improve the rail network. There are interventions, or specific projects, that will materially impact the operation of the railway by the delivery of new infrastructure or new operations. Most rail interventions will be funded by the Department for Transport, Network Rail, or other organisations, rather than the council. This does not mean the council cannot or should not play a role; indeed it has previously played a significant role in developing projects and taken an advocacy role, alongside partially or fully funding the development of plans and lobbying Government or transport bodies to consider the benefits of schemes.
16. There are also policy changes that can encourage the greater use of and investment in our railways. Most rail policy is controlled by Government. However, the council works with Members of Parliament, Local Enterprise Partnerships, Transport for the South East and others to lobby the Government through the Department for Transport and Network Rail to ensure that future rail policy reflects the needs of residents, passengers, and businesses. The New Rail Strategy for Surrey sets out how the council can work with its strategic partners to make the case for investment by providing an evidence base to support policies and priorities to achieve desired objectives, directly support scheme delivery or monitor outcomes.

### **Interventions – Categorisation and Scoring**

17. A list of interventions and specific projects has been assembled in the New Rail Strategy for Surrey. This was collated from the council's existing priority projects, those projects in Network Rail's plans and those proposed by borough and district councils. Interventions have been categorised into four groups:
- Network Infrastructure – upgrades to existing infrastructure which increase capacity and improve reliability, eg Oxted line electrification;

- Connectivity and Services – new infrastructure or new services operating on existing lines, eg southern rail access to Heathrow;
- Stations and Access – interventions and policies which improve the accessibility of the railway and the stations on the network, eg Longcross Station redevelopment; and
- Passenger Experience – changes that impact how the railway is operated to improve the offer and encourage greater uptake, including how journeys are paid for, eg comprehensive smart ticketing.

18. A list of schemes within each of the above groups was scored against three criteria:

- How feasible the scheme is in terms of technical delivery, funding and the relevant delivery organisation;
- How acceptable the scheme is in terms of value for money, stakeholder support and local impacts; and
- How effective the scheme is in delivering our five strategic aims of:
  - a) Achieve transport decarbonisation
  - b) Responding to change in the rail sector
  - c) Encourage good growth and a sustainable economy
  - d) Increasing access for all
  - e) An attractive, high quality rail network

19. Scoring templates for each scheme are included in the full New Rail Strategy for Surrey, with a scheme description, delivery period (i.e. short, medium or long term) and the role for the council. Examples of schemes scored include comprehensive smart ticketing for commuters, Ash Vale step free access, North Downs Line service improvements and Woking Rail Capacity Improvements.

### **Delivering the Strategy**

20. The New Rail Strategy for Surrey has a delivery plan, comprising key short, medium and long term projects to support and develop, alongside a set of strategic responses (key actions) to take. Together these will deliver on the five strategic aims as set out above.

21. Each of the five strategic aims has an action plan of key projects. Examples include:

- To help deliver the strategic aim of achieving transport decarbonisation, a key project is electrification of the North Downs Line
- To help deliver the strategic aim of encouraging good growth and a sustainable economy, a key project is to establish a new railway station at Park Barn (Guildford West)

22. Alongside this, each of the five strategic aims has a set of strategic responses (key actions) to take that will support deliver. Examples of actions to take include:

- To help deliver the strategic aim of access for all, a key strategic response is to promote change and influence the rail industry to create a new fares structure that provides greater fairness and supports changing commuter patterns with greater local use of the railway

- To help deliver the strategic aim of responding to change in the rail sector, a key strategic response is to develop our considered reply to the potential future railway operations model when Government proposals are released

23. The action plans and strategic responses are set out in the full strategy document. They have been stress-tested against the scenario planning of the 'four futures' developed in Transport for the South East's Transport Strategy. In the current changing environment, none of the four scenarios can be favoured, yet it is important that as trends become clear, the council can flex plans and priorities, whilst being aware of potential risks to existing and emerging projects.

<b>CONSULTATION:</b>
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24. The baselining, as well as the strategic aims and responses was the subject of detailed stakeholder engagement. This included Surrey's borough and district councils, key business stakeholders, Coast to Capital and Enterprise M3 Local Enterprise Partnerships, Heathrow and Gatwick airports, neighbouring councils, rail user groups and relevant transport bodies such as Transport for the South East and Network Rail. Each was asked to comment on what they believed to be the main issues and challenges facing the rail network.

25. Respondents recognised that there were many issues and challenges with the County's rail network, including:

- Station connectivity, the most frequently cited issue, with respondents acknowledging the importance of providing integrated connections to, from and between stations
- Reliability, service frequency and ticketing structure, likely reflecting poor service performance in recent years
- Poor rail connections to both Heathrow and Gatwick airports
- Station accessibility, with some respondents referencing specific stations where step-free access is still an issue
- On-board crowding on peak hour train services, alongside long journey times on certain 'branch lines'
- Insufficient car parking at stations, referencing the overspill and rail heading that occurs in certain areas caused by commuters often driving some distance to stations to access better rail service
- Climate change and the need for infrastructure to be resilient to more frequent extreme weather events
- Covid19 and potential structural changes of travel patterns, coupled with the need for rebuilding passenger confidence in the rail network
- Housing growth and network capacity

26. There was a high level of support for the strategic aims and agreement that these set the right direction for future rail service and infrastructure in Surrey. Responding to the climate emergency, an attractive high-quality rail network and increasing access for all were the three most supported strategic aims. Climate change, population growth and remote working were stated as the key drivers of change shaping the county and its rail network.

27. Stakeholders indicated that their top five priorities for improving the county's rail infrastructure and services were:

- Improved reliability and punctuality
- Electrification of existing rail lines (North Downs Line)
- New rail lines (Heathrow Southern Rail Access)
- Better bus connections at stations
- Improved station accessibility

28. The stakeholder engagement found there was strong support for the scope and direction of the new strategy, including the expansion of the 2013 original Rail Strategy to consider the wider transport and environmental concerns. Climate change was key to this, alongside the pressure for local authorities to deliver housing targets.

29. In addition, the council's Community, Environment and Infrastructure Select Committee considered the New Rail Strategy for Surrey at their meeting of 19 March 2021. The views and comments of the Select Committee have been made available to aid and assist Cabinet's consideration of the New Rail Strategy for Surrey.

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

30. There is a risk to the council in not having a relevant, coherent and up-to-date rail strategy. This is because the council needs a clear framework for rail, linked to important county and local economic and spatial development objectives that can maximise the potential impact of improvements and investments to deliver value for money. Not being able to compete with other local authorities for development and investment would limit economic growth potential.

31. The council also needs to be able to articulate and positively influence Government in rail services, infrastructure and how it is organised. Lacking a clear vision and strategy would negatively impact the council's ability to engage with and inform the debate on rail policy for the period beyond 2024; a debate that is starting now.

32. The absence of agreed priorities in rail would also likely result in missed opportunities for funding from external sources. Moreover, a failure to secure investment in rail infrastructure might negatively impact resident's quality of life, Surrey's economic performance and our ability to fully achieve the 2030 Surrey Vision.

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

33. There are no direct financial or value for money implications as a result of this report.

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

34. 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.

35. The proposed New Rail Strategy for Surrey does not commit the Council to additional spend, instead it sets out the Council's strategic aims in relation to rail services, which are vital for the growth of Surrey's economy. The Strategy also provides a mechanism to influence the Government and rail industry to secure improvements for residents and businesses and enable Surrey to continue to be an attractive place to live and work. The Council would expect those improvements to be funded by the Department for Transport, Network Rail or other organisations. Any future financial commitment by the Council would be subject to necessary approvals at that time. As such, the Section 151 Officer supports the recommendations.

**LEGAL IMPLICATIONS – MONITORING OFFICER**

36. The report sets out the County Council's updated Rail Strategy and does not present any further specific legal implications at this stage.

**EQUALITIES AND DIVERSITY**

37. An equality impact screening process has been completed to consider any direct or indirect impacts on the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, religion and belief, sex, sexual orientation, marriage and civil partnerships and carers. This report has no direct or indirect (positive or negative) impacts on residents and staff with different protected characteristics.

38. However, a range of positive equality impacts will likely arise from the schemes and interventions to be brought forward by the council and partners in delivering the New Rail Strategy for Surrey. For example, a strategic aim of increasing access for all has been set. When the delivery plan to achieve this is implemented, comprising an action plan of key projects and a set of strategic responses, it will secure positive impacts for the protected characteristics of age, disability, pregnancy and maternity. This would be achieved by making access to the rail network in Surrey easier for all residents, for example, by providing step free access to stations or 'access for all' projects delivered in partnership with Network Rail and train operating companies. An equality impact assessment will be undertaken as each scheme or intervention is developed. This will ensure that staff and residents with protected characteristics are not discriminated against and that the council complies with the Public Sector Equality Duty, part of the Equality Act 2010.

**OTHER IMPLICATIONS:**

39. 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
Public Health	No significant implications arising from this report

## ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

40. An Environmental Sustainability Assessment (ESA) is not required for this report. However, there will be range of positive sustainability outcomes arising from the schemes and interventions brought forward by the council and partners in delivering the New Rail Strategy for Surrey. In terms of the need to travel, this will focus on avoid, shift, improve and is closely linked to the emerging Local Transport Plan 4. The requirements for an ESA will be considered as each schemes or intervention is developed.

## PUBLIC HEALTH IMPLICATIONS

41. There are no direct public health implications as a result of this report. However, there will be range of positive public health outcomes arising from the schemes and interventions brought forward by the council and partners in delivering the New Rail Strategy for Surrey. This will include carbon reduction, cleaner air, active travel measures to stations, etc. The public health implications will be considered as each schemes or intervention is developed.

## WHAT HAPPENS NEXT:

42. Following agreement of the recommendations, the actions below will be undertaken:
- a. The New Rail Strategy for Surrey will be published on the council's web site accompanied by media and communications messaging
  - b. Key stakeholders will be informed of the publication of the New Rail Strategy for Surrey
  - c. A future work programme setting out the council's involvement in the interventions identified in New Rail Strategy for Surrey will begin, which will be integrated with the emerging Surrey Local Transport Plan 4 and the Surrey Infrastructure Study
  - d. The New Rail Strategy for Surrey will be regularly reviewed and updated to help underpin our future partnership working with the rail Industry

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### Contact Officer:

Paul Millin, Group Manager, Strategic Transport Group 020 8541 9365

### Consulted:

Cabinet Member for Transport

Community, Environment and Infrastructure Select Committee considered the New Rail Strategy for Surrey on 19 March 2021

A range of key stakeholders, including Surrey's borough and district councils, key business stakeholders, Coast to Capital and Enterprise M3 Local Enterprise Partnerships, Heathrow and Gatwick airports, neighbouring councils, rail user groups and relevant transport bodies including Transport for the South East and Network Rail

### Annexes:

A New Rail Strategy for Surrey 2021

### Sources/background papers:

None

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ARUP



# A New Rail Strategy for Surrey

*March 2021*

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## Executive summary

A New Rail Strategy for Surrey was commissioned by Surrey County Council in April 2020; this builds on the 2013 strategy and subsequent update in 2016. This new strategy sets out how rail can contribute to a greener future, growing a sustainable economy, empowering communities, and tackling health inequality.

The strategy begins by setting out the baseline position of rail use in Surrey in terms of the network, stations, the operators and services and journeys currently undertaken. This baselining exercise was the basis for our stakeholder engagement, which encompassed the boroughs and districts of Surrey and key stakeholders in business, user groups, organisations representing disabled people and relevant transport bodies such as Transport for the South East and Network Rail.

The Strategy acknowledges that significant challenges have emerged since the previous 2013 Strategy; including slowing growth in passenger demand, changing government policy, developing technology, and – most challenging of all – the emergence of COVID-19 and its unprecedented impact on the transport sector.

We have identified five strategic aims which the rail network can assist in delivering over the next 30 years:

- Achieving transport decarbonisation
- Responding to change in the rail sector
- Encouraging good growth and a sustainable economy
- Increasing access for all
- Developing an attractive, high-quality rail network

These strategic aims – combined with an assessment of feasibility and acceptability – have been used to identify a core set of interventions which Surrey County Council can support through developing the case, influencing stakeholders, directly supporting schemes and monitoring delivery.

There are a number of key developments in policy, society, and the pipeline of investments, the key example being the governments decision alongside TfL to discontinue the development of Crossrail 2. This means that alternative approaches will have to be found to continue to increase capacity and improve performance on the south western corridor. This will require a greater focus on maximising upgrades to the existing railway infrastructure, and progressing with projects such as digital signalling and capacity improvements at Woking and Guildford.

In the east of Surrey a number of major infrastructure projects are being developed. The Croydon Area Remodelling Scheme will increase capacity and reliability on the Brighton Main Line which together with improvements to Reigate station will allow more frequent and higher capacity services. Surrey County Council will continue to make the case for better services on the Tonbridge to Redhill line with potential for direct services to Gatwick Airport and to additional stations in Kent.

Connectivity to airports remains an area where progress has been mixed. To improve access to Gatwick Airport, Network Rail is delivering improvements to the North Downs Line with new rolling stock and higher frequencies being delivered. Despite being identified in the 2013 rail strategy, the planning of a new Southern Rail link to Heathrow has not progressed and continues to be a gap in the region's strategic rail connectivity. Surrey County Council will continue to make the case for direct connections to Heathrow by rail from the south, given the huge potential benefits for modal shift, congestion reduction, and economic performance of the region.

The Strategy has identified a need for a renewed focus on improving stations to benefit local communities and utilise their potential for supporting sustainable local economic growth. Improvements should not be limited to the larger stations, such as Woking and Guildford (although both have well developed and important plans) or those serving new housing developments; there is an opportunity for new models of community investment in rural and suburban stations. Improvements to stations must be combined with improved access by public transport and active modes, some of which is already being delivered via the support of the Government’s cycling and walking investment strategy, which will continue. Surrey and its partners have developed and delivered a number of improvements to step-free access and will continue to work with Network Rail and partners to develop and deliver further Access for All schemes.

Adapting the rail network for new sets of challenges will be key over the short term as the railway enters a post-COVID-19 era, with a new operating model and responses to the impact of the COVID-19 pandemic. Concerns on overcrowding may recede and instead passengers may need to be attracted back to the railway. To achieve this, new ticketing models may be needed, which are better suited to passenger needs and new work patterns, accompanied with a greater focus on service quality and reliability, and a plan to grow new markets such as leisure and tourism. Surrey County Council will ensure, through consultation with Government, that these reforms benefit rail passengers in Surrey.

Decarbonising the transport network is the key priority for Surrey County Council; over 40% of carbon emissions in Surrey are from surface transport, significantly higher than the UK average of 22%. Surrey County Council is working with Network Rail to make the case for electrification of the remaining network. However, this alone will not achieve decarbonation; it is key that rail’s share of local trips increases, and that it helps reduce emissions further by working with its partners in delivering the network and connectivity improvements, and delivers improvements in accessibility by walking, cycling, and public transport.

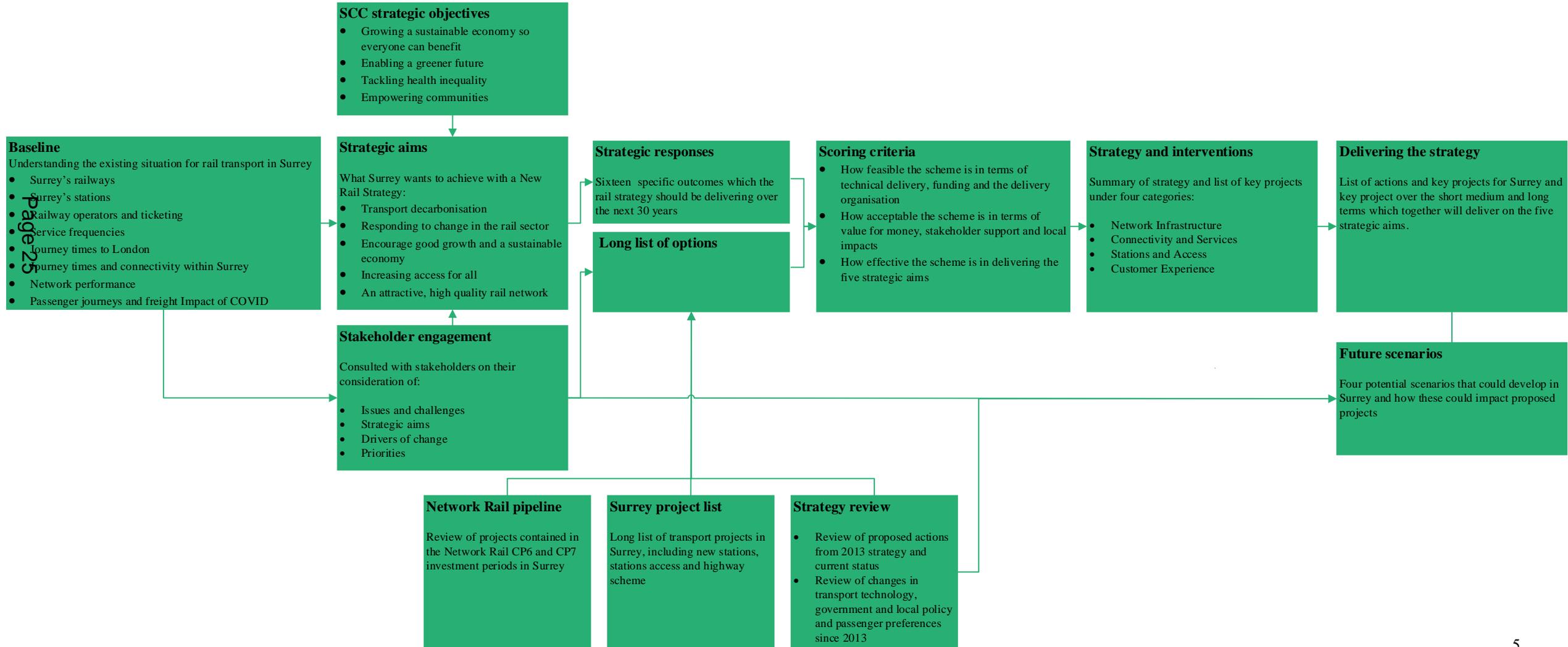
This new rail strategy has a strong evidence base, with clear aims and identified priorities. It will enable Surrey County Council to articulate to government and the rail industry a case for change, whilst identifying the improvements to services and infrastructure required to support residents and businesses and deliver our strategic ambitions.

The process map showing how the strategy was developed is set out on the following page.



*Engineering work during Redhill platform 0 construction , Arup*

# Developing the New Rail Strategy for Surrey – Process Flow Chart



# Surrey Context

Surrey County Council (SCC) has a set of strategic priorities for the next five years which we have used to guide the rail strategy development.

## SURREY COUNTY COUNCIL STRATEGIC OBJECTIVES

### Growing a sustainable economy so everyone can benefit

Support people and businesses across Surrey to grow during the economic recovery; and re-prioritise infrastructure plans, to adapt to the changing needs and demands of residents at a time of financial challenges.

### Enabling a greener future

Build on behaviour changes and lessons learnt during lockdown, to further progress work to tackle environmental challenges, improve air quality, and focus on green energy, to make sure we achieve our 2030 net zero target.

### Tackling health inequality

Drive work across the system to reduce widening health inequalities; increasing our focus on addressing mental health, and accelerating health and social care integration, to reduce demand on services while improving health outcomes for residents.

### Empowering communities

Reinvigorate our relationship with residents, empowering communities to tackle local issues and support one another, while making it easier for everyone to play an active role in the decisions that will shape Surrey’s future.

The New Rail Strategy for Surrey will sit alongside other key documents related to transport and economic strategy in Surrey.

Local Transport Plan 4

LTP4 will set out how to achieve a future-ready transport system that allows Surrey to lead the UK in achieving a low-carbon; economically prosperous; healthy and inclusive county, with excellent quality of life for all residents; whilst seeking to enhance the built and natural environments.

Surrey Infrastructure Plan

The Surrey Infrastructure Plan will evaluate the ability of infrastructure to meet the objectives of Surrey County Council; and develop a robust tool which assesses ability of individual projects, and packages of projects, to meet these objectives.

Surrey’s Economic Future

Surrey’s Economic Future sets out SCC priorities to build on these economic strengths, supporting a resilient, productive, and high-value economy that contributes to growth within the county and the UK.

# Baseline

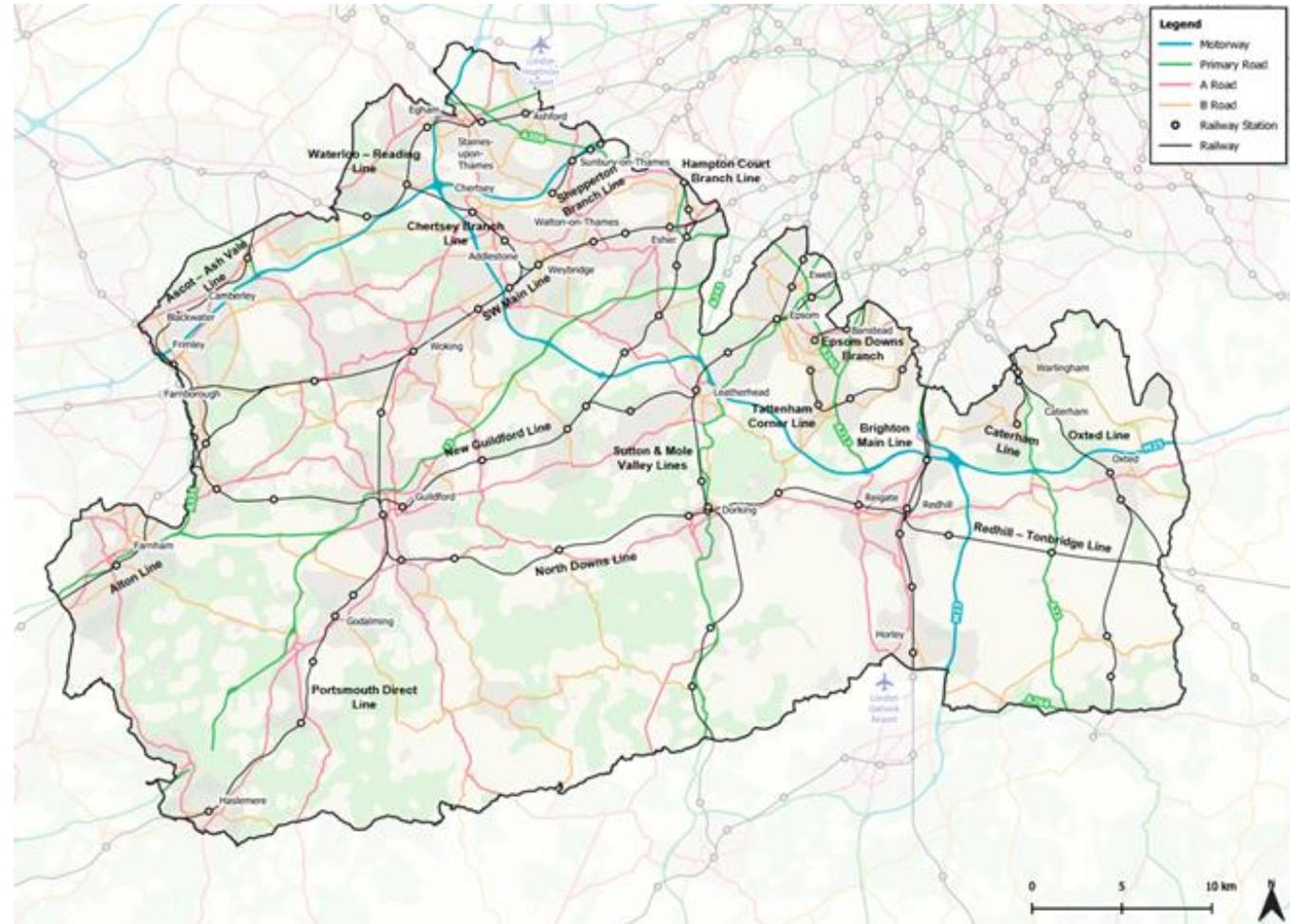
## Surrey's railways

Surrey's position on the southern edge of London means it benefits from a strong radial network into the capital, with the South West Main Line (SWML) and Brighton Main Line (BML) corridors passing through the county. These corridors are marked by very high frequency services, up to 24 trains per hour, and are served by high capacity rolling stock.

The radial network not only connects to London but also provides connectivity to the neighbouring counties of West and East Sussex (via Thameslink and the Oxted Line) and Hampshire (via the SMWL). To the north of the county, the London Waterloo to Reading line and Windsor lines connect the boroughs of Spelthorne and Runnymede to London to the east and Berkshire to the west.

The North Downs Line is the primary orbital route running through the county, running west to east from Reading (providing connections to the Great Western Main Line), connecting to the SWML at Guildford and terminating at Redhill which also has connections to London, Kent, and to Gatwick Airport via the BML.

Most of the network in Surrey is electrified with 750V DC third rail. The North Downs Line is only partially electrified. The sections between Wokingham and North Camp, and between Shalford Junction and Reigate are not electrified; requiring the route to be operated using diesel traction (at least when on those sections). The Uckfield branch is also not electrified.



Rail infrastructure in Surrey

## Surrey's stations

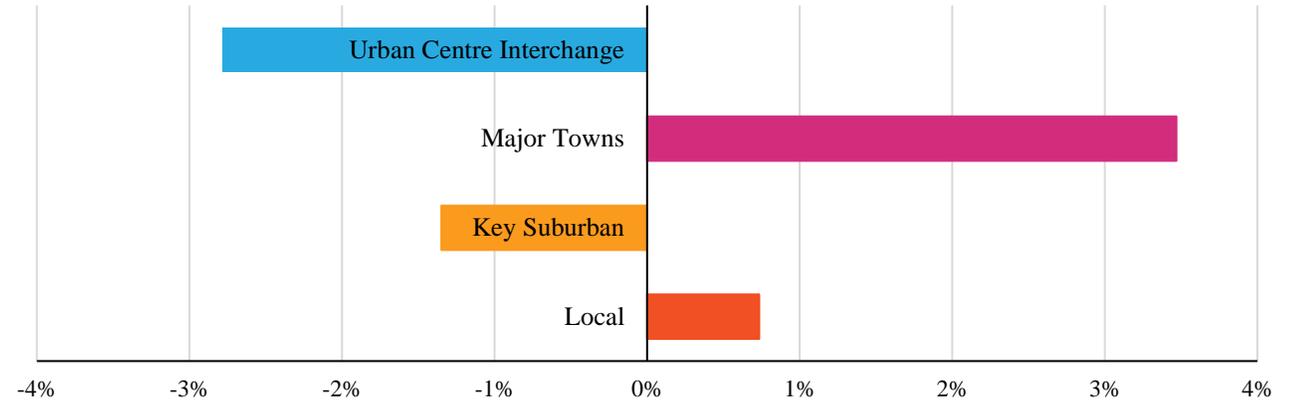
In 2018-19, there were 77 million journeys to and from the 84 stations in Surrey. Its two busiest stations are Woking and Guildford, each of which serve over 7 million passengers per year<sup>1</sup> (our analysis focuses on 2018-19 to exclude any COVID-related impacts from the data).

Stations in the county vary significantly in terms of the facilities provided, although 79% offer dedicated parking options and all stations have some cycling facilities, varying from secure parking with CCTV (such as Guildford and Woking) to providing simple bike stands. All stations are within reasonable walking distance of at least one scheduled bus service.

We have identified four classes of station within Surrey from which we will identify wider trends and adopt appropriate strategies.

- Urban Centre Interchange (>4m annual users):**  
 Large stations with connections between lines and a range of express local services, interchange between lines.
- Major Towns (1m – 4m annual users):**  
 Serves a commuter market and local town centre.
- Key Suburban (1m – 4m annual users):**  
 Stations located on the Surrey/London fringe.
- Local (<1m annual users):**  
 Stations serving orbital routes within Surrey and smaller settlements.

5-year growth in entries and exits by station class

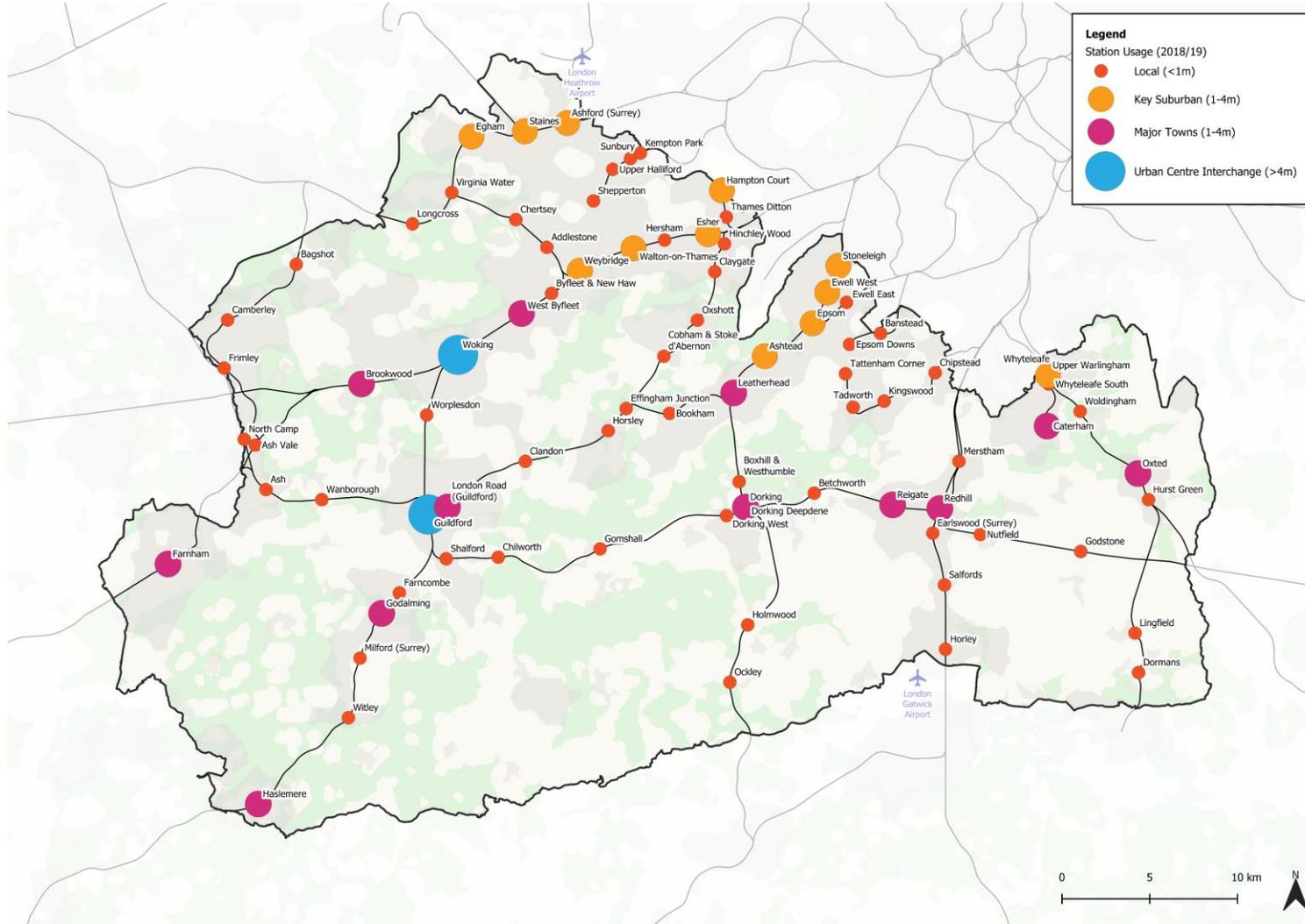


Ten busiest stations in Surrey, 2018-19

Rank	Station	Total entries and exits 2018-19 <sup>1</sup>	Interchanges	5-year growth (entry and exit)
1	Woking	7,729,100	1,424,174	0%
2	Guildford*	7,494,002	991,689	-6%
3	Epsom (Surrey)	3,981,152	284,449	0%
4	Redhill	3,787,090	917,907	6%
5	Walton-On-Thames	2,932,472	-	4%
6	Staines	2,867,034	359,965	1%
7	Weybridge	2,383,624	671,436	-3%
8	Egham	2,072,838	-	-1%
9	Leatherhead	2,062,214	54,551	-2%
10	Haslemere	1,840,386	102,039	6%

1 – ORR <https://dataportal.orr.gov.uk/statistics/usage/estimates-of-station-usage/>

\*ORR may have made adjustments to change the of split of passengers between London Road (Guildford) and Guildford



The map shows Surrey’s stations in terms of the volume of entries and exits in 2018-19, based on the Office of Rail and Road (ORR) station usage data.

Typically, the most well-used stations are located in the larger towns on the main lines and stations closer to London, where journey times and frequencies are most competitive for commuting, but also attract leisure and other trip types.

Further from London station densities are lower, therefore stations will attract passengers from a wider catchment, particularly those with fast journey times to London.

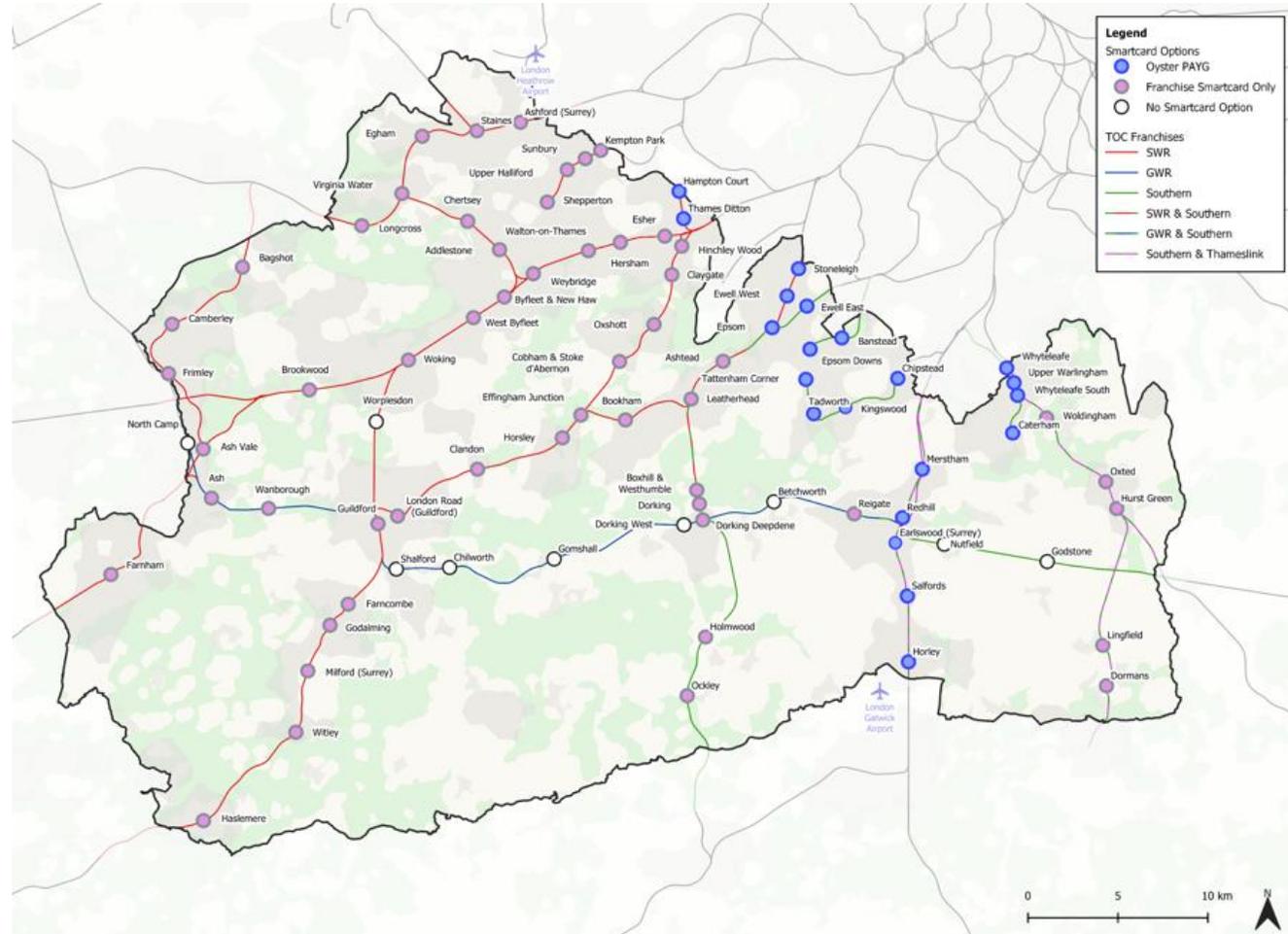
Station demand in Surrey

# Railway operators and ticketing

The majority of rail services in Surrey are operated by South Western Railway (SWR; a consortium of FirstGroup and Hong Kong’s MTR) who have operated the current franchise since 2016. Services on the BML are operated by Govia Thameslink Railway (GTR) under the Southern and Thameslink brands, and Great Western Railway (GWR; FirstGroup) operate services on the North Downs Line.

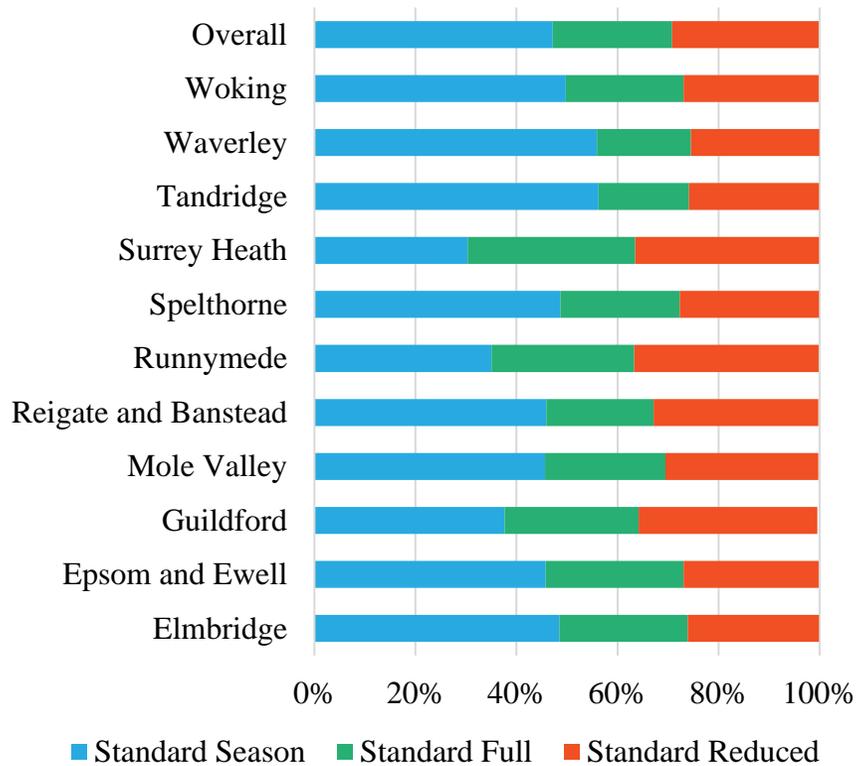
The railway itself is maintained and renewed by Network Rail who are also responsible for delivering upgrades to the network. Network Rail’s revenues are generated from track access charges paid by operators and from grants from national government. It delivers maintenance and renewals activities in defined Control Periods which run for five years. The latest, Control Period 6, runs from 2019 to 2024. Network Rail divides services in the county into Wessex (services in the west of Surrey covering the SWR franchise network) and Sussex (services in the east on the southern and Thameslink networks) with the North Downs Line running across both areas.

Passengers can purchase paper tickets for all types of fare, including season tickets which cover a specific route. Operators SWR, GWR, and GTR have their own smart cards, which can be used on each other’s networks for pre-purchased tickets, but not pay-as-you-go and not to stations operated by other bodies (e.g London Underground or Overground) within the Transport for London (TfL) travel zone. The TfL travel zone now includes fourteen stations in Surrey, and separate pay-as-you-go Oyster fares now extend to stations between Redhill and Horley.

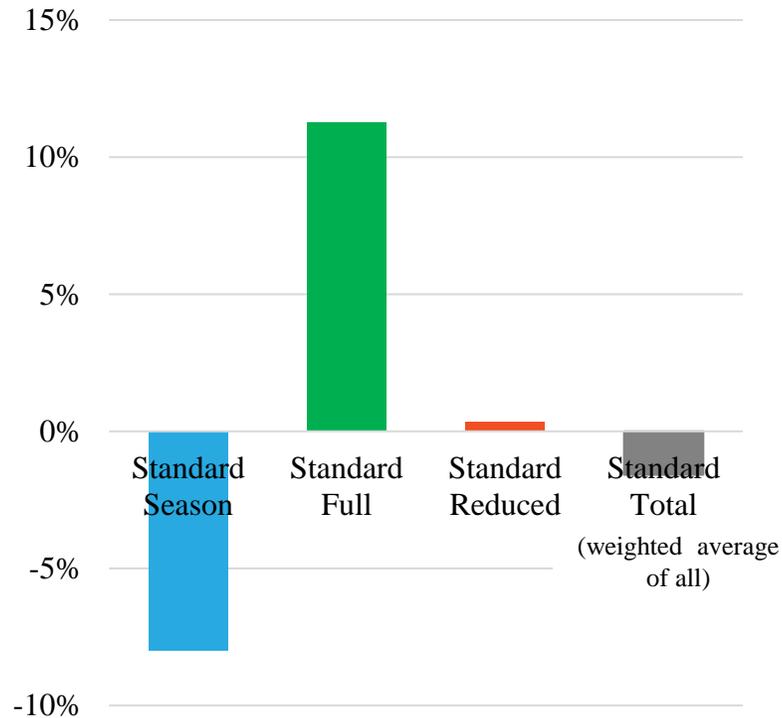


Smart card acceptance within Surrey

Proportion of 2019 journeys by ticket type and local authority



% Change in total journeys by ticket type (2015-2019)



The government launched a consultation on the topic of comprehensive pay-as-you-go ticketing in the south east in 2019<sup>1</sup> and its introduction (including contactless bank card) was included in the 2019 Conservative party manifesto<sup>2</sup>.

Nearly half the journeys from the county in 2019 were undertaken using a season ticket; however, this had fallen 8% since 2014 indicating a growing commuter preference for fewer trips per week. It is likely that season ticket use will have reduced significantly in 2020 as working from home has increased, and commuting to London has fallen as a result of COVID-19.

The majority of fares in the county have been rising in line with the Retail Price Index (RPI) measure of inflation measure over the last five years, as rises in season tickets and anytime fares are capped at that level by the UK Government. In 2021 government is raising regulated fares by RPI+1% (2.6%).

1 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/776998/payg-rail-consultation-doc.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/776998/payg-rail-consultation-doc.pdf)

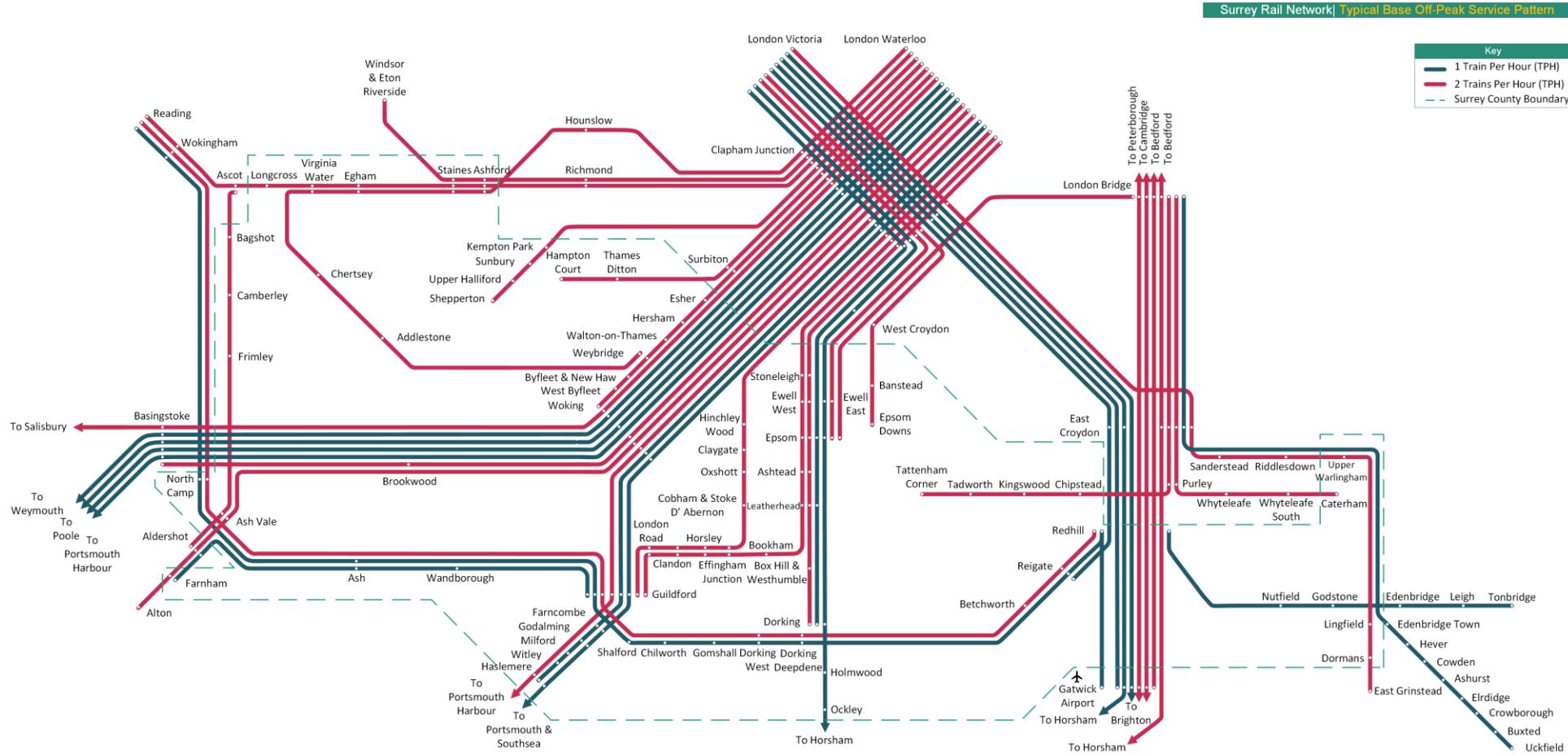
2 [https://assets-global.website-files.com/5da42e2cae7ebd3f8bde353c/5dda924905da587992a064ba\\_Conservative%202019%20Manifesto.pdf](https://assets-global.website-files.com/5da42e2cae7ebd3f8bde353c/5dda924905da587992a064ba_Conservative%202019%20Manifesto.pdf)

# Service frequencies

Surrey has high frequency trunk routes with a mix of high speed and stopping services on the SWML and BML. This offers frequent connections for stations on the suburban fringes of London, and express services to Woking, Guildford, and outer areas of the county.

Thameslink offers a high frequency service on the BML, but many of the express services bypass stations in Surrey (with the exception of Reigate). Most radial routes in the county are achieving a good frequency of at least 4 trains per hour (tph).

Currently the North Downs Line is being increased to 3tph, however the full introduction of higher frequencies will not happen until 2021.

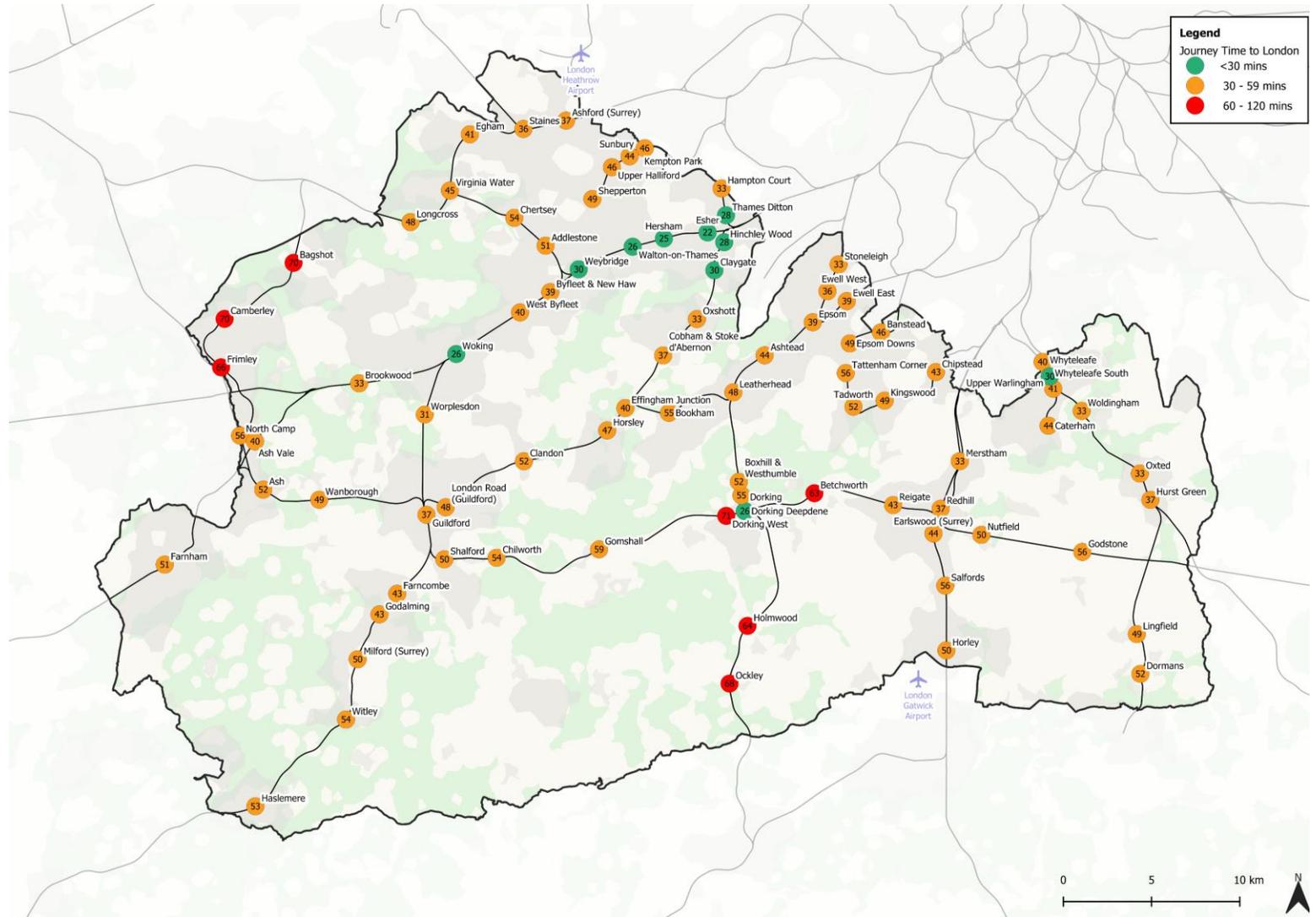


Train frequencies in Surrey (services correct as at October 2020)

# Journey times to London

Surrey has excellent connections to London, with an average fastest journey time from Waterloo to Woking of 28 minutes, and from Waterloo to Guildford of 38 minutes. On the BML, Redhill is 31 minutes from London Bridge and 46 minutes from St Pancras International.

Despite its location just outside of the county, connections to Heathrow Airport are indirect or require a change to bus or coach, at either Staines (20 mins), Woking (55 mins), or Guildford (65 mins); or travelling via central London. Connections to Gatwick are direct from Guildford to Gatwick only taking 42 minutes; or 56 minutes from Woking to Gatwick via a single interchange.



Fastest journey times to Central London

# Journey times and connectivity within Surrey

Connection times for the largest station of each district or borough in Surrey are shown below. Many of the internal connections within Surrey are longer than connections to London, especially where there is no direct connection.

Fastest journey time between stations (in minutes) during the morning Direct service Changes required

		Destination									
		Woking	Guildford	Epsom	Redhill	Walton-on-Thames	Leatherhead	Staines	Camberley	Oxted	Haslemere
Origin	Woking		7	50	61	10	42	43	44	67	22
	Guildford	7		34	32	28	26	93	51	84	24
	Epsom	54	37		43	50	7	67	100	64	67
	Redhill	57	35	42		65	33	70	93	36	69
	Walton-on-Thames	11	26	56	66		64	34	67	75	47
	Leatherhead	51	29	8	34	59		83	109	78	59
	Staines	54	70	65	73	33	73		42	74	85
	Camberley	42	48	104	95	58	94	39		109	75
	Oxted	63	76	66	43	73	79	74	123		91
	Haslemere	25	14	60	61	45	52	105	71	107	

# Network performance

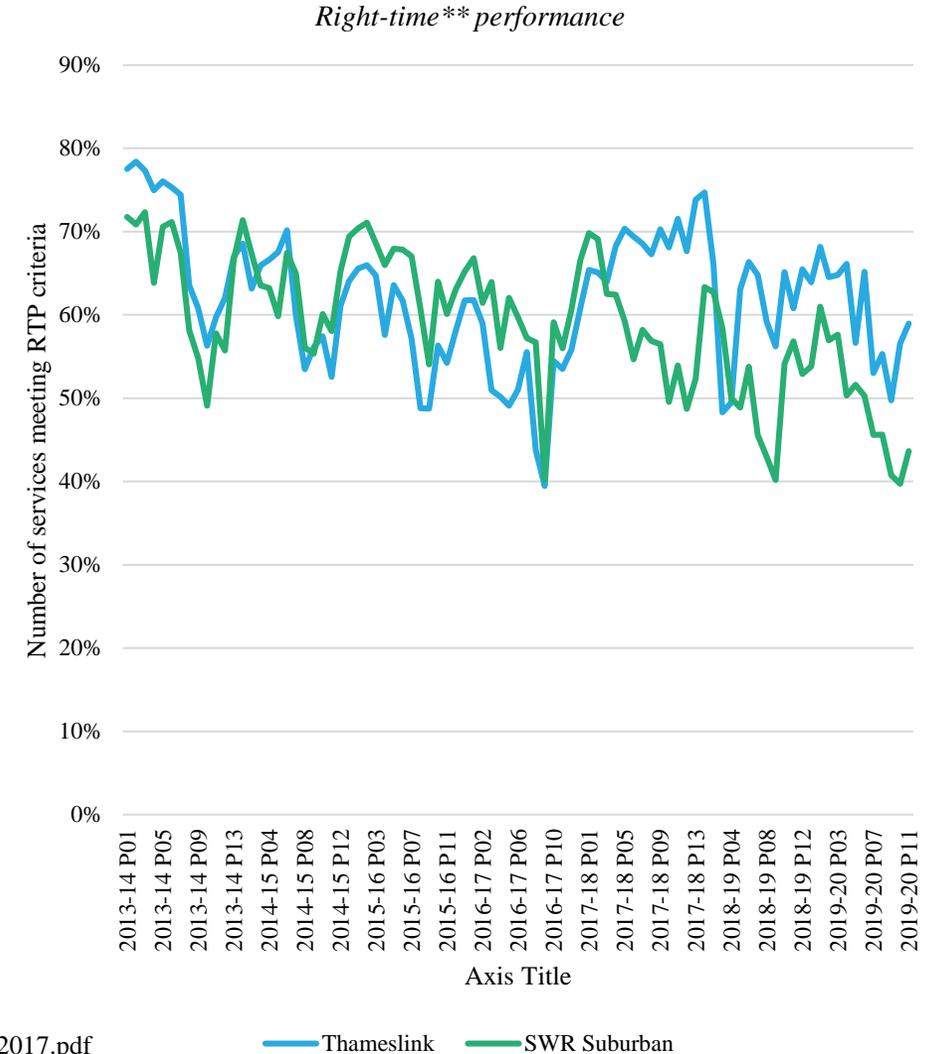
Since 2013 there have been significant challenges to the Surrey rail network in terms of performance and reliability. Studies<sup>1</sup> have shown that lower reliability results in fewer passengers on the railway network, and that disruption has a negative view on passengers’ perception of the railway.

Thameslink has experienced a particularly challenging period following the May 2018 timetable change, with its public performance measure (PPM)\* falling to 73% and right time performance (rtp) \*\* to 50%. Services on Thameslink have now improved and returned to PPM of over 85% in 2020 and RTP of 65%.

On the SWR network reliability has also fallen, with disruption arising from the engineering works at London Waterloo and the impacts of industrial relations disputes. This caused a reduction of PPM to below 80% and right time of 40% in 2016.

Another challenge has been overcrowding, where high demand and limited capacity results in less attractive services, especially where the railway is competing with private car. Three services operating in Surrey (two from Woking and one from Uckfield but passing through Surrey) have been consistently listed in the top 10 most crowded routes in the country<sup>2</sup>.

Low frequency is also a challenge, especially on orbital routes where some services are half hourly; evidence from other operators shows the benefits for passengers of moving toward ‘turn up and go’ frequencies, this is considered to be above 4tph, where intervals are consistent<sup>3</sup>.



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1 - <https://catalogues.rssb.co.uk/research-development-and-innovation/research-project-catalogue/T1134>  
 2 - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/729221/top-10-overcrowded-trains-2017.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729221/top-10-overcrowded-trains-2017.pdf)  
 3 - <http://content.tfl.gov.uk/strategic-case-for-metroisation.pdf>  
 \* PPM – Public Performance Measure: The percentage of trains which arrive at their terminating station within 5 minutes of the planned arrival time  
 \*\* Right Time Performance: The percentage of recorded station stops arrived at early or less than one minute after the scheduled time

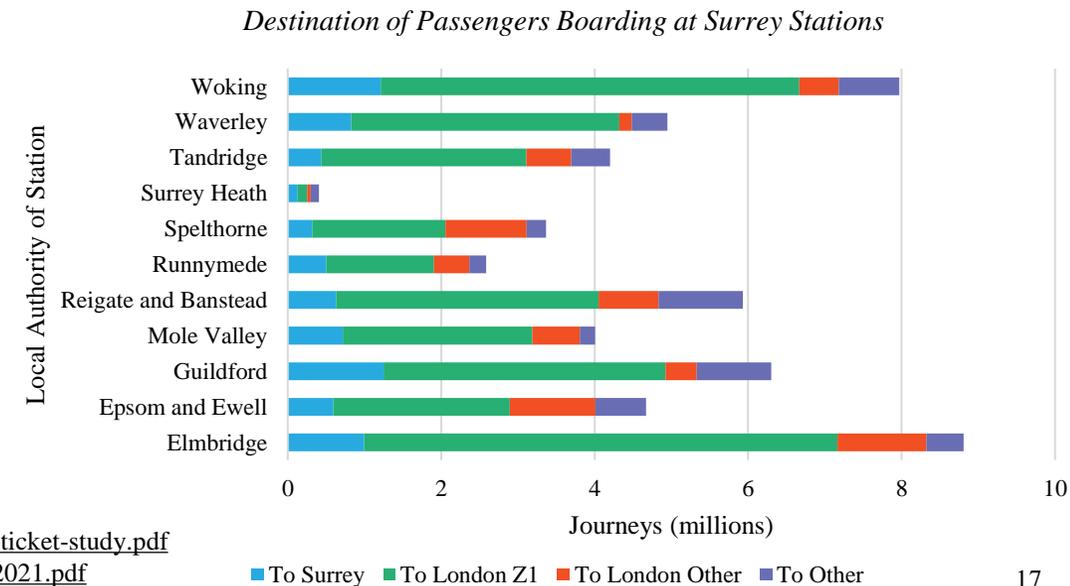
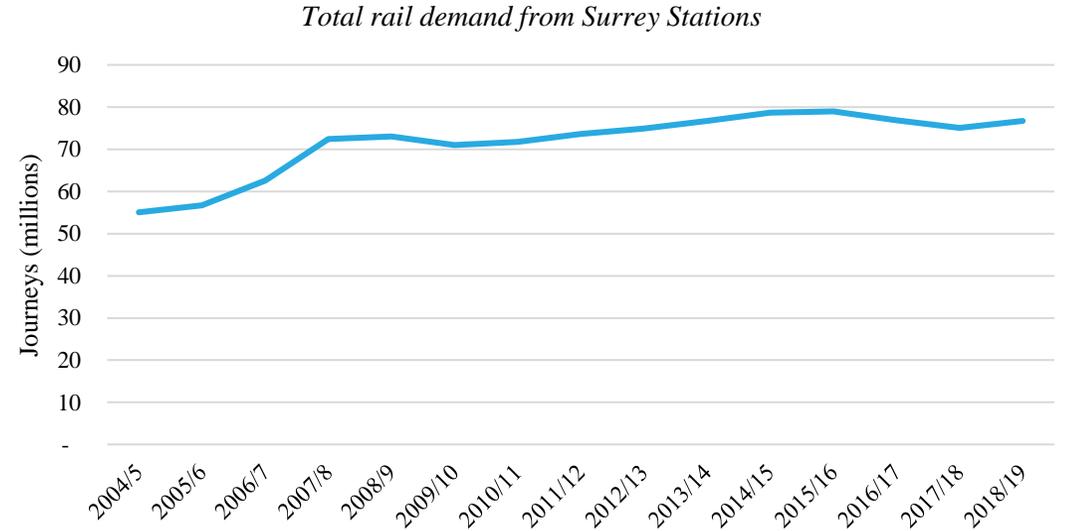
# Passenger journeys and freight

The main driver of demand for rail travel in Surrey is for commuting for work, given the attraction of higher wages in the capital, and the relatively cheaper house prices and excellent quality of life available in Surrey. Ticketing data from 2019 shows 85% of trips from Surrey start or end outside the county, with 62% starting or ending their journey in central London.

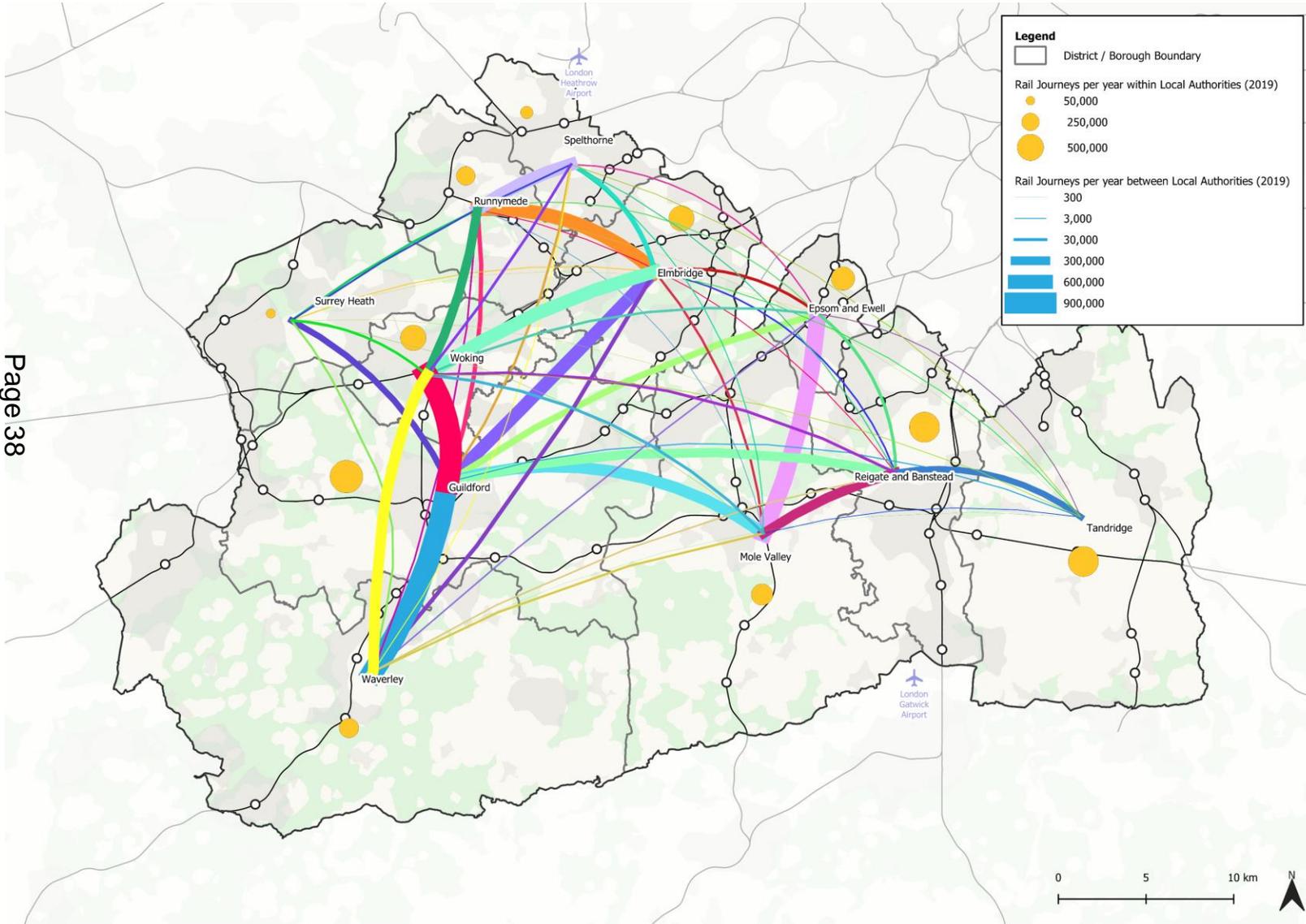
Outside London there are significant flows to Gatwick Airport (570,000 journeys to/from per year), Brighton (250,000), and Portsmouth (146,000). To the west there is a significant flow to Reading (430,000), but rail demand to Heathrow is lower at less than 10,000 passengers per year.

Rail demand in Surrey will change through a combination of population change, employment growth and pattern (within and outside Surrey), and rail trip rates (for work and leisure). The government is proposing a housing target of 6,750 additional dwellings per year, which is almost double the current completion rate. This would result in a forecast 9% increase in population by 2031<sup>1</sup>.

Commuter travel patterns are changing, even before the COVID-19 pandemic, as rail commuters were increasingly taking fewer trips per week<sup>2</sup>, with a growing likelihood that many workers will now not return to commuting five days a week<sup>3</sup>. The trend for lower trip rates has the potential to lessen the impact of increased population on rail demand in the medium and long term. Previous Network Rail forecasting<sup>4</sup> had predicted long term growth of 40% on the services into London Waterloo by 2043, but the pandemic is challenging the basis for these projections.



1 - [https://www.surreycc.gov.uk/\\_data/assets/pdf\\_file/0004/201874/Surrey-Place-Ambition-Version-1-July-2019.pdf](https://www.surreycc.gov.uk/_data/assets/pdf_file/0004/201874/Surrey-Place-Ambition-Version-1-July-2019.pdf)  
 2 - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/790966/journeys-per-season-ticket-study.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/790966/journeys-per-season-ticket-study.pdf)  
 3 - <https://d3cez36w5wymxj.cloudfront.net/wp-content/uploads/2021/02/12115246/Travel-during-Covid-19-survey-12-February-2021.pdf>  
 4 - <https://www.networkrail.co.uk/wp-content/uploads/2016/11/Network-Specification-2016-Wessex-1.pdf>



The key journey attractors within Surrey are Guildford, Woking, Epsom, and Reigate; representing the key employment hubs, and large retail and leisure sectors. Journeys tend to follow the key radial links, but are also influenced by orbital connectivity such as the North Downs between Mole Valley and Guildford; and Chertsey Branch Line between Runnymede and Elmbridge.

Currently there are limited strategic freight routes through Surrey, with some services timetabled on the SWML, and on the Tonbridge to Redhill line to London via Kent. There are also freight movements from aggregate terminals at Tolworth, which run on the Chessington Branch Line and SWML.

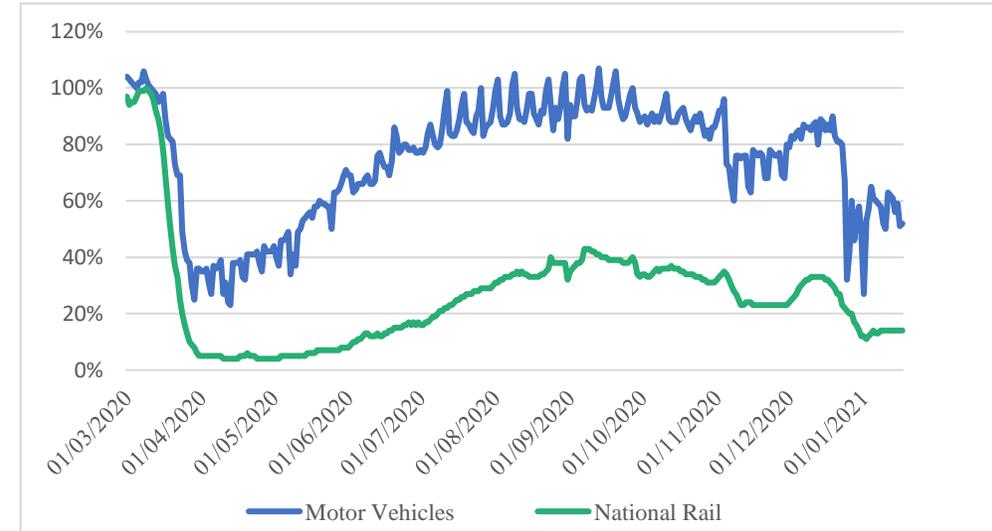
# Impact of COVID-19

COVID-19 has led to the biggest demand shock to railways since the Second World War, and saw passenger demand drop by over 90% across the network. The government has asked the UK population not to make unnecessary journeys, and for workers to work from home, which significantly reduced demand on commuter routes. In addition, the corresponding collapse of air travel has impacted on employee and passenger trips in Surrey, to Gatwick and Heathrow airports. The government has been forced to suspend the established franchising model in favour of emergency contracts, in order to keep railways operating for passengers who need them.

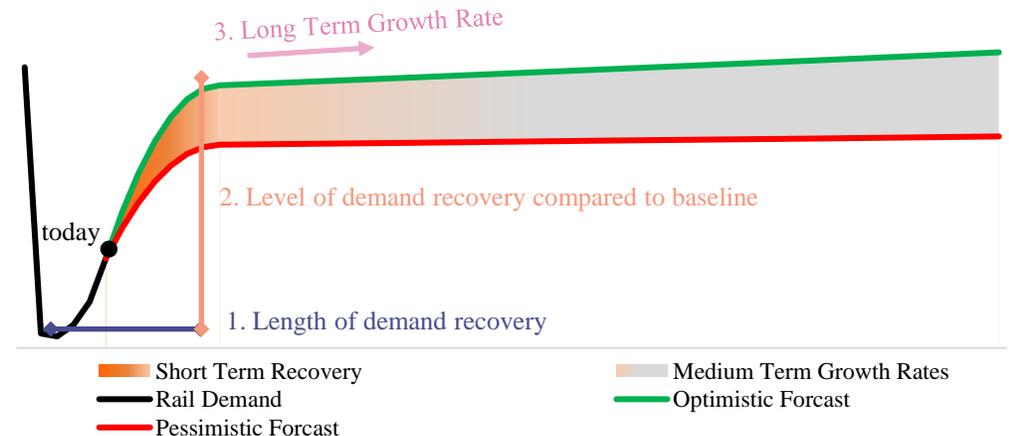
In addition to its short-term impact, COVID-19 may be acting as an accelerator to existing trends for increased remote working and reduced commuting to offices; which could have a profound impact on the demand for rail travel in Surrey and the UK. Rail demand has previously fluctuated with economic activity, and the economic fallout from the pandemic may mean a slower than expected recovery in rail use, even after risks of transmission from using public transport diminish. The combination of these effects is having a large impact in the short term. Recovery from COVID-19 will rely on a number of unpredictable factors: in the short term, the speed of vaccination programme and its effect on opening up sectors of the economy will be likely to dictate usage; but in the medium and long term, the rate of economic growth, and changes to working and social patterns will have far more of an impact on the pattern of rail usage.

COVID-19 may also impact the financing of railway infrastructure, with government investment constrained (£1bn was removed from the Network Rail CP6 budget in the November spending review), and with uncertainty over the strength of existing business cases when demand is uncertain, balanced against the desire to boost economic activity in the short term as the the economy recovers.

Motor and rail demand the pandemic relative to 2019<sup>1</sup>



Forecasting challenges

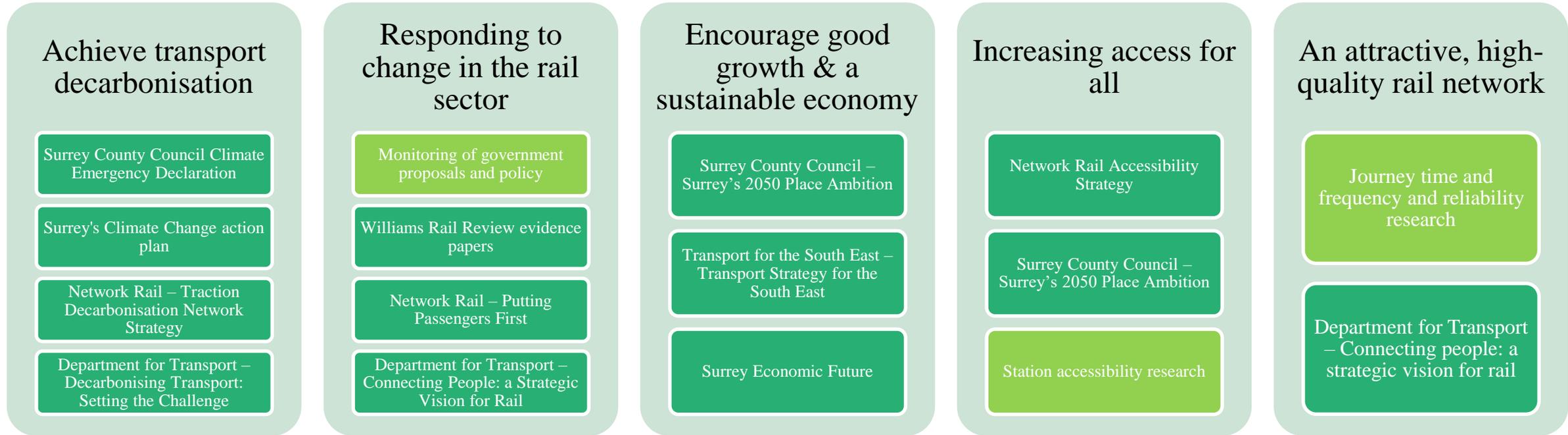
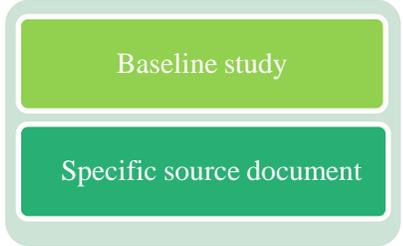


1 - Source: <https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic>

# Strategic aims and responses

## Developing strategic aims

We used the following sources to develop the strategic aims – based on plans for the GB rail network, and specific policies and outcomes Surrey County Council is looking to achieve



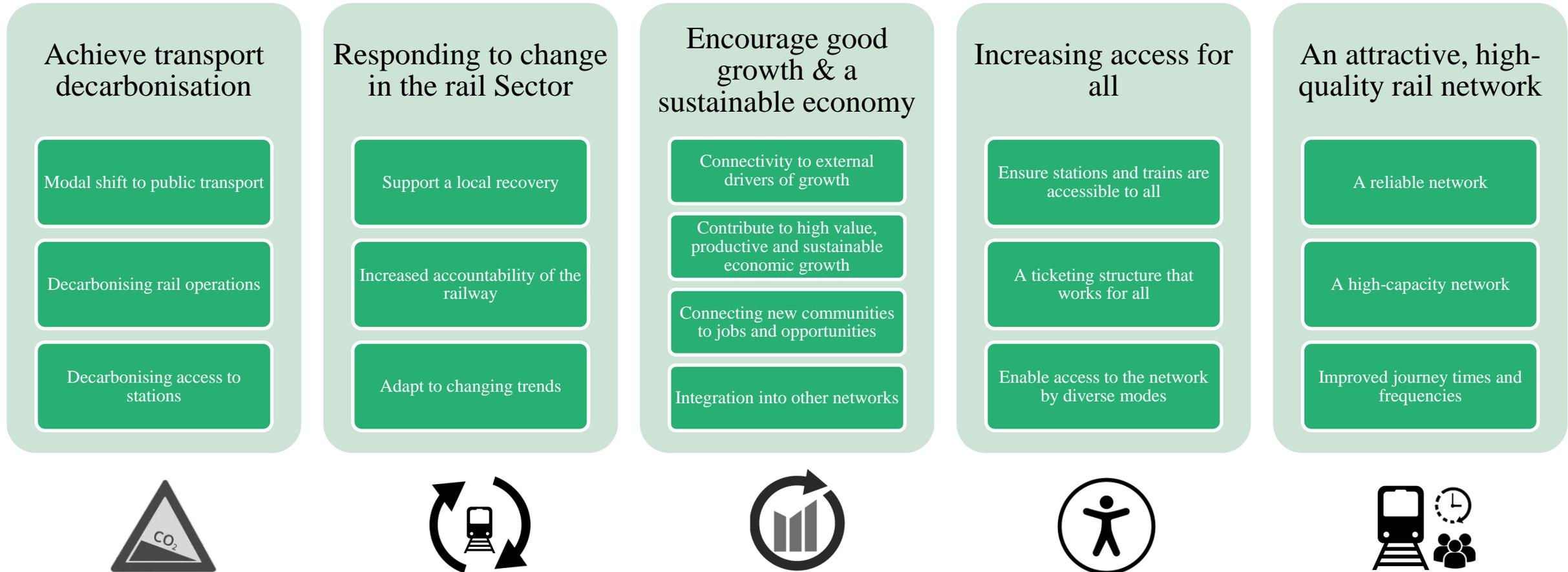
Page 41



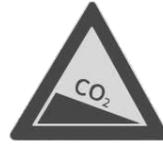
## Developing strategic responses

*These are specific objectives we seek to achieve and will be used to assess interventions*

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# Achieve transport decarbonisation



Surrey has matched the UK government’s net-zero carbon target for 2050. Within Surrey, transport comprises more than 40% of CO<sub>2</sub> emissions and 2.3 tonnes of carbon per person per year. Without interventions, no reduction is forecast from the transport sector by 2050 in Surrey, increasing its share of emissions to 48% as emissions from other sectors decarbonise.

air quality impacts. Additionally as power generation decarbonises (Network Rail already procures electricity from renewable and nuclear power) this gap will further increase<sup>2</sup>.

**Strategic Response 1 - Encourage modal shift**

Improvements in rail should result in modal shift, however a particular focus made on interventions where modal shift to rail from private car is highest can reduce emissions fastest.

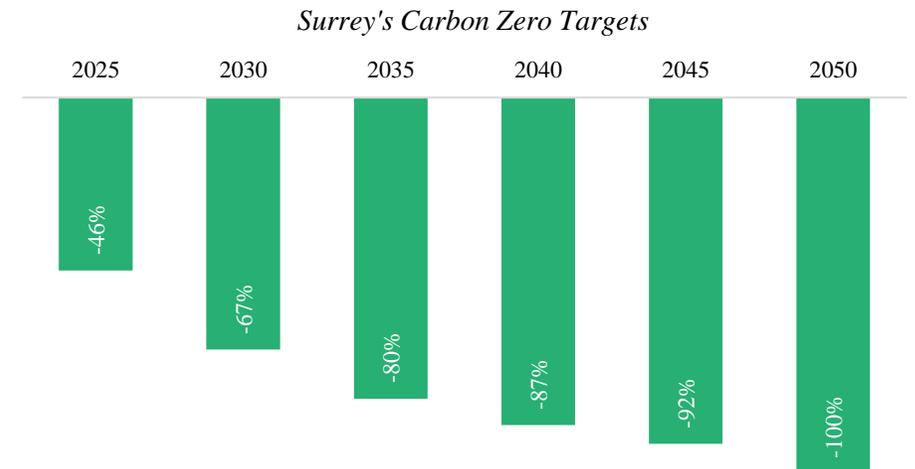
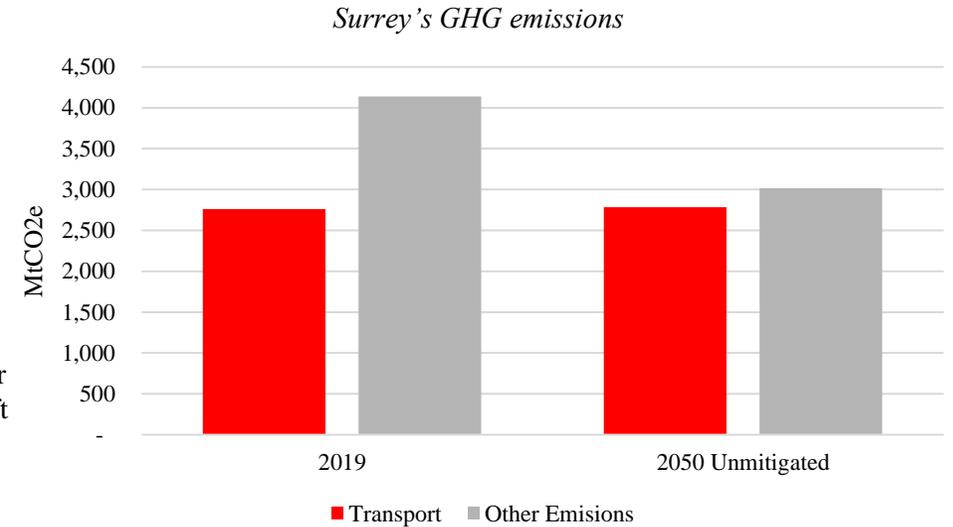
**Strategic Response 2 - Decarbonising rail**

Support the adoption of low emissions technology, for rail with diesel traction replaced by low- and ultimately zero-emissions vehicles.

**Strategic Response 3 - Decarbonising access to stations**

A rail trip is only ever a component of a journey and passengers have to access stations by other mode of transport, or by foot or bike. These linked trips create emissions and by encouraging access by low- and zero-emissions modes, not only public and active transport but also low and zero emissions vehicles, emissions can be lowered.

1 <https://www.rssb.co.uk/en/Research-and-Technology/Sustainability/Decarbonisation/Decarbonisation-our-final-report-to-the-Rail-Minister>  
 2 <https://www.theccc.org.uk/wp-content/uploads/2019/05/Net-Zero-Technical-report-CCC.pdf>



Surrey’s Climate Change strategy sets a target of 60% reduction in transport emissions by 2035 via a three-pronged approach: reducing journeys, shifting to an increase use of public and active transport modes, and developing zero emission vehicle options (avoid-shift-remove).

Continuing to maintain spare capacity and increase performance on the radial links to London will be vital in maintaining current rail mode shares. However, there is the most scope for change in the journeys within Surrey and neighbouring boroughs (as mode shares for rail are lower), and encouraging improved services within Surrey will be a key component of modal shift, but requiring a different set of policies to radial demand.

Whilst rail produces significantly less carbon emissions per mile (at average passenger loadings) than road-based transport overall, emissions on different parts of the network vary. Diesel traction can produce twice the carbon emissions of electric trains<sup>1</sup>, in addition to having local

## Responding to change in the rail sector



Since the privatisation of the railways in the mid-1990s, the passenger rail network in Surrey has been operated under franchise arrangements, where operators bid to run train services and stations for a defined period of time, making commitments to deliver a set of improvements plus an agreed financial transfer to/from the government. Operators are allowed to set some fares, although many (such as season tickets and some walk-up fares) are regulated by the government. Investments in the network are delivered by Network Rail who also undertake maintenance and renewals, receiving funds from the train operating companies in the form of track access charges.

The traditional rail franchise model has had some successes, but in recent years it has also become clear that there are many areas where it has struggled to meet the needs of passengers and taxpayers. The Williams Rail Review was commissioned in September 2018 to propose solutions to some of these problems. That review is yet to be published, government is now progressing with a programme of reform which is expected to deliver a new industry structure and contractual model for passenger services.

The significant reduction in demand during COVID-19 combined with need to continue to provide capacity for socially-distanced journeys for key workers has meant the government has stepped in to fund the rail network during the pandemic, as operating on commercial terms became unviable.

### Strategic Response 1 - Increased accountability to passengers

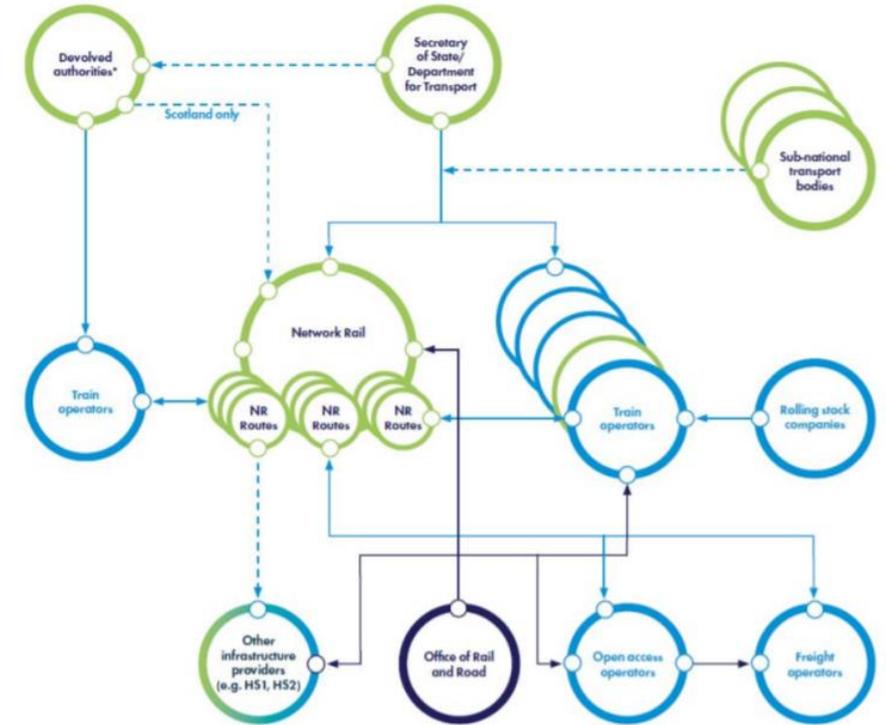
Rail users can feel that the operations and planning of the railway is remote to the needs of the local population, and Surrey will support policies which increase local accountability to the areas and people the railways serves.

### Strategic Response 2 - Adapt to changing trends

A focus on interventions which can adapt to trends, and improve the flexibility of rail network and stations to new technology and changing trends. The type of demand may also change, and Surrey will need to support a diversification of trip, away from commuting and towards increasing leisure trips were this to develop.

### Strategic Response 3 - Support a local recovery

Interventions which can be delivered in the next two years are key to boosting economic growth in the recovery period. This could include infrastructure projects or supporting projects such as reforms to ticketing or timetables.



Current GB railway organisation (Williams Rail Review)

## Encourage good growth and a sustainable economy



The Surrey 2050 Place Vision and Economic strategy sets out clear goals for the county, centred around delivering sustainable growth.

Transport has the potential to help maximise the potential of Surrey to grow, prosper, and attract new businesses to move to the county to take advantage of its skilled workforce and excellent transport connections. By providing local opportunities accessible by sustainable transport, Surrey can minimise the need for long commuting journeys and dependency on growth in London.

Surrey benefits from its close links to the London job market as well national connectivity. In order to connect to all areas of the UK and the global economy, strong connectivity to key transport infrastructure such as international airports, high speed lines (HS1 and HS2) will be vital.

Surrey also has long term goals to deliver new housing and this will need to be supported by improved transport capacity, including rail. This will ensure that residents can access local jobs, those in central London and neighbouring areas, and employment hubs such as airports. This could be supported by developing sites close to existing stations; constructing new stations; or improving links between new housing and nearby hub stations by public transport, active transport, and improved road capacity.

**Strategic Response 1** – Connectivity to external drivers of growth

Ensure Surrey is connected to national and international markets through connections to Central London and key transport nodes such as key mainline and HS2 stations, and Heathrow and Gatwick airports.

**Strategic Response 2** - Enable and influence economic growth

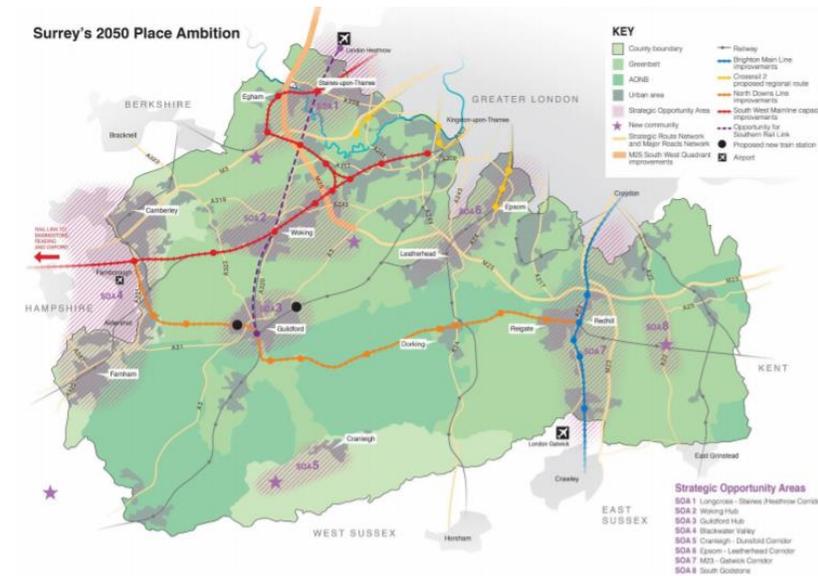
Increase the accessibility of Surrey’s opportunity areas across the county, maximising agglomeration opportunities and influencing opportunities across the county including its smaller towns.

**Strategic Response 3** – Connecting new and exiting populations to jobs and opportunities

Utilise rail to increase the connectivity of new housing, enhance existing and new employment opportunities, and encourage whole placemaking.

**Strategic Response 4** - Integration into other networks

Ensure that the transport network is sufficiently coordinated to provide complete journeys, and sufficient capacity and accessibility to opportunities across the county.



Source: Surrey's 2050 place ambition



## Increasing access for all

Access to the railway network can create opportunities for residents by opening up access to employment, amenities, and improved wellbeing. Access for all can be ensured not only by providing level access to board trains, but can also be supported with the provision of safe and secure walking and cycling facilities, and by addressing financial barriers to public transport use.

**Strategic Response 1** - Ensure stations and trains are accessible to all

Increase the number of step-free stations and support interventions which improve all types of accessibility within Surrey.

**Strategic Response 2** - A ticketing structure that works for all

Support a simple and fair ticketing and fare structure that does not penalise groups such as part-time workers and those taking one way trips.

**Strategic Response 3** - Enable access to the network by diverse modes

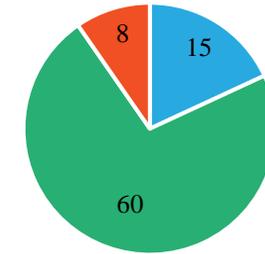
Support interventions to increase accessibility of stations to their local communities by walking, cycling, and other forms of public transport.

Only 18% of Surrey's stations are fully accessible and without this, the benefits of any improvements to trains cannot be maximised. Each increase in step free provision and station accessibility unlocks further journey opportunities.

Access for all should also include improving access for those unable to drive, by providing stations integrated into public transport, walking and cycling networks, or utilise the potential for new Mobility as a Service (MaaS)\* technology. Integration is multi-faceted, including provision of integrated information, easy and quality interchanges, and ticketing to ensure journeys are seamless.

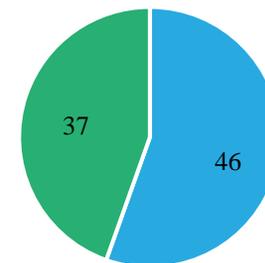
There are also financial barriers to using the network, particularly as many workers are increasingly no longer required to physically attend the office five days a week and others work part-time. These groups face higher average fares than full time workers, with only a choice of season tickets or walk-up fares. There is a growing need to ensure there are the types of ticket available which maximise potential users whilst still ensuring the financial sustainability of the railway.

8 Surrey stations still have a Category C rating for step free access



- Category A - Step-free access to all platforms
- Category B - Step-free access to at least one platform
- Category C - No step-free access to any platform

Over half of Surrey stations have ramps to help disabled passengers board trains



- Ramp Access
- No Ramp Access

Source: National Rail website

\*Mobility as a Service (MaaS) is the integration of various forms of transport services into a single mobility service accessible on demand.

## An attractive, high-quality rail network



In the 2013 Surrey Rail Strategy, the main focus was on delivering the large increase in capacity needed to meeting the projected 40% growth in commuter demand. However, passenger growth has slowed over the last five years, and there are other developments in passenger behaviour and the economy which suggests that demand for commuter travel to and from London may not increase as strongly as predicted, even after pandemic risk reduces. Maintaining a highly attractive network will be important in attracting users (both new and old) to the network.

Whilst the lower commuter demand presents a challenge in terms of funding the railway, it presents opportunities to focus on delivering improved reliability, and a reorganisation of services in both local and longer distance travel, which could support demand in the long run.

Targeted capacity increases and journey time improvements will still have a role to play in allowing more passengers to travel; facilitating journeys which are more attractive to new users.

There are likely to be challenges to the reliability of the network in future, for example extreme weather events; and the railway will need to adapt to prevent these from disrupting passenger experience.

### Strategic Response 1 – A reliable network

Support projects which deliver reliability improvements to rebuild confidence in the railway network.

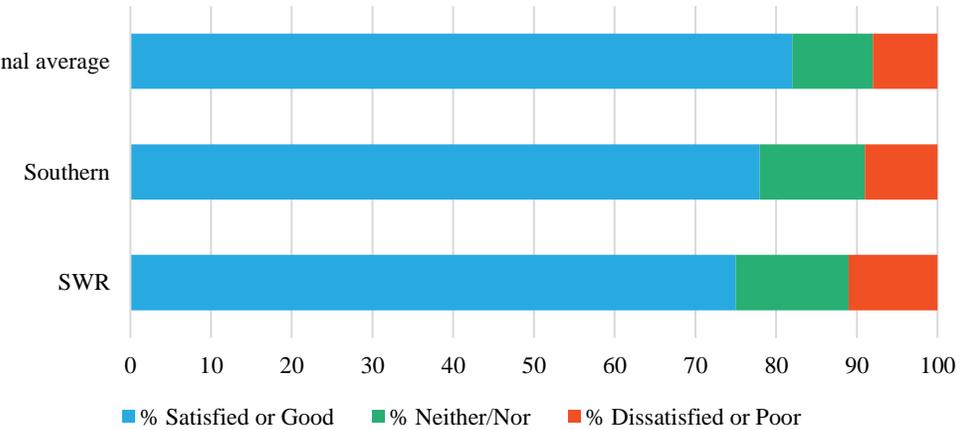
### Strategic Response 2 – A high capacity network

Support increased capacity on both radial and orbital routes to give passengers a better travel experience and unlock new journey opportunities.

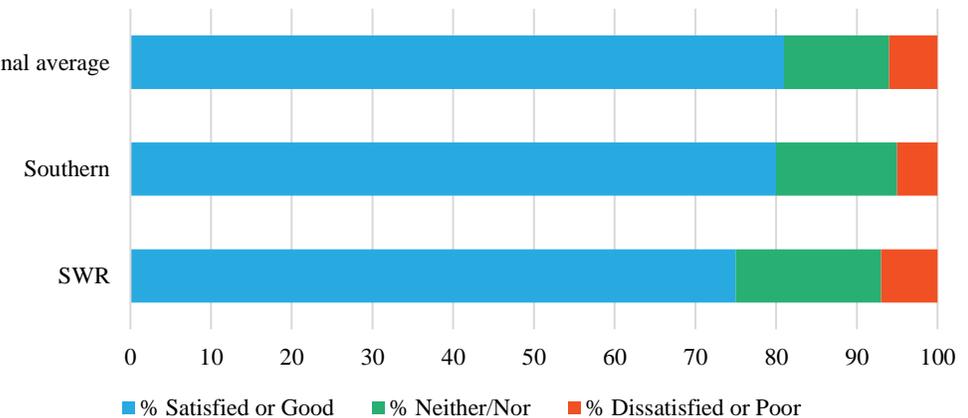
### Strategic Response 3 – Improved journey times and frequencies where required

Continuing to support journey time improvements and better frequency, to improve passenger journeys.

Overall satisfaction with the journey



Overall satisfaction with the station



# A New Rail Strategy for Surrey, LTP4, and Surrey Infrastructure Plan

Surrey's Local Transport Plan 4 (LTP4) will set the policies and strategies, including investment, across all modes in the county; with the aim of achieving specified objectives. Rail is a part of LTP4.

A New Rail Strategy for Surrey, through its objective setting and policy areas, will feed into LTP4. However, the inter-connected nature of rail travel, and its use for travel out of the county, mean many projects which are key for developing the Surrey rail network require investment outside the county, funding from central government, and working with partners.

Projects which require investment locally will be assessed as part of the Surrey Infrastructure Plan, where they will be reviewed against other transport investments and those outside transport.

## Local Transport Plan 4 – outcome objectives

		To rapidly reduce carbon emissions, ensuring that Surrey is on track for net zero emissions by 2050 or earlier	To support thriving communities with clean air, excellent health, wellbeing, and quality of life	To support Surrey’s growth ambitions, and enable businesses and people to prosper sustainably	To provide well connected communities that encourage social mobility and ensure no-one is left behind
A New Rail Strategy for Surrey strategic aims	Achieve transport decarbonisation	✓✓			
	Responding to change in the rail sector		✓	✓	✓
	Encourage good growth & a sustainable economy		✓	✓	
	Increasing access for all	✓	✓		✓✓
	An attractive, high-quality rail network	✓	✓	✓	✓✓

# Stakeholder engagement

## Approach to engagement

As part of the strategy development process, Arup undertook a range of engagement activities, to capture the issues and investment priorities of key stakeholder groups and organisations.

Virtual interviews were held with primary stakeholders between September and October 2020, to gain a deep understanding of the issues which need to be addressed on the County’s rail network, and the investment priorities for the delivery of rail infrastructure and services. The interviews provided high level direction of the strategy and a number of core themes intended to give shape and focus to the strategy.

Questionnaire surveys were also issued to a selected number of stakeholder groups and organisations, believed to have a significant interest in the County’s rail network. The questionnaire survey was designed to follow a similar structure to the interviews, allowing selected stakeholders to express their views on specific issues and themes, and make further comments or points for consideration. A copy of the questionnaire can be found in Appendix A.

The engagement approach, and the list of stakeholders, was defined and agreed with Surrey County Council prior to commencing engagement. Stakeholder groups and organisations were first invited, and then prompted, to participate throughout the engagement period by email, to encourage participation.

<b>Surrey County Council, districts and boroughs</b>	<b>Strategic delivery partners</b>
<b>Interview:</b> <ul style="list-style-type: none"> <li>• Surrey County Council</li> <li>• Elmbridge Borough Council</li> <li>• Epsom and Ewell Borough Council</li> <li>• Guildford Borough Council</li> <li>• Mole Valley District Council</li> <li>• Reigate &amp; Banstead Borough Council</li> <li>• Runnymede Borough Council</li> <li>• Spelthorne Borough Council</li> <li>• Surrey Heath Borough Council</li> <li>• Tandridge District Council</li> <li>• Waverley Borough Council</li> <li>• Woking Borough Council</li> </ul>	<b>Interview:</b> <ul style="list-style-type: none"> <li>• Network Rail</li> <li>• Transport for the South East</li> <li>• Heathrow Southern Railway</li> <li>• Heathrow Strategic Planning Group</li> </ul> <b>Survey questionnaire:</b> <ul style="list-style-type: none"> <li>• Heathrow Airport Limited</li> <li>• Gatwick Airport Limited</li> </ul>
<b>Neighbouring authorities</b>	<b>Rail user groups</b>
<b>Survey questionnaire:</b> <ul style="list-style-type: none"> <li>• West Sussex County Council</li> <li>• Hampshire County Council</li> <li>• RB of Windsor &amp; Maidenhead</li> <li>• Bracknell Forest Borough Council</li> <li>• Kent County Council</li> </ul>	<b>Survey questionnaire:</b> <ul style="list-style-type: none"> <li>• Railfuture</li> <li>• RRDRUA</li> <li>• Guildford Rail Users</li> <li>• Guildford Bicycle User Group</li> <li>• Southeast Communities Rail Partner</li> <li>• Sussex Community Rail Partnership</li> </ul>
<b>Civil Parishes and residents’ associations</b>	<b>Disability representation</b>
<b>Survey questionnaire:</b> <ul style="list-style-type: none"> <li>• Buckland Parish Council</li> <li>• Sanderstead Residents Association</li> <li>• Salfords &amp; Sidlow Parish Council</li> </ul>	<b>Survey questionnaire:</b> <ul style="list-style-type: none"> <li>• Surrey Coalition of Disabled people</li> </ul>
<b>LEPs and businesses</b>	<b>Survey questionnaire:</b> <ul style="list-style-type: none"> <li>• Coast to Capital</li> <li>• Enterprise M3</li> <li>• Business Leadership forum</li> </ul>

## Issues and challenges

Respondents were asked to comment on what they believed to be the main issues and challenges for the County’s rail network.

Respondents recognised that there were many issues and challenges with the County’s rail network. Station connectivity was the most frequently cited, with respondents acknowledging the importance of providing integrated connections to, from, and between stations. Service frequency, reliability, and ticketing structure were also considered as being key issues particular amongst rail user groups, possibly reflecting poor service performance in recent years.

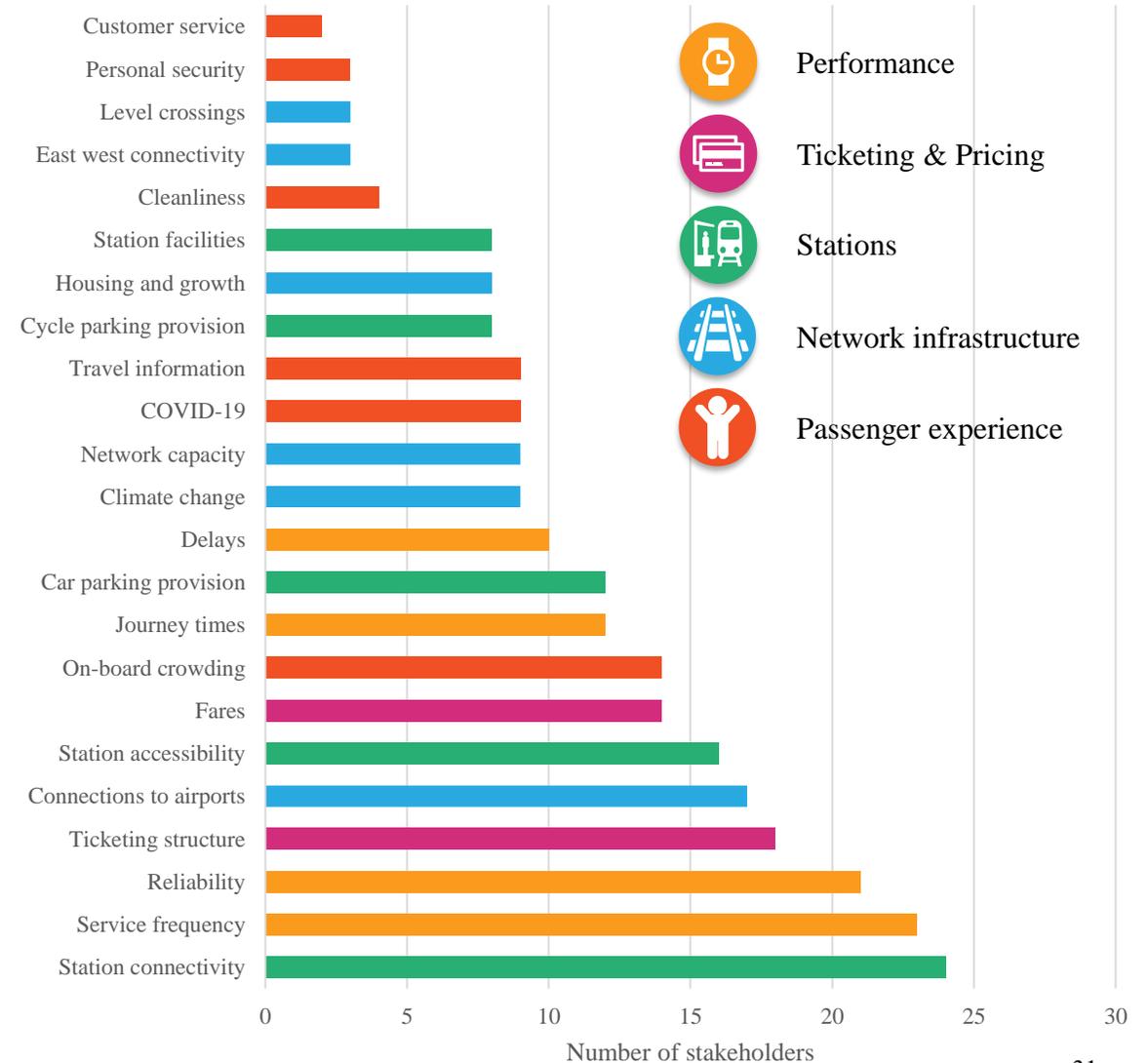
Respondents frequently cited the poor rail connections to both Heathrow and Gatwick airports as a key issue in the County. Station accessibility was also considered to be a key issue amongst respondents, with some referencing specific stations where step-free access is still an issue.

On-board crowding on peak hour train services, and long journey times on certain branch lines, were also noted as being key issues for the County. Insufficient car parking provision at stations was also viewed as an issue for some respondents, referring to the overspill and rail heading which occurs in certain areas within the County.

Respondents recognised the significant challenge of climate change for the County’s railways, with certain district and borough councils referencing the need for infrastructure to be resilient to more frequent, extreme weather events.

COVID-19 was considered to be a challenge for the rail industry by some respondents, while others believed the pandemic impact to be more short-term. Housing growth and network capacity were also mentioned as being key challenges for the County, with some respondents recognising the need to provide additional infrastructure capacity to support housing and growth.

*Issues and challenges*



## Strategic aims

Respondents were presented with the proposed strategic aims of the Rail Strategy, and were asked to indicate the extent to which they agreed or disagreed with each.

There was a high level of support for the strategic aims, with respondents agreeing that the aims set out the right direction for the future rail system in Surrey.

There was strong support and recognition for the need to **respond to the climate emergency** by almost all participants, with some borough and district councils highlighting recent declarations for a climate emergency. There was also favourable support for increasing **access for all**, particularly once assured that the theme not only just considers disabilities and mobility restraints, but also wider connectivity to the rail network.

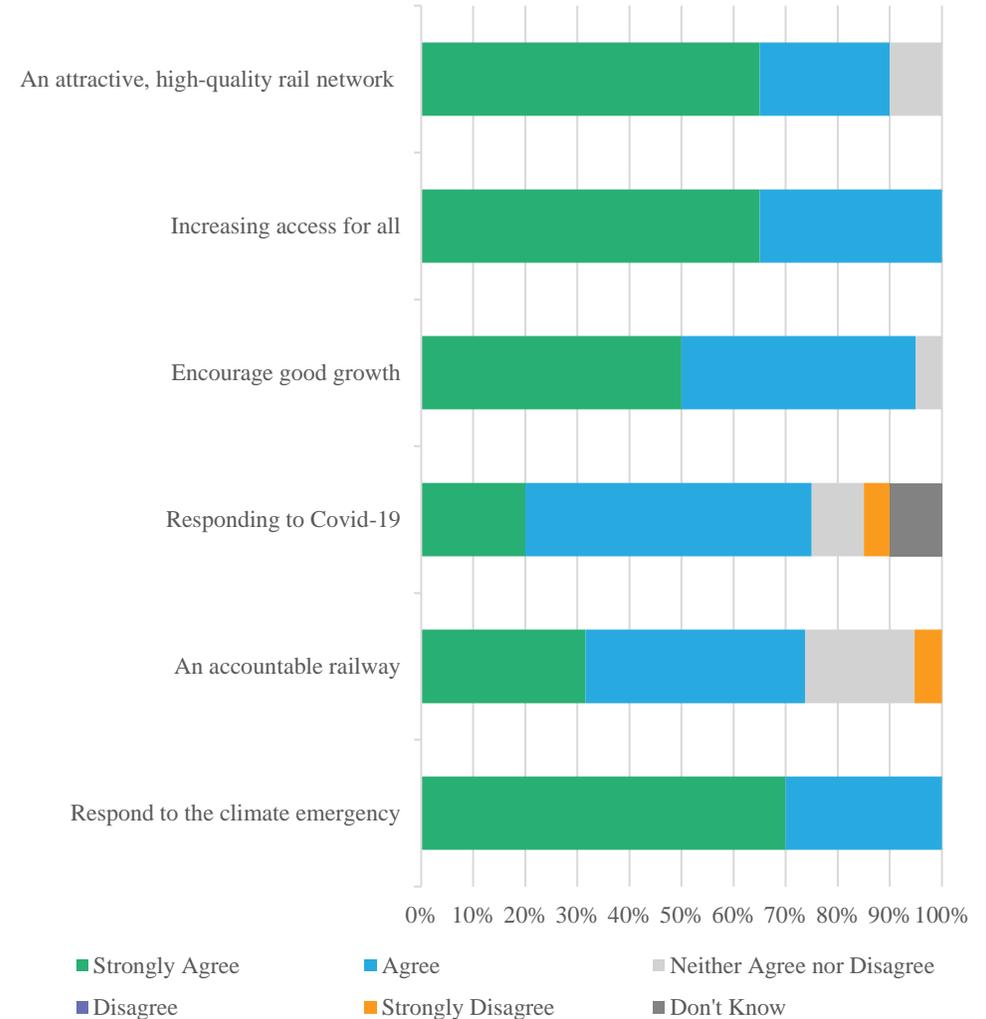
Respondents supported the aim of **encouraging good growth**, recognising the role of rail connectivity in supporting new homes and supporting growth through creating connectivity, but emphasised the need to provide additional capacity to support more trips on the network.

Respondents agreed with the aim of achieving **an attractive, high-quality rail network**, seeing this as key to providing a viable alternative to car travel, therefore reducing climate emissions.

The aim to have **an accountable railway** was generally supported, however some respondents were unclear as to what an accountable railway meant in practical terms. Most respondents supported the aim of **responding to COVID-19**, recognising the significant impact the pandemic has had on passenger demand and the structural changes. However, some participants believed that the strategy should focus on longer term issues, referencing that the virus situation continues to evolve. As result we have merged these strategic aims to **responding to change in the rail sector**.

Similarly we have changed ‘respond to the climate emergency’ to **achieve transport decarbonisation** to provide a more focused strategic aim.

*Level of agreement with strategic aims*



## Drivers of change

Respondents were asked to comment on what they considered to be the key drivers of change, both positive and negative, shaping the County and its rail network.

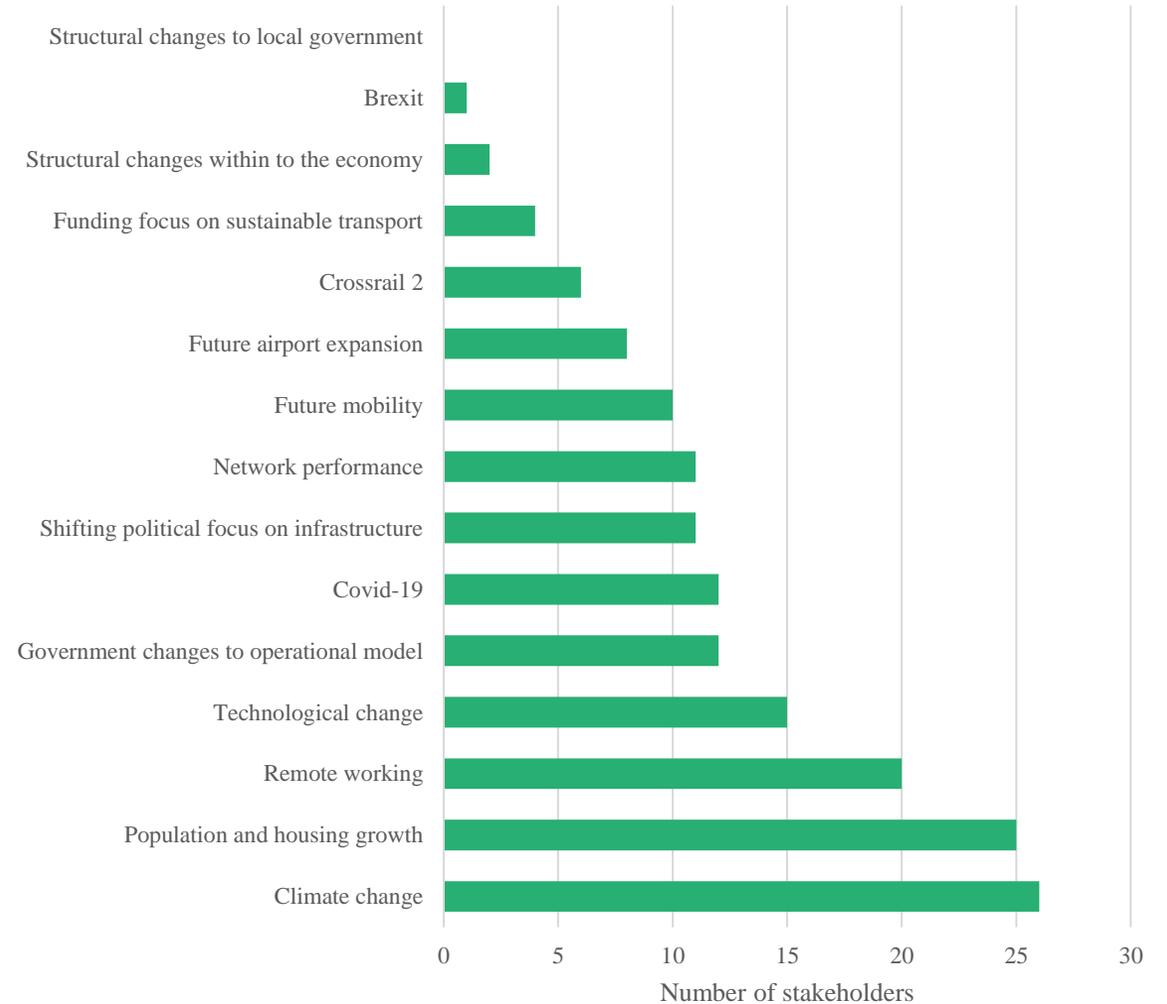
Respondents recognised that there were likely to be a number of key drivers of change that will impact and shape the County and its rail network over the short, medium, and long-term. Climate change was the most frequently cited, with respondents commenting on the wide reaching impacts which climate change will have in the future. Population and housing growth was also mentioned by most stakeholders, understanding the pressures to deliver housing targets in a sustainable way.

Respondents recognised the impact that COVID-19 has had on accelerating flexible working arrangements, and suggested that remote working is likely to continue to significantly shape travel demand and movement patterns to, from, and within the County. There was also an appreciation by most stakeholders of the likely changes to the operational model of the railway in light of the COVID-19 pandemic and the Williams Rail Review.

Technological change and future mobility innovations were believed to be important considerations for the County’s rail network by stakeholders commonly stating the need to accommodate Mobility-as-a-Service and electric vehicle charging infrastructure at stations.

Future airport expansion at both Heathrow and Gatwick was considered to be a driver of change within the County by some stakeholders, referencing the significant movement demands which both airports generate and the need to improve connections to both hubs. Stakeholders were less confident that Crossrail 2 will be delivered in the short to medium term, and subsequently drive change within the County.

*Drivers of change*



## Priorities

Respondents were asked to indicate their top five focus areas and investment priorities, for improving the County’s rail infrastructure and services. It is important to bear in mind that respondents were asked to rank these criteria in terms of their priority for improvement rather than overall importance. So a lower score does not necessarily mean that something is unimportant.

Reliability and punctuality was rated as the highest priority for improvement with 22 respondents. This is followed by station accessibility and faster journey times with 14 and 13 respondents respectively. In fact when taken collectively, improvements at stations are highly important for stakeholders, with an aggregate total of 55. This can be seen in the chart where each of the 22 priorities is grouped into five broad categories: performance, ticketing and pricing, stations, network infrastructure, and passenger experience.

Electrification of existing rail lines and the construction of new rail lines were selected by 13 and 12 respondents respectively, with stakeholders commonly citing the electrification of the North Downs Line and Heathrow Southern Rail Access as key infrastructure improvements for the County’s rail network.

Two of the top five priorities for improvement are performance based; clearly emphasising the importance of delivering a good, reliable core service. Four of the bottom five priorities are what might be considered experience based; suggesting that stakeholders place greater emphasis on overall service performance than what could argued are ‘nice-to-have’ aspirations.

Respondents were more concerned about integrated and smart ticketing (11) than value for money (6), suggesting the importance of ease and convenience when travelling within and through the County.

*Priorities for improvement*



## Emerging themes

The stakeholder engagement found that there is strong support for the scope and direction of the new strategy; in particular, the expansion to consider wider transport and environmental concerns beyond those set out in the 2013 Rail Strategy.

Stakeholder responses highlighted the importance of station connectivity and achieving equitable access to the rail network. Passengers require travel choices that are an attractive and viable means of assuring seamless end-to-end access. Stations need to be integrated into high quality local walking, cycling, and public transport networks to encourage modal shift and promote a positive passenger experience.

**Train service performance** is a theme which featured throughout engagement, with stakeholders emphasising the importance of delivering a **good, reliable, and frequent service**.

**Rebuilding passenger confidence** in the railway network will be important in light of Covid-19 and poor service performance in recent years.

**Access to both Heathrow and Gatwick airports** is an important consideration which has been advocated throughout the engagement, with stakeholders keen to see improved rail connections to both airports throughout the County.

**Climate change is considered to be a significant challenge**, with the need to take rapid action to encourage modal shift and reduce carbon emissions recognised and supported by stakeholders. Promoting and decarbonising rail will be important to responding to the climate emergency. Increased resilience from climate change impacts was also raised.

**Access for all communities** was key concern and stakeholders want Surrey rail network to be as assessable as possible – not only step free but inclusive station design and onward between networks.

Stakeholder engagement highlighted the growing pressures for local authorities to **deliver housing targets**. Ensuring good and equitable growth will be an important consideration through which this strategy will support.

“We must make access to public transport easier if we want people to leave the car at home.”

“The rail network is ever more important and a key service for Surrey businesses”

“Convenience is key”

# Strategy review

# Development of Surrey’s position on rail

This rail strategy builds on previous documents in relations to rail transport in the county

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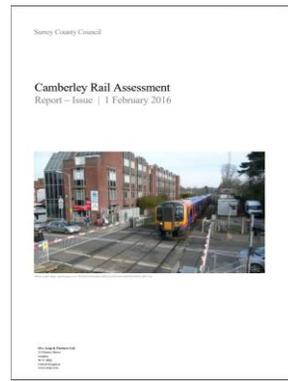
2013 Surrey Rail Strategy



North Downs Line Assessment



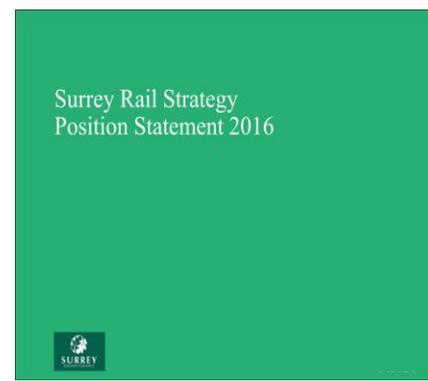
Crossrail 2 Assessment



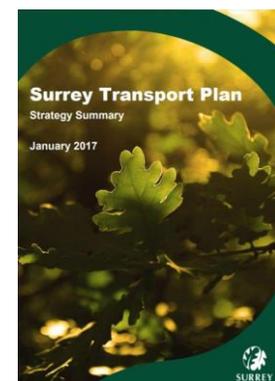
Camberley Rail Assessment



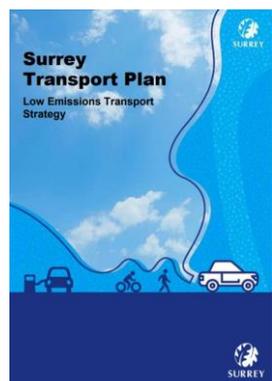
Southern Rail Access to Heathrow



Surrey Rail Strategy Position Statement (2016)



Surrey Transport Plan (2017)



Low Emissions Transport Strategy (2018)

Further rail assessments (2013 – 2016)

## Key changes since the 2013 strategy

### Carbon Zero declaration and impact on transport policy

Both Surrey County Council and the UK government have committed to net-zero carbon emissions by 2050, a change from the previous national strategy of 90% reduction from 1990 levels. The government is developing a plan for transport to reach zero emissions, and transport interventions such as Heathrow expansion and HS2 have been challenged over their impact on the UK government's commitment to meeting its carbon targets.

### Changing patterns of demand

As identified in the baseline chapter, passenger demand growth in Surrey has slowed in the period from 2013 to 2019, with some stations seeing declining patronage even prior to the dramatic drop in ridership in 2020. The reasons for this may vary between areas, but a combination of changing trip rates as technology allows increased home working, changing retail patterns, and performance on the network may also have contributed to the lower levels level of demand.

### Government rail policy

Since 2013 the government has significantly revised its rail policy, at least partially as a result of the significant disruption caused by the implementation of a fundamentally different timetable in 2018, and the challenging market for train operating companies. The 2020 COVID-19 pandemic hastened the need to intervene, as the Department for Transport (DfT) suspended rail franchising in order to keep the railways operating with reduced passenger numbers as people were asked to work from home. The Williams Rail Review is to set out how rail will be operated in the future, and the government has committed to rail reform. Most recently, TfL has stopped work on Crossrail 2 as part of its government funding deal.

### Devolution agenda

Since 2013 the government has embarked in significant changes to the development of local transport policy, with the establishment of new **sub-national transport bodies** as part of the Cities and Local Government Devolution Act 2016. The local sub-national body for Surrey is TfSE who are seeking formal statutory status.

### Emerging technology

There has been significant emerging technological change including:

1. App-based travel planning tools and travel services such as Uber
2. New payment technology such as mobile payments and contactless card payment
3. Increasing sales of electric vehicles
4. New and highly valued passenger amenities such as Wi-Fi and at seat USB charging

### Proposed housing growth

The government housing building target has increased to 300,000 houses per year, which results in a proposed increase in new housing in Surrey of up to 6,315 additional homes per year which should result in increased population and travel demand.

### Economic and placemaking policy

Surrey has reformed its economic development and placemaking policy based on the following priorities:

- Growing the leading edge: supporting the growth of Surrey's innovation economy
- A 'whole place' approach to growing and sustaining quality places
- Maximising opportunities within a balanced, inclusive economy
- Capturing the potential of a greener economy .

## Scenario planning and uncertainty

In addition to the changes highlighted since the previous rail strategy there is also uncertainty in how transport demands may change in the short medium and long term.

### Housing growth and populations

There are a number of factors which may make population forecasts less reliable over the short term, as COVID-19 changes people's preferences on where they live and work; and as the premium on commuting distances is reduced. There is also uncertainty over the local targets for housebuilding in Surrey, with the planning reforms yet to be agreed.

Surrey has also had net positive international migration and this may change with the British exit from the European Union. Higher population growth will also increase the demand for transport.

### Local and regional job growth

Prior to the COVID-19 pandemic, job demand in Surrey was projected to grow around 1% per year; but it is not only volume of job growth which is a key impact on demand, but also the spatial distribution as city centre jobs in particular are more accessible by rail. Lower job growth in central London would also significantly impact forecast commuter demand.

### Consumer preferences on sustainability

Currently transport decisions are considered to be driven largely by economic and journey factors such as price, frequency, and journey time; however there is emerging evidence that many people are considering their carbon footprint when making decisions that could result in increased demand for active and public transport.

### Commuter and leisure trip rates

The greatest impact on rail demand would be a rapid decline in commuter trip rates; where passengers who used to travel to work 5 days a week move to more frequent home working. This could impact the demand forecasts for business cases of some projects, dependant on high levels of commuter growth. However reduced trip rates could be offset by increased total commuters, as office space in London is released. In addition, two-way commuting could increase if job growth in Surrey attracts more London workers.

### Central Government priorities

The government has promoted the use of transport infrastructure spending as a key tool in 'levelling up' the economic performance of the UK. This may make the case for spending in the south east where wages and productivity are higher on average, more challenging.

However, the government will also want to use infrastructure spending to boost economic growth in the short term, and in promoting sustainable transport in order to meet its Carbon emissions targets. Other policies, such as ending diesel and petrol car sales, may increase the cost of motoring as an alternative to public transport encouraging greater use. Overall spending on rail improvement over the parliament has been decreased by £1bn, but no specific projects have been publicly identified to deliver this saving.

### Summary

As result of these uncertainties, rather than focus on meeting a specific capacity target, we have set the assessment criteria to support schemes which deliver against the strategic aims. We have assessed how different scenarios may alter future requirements qualitatively on page 78 and 79 – but the results of these developing trends is greater level of uncertainty on the future of transport demand than previously considered.

## 2013 action plan review – short term

These proposals were developed as recommendation of 2013 Surrey rail strategy

2013 proposal	Current status	Notes
Support committed train lengthening schemes on the SWML and Windsor Lines	Achieved	New rolling stock (701/0 & 701/5) to be introduced 2020
Continue to work with Network Rail on level crossing issues along the Windsor Lines	Achieved	Safety improvements and monitoring by Network Rail and has developed new level crossing policy 2019
Commence strong lobbying for further development of the Crossrail 2 regional scheme to deliver more capacity on the SWML, working closely with TfL and other key stakeholders	Suspended	Surrey County Crossrail 2 Study and response to 2016 consultation, Scheme no longer has development funding through TfL agreement with DfT
Explore options to reduce journey times between Camberley and London	Achieved	Camberley Rail Assessment found no short term options for improving services with a positive business case
Support committed additional platform at Redhill	Achieved	New platform 0 opened in 2018
Lobby for train lengthening on the North Downs Line	Progressing	New higher capacity rolling stock due in 2021
Proactively engage with the Davies Commission on airport capacity	Achieved	Surrey has response to the Davies commission and Heathrow Expansion consultations . LHR was paused through 2020 but has recently won its appeal to the high court over the legality of the National Policy statement
Support committed schemes that will benefit Gatwick Airport	Progressing	Ongoing aspiration
Work with Kent County Council to consider the feasibility of a Tonbridge-Gatwick service	Progressing	2020 Kent Rail Strategy and 2020 Transport Strategy for the South East both support a Gatwick service on Tonbridge Line when capacity can be delivered
Improve road-based access to Heathrow Airport	Achieved	Guildford RailAir operating from 2019
Lead the development of the station access and station facilities improvement programmes, as well as the standard rail service specification for Surrey	Not achieved	Station improvements continue to be led by station asset owners Service frequencies set through the franchise programme
Lead review, and where appropriate, the development of rail improvements to support developments	Progressing	Significant ongoing work with district councils to develop stations proposal at development sites

## 2013 action plan review – medium term

Proposal	Current status	Notes
Work closely with Network Rail to support the effective use of committed funding to deliver capacity improvements at London Waterloo	Delivered	Waterloo platforms in international terminal and existing platform layout upgraded
Lobby for additional train lengthening on the SWML, particularly its inclusion in the next South Western franchise specification	Delivered	Train lengthening delivered
Proactively lobby for the inclusion of Surrey County Council and partners in the development of the Crossrail 2 scheme	Suspended	Scheme paused
Promote the Sturt Road Chord scheme as an effective use of future additional capacity on the SWML	Assessment completed	Business case developed but found to low value
Monitor actual demand growth on SWML Inner Suburban and Windsor Lines	Delivered	
Support committed schemes on the BML and monitor the construction impacts of the Thameslink Programme	Delivered	Upgrades delivered
Work with Network Rail to develop further BML capacity improvements	Delivered	Upgrades delivered
Lead development of the improvement schemes for the North Downs Line, working closely with the Department for Transport and Network Rail	Delivered	Case developed and 1 <sup>st</sup> phase in progress
Develop options that will benefit Gatwick Airport in future	Delivered	North Downs line proposal for 2tph to Gatwick Airport
Engage with all options which seek to address access to Heathrow	Delivered	Heathrow Southern Rail assessment
Raise Crossrail extension option in discussions on Airtrack Lite	Delivered	
Confirm the business case for Guildford local access schemes, including 2 tph Alton-Guildford, and new stations at Park Barn and Merrow	Stations progressing	Guildford progressing Park Barn station with Network Rail Merrow station being developed by the housing developer
Engage with the rail industry on demand management measures	Not delivered	

## 2013 action plan review – long term

Proposal	Current status	Notes
Identify further capacity upgrades on the SWML and enabling schemes for Crossrail 2	Progressed	Identified in 2016 Crossrail assessment and in NR Strategic Plan
Secure policy support for a southern rail access to Heathrow Airport through the rail industry long term planning process for delivery in CP6 (linked to expansion at Heathrow Airport, if granted through the Airports Commission)	Not progressed in CP6, strategic planning interrupted by Heathrow decision and COVID-19	Strong support among neighbouring authorities for southern and western access to Heathrow. DfT produced new strategic objectives for SATH in 2019. No single option selected by DfT
Develop the concept of a new, possibly high speed, rail link across Surrey from Heathrow to Gatwick Airport and possibly beyond	Not progressed	S4Air HS rail service rejected by DfT
Develop the business case for the Clapham Interchange	Not progressed	Network Rail progressing stations design as part of CR2. Separate housing lead proposal for station submitted as a market-led proposal to the DfT

## Future scenario development

The issues and challenges facing rail have changed enormously over the last five years, as previous certainties have been challenged by emerging trends. New rail priorities such as decarbonisation and good growth are emerging, requiring a new operating model just as a new ways of working are developing, accelerated by the 2020 COVID-19 pandemic.

Setting a 30-year strategy with this level of uncertainty requires a flexible view of how the future may develop, not a fixed view reliant on the indefinite continuation of passenger demand growth.

Transport for the South East’s (TfSE’s) Transport Strategy initially developed four potential futures, and we have used these to evaluate how each intervention might perform. Interventions that achieve high scores across the four scenarios are likely to be more resilient and less dependent on the continuation of a single trend. As of November 2020 they have chosen a combination of sustainable future and central scenario as their central forecasting case.

	Key transport trend	Key economic trends	Key impacts on rail in Surrey
<b>Scenario 1: The London Hub</b>	Increased radial demand	Concentration of productivity gains in London	<ul style="list-style-type: none"> <li>Increased rail demand to London</li> <li>High demand for access to station across all modes</li> <li>Stable orbital demand</li> </ul>
<b>Scenario 2: Digital Future</b>	Growth in connected and autonomous (driverless) vehicles technology	Digitalisation of work normalises remote working	<ul style="list-style-type: none"> <li>Reduced demand for rail from commuters radially and orbitally</li> <li>Increased local leisure demand</li> </ul>
<b>Scenario 3: Route to Growth</b>	Growth in local transport demand	Higher productivity growth in South East	<ul style="list-style-type: none"> <li>Increased demand for local and radial rail trips</li> <li>Lower growth in London commuter market</li> </ul>
<b>Scenario 4: Sustainable future</b>	Lower demand for transport but modal shift from private car	Focus of government policy toward the environment and sustainability	<ul style="list-style-type: none"> <li>Growth in demand for active modes at stations</li> <li>High demand for EV charging</li> <li>Increased demand from leisure trips</li> <li>Increased multi-modal trips</li> <li>Stable radial and orbital commuting</li> </ul>
<b>Central Scenario: Sustainable route to Growth</b>	Modal shift to public transport and growth in local regional travel demand	Focus on developing sustainable transport that supports growth	<ul style="list-style-type: none"> <li>Growth in demand for active modes at station</li> <li>Growth in local commuting</li> <li>Increased demand from leisure and orbital trips</li> <li>Increased multi-modal trips</li> <li>Lower growth in radial demand</li> </ul>

# Strategy development

## Developing and delivering improvements

In the issue and baseline chapters, the report set out the current status of the railway, and the challenges we want to address with this New Rail Strategy for Surrey. In this section we look at the ongoing changes that are being undertaken, and future interventions which could improve the rail network in Surrey.

### Interventions

These are specific projects which will materially impact the operation of the railway through the delivery of new infrastructure or new operations. The majority of rail interventions will not be funded directly by Surrey County Council but by DfT, Network Rail, or other organisations. This does not mean Surrey cannot play a role; it has previously played a significant role in developing projects through supporting projects by funding the development of plans, or lobbying the government and transport bodies to consider the benefits of schemes.

### Policy changes

Whilst interventions change the infrastructure that the railway uses there are also policy changes which can encourage the maximisation of the railway. Most rail policy is controlled by central government, however Surrey County Council will work with local politicians, Local Enterprise Partnerships, and TfSE to ensure that future government rail policy reflects the needs of Surrey residents, passengers, and businesses.

### How can Surrey deliver improvements?

#### Working with strategic partners to develop the case

Surrey County Council will look to work with its strategic partners to make the case for these investments by developing evidence, lobbying government, and working with Network Rail, TfSE, and neighbouring local boroughs and counties.



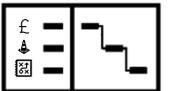
#### Influence government on national and regional rail policy

Surrey County Council will develop the evidence base to support changes to the railway policy and priorities which support Surrey in achieving its objectives.



#### Directly supporting delivery of schemes

Surrey County Council could fund, develop, or manage specific schemes either directly or as part of partnerships with districts and boroughs or other transport organisation such as Network Rail or the DfT.



#### Monitoring delivery

Surrey County Council will monitor projects to ensure commitments are delivered to timescale, and deliver required impact. For some schemes Surrey will benefit from monitoring impacts to better make the case for subsequent investments.



## Categorising interventions

*The four categories highlight the main areas of intervention and policy in the rail network –  
Project scheme list developed in consultation with Surrey existing scheme list, Network Rail plans and consultation with Districts and Boroughs*

	Network infrastructure	Connectivity and services	Stations and access	Passenger experience
Description	Upgrades to existing infrastructure which increase capacity and improve reliability.	New infrastructure or new services operating on existing lines.	Interventions and policies which improve the accessibility of the railway and the stations on the network.	Changes which impact how the railway is operated to encourage better services and the how journeys are paid for.
Core scheme List	Croydon Area Remodelling Scheme Redhill to Tonbridge line Weather Resilience Oxted Line Electrification New Platform 3 at Reigate Station and SWML digital signalling North Downs Line electrification Guildford Platform Capacity Scheme Woking Rail Capacity Improvements	North Downs Line service improvements Increased frequency Redhill to Tonbridge line Gatwick/Kent connection Southern Rail Access to Heathrow: Waterloo Link via Staines Southern Rail Access to Heathrow: Regional Rail	New Rail Station: Merrow New Rail Station: Park Barn Dorking Deepdene Lift Access Godstone Station Redevelopment Longcross Station Redevelopment Stoneleigh station step-free access Ash Vale station step-free access Guildford Station Upgrade Esher station step-free access Walton station step-free access Staines active travel enhancement Woking active travel enhancement West Byfleet active travel enhancement	Zonal Ticketing Structure journeys within the south east with fare capping Adoption of ‘Delivering fares for All’ Integration of bus and rail ticketing Comprehensive smart ticketing

# Scoring the interventions

In order to develop a list of supported schemes a scoring system was used with a range from 0-3 against 3 subcategories for feasibility and acceptability. Suitability was scored against each the strategic aims with the same 0-3 scoring range. A minimum score of 4 was required for feasibility and acceptability to be included in the strategy as a core scheme, and each scheme had to be achieving at least 3 for one strategic aim.

### Feasibility (/9)

- Technical Delivery
- Funding Agreement
- Delivery Organisation

### Acceptability (/9)

- Value for money
- Stakeholder support
- Local Impacts

### Suitability (/15)

- Achieve transport decarbonisation
- Responding to change in the rail sector
- Encourage good growth & a sustainable economy
- Increasing access for all
- An attractive, high-quality rail network

The interventions have also been categorised into deliver time periods of short term (less than 5 years), medium (between 5 and 10 years) and long term (10 – 30 years)

## The following chapters include a interventions summary

Radar charts showing the score against each sub-criteria

Organisation expected to deliver project

Delivery Period indicating whether the project is short (S), medium (M) or long term (L)

Surrey County Council role in the project



Develop the case



Influence others

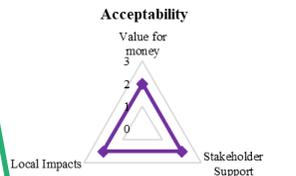
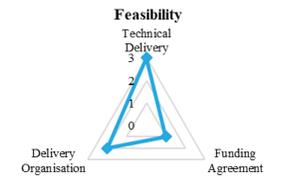
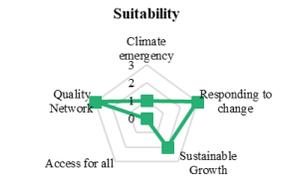


Support Delivery



Monitor Delivery

Intervention		Croydon Area Remodelling Scheme		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
Surrey CC Involvement				
Score	Suitability	11		
	Feasibility	6		
	Acceptability	6		
Description: By moving East Croydon station and adding additional platforms combined with remodelling the track this scheme would increase the track capacity on a key constraint on the BML allowing more trains, increased reliability and better journey times to stations in east Surrey.				



Brief description of the project

Score by category

# Network infrastructure - Strategy and interventions

## Network infrastructure

### Radial infrastructure - Wessex Corridor

Network Rail has a long-term ambition to increase capacity on the SWML, which links a number of capacity increases to deliver a potential 30tph service, compared with 24tph today. The justification for this is the high level of peak-time crowding and projected growth of demand for services, based on projections for jobs growth in London and housing delivery and population growth in the south east.

The SWML is one of the country's most commuter-dependent main line services. With uncertainty over the level of commuter demand in the future required at the peaks, it may be that in the short term there is less need for congestion relief schemes; and the government is currently reviewing its transport investments in light of the economic and transport changes. However, in the long run there is also a significant probability that demand will return and if investments in capacity are not made that crowding and reliability issues return.

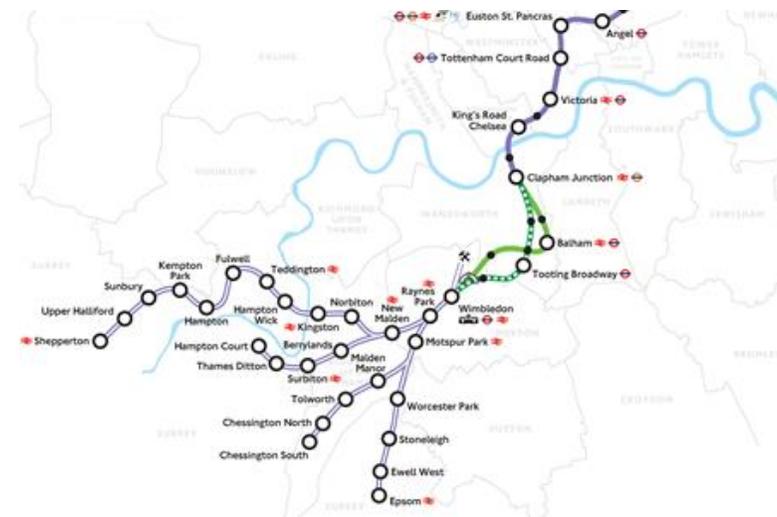
The key interventions to achieving the aspirational 30tph and improving the SWML are:

- Clapham Junction headway improvements
- Changes in line configurations between Clapham Junction and London Waterloo
- Crossrail 2
- Working Capacity Improvements

There is currently a government review of investments in the rail network pipeline, in light of changes due to COVID-19. These upgrades are even more significant in light of the decision to pause work on Crossrail 2 as there will be no major capacity increase on the horizon; marginal increases in capacity will be required to increase frequency, capacity and deliver reliability.

### Crossrail 2

Crossrail 2 is the most significant infrastructure capacity proposal. It could increase the capacity on the SWML by removing stopping services from the main line, in addition to increasing the connectivity to central London on commuter lines. Currently, work on Crossrail 2 being undertaken by TfL has ceased as part of the TfL funding agreement with the DfT as of November 2020. The route has been protected meaning other schemes cannot use the proposed alignment, but the schedule of delivery will now be significantly delayed and there is increased risk it may never happen, with TfL not seeking further development funding over the remainder of this parliament (2020–2024). For this reason this New Rail Strategy does not include Crossrail 2 as it is unlikely to be operational even in the long term despite the clear benefits it would bring to the region.



Crossrail 2 regional map southern section (crossrail2.com)

## **Radial Infrastructure - Sussex Corridor**

The BML has seen significant increases in capacity through the delivery of the Thameslink programme, intended to help accommodate increased passenger demand up from 45 million in 2005 to a projected 90 million by 2030. This has included increasing frequency and longer, higher capacity trains.

Key to delivering further capacity will be the Croydon Area Remodelling Scheme (CARS), which will provide more reliable and more frequent services by moving East Croydon station further south, and changing the track layouts at Selhurst Triangle. This investment is awaiting a Transport Works Act and funding from government. This scheme potentially opens the opportunity to reintroduce direct services on the Tonbridge line.

Station upgrades at Reigate are planned which will allow 12-car trains to terminate, with platform lengthening and a new platform 3 which will increase capacity by opening Reigate to Thameslink services, and removing the need to split Southern services from London Victoria at Redhill. Reigate has significant issues with level crossing performance which is being assessed by Network rail in 2021.

In the longer term the BML2 project, to the east of the Surrey, would reduce congestion on the BML and increase the connectivity to Brighton and the south coast Tandridge district stations such as Oxted, however the lack of a business case and high costs presents a significant barrier to delivery.

## **Electrification**

The vast majority of operated mileage within Surrey are undertaken on electrified trains running on third rail electrification; ensuring rail offers low-carbon transport (and zero local emissions) for most journeys. The use of direct current (DC) third rail creates challenges for expanding the network as DC expansion has not been the preference for electrification, and the alternative of installing overhead electrification (OHLE) would lead to a requirement for dual-voltage trains, to allow services to switch between OHLE and the third rail to maintain through journeys. There are two lines where diesel services operate, set out below.

### **Uckfield Branch Line**

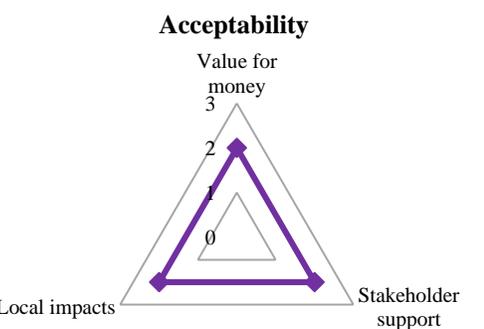
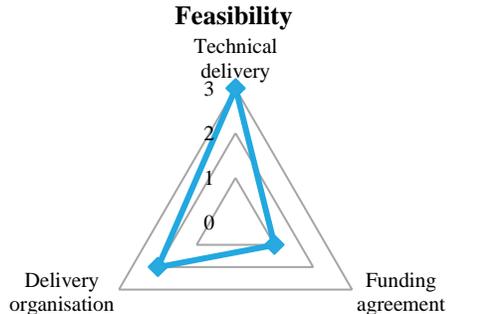
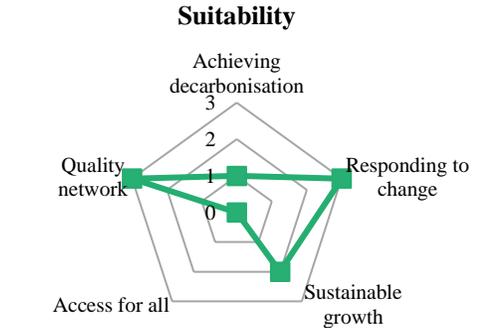
The Uckfield branch of the Oxted line's lack of electrification mean diesel trains operate between London Bridge and Uckfield, the only diesel services remaining into London Bridge station.

### **North Downs Line**

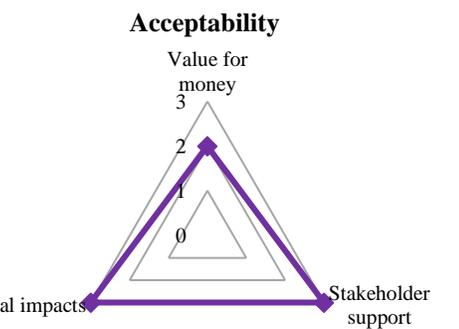
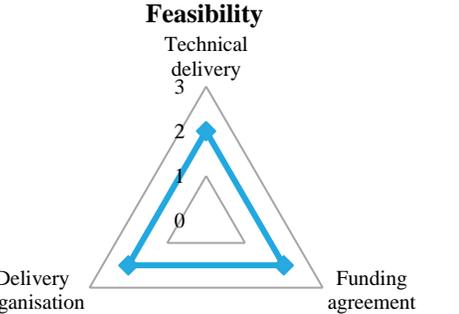
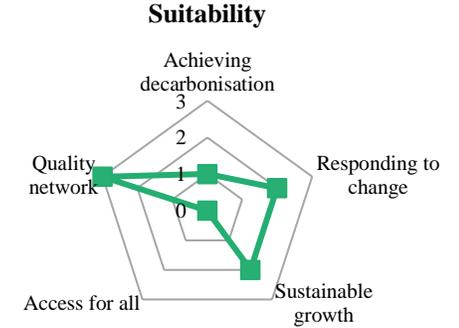
The North Downs Line has two unelectrified sections which means it has to be operated by rolling stock with alternative traction, currently transitioning to new tri-mode class 769, which have the potential to operate using electric traction where the infrastructure is in place.

Network Rail's Traction Decarbonisation Network Strategy (TDNS) suggested that both these routes could be served by multiple electrification options. Surrey County Council have in previous strategies estimated the huge benefits electrification would bring, as the electrified sections currently used by diesel trains can be fully utilised. The Rail Safety and Standards Board (RSSB) is currently investigating whether third-rail DC infill could be an option as the current policy is for using overhead wires. Network Rail have indicated that both Uckfield branch and the North Downs would be a priority for electrification in the medium term, should the safety case be approved, given the potential to totally electrify the wider route.

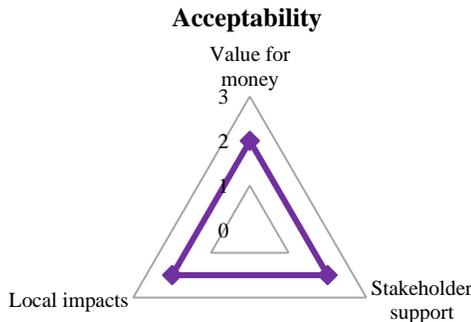
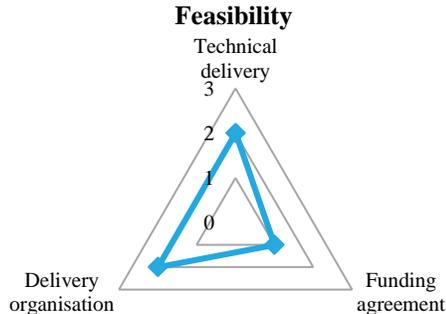
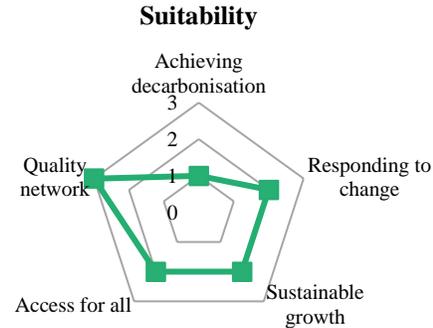
Intervention		Croydon Area Remodelling Scheme		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
Surrey County Council Involvement				
Score	Suitability	11		
	Feasibility	6		
	Acceptability	6		
<p><b>Description:</b></p> <p>By moving East Croydon station and adding additional platforms combined with remodelling the track this scheme would increase the track capacity on a key constraint on the BML allowing more trains, increased reliability and better journey times to stations in east Surrey.</p>				



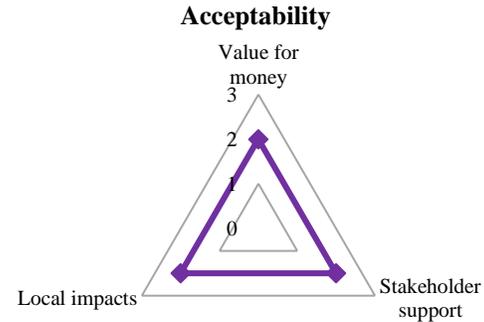
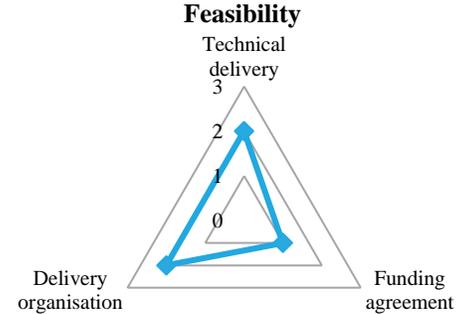
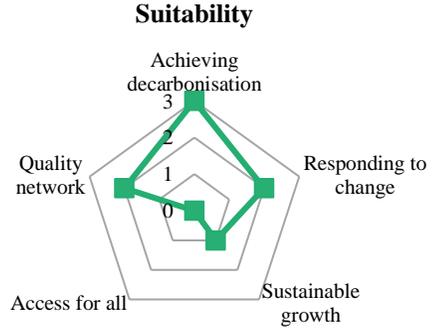
Intervention		Redhill to Tonbridge Line Weather Resilience		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	6		
	Acceptability	7		
<p><b>Description:</b></p> <p>To improve the resilience of railway infrastructure against extreme weather events and climate change on the Redhill to Tonbridge line, reducing the likelihood of long closures due to landslips and flooding similar to that in 2019.</p>				



Intervention		New Platform 3 at Reigate Station and platform lengthening		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
		✓	✓	
Surrey County Council Involvement				
Score	Suitability	10		
	Feasibility	5		
	Acceptability	6		
Description: New platform 3 and an extended platform 2 at Reigate station to accommodate up to 12-car trains, providing greater capacity, a more reliable service, and improved connections to Thameslink destinations in London and beyond. Project includes proposals for improving the level crossing operations.				



Intervention		North Downs Line electrification		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	5		
	Acceptability	6		
Description: Electrifying the North Downs Line between Wokingham and Ash, and Shalford and Reigate, to provide greater capacity, improve journey reliability and reduce carbon emissions.				



Intervention		SWML Digital Signalling		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	5		
	Acceptability	7		
Description: Digital signalling on the SWML between Woking and London Waterloo to accommodate extra capacity, improve performance, and reduce headways.				

**Suitability**

**Feasibility**

**Acceptability**

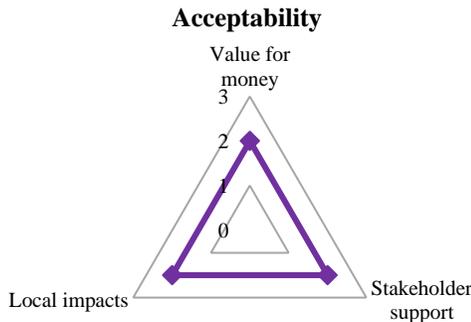
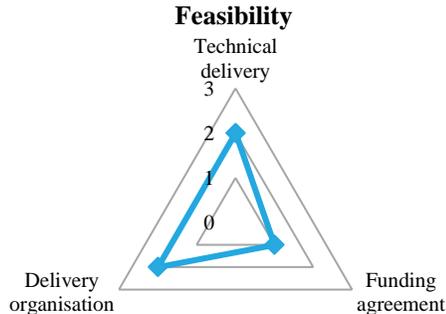
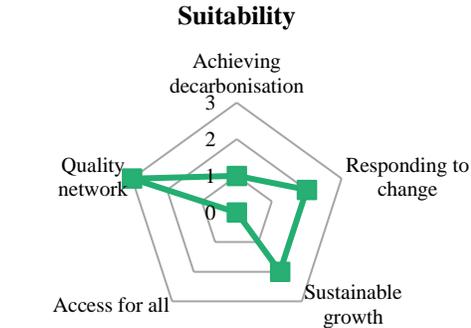
Intervention		Guildford Platform Capacity Scheme		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	5		
	Acceptability	6		
Description: Additional infrastructure at Guildford station in the form a new platform, track, and crossovers, serving the west side of the station to provide more platform capacity and accommodate planned future uplifts in service frequencies on the Portsmouth Direct Line and the North Downs Line.				

**Suitability**

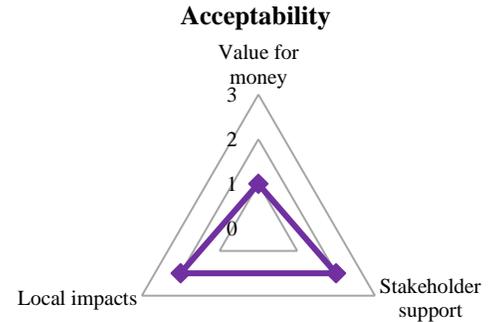
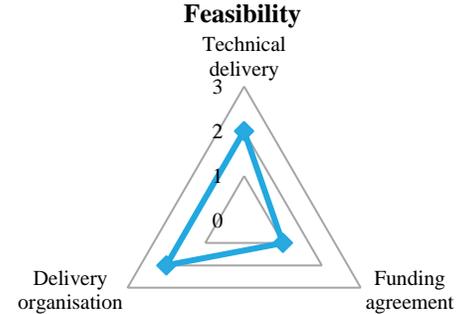
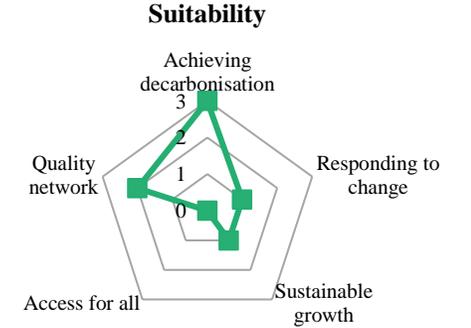
**Feasibility**

**Acceptability**

Intervention		Woking Rail Capacity Improvements		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	5		
	Acceptability	6		
<b>Description:</b> Grade separation of the Up Guildford line over Woking Junction, replacement of Victoria Arch and potential extension of Platform 6 to a through-platform to increase capacity, improve performance, and reduce journey times.				



Intervention		Oxted Line Electrification		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
		✓	✓	
Surrey County Council Involvement				
Score	Suitability	7		
	Feasibility	5		
	Acceptability	5		
<b>Description:</b> Electrifying the Oxted Line between Hurst Green and Uckfield, to provide greater capacity, improve journey times, and reduce carbon emissions				



# Connectivity and services – Strategy & interventions

# Connectivity and services

### Radial services

High frequency train services already operate on the mainline to meet the large commuter demand. If further capacity is realised through the **network infrastructure strategy**, we should continue to deliver enhanced express services through Surrey to meet demand.

### North Downs Line

The main orbital railway in Surrey is the North Downs Line which is currently undergoing an increase in frequency from 2tph off peak to 3tph via the addition of a new Reading to Reigate service, and improvements to the weekend service. The 2015 North Downs line assessment recommended further improvements on the North Downs Line to 4tph in the long term, of which the two express services would continue to Gatwick Airport; that remains the long term aspiration for Surrey.

In addition, in 2021 there will be new rolling stock in operation when Class 769 fleet will begin operating the service; this should increase capacity and improve the passenger experience, with refurbished trains including Wi-Fi and at-seat charging.

### Tonbridge Line

To the east of the county, the Tonbridge Line has the opportunity to increase frequency via a potential Gatwick Airport to Canterbury service, and return to providing a direct service to London. A 3tph peak and 2tph off-peak service would reduce passengers' wait times significantly, and greatly increase the direct connections from the east of the county. This would support the delivery of South Godstone development and linked station upgrade.

### Other orbital services

In the west of the county there remains a significant challenge in providing direct services to London from the Ash Vale Line without significant infrastructure spend, or complex timetabling which would reduce other services. If Network Rail can develop a scheme which would not result in reduced service levels, and could be operated reliably, Surrey County Council would then be able to support this pattern. Similarly on the Chertsey Branch Line, there are significant challenges in increasing frequency, and serving Woking directly via the Addlestone Link. The most likely long-term solution would be part of a Southern Rail access to Heathrow scheme.

### Connections to Heathrow

Heathrow is the UK's largest airport with 82 million passengers prior to the COVID-19 pandemic, and is located to the north of Spelthorne Borough on the northern edge of Surrey. Despite its proximity to Surrey there is no direct rail connection to Heathrow, with passengers having to travel via central London or use one of the direct bus and coach connections. There is significant demand to and from Surrey to Heathrow of over 1.3 million passengers per year and over 10,000 employees; despite this passengers (90% mode share) and employees (80%) overwhelmingly travel by car or taxi.

There have been a number of schemes proposed over the last 30 years to connect Heathrow to Surrey via a link to the south. Despite support from local authorities, central government, and Surrey County Council there has not been significant progress in agreeing a preferred alignment or delivery mechanism.

## Direct access to Heathrow

The strategy has reviewed the three main options for providing access to Heathrow; whilst they have strengths and weakness in terms of strategic fit, a connection via Staines and the regional rail scheme which connects Guildford and Woking, would have the greatest connectivity benefits both to Heathrow and within Surrey, by directly connecting Woking and Guildford to stations on the Chertsey Branch line, the Thames Valley, and Old Oak Common for HS2. However, there is a need for an agreed approach with all stakeholders to progress any options, and further engagement and evaluation is required. These were evaluated as part of the 2016 Southern Access to Heathrow reports.

Surrey hopes to work with the Heathrow Strategic Planning Group, the airport, and the DfT to develop a further evaluation of the rail options which meets the DfT objectives as set out in the SATH<sup>1</sup> report and local requirements.

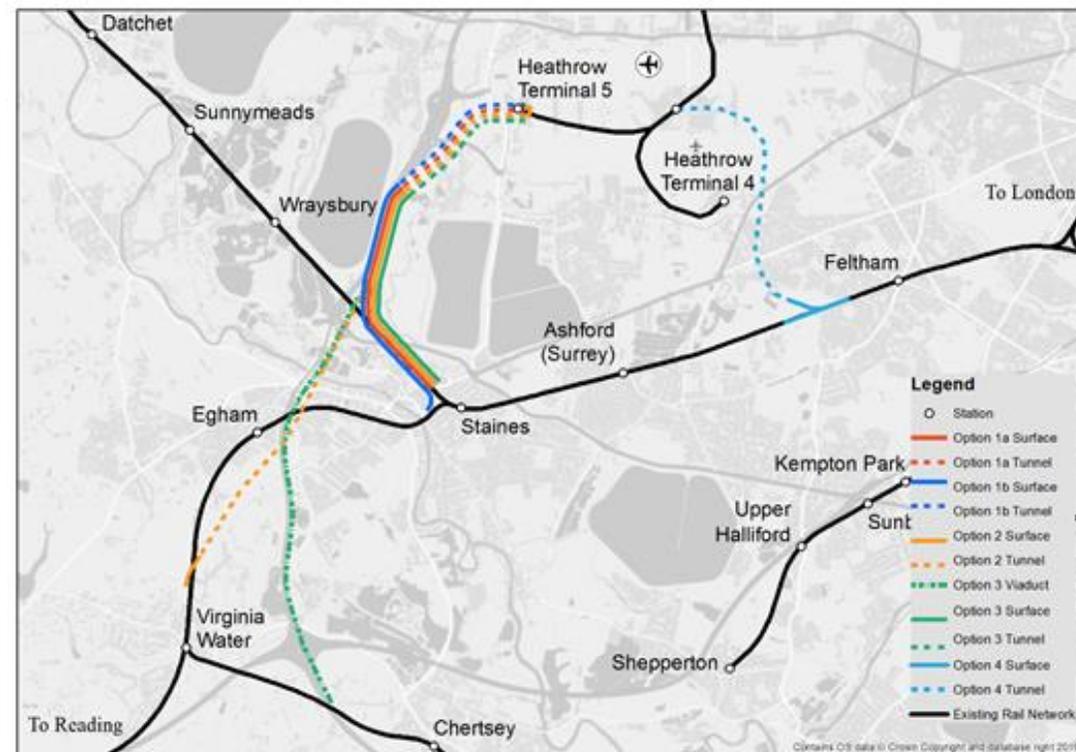
### Southern Access to Heathrow: strategic objectives

1. Encourage modal shift and reduce road congestion
2. Reduce environmental impacts
3. Connect communities
4. Boost economic growth and encourage regeneration
5. Enhance our global competitiveness by making Britain a more attractive place to invest

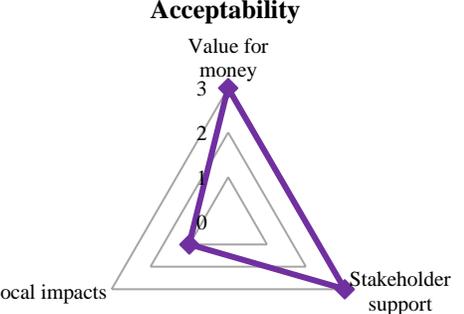
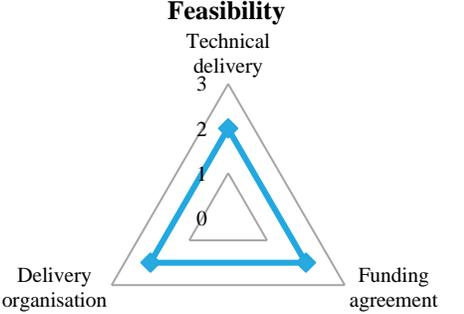
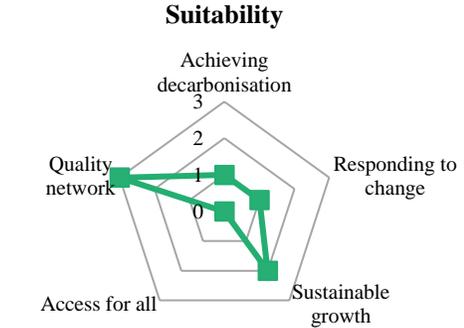
<https://www.gov.uk/government/publications/southern-access-to-heathrow-strategic-objectives/southern-access-to-heathrow-strategic-objectives>

[https://www.surreycc.gov.uk/data/assets/pdf\\_file/0008/109718/Surrey-SRAth-Final-Report-Dec-2016-part-1.pdf](https://www.surreycc.gov.uk/data/assets/pdf_file/0008/109718/Surrey-SRAth-Final-Report-Dec-2016-part-1.pdf)

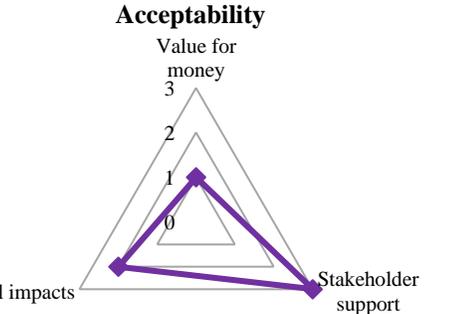
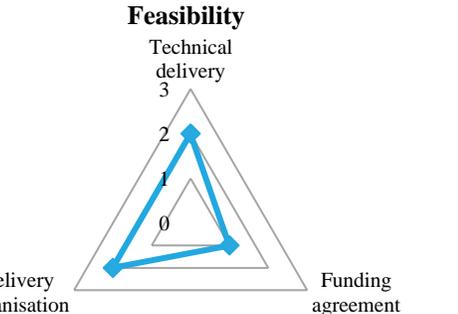
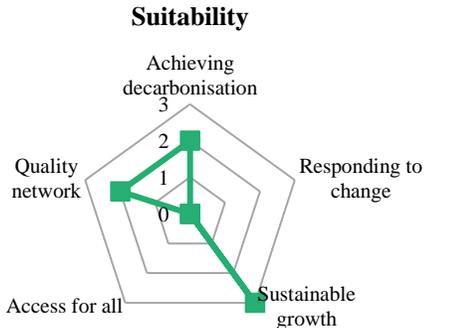
Heathrow Southern Rail Schemes assessed as part of 2016 option review



Intervention		North Downs Line service improvements		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	7		
	Feasibility	6		
	Acceptability	7		
Description: Increase service frequencies along the North Downs Line to an all-day 3tph timetable with faster journey times to increase the lines attractiveness and reduce congestion on M20 and M25.				



Intervention		Increased Frequency Redhill to Tonbridge line inc Gatwick/Kent connection		
Delivery Organisation		Tandridge DC /SCC/KCC		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	7		
	Feasibility	5		
	Acceptability	5		
Description: Increase service frequencies along the Redhill to Tonbridge Line, and the introduction of a new regional direct rail service between Kent, Gatwick Airport, and Reading: improving orbital connectivity and reducing congestion on M20 and M25.				



Intervention		Southern Rail – Waterloo Link		
Delivery Organisation		DfT / Network Rail / HSPG/HSR		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	5		
	Acceptability	6		
<b>Description:</b> Direct rail connection to Heathrow Airport from London Waterloo, via Clapham Junction and Staines; improving connectivity and journey times to and between intermediate stations.				

**Suitability**

**Feasibility**

**Acceptability**

Intervention		Southern Rail Access to Heathrow: Regional Rail Option		
Delivery Organisation		DfT / Network Rail / HSPG/HSR		
Delivery Period		S	M	L
				✓
Surrey County Council Involvement				
Score	Suitability	10		
	Feasibility	4		
	Acceptability	5		
<b>Description:</b> Direct rail connection to Heathrow Airport from Surrey, connecting Woking and Guildford to stations on the Chertsey Branch line, the Thames Valley and Old Oak common for HS2; transforming connectivity and journey times within the South East.				

**Suitability**

**Feasibility**

**Acceptability**

# Stations and access – strategy & interventions

## Stations and access to the rail network

### New stations

New stations can deliver improvements to rail accessibility for communities and workplaces, enhance the attractiveness of an area to businesses, and encourage modal shift away from cars. These benefits have to be weighed up against the disbenefit of a new station on journey times for existing passengers.

Two new stations are proposed in Guildford at Park Barn and Merrow. These were interventions included in the 2013 Rail Strategy, and remain supported by Guildford Borough Council. The new Park Barn station will unlock significant rail commuting opportunities, with access to key employment hubs such as the University, sports park, research park and hospital (providing an additional benefit to visitors and patients), and access to the hospital either directly via the North Downs Line or a single interchange at Guildford; which is progressing to GRIP 4 stage where a funding application to Network Rail can be made. The station at Merrow remains at an earlier stage of development, having been through GRIP 1 and GRIP 2 stages by the property developer, and would improve the public transport connection for new and existing stations.

### Improvements to existing stations

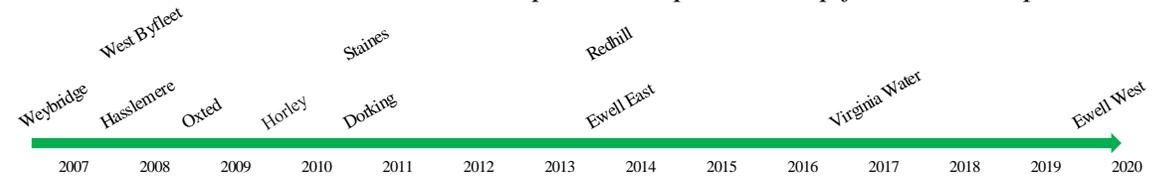
#### Step free access

Network Rail's CP6 Access for All programme of improvements to increase the number of stations which are fully accessible, which includes the following stations:

- Leatherhead
- Stoneleigh
- Walton-on-Thames

This is further to the upgrades already completed. Surrey will continue to support stations applying for station access improvement as part of this programme and develop a further set of station priorities for step free access in the medium and long term.

*Completed and planned step free access improvement*



### New developments

There is strong demand for new housing in Surrey, and where possible local authorities are working with developers and the railway sector to improve existing stations. There are currently four large new housing developments we have assessed as having strong case for transport improvements:

- South Godstone – Godstone station on the Redhill – Tonbridge line
- Longcross – Longcross station on the Waterloo – Reading Line
- Dunsfold Park – (near Cranleigh – no rail connection, alternative required)
- Wisley – At an early stage of development but will require station connectivity to Effingham and Horsley stations

In addition, there is significant projected development in the vicinity of Guildford and Woking, both of which are utilising local development to fund significant improvements to these stations. There might be further opportunity to create an enhanced interchange at Dorking which would allow level access between the two stations serving different lines. This project has previously approached Network Rail for Access for All funding, and would increase interchange opportunities on the North Downs line, the stations have already seen active travel enhancement delivered by Surrey County Council in partnership with Mole Valley District Council subject to a business case being developed.

# Station development policy

Currently stations within Surrey are managed and operated by the Train Operating Companies (TOCs) (with the exception of Guildford which is managed by National Rail) and upgrades are made via a number of methods:

- TOC commitments as part of a franchise agreement
- Network Rail station improvement programme
- As part of development plans through section 106 agreements
- Local government funding.

The local highway, cycling network and facilities, along with the pedestrian networks outside stations are largely the responsibility of the county council. Local bus services are provided commercially by private bus companies or by the county council through contracts with bus companies. Borough and District council are the local Planning Authority. Outside of major station upgrades, this creates a complex set of incentives, ownership, and ambition that can limit the development of stations plans and their synergy with local planning. The aim across stations are the following:

### **Increase public transport accessibility**

Within Surrey, local authorities are using the planning system to deliver station-orientated developments at larger stations, which improve the accessibility. Surrey will continue work with Network Rail, TOCs, and local bus operators to develop schemes which make the stations more accessible by bus.

### **Increase active transport accessibility**

Surrey has supported interventions which have promoted active travel options, for example at Dorking, Horley, and Redhill stations, and are delivering active travel corridor improvements boosted by the 2020 Active Travel Fund; which link to stations at Woking and Staines. Improving access to railway stations should be included in any future schemes assessment, and where possible be included as a core component of station upgrades.

### **Increase electric vehicle provision**

Currently investments in electric vehicle charging have been undertaken by the main TOCs at: Haslemere (8 proposed), Dorking (8 delivered), Whyteleafe (2 delivered), and Redhill (4 delivered).

There is a significant opportunity to improve the amount of electric vehicle opportunities in Surrey, as the government moves away from the franchising model of operations for the railway. Many of the passengers are commuters, and Surrey has a large proportion of high income commuters. Surrey should ensure that electric vehicle charging provision is included as a component of parking policy, and places where on-street charging is developed nearby stations as complimentary locations.

## Station proposals by stations type

Surrey has a diverse range of stations, and there will need to be different priorities for different station sizes and needs, so policy can be prioritised as below:

### Urban Centre Interchanges

These comprise the two largest major stations at Woking and Guildford. Both councils have supported significant opportunities in both housing and commercial development.

These stations should also be accessible primarily through sustainable modes; with infrastructure which maximises the opportunity for interchange to bus and coach, and high quality cycle storage and safe access to support a high volume of cycling and walking. Both stations have already progressed towards this aim with new cycling facilities which, prior to COVID-19, had significant usage.

The plans for Guildford station are key to achieving more sustainable stations access with a new entrance, bus interchange, and active transport facilities. In Woking, there are plans for an improvement to the southern entrance to expand integration with bus services, and to the north to provide better passenger facilities, and better connection with bus services. Surrey County Council, Woking Borough Council, and Network Rail have plans to improve the Victoria Arch bridge which will improve access to the stations by walking and cycling, whilst also reducing severance and providing congestion relief for the A320.

With the continued growth of housing and commercial development in Woking town centre, Surrey County Council and Woking Borough Council should continue to develop plans for a solution which integrates the northern entrance into the town centre, and provides an enhanced gateway for the town.

### Key Suburban Stations

Stations on the edge on London have a smaller catchment and denser public transport network than those in more rural locations. At these stations there are significant opportunities to improve active transport integration to local housing. There may also be opportunities to develop new mobility services such as the Demand responsive transport (DRT) schemes already trialled by TfL in Sutton and at Longcross in Surrey by Runnymede borough council, which offer passengers on demand services within local areas to key commuter stations.

### Major Town Stations

There are two key developments for stations further from London. Firstly, improved walking and cycling links to high streets and local housing, which can widen the access options for commuters and leisure users. Secondly, where there is higher demand for rail heading to these stations there could be more focus on provision for electric vehicles, to encourage uptake of electric vehicles including electric cycles. There are significant opportunities to develop wider commercial offers at these stations, such as providing personal click and collect delivery lockers, with opportunities for local business to provide innovative services.

### Local stations

Currently proposals for stations focus improvements on stations where there is either significant demand, or proposals for new housing development. However, rail reform has the potential to open up opportunities for a new way of delivering station improvements at smaller stations including:

- Increased opportunities for local businesses to provide services at stations
- Addressing delivery traffic through provision of lockers and freight hubs
- Improved interchanges with bus transport, integrated facilities, and real time information
- Encourage car sharing and electric vehicle use through parking policy
- Develop last-mile on demand transport solutions to improve non-car access
- Integrate local active travel schemes into station infrastructure
- Improve access to stations for pedestrians through better pavements and road design.

Surrey can develop and support these interventions by working with local partnerships such as community rail groups, district, and borough councils and integrate these proposals in its infrastructure plan. This can play a particularly useful in developing stations to encourage use for leisure and tourism use (see the case studies below).

### Data collection and target setting

Surrey should also be developing its data collection on station access in particular; utilising new data sources such as mobile phone data and automatic number plate recognition (ANPR) to set realistic targets for increasing both public transport use and active modes. This will also help to understand which policies are most successful in delivering modal shift and prioritise further investments.

Surrey should also continue its work in supporting step-free access projects, working with the Surrey Coalition of disabled people, Network Rail, station operators, and districts and borough councils with a target of achieving a higher degree of fully accessible stations.

### Intergrating rail into wider transport plans

These policies will be included in Surrey LTP4, where Surrey will set out its policies in regards to all local transport projects and the Surrey Infrastructure Plan.

### Station Design principles

Surrey will support design principles for stations which make the network accessible for all, this will include support for ramp access to stations, dropped curbs allowing access to station forecourts. Surrey also support greater consistency in use of tactile pathing at stations.

Surrey recognises the train boarding process is a deterrent for many potential passengers and will support interventions to rectify this in stations within the county and those used by Surrey residents. This will include advocating level boarding in new rolling stock and the reduction in non-compliant step-gaps between the train and platform.



Dorking Station Credit: Willy Barton / Shutterstock.com

### Surrey case studies



**Box Hill & Westhumble** Station is located in the Surrey Hills, on the scenic North Downs. The station is home to a small independent bicycle shop and café; providing cycle repairs and light refreshments to the thousands of visitors who enjoy the good walking trails and cycle routes within the area. In 2017 the station was named in The Guardian's '10 of the best railway stations in Britain'.

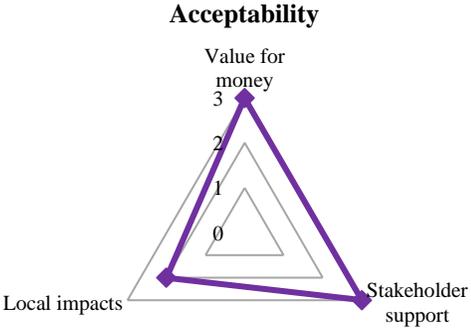
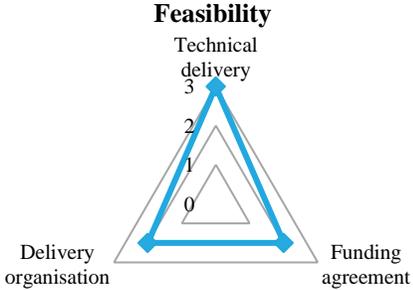
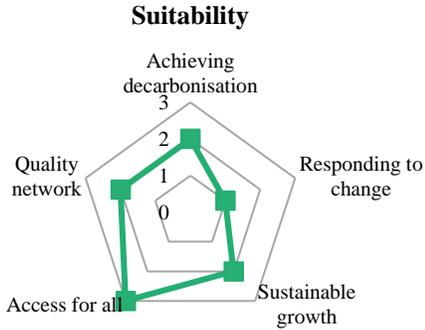
Source: <https://bookman.se/blogs/news/the-hot-5-uk-cycle-cafes>



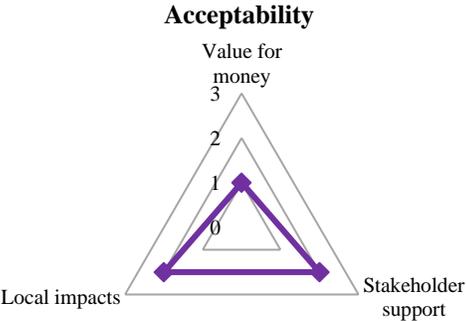
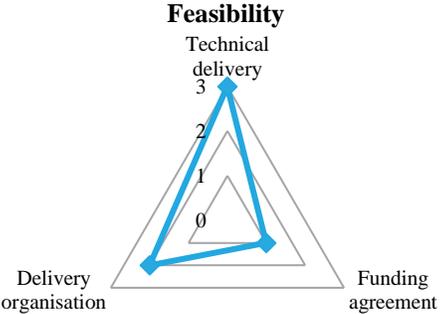
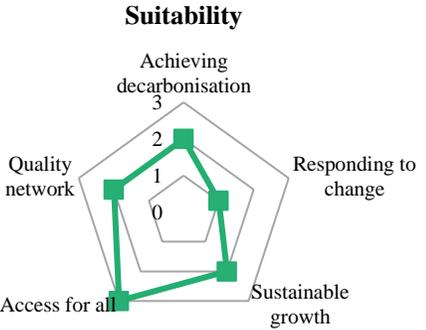
**Haslemere** station was shortlisted for 'Station of the Year', as part of the National Rail Awards in 2020. The local station adoption group worked with SWR to install new flower displays, a defibrillator, and artwork produced by local schoolchildren. They also received funding and assistance from SWR to completely refurbish the Information Hub, which offers tourism advice and public information to visitors, passengers, and the local community. The facility is leased on a peppercorn rent.

Source: <https://www.haslemereinfohub.co.uk/>

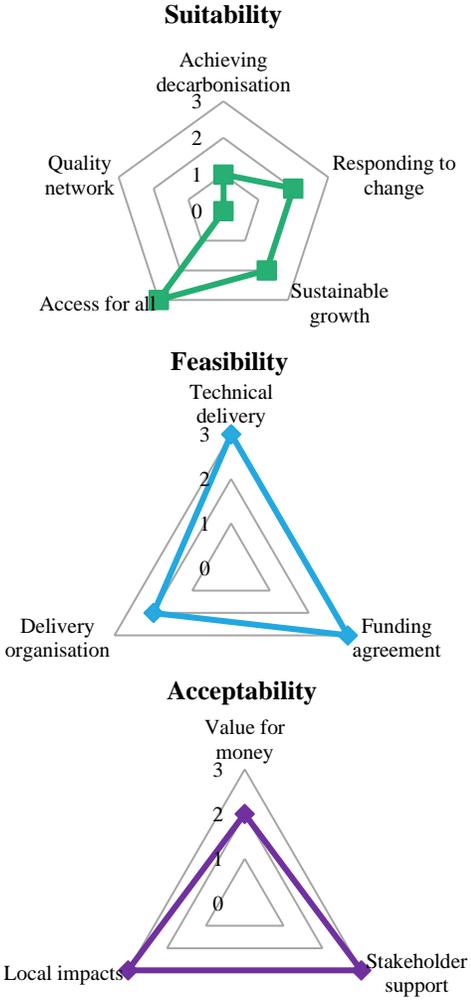
Intervention		New railway station at Park Barn (Guildford West)		
Delivery Organisation		Guildford BC Network Rail		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	10		
	Feasibility	7		
	Acceptability	8		
Description: A new railway station in Guildford at Park Barn on the North Downs Line. The new station will help improve rail access to key employment hubs such as the University, Sports Park, Research Park, and Hospital.				



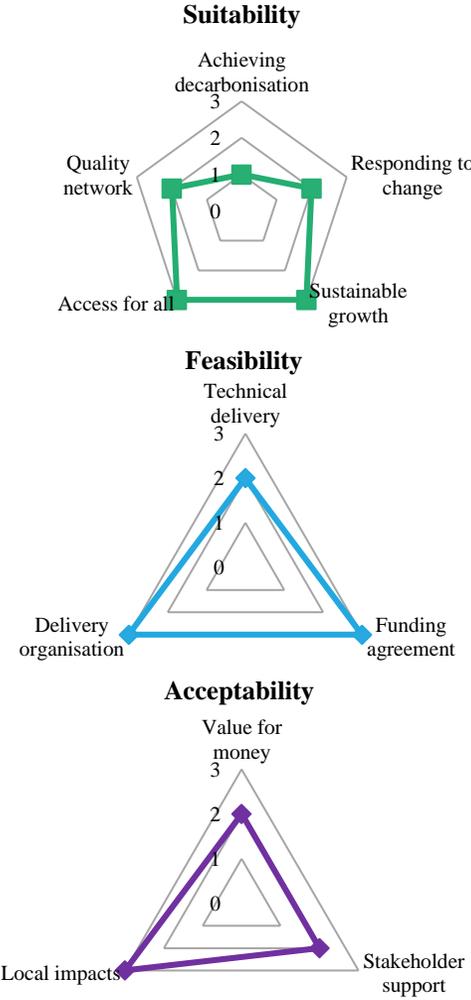
Intervention		New Rail Station: Merrow (Guildford East)		
Delivery Organisation		Guildford BC Network Rail		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	10		
	Feasibility	6		
	Acceptability	5		
Description: A new railway station in Guildford at Merrow on the New Guildford Line. The new station will help deliver housing growth and encourage sustainable transport journeys.				



Intervention		Committed Step-Free Access Schemes		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	8		
	Acceptability	8		
Description: Step Free Access Schemes which have been included in the programe to be completed by 2024: <ul style="list-style-type: none"> <li>• Stoneleigh</li> <li>• Leatherhead</li> <li>• Walton-on-Thames</li> </ul>				



Intervention		Guildford Station Upgrade		
Delivery Organisation		SCC/Guildford BC/ Network Rail		
Delivery Period		S	M	L
		✓	✓	
Surrey County Council Involvement				
Score	Suitability	11		
	Feasibility	8		
	Acceptability	7		
Description: Increase capacity and improve interchange experience at Guildford rail station through the provision of additional platforms, layout changes, bus interchange hub, cycle hub, and new improved footbridge.				



Intervention		Godstone Station Improvements		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
		✓	✓	
Surrey County Council Involvement				
Score	Suitability	7		
	Feasibility	5		
	Acceptability	5		
Description: Upgrades to Godstone station to support the proposed garden community at South Godstone, including a new and enhanced station entrance to the south of the existing platforms, as well as an improved frequency of service.				

**Suitability**

**Feasibility**

**Acceptability**

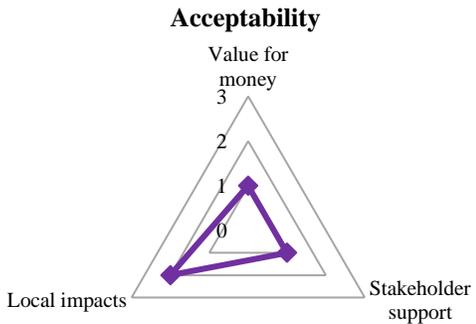
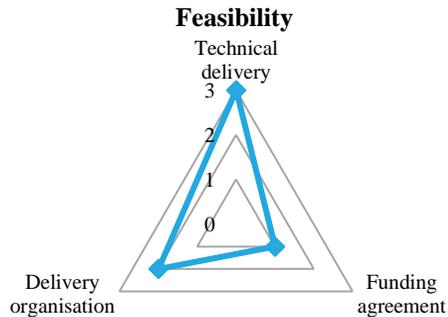
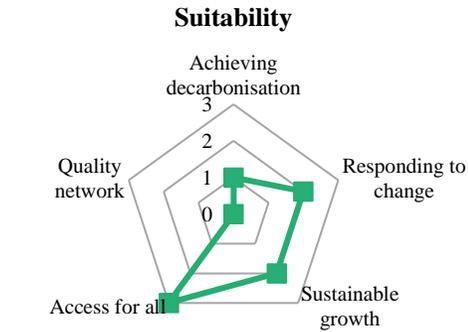
Intervention		Longcross station improvements		
Delivery Organisation		SCC/Runnymede / Network Rail		
Delivery Period		S	M	L
		✓	✓	
Surrey County Council Involvement				
Score	Suitability	7		
	Feasibility	5		
	Acceptability	6		
Description: Upgraded rail station and enhanced rail service to support the development of the proposed Longcross Garden Village, including improved station facilities and access provision.				

**Suitability**

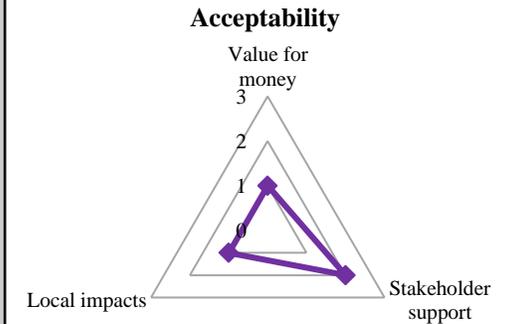
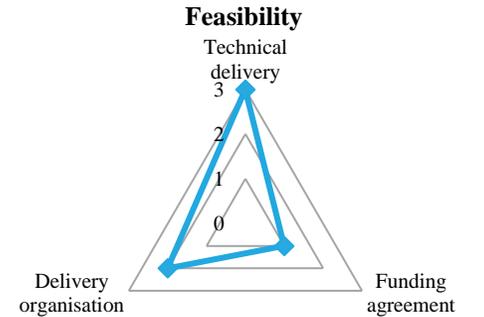
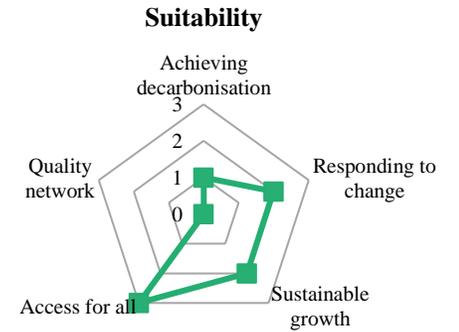
**Feasibility**

**Acceptability**

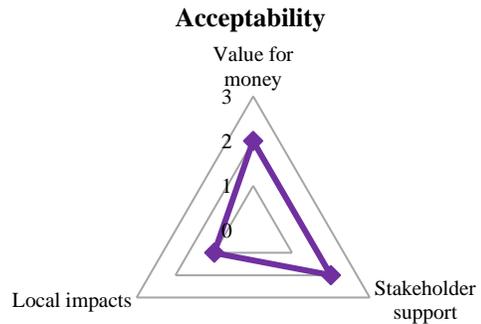
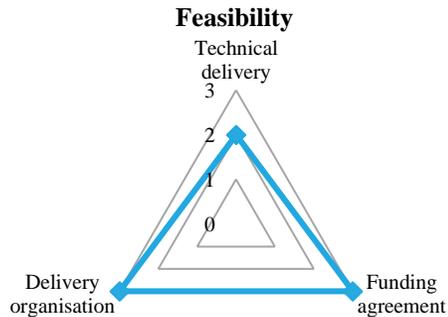
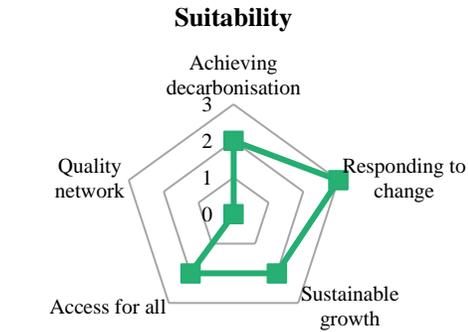
Intervention		Esher Step-Free Access		
Delivery Organisation		Network Rail		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	6		
	Acceptability	4		
Description: Delivery of Esher station step-free access and improvements to make the station easier to use for passengers with mobility impairments, small children, heavy luggage or shopping, and some elderly people.				

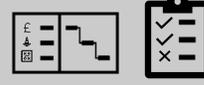


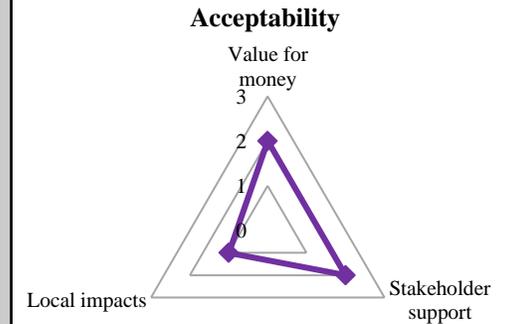
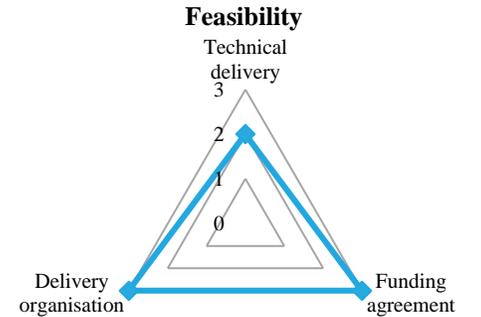
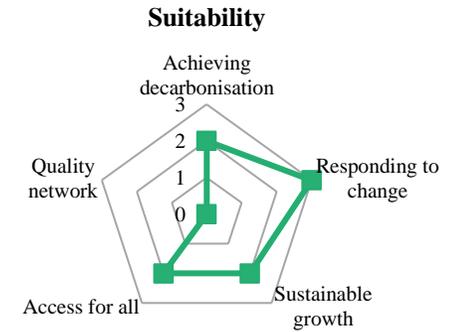
Intervention		Ash Vale Step-Free Access		
Delivery Organisation		SCC/Guildford BC/ Network Rail		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	8		
	Feasibility	6		
	Acceptability	4		
Description: Delivery of Ash Vale station step-free access and improvements to make the station easier to use for passengers with mobility impairments, small children, heavy luggage or shopping, and some elderly people.				



Intervention		Staines active travel enhancement		
Delivery Organisation		Surrey County Council/ Spelthorne BC		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	9		
	Feasibility	8		
	Acceptability	5		
Description: An active travel scheme which improves safe access to Staines Station on Gresham Road by providing a segregated cycle lane and footway widening as traffic is reduced from two way to a one way system. Other proposals include reduced speed limits.				



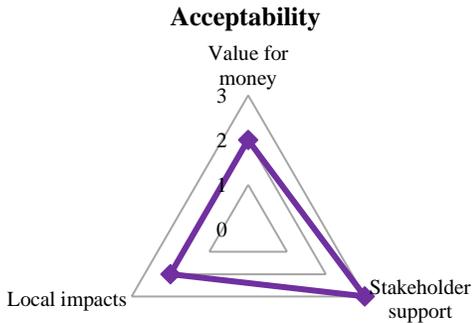
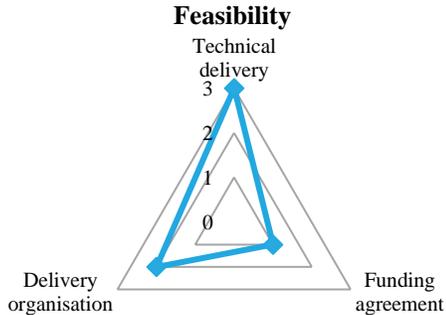
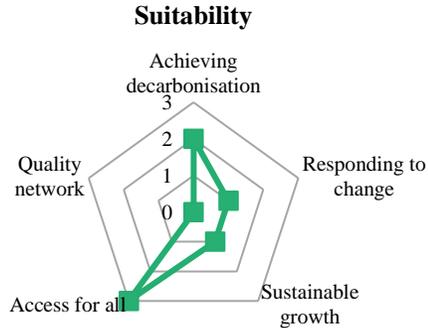
Intervention		Woking and West Byfleet active travel enhancement		
Delivery Organisation		Surrey County Council/ Woking BC		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	9		
	Feasibility	8		
	Acceptability	5		
Description: Permanent cycle way developed as part of Woking local walking and cycling schemes to better segregate existing cycle paths. The new cycle lane run close to West Byfleet stations on Madeira Road and will better protect cyclists on Maybury road on the approach to working from the east.				



# Stations and access - interventions

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Intervention		Dorking Deepdene Lift Access		
Delivery Organisation		Network Rail/ SCC		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	7		
	Feasibility	6		
	Acceptability	4		
<p>Description:</p> <p>Install lifts at Dorking Deepdene station to improve accessibility for passengers with limited mobility, as well as those with small children, heavy luggage or shopping.</p>				



# Passenger experience - strategy & interventions

# Passenger experience

## Optimising ticketing and fares

Surrey's position at the edge of London has meant some users are now able to travel using TfL's Oyster Card system, and others are using the National Rail ticketing system. As Oyster ticketing has expanded it has seen increasing calls for new stations to be added to the Oyster network. While other operators have begun to introduce smart ticketing, this is often replicating the original ticketing structure but in digital form rather than offering a truly 'pay-as-you' go ticket

Ticketing and fares reform will form a key component of the strategy to achieve modal shift; however rail needs to adapt to passenger needs. In light of the COVID-19 pandemic, the established pattern of five days commuting to a single location may no longer be the norm, and rail needs to adapt to these trends. In the short term there may be the need to encourage people back to railway (as COVID-19 transition concerns reduce); this could be managed through short term policies such as the temporary suspension of peak time fares, or other incentives to return to rail travel.

A new ticketing structure may also need to be accompanied by a review of fares, which have retained a broadly unchanged structure (albeit with fare annual fare rises) for the last 20 years. This would be an opportunity to simplify many of the complexities and potentially reduce the financial barrier for many short trips, which could also encourage modal shift from cars. For example, an 11-mile journey from Willesden Junction to Stratford across north London on London Overground currently costs £1.50 one way off-peak; whereas an equivalent journey on the North Downs Line, Guildford to Dorking, costs £6.90 off-peak. In the medium term the high cost of season tickets for London commuting may also need to be reviewed; the annual rise in fares for commuters may now be unsustainable as passengers may instead choose to work from home.

## Ticketing Proposals

### Zonal ticketing structure for the South East (with fare capping)

A zonal ticketing structure would remove some of the complexity of rail fares by moving to a system focused on single journey legs and the zones passengers pass through, using a smart card or contactless payment method. This could also be accompanied by a cap similar to that used by the Oyster system in London, which would limit the total cost.

### Integrating bus and rail ticketing and fares

Bus and rail ticketing integration would mean passengers could pay for all their travel using the same ticketing medium; and could potentially offer the user better value by using a combination of services rather than being forced to use a single public transport mode. There are significant challenges to delivering this, with commercial interests of the private operators of both bus and rail cooperating on an appropriate mechanism to share passenger income. The regime that replaces franchising and Government's Bus Recovery Partnership could be useful levers of influence and direction to make this happen quickly and comprehensively.

### Expansion of Oyster and Contactless network

Further expansion of Oyster networks and zonal system have been proposed particularly those boroughs bordering London. There are significant technical challenges, with further expansion of Oyster (less so than contactless), TfL for example has not included Oyster acceptance on all its Crossrail stations to Reading. There would be benefits to those areas where the zonal system expanded through ticket integration with London Buses, lower fares and simpler ticketing. However the ticketing solutions for the region need to be broad and comprehensive rather than expanding an existing London focussed structure. Any change to zones would need to be agreed with TfL and the DfT which adds additional political complexity.

## Rail Delivery Group – Easier Fares for All

The Rail Delivery Group (RDG) proposal is based around the principle of a single journey leg, and removing the range of different season tickets and return fares. This would be complemented by a capping system on commuter routes which means frequent users are protected from price variations, whilst remaining economical and competitive with other modes. RDG propose this system would recover some of the distortions between peak and off-peak services which create fluctuations in demand.

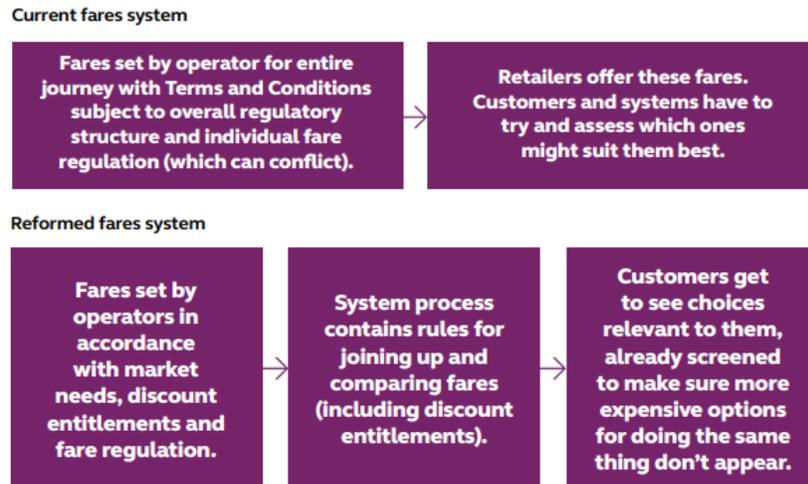
The move to new technology over traditional season tickets would also increase the automation of refunds for passengers, further encouraging service operators to focus on delivering reliable services. It would also encourage a wider financial incentive for commuters to travel off-peak, potentially reducing crowding without requiring significant investment.

## A new railway operations model

The government is currently developing a new structure of organisation, which could have a significant impact on how services are planned and operated.

For passengers, the key outcomes Surrey County Council is seeking through the reorganisation are the following:

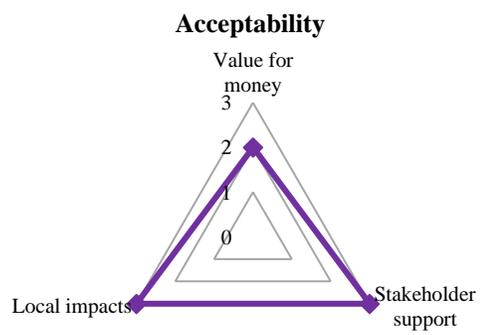
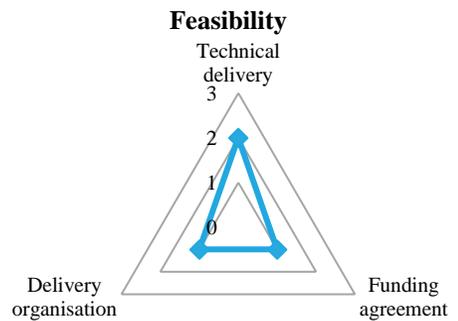
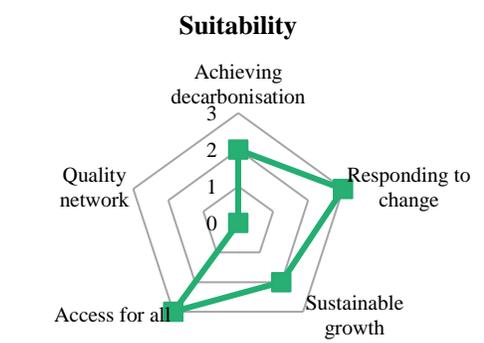
- Increase reliability of services by placing greater incentive on operators to run a more reliable service
- Improve the user experience for passengers
- Increased accountability between operators and the Network Rail for delays
- Increase opportunities to integrate the rail network with other forms of public transport
- More opportunities for local government and community rail partnerships to maximise the use of local stations.



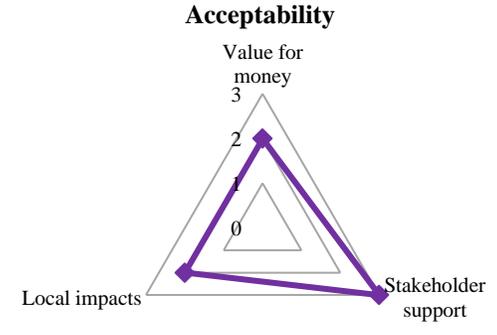
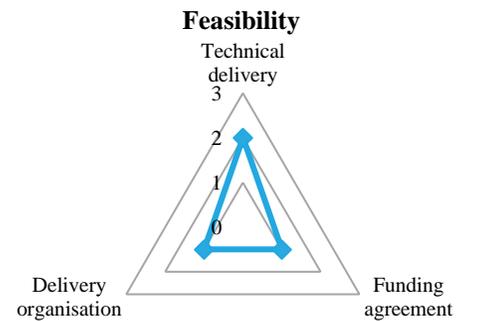
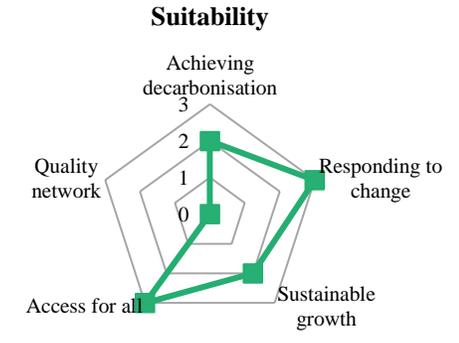
It is expected that the Williams Rail Review will recommend a move to a system closer to the concession-type model which operates on the London Overground. This means removing TOCs from the revenue risk which they currently assume when operating a franchise. Instead, HM Treasury is likely to take on the revenue risk, with TOCs being paid a fee to operate services, with additional performance incentives. There is also likely to be a reduced role for TOCs in terms of planning the timetable with an independent contracting body which would provide a ‘guiding mind’.

When national government has made a decision on how it wants to develop the system of rail organisation, Surrey County Council will need to review the proposed organisational policy and Williams Rail Review recommendations, to understand its impacts for Surrey’s railways. If there is an opportunity for consultation, Surrey County Council will need to develop an early assessment of the proposed organisational policy, to understand its impact on delivering the strategic aims.

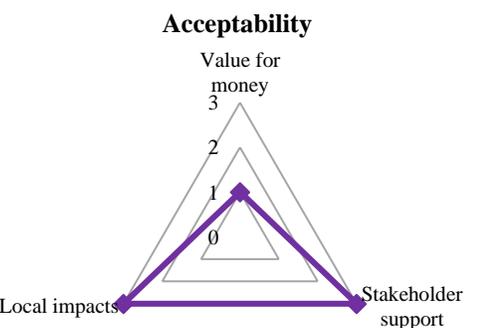
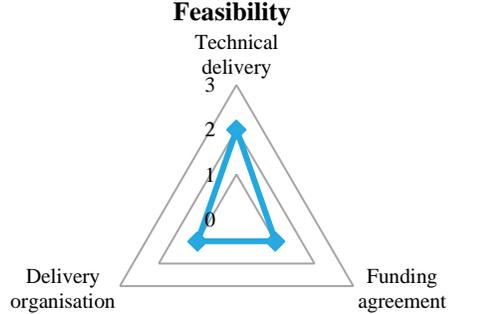
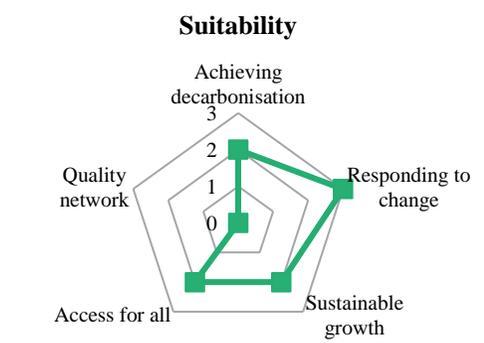
Intervention		Zonal Ticketing Structure with fare capping for journeys within the south east		
Delivery Organisation		DfT/Rail sector		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	12		
	Feasibility	4		
	Acceptability	8		
<p><b>Description:</b></p> <p>Introduction of a zonal ticketing structure in the south east which offers easy and flexible PAYG single journey legs and fare cap; reducing complexities and the financial barrier for many short trips, which could encourage modal shift from cars.</p>				



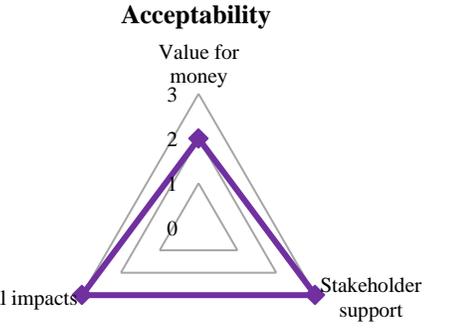
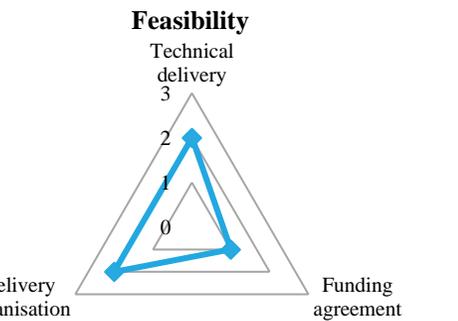
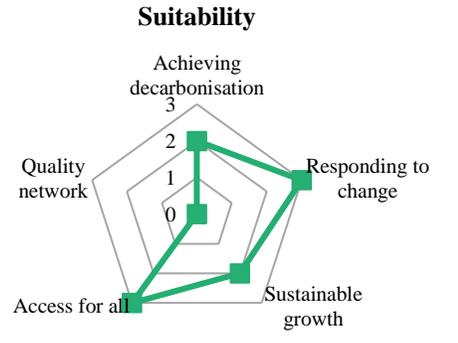
Intervention		Integration of Bus and Rail Ticketing		
Delivery Organisation		DfT/transport sector		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	9		
	Feasibility	4		
	Acceptability	8		
<p><b>Description:</b></p> <p>Work with the transport industry to provide cross mode, cross operators, standardised smart ticketing, and payment services which will enable seamless travel across the network; improving convenience and attractiveness.</p>				



Intervention		Comprehensive smart ticketing for commuters		
Delivery Organisation		DfT/Rail sector		
Delivery Period		S	M	L
		✓		
Surrey County Council Involvement				
Score	Suitability	12		
	Feasibility	4		
	Acceptability	7		
<p>Description:</p> <p>Cross mode, cross operators, standardised smart ticketing, and payment services which offers commuters seamless end-to-end travel across the network; improving convenience and attractiveness.</p>				



Intervention		Adoption of RDG 'Easier fares for all'		
Delivery Organisation		DfT/Rail sector		
Delivery Period		S	M	L
			✓	
Surrey County Council Involvement				
Score	Suitability	12		
	Feasibility	5		
	Acceptability	8		
<p>Description:</p> <p>Work with the transport industry to provide an attractive fare structure which removes the range of different season tickets and return fares, and caps prices on certain commuter routes.</p>				



# Delivering the strategy

## How we deliver the new strategy

### **Focus on delivering against the Strategic Aims**

The following section includes a summary of actions required to deliver strategic aim and the projects in the short, medium, and long term which will help deliver the actions that have been identified.

### **Responding to developing scenarios**

The supported schemes were designed to meet and support the sustainable route to growth scenario set out by TfSE but given the high level of uncertainty a short evaluation of the impact of all four scenarios follows. It is important that as trends become clearer (for example upon the impacts of greater working from home) Surrey County Council can be flexible its strategy and has a range of potential projects which could be proposed, and are aware of risks to existing projects and plans.

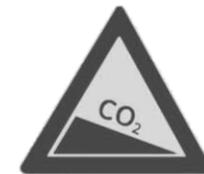
### **Set out the requirement for a successful rail operating model**

As set out in this document, Surrey has ambitious plans for the rail network to deliver more for the county over the short, medium, and long term; improve the lives of its residents; and create a resilient and sustainable economy. The COVID-19 pandemic has accelerated the need for the government to find a new model for operating the railway across the UK. The need for a new model is not only for the medium and long term; the current model has left short term challenges in developing schemes in collaboration with the rail sector, with train operating companies facing few incentives to invest in local schemes.

Without a rail sector that is encouraged to work with local government, share risk and support funding of schemes which improve the service for passengers (and their customers), and grow demand, Surrey will not be able to deliver the improvements it needs.

This model needs to quickly grapple with the short term challenges and deliver the change passengers want to encourage them back to the railway. Surrey hopes that the current proposals will deliver a dynamic and collaborative sector, where investment is incentivised, and bottom up localised planning with local users is as important as top down strategy. The sooner this is established the quicker local schemes can be delivered particularly for station improvements that have been identified.

## How we achieve transport decarbonisation



### Action plan

Timeframe	Key projects
Short	<ul style="list-style-type: none"> <li>Oxted Line Electrification</li> <li>Park Barn Station</li> </ul>
Medium	<ul style="list-style-type: none"> <li>North Downs Electrification</li> <li>Merrow Station</li> <li>Heathrow Waterloo Link (via Staines)</li> </ul>
Long	<ul style="list-style-type: none"> <li>Heathrow Regional Rail (via Guildford/Woking)</li> </ul>

### Strategic Response 1 – Encourage modal shift

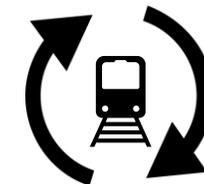
- Lobby government to ensure the investment pipeline of upgrades is maintained.
- Work with government to ensure Williams Rail Review delivers an improved service for passengers.
- Work with regional partners to improve the better integration of public transport networks and rail operators.

### Strategic Response 2 – Decarbonising rail

- Continue to make the case nationally for electrification of the North Downs Line, when the RSSB 750V DC study and Network Rail tractions report is complete.
- Continue to make the case for electrification of Uckfield Branch of the Oxted Line, when the RSSB study on DC safety and Network Rail tractions reports are complete.

### Strategic Response 3 – Decarbonising access to stations

- Develop and deliver local station improvements with local partners and Network Rail.
- Increase links between active networks at stations by including access to rail in the assessment of cycle schemes.
- Deliver high quality cycle storage at core stations by working with railway organisation and local groups.
- Establish best practice for Surrey on electric vehicle station charging and work with partners to deliver a step change in provision and incentives at part of LTP4.



## How we respond to change in the rail sector

### Action plan

Timeframe	Key projects
Short term	<ul style="list-style-type: none"> <li>Rail operations reform</li> <li>Ticketing reform in the south east</li> <li>Improve monitoring of passenger demand trends in Surrey</li> </ul>
Medium Term	<ul style="list-style-type: none"> <li>Update strategy as impacts of COVID-19 and new rail operating model develop</li> </ul>

### Strategic Response 1 - Support a local recovery

- Promote existing schemes which can be delivered in the short term, such as North Downs Line electrification, capacity schemes, and Woking and Croydon upgrades.
- Support interventions which encourage more journeys by rail when it is safe to do so, to boost economic activity in Surrey.
- Encourage government to enact reforms which increase investment in local stations and access in Surrey
- Improve collection of demand data and trends, to understand impacts on economic performance and analyse investments.

### Strategic Response 2 - Increased accountability of the railway

- Response to government plans for railway operations promote accountability to passengers as a key issue for changes to address.
- Develop a response to proposals to change the railway operations model when Williams Rail Review and government proposals are released for maintaining high quality rail links to London
- Support reform to the fares model which supports simpler refunds and rewards operators for running a reliable service.

### Strategic Response 3 - Adapt to changing trends

- Work with government and regional bodies to reform the way the railways operate; to adapt to the changing demand pattern in Surrey with a focus on reliability, flexible fares, and better integration between modes.
- Monitor changes to satisfaction demand and performance to evaluate how the network is changing.

# How we encourage good growth and a sustainable economy

## Action plan

Timeframe	Key projects
Short	<ul style="list-style-type: none"> <li>Ensure delivery of North Down Line services to Gatwick</li> <li>Park Barn and Merrow Station improvements</li> <li>Godstone and Longcross station improvements</li> </ul>
Medium	<ul style="list-style-type: none"> <li>Heathrow Waterloo Link (via Staines)</li> </ul>
Long	<ul style="list-style-type: none"> <li>Heathrow Regional Rail (via Guildford/Woking)</li> </ul>

### Strategic Response 1 – Connect to external drivers of growth

- Work with Heathrow strategic planning group (HSPG) to agree a framework for selecting a single option which can be promoted to DfT to improve connections to Heathrow.
- Monitor the improvements to the North Downs Line and evaluate its role in increasing modal shift to Gatwick Airport.

### Strategic Response 2 – Contribute to high value productivity and sustainable economic growth

- Deliver improvements to existing stations with partners.
- Support Guildford in the development of Park Barn Station.

### Strategic Response 3 – Connecting new communities to jobs and communities

- Work with the districts and boroughs to provide support for stations, which open opportunities for connectivity at new developments in town centres and garden communities.

### Strategic Response 4 – Integration into other networks

- Include access to stations in the framework of assessing active transport schemes going forward, and combine these schemes with funding improved cycling facilities.
- Set a target for increasing cycling to stations where projects are delivering improvements.



## How we increase access for all

### Action plan

Timeframe	Key projects
Short	<ul style="list-style-type: none"> <li>Stoneleigh Step Free Access (SFA)</li> <li>Leatherhead SFA</li> <li>Walton-on-Thames SFA</li> <li>Guildford Station Schemes</li> <li>Ticketing Reform</li> </ul>
Medium & Long Term	<ul style="list-style-type: none"> <li>Ash Vale SFA</li> <li>Esher SFA</li> <li>Futher SFA schemes for 2024 funding</li> <li>Woking station access</li> </ul>

#### Strategic Response 1 – Ensure stations and trains are accessible to all

- Ensure committed step-free access schemes are delivered by 2024.
- Establish viability and options for further step-free access projects such as Ash Vale and Esher, and support further schemes through application.
- Agree a target on delivering full step-free access to more stations in Surrey.
- Develop a priority list with stakeholders to deliver the next wave of station upgrades.
- Promote design standards which increases usability and safety of stations

#### Strategic Response 2 – A ticketing structure that works for all

- Promote a new fares structure which provides greater fairness and supports changing commuter patterns and greater local use of the railway.
- Hold government to account in delivering smart ticketing in the south east

#### Strategic Response 3 – Enable access to the network by diverse modes

- Include access to railway network as core component of assessing active schemes and link to at station infrastructure improvements.
- Work with government to include greater local control of stations in the re-organisations of the railway.



## How we deliver an attractive, high-quality rail network

### Action plan

Timeframe	Key projects
Short	<ul style="list-style-type: none"> <li>Tonbridge Line resilience</li> <li>Develop Tonbridge service plans</li> <li>North Downs Line improvements</li> </ul>
Medium	<ul style="list-style-type: none"> <li>Woking Flyover</li> <li>Guildford Capacity Scheme</li> <li>Croydon area remodelling</li> </ul>
Long	<ul style="list-style-type: none"> <li>Heathrow Regional Rail Scheme</li> </ul>

#### Strategic Response 1 – A reliable network

- Surrey will work with Network Rail to promote schemes which encourage reliable service and investment; which promotes resilience from the impacts of climate change.
- Surrey will support railway reorganisation where it will incentivise operators to run a more reliable service

#### Strategic Response 2 – A high capacity network

- Surrey will continue to promote central government investment in the main line capacity schemes on the core commuter network, and monitor demand levels on these services.
- Surrey will support orbital rail capacity and frequency, where it can support sustainable growth of housing and employment and value for money demonstrated.

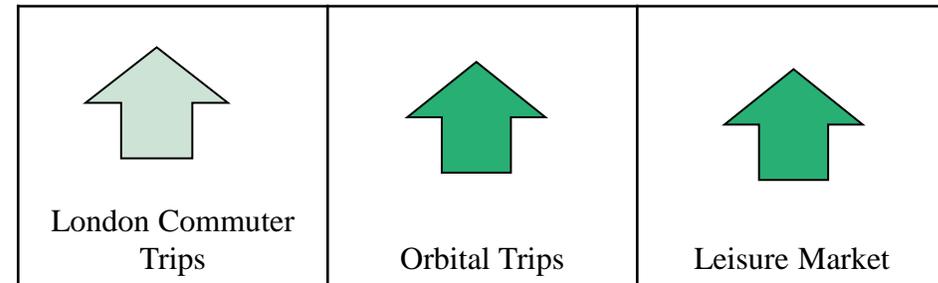
#### Strategic Response 3 – Improved journey times and frequencies where required

- Support development of Southern Access to Heathrow through working with HSPG and the DfT to create a viable scheme over the medium term including a link to the wider Surrey network
- Work with government to ensure increased services on the mainline services such as Thameslink and the south west mainline are delivered.
- Continue to develop and study proposal for improvements on its commuter and in particular radial links such as the North Downs and Tonbridge lines.

### The Core Scenario: Sustainable route to Growth

**Key impacts:**

- Strong growth in regional economy supported by ongoing investment in the rail network
- Modal shift to rail delivered within Surrey through improvements to services, new stations and better customer services and ticketing
- A decarbonised railway in Surrey through full electrification of the railway and better station access by active and public transport
- Improved connections across the wider region delivers more rail journeys to neighbouring regions and large transport generators such as Heathrow and Gatwick airports
- Improvements in reliability and customer experience to radial services to London to encourage passengers to return
- Sustainable population growth supported by improved access to the rail network for new housing developments
- Improvements in accessibility of stations to support greater rail use across all communities

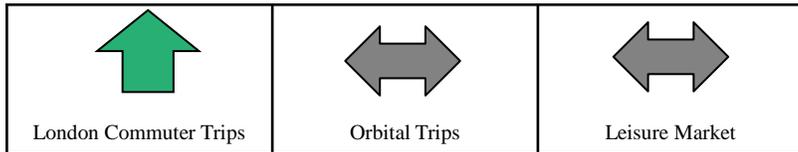


Alternative long term scenarios

Scenario 1: The London Hub

Key impacts

- Return to pre-COVID-19 levels of radial growth
- Low demand for orbital travel
- High investment required in network infrastructure

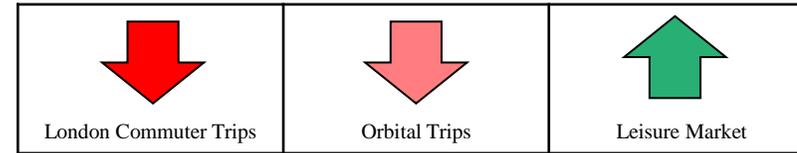


Rank	Strengthened interventions
1	Croydon area remodelling
2	Woking Flyover
3	Digital Signalling on SWML
Risk	Significant investment required to meet demand on main lines without Crossrail 2 and deliver increased station access capacity

Scenario 2: Digital Future

Key impacts

- Lower demand for peak hour rail commuting
- High levels of Mobility as a service (MaaS) and connected and autonomous vehicles (driverless cars)
- Focus on integrating rail with on-demand modes and access to leisure



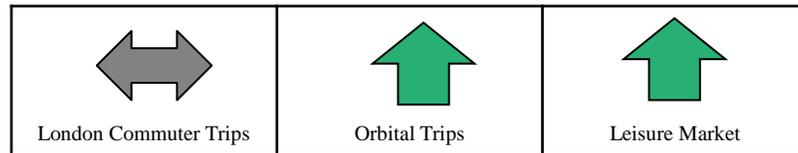
Rank	Strengthened interventions
1	Integrated ticketing
2	Station hubs
3	New operational model
Risk	Lower rail demand from increased competition from driverless cars makes operating the rail network less financially viable.

Alternative long term scenarios

### Scenario 3: Route to Growth

**Key impacts**

- High demand for commuting into regional centres
- Integrated networks become important to prevent congestion
- More even flows between London and Surrey, and between regions

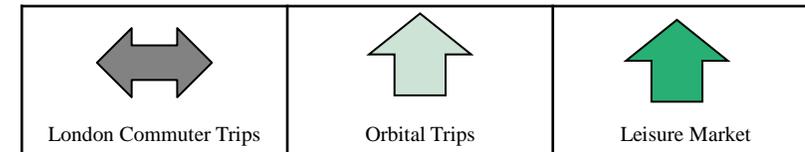


Rank	Strengthened interventions
1	Regional smart ticketing
2	North Downs Line services
3	Heathrow Southern Rail
Risk	Low frequency and capacity on orbital rail services makes rail less attractive and mode shift potential unmet.

### Scenario 4: Sustainable Future

**Key impacts**

- Government policy directed towards sustainability over economic growth
- Green investments prioritised and more taxation and regulation of carbon emissions
- Lower fares to encourage mode shift



Rank	Strengthened interventions
1	Station hubs and EV installation
2	Electrification of North Downs Line
3	Electrification of Oxted Line
Risk	Lack of rail connectivity in the short term to support these aims across Surrey..

# Appendix

# Acronym Glossary

BML – Brighton Main Line

COVID-19 – Coronavirus

CP – Control Period

DC – Direct Current

DFT – Department for Transport

DRT – Demand responsive transport

GTR – Govia Thameslink Railway

GWR – Great Western Railway

HS1 – High Speed 1

HS2 – High Speed 2

LENNON - Latest Earnings Networked Nationally Over Night

LTP – Local Transport Plan

MAAS – Mobility as a Service

NR – Network Rail

ORR – Office of Rail and Road

OHLE – Over Head Line Equipment

PPM – Public Performance Measure

RDG – Rail Delivery Group

RPI – Retail Prices Index

RTP – Right Time Performance

SATH – Southern Access To Heathrow

SCC – Surrey County Council

SIP - Surrey Infrastructure Plan

SWML – Southwest Main Line

SWR – South Western Railway

TfL –Transport for London

TfSE – Transport for the South East

TOC – Train Operating Company

TPH – Trains Per Hour

# Stakeholder Engagement

Surrey Rail Strategy Consultation Survey – October 2020 

Arup has been appointed by Surrey County Council to update and refresh the County’s Rail Strategy.

The current Rail Strategy was prepared in 2013, with a partial update through the 2016 Surrey Rail Strategy Position Statement, and subsequently needs a refresh to respond to growth patterns in the County and future challenges.

The updated rail strategy will form part of the emerging fourth Surrey Transport Plan (LTP4) and will form a framework through which Surrey County Council can:

- Develop future rail policy, service and infrastructure initiatives;
- Respond to consultations (e.g. rail franchises, aviation reviews);
- Lobby to influence national rail/government;
- Policy and planning; and support wider council growth initiatives.

The Rail Strategy will be centred around six key strategic themes for rail in Surrey:

- Theme 1: Addressing the climate emergency;
- Theme 2: Changing shape of rail industry;
- Theme 3: Covid-19;
- Theme 4: Good Growth;
- Theme 5: Access for all;
- Theme 6: An attractive, high-quality rail network.

We would like to know more about some of the issues which you face whilst using the County’s rail network and your views on investment priorities for the delivery of rail infrastructure and services.

Your responses will help us to develop the Rail Strategy and shape the future for rail in Surrey.

Please return this survey by 14<sup>th</sup> October 2020 to Alexander Skill at Arup via Alexander.Skill@arup.com.

**Privacy:** All data collected in this survey will be held anonymously and securely. No personal data is asked for or retained. We will not share any information with any third parties without your consent, as required by law.

1

Surrey Rail Strategy Consultation Survey – October 2020 

**1. Are you completing this questionnaire on behalf:**  
Please select the option from the list below that most closely represents how you will be responding to this consultation.

Yourself as a member of SCC Council

A Parish / Borough / District Council

A Charity, Voluntary or Community Sector Organisation (VCS)

Other, please specify:

**2. If you are responding on behalf of a Council/Business/VCS Organisation, please tell us the name of the organisation:**

**3. The Rail Strategy will be centred around six strategic themes. How important do you think these themes are for rail in Surrey?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Theme 1: Support the response to the climate emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 2: An accountable railway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 3: Responding to Covid-19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 4: Encourage Good Growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 5: Access for all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 6: An attractive, high-quality rail network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2

Surrey Rail Strategy Consultation Survey – October 2020 

**1. Are you completing this questionnaire on behalf:**  
Please select the option from the list below that most closely represents how you will be responding to this consultation.

Yourself as a member of SCC Council

A Parish / Borough / District Council

A Charity, Voluntary or Community Sector Organisation (VCS)

Other, please specify:

**2. If you are responding on behalf of a Council/Business/VCS Organisation, please tell us the name of the organisation:**

**3. The Rail Strategy will be centred around six strategic themes. How important do you think these themes are for rail in Surrey?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Theme 1: Support the response to the climate emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 2: An accountable railway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 3: Responding to Covid-19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 4: Encourage Good Growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 5: Access for all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theme 6: An attractive, high-quality rail network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2



# Stakeholder Engagement

Surrey Rail Strategy Consultation Survey – October 2020

 **SURREY** COUNTY COUNCIL **ARUP**

8. What do you consider to be the key drivers of change – both positive and negative - shaping the County's rail network in the future?

<input type="checkbox"/> Network Performance	<input type="checkbox"/> Government changes to operational model	<input type="checkbox"/> Brexit
<input type="checkbox"/> Remote working	<input type="checkbox"/> COVID-19	<input type="checkbox"/> Population and housing growth
<input type="checkbox"/> Shifting political focus on infrastructure	<input type="checkbox"/> Structural changes to local government	<input type="checkbox"/> Climate change
<input type="checkbox"/> Technological Change	<input type="checkbox"/> Future Airport expansion	<input type="checkbox"/> Crossrail 2
<input type="checkbox"/> Other, please specify:	<input type="text"/>	

9. Please add any further comments below:

Thank you for completing this survey, please return using the email provided.

6

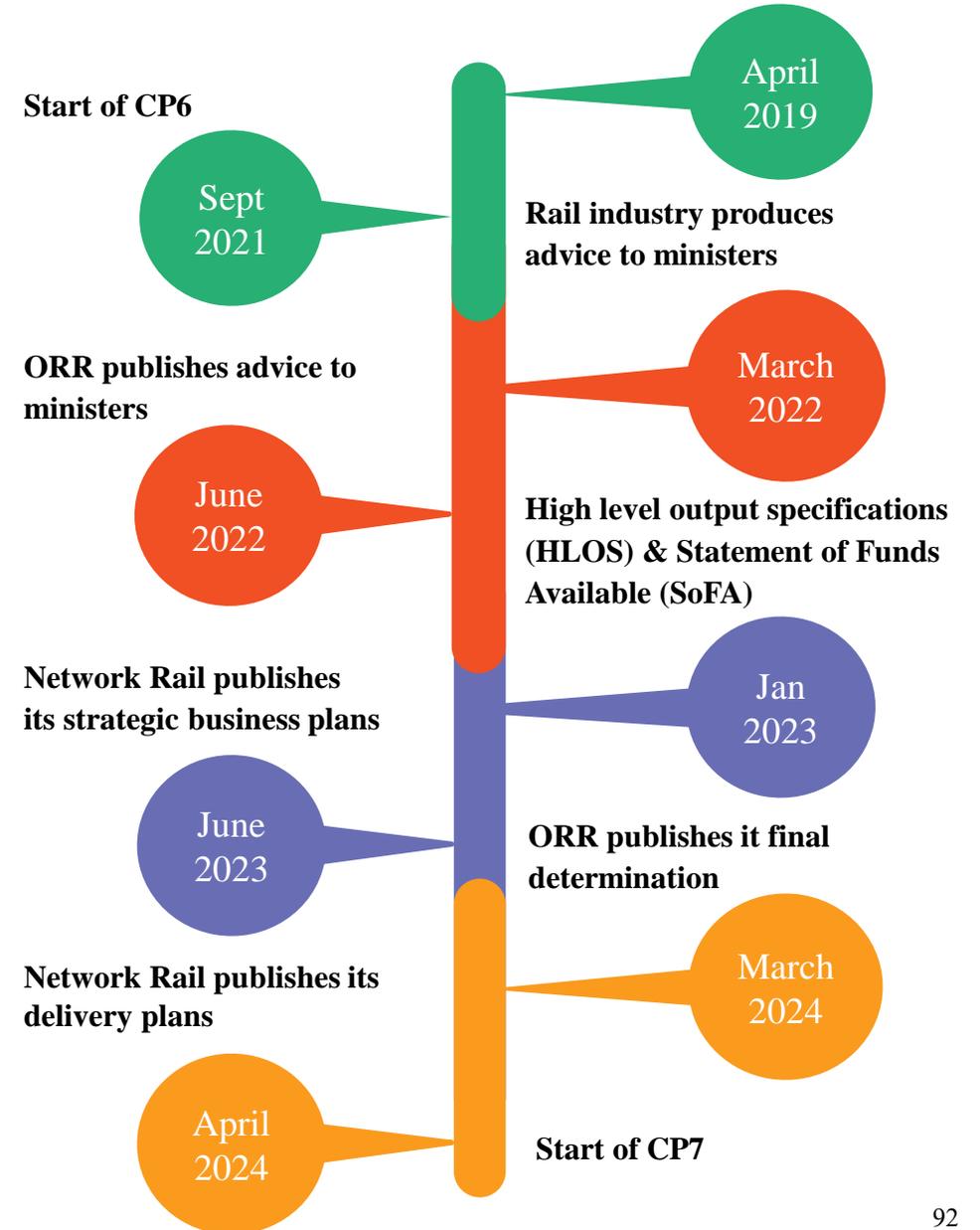
# Network Rail investment plans

## Rail planning process

Network Rail adopts a five-year Control Period (CP) planning process in which maintenance and renewals are planned and delivered and enhancement milestones are set, reviewed, and achieved. Each CP consists of: expected regulated output expected to be delivered by Network Rail; indicators to monitor progress; and enables to assess short and long-term capability. The current CP6 runs from April 2019 to March 2024. Approximately £7bn is planned to be invested over CP6 in operating, maintaining, and renewing the railway in the Southern region, which covers Surrey.

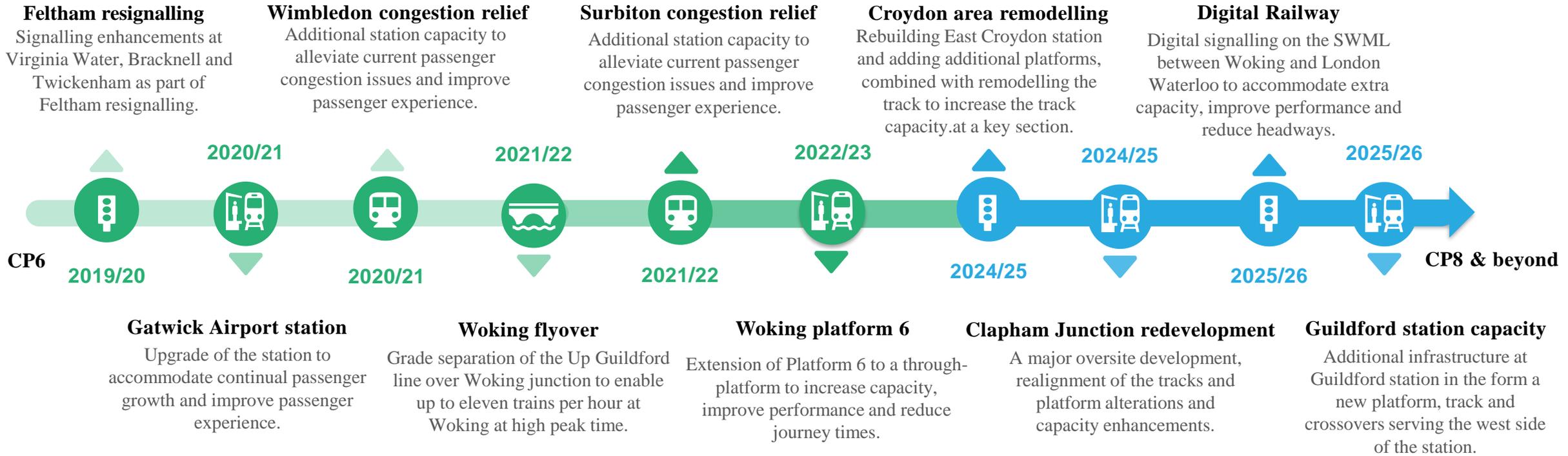
## Shaping investment through the periodic review

Surrey County Council has the opportunity to comment on what Network Rail should deliver in respect of its role in operating, maintaining, and renewing its network in CP7, and how the funding available should be best used to support this through the Periodic Review (PR). An indicative timeline of what PR23 will most likely look like and the key milestones is shown (see right).



# Key network enhancements

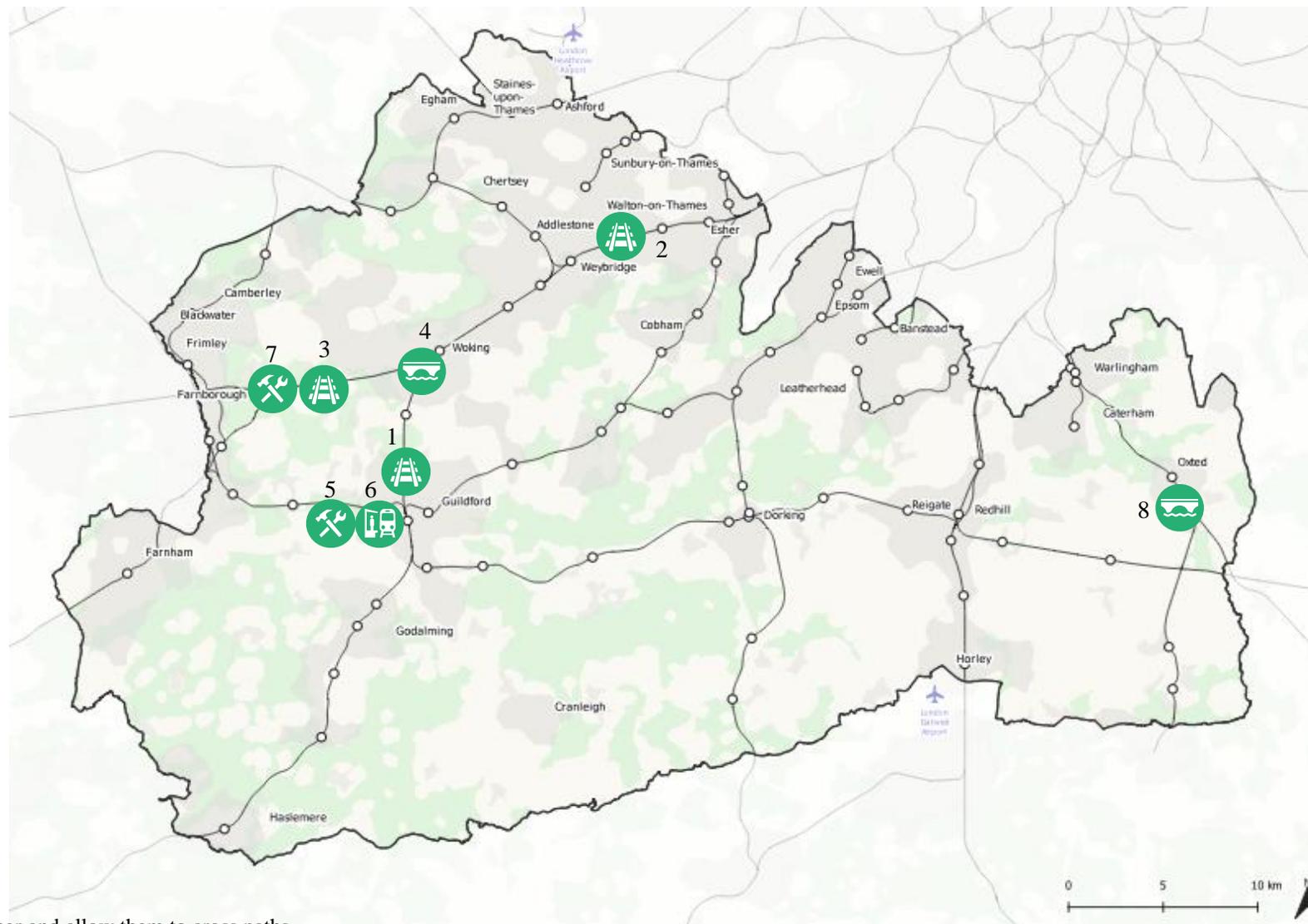
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## Key targeted renewals

Network Rail plans to carry out several key targeted renewals and upgrades on the county's rail network during CP6 (see right) including:

1. Switches & crossings<sup>1</sup> (S&C) Guildford L. End
2. S&C Weybridge
3. S&C Brookwood
4. Victoria Arch bridge
5. Guildford drainage
6. Guildford Passenger/Train Interface (PTI)<sup>2</sup>
7. Pirbright embankment
8. Oxted viaduct



1 - these are moveable sections of track that guide trains from one track to another and allow them to cross paths.

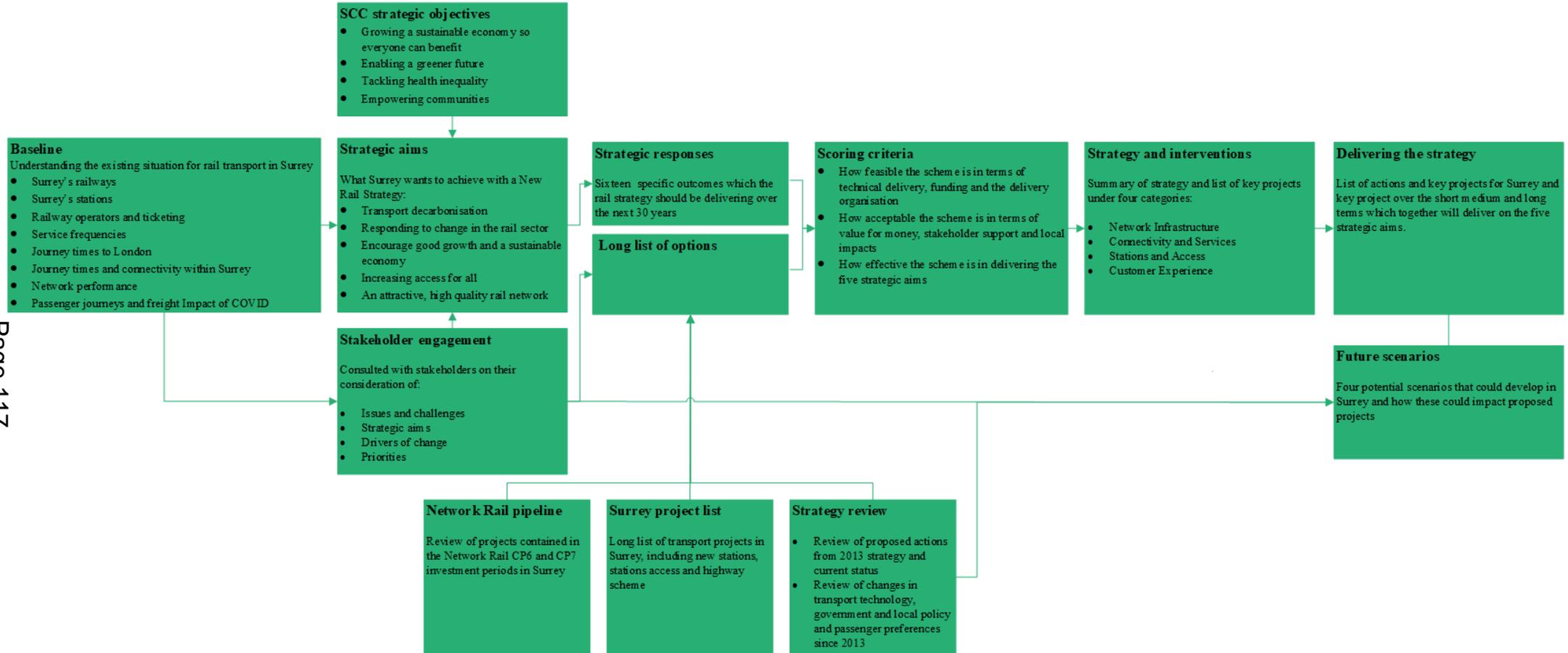
2 –the section of the platform where passengers board or alight the train

## Schemes Long List

Network infrastructure	Connectivity and services	Stations and access	Passenger experience
Croydon Area Remodelling Scheme	North Downs Line service improvements	New Rail Station: Merrow	Zonal Ticketing Structure journeys within the south east with fare capping
Redhill to Tonbridge line Weather Resilience	Increased Frequency Redhill to Tonbridge line inc Gatwick/Kent connection	New Rail Station: Park Barn	Adoption of NR "Delivering fares for All"
Oxted Line Electrification	Southern Rail Access to Heathrow: Waterloo Link via Staines	Dorking Deepdene Lift Access	Integration of Bus and Rail Ticketing
New Platform 3 at Reigate Station	Southern Rail Access to Heathrow: Regional Rail	Dorking Station Upgrades	Comprehensive Smart ticketing
SWML Digital Signalling	Chertsey Line Improvements	Godstone Station Redevelopment	Spelthorne Oyster Card Travel Card Extension
North Downs Line electrification	Southern Rail Access to Heathrow: Waterloo Link (via bedfont)	Longcross Station Redevelopment	
Guildford Platform Capacity Scheme	User Addlestone Link for passenger services	Stoneleigh station step-free access	
Woking Rail Capacity Improvements	Southern Rail Access to Heathrow: Spelthorne Light Rail	Ash Vale station step-free access	
Suart Road Chord	Re-open Guildford to Cranleigh Line	Guildford Station Upgrade	
Crossrail 2	Guilford via Ash Vale line to Waterloo Service	Esher station step-free access	
Crossrail 2 - Dorking extension	Increase frequency on the Ash Vale line	Staines active travel enhancement	
Crossrail 2 - Woking extension	BML 2 proposal	Woking and West Byfleet active travel enhancement	
Platform ext at Ewell East, Ewell West and Stoneleigh		Dorking (Main) Station Car Parking	
Virginia Water Curve		Farnborough Station Car Parking	

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Annex 3 – Developing the New Rail Strategy for Surrey – Process Flow Chart



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## **Surrey Rail Strategy Draft – scrutiny response from London TravelWatch.**

London TravelWatch is the statutory consumer watchdog representing transport users in and around London, including most rail services in, to and through Surrey.

The Surrey Rail Strategy is an important policy document to steer rail development in the County over the next few years. As such, in its' draft form the strategy has many laudable aims. However, it does in our view have a number of deficiencies, particularly in relation to accessibility, Community Rail Partnerships and the extension of smartcard technology.

### **Accessibility**

The document refers to accessibility in quite a wide sense not just physical or technological accessibility for people with reduced mobility. It is noteworthy, that in the stakeholder engagement section, there was no reference to any consultation with groups representing disabled people. This would seem not to fulfil the four strategic wider objectives that the Council has set itself:-

- Growing a sustainable economy so that everyone can benefit
- Enabling a greener future
- Tackling health inequality
- Empowering communities

The Council is bound by a Public Sector Equality Duty, and would normally be expected to produce a Equalities Impact Assessment before deciding to proceed with a particular policy. In this case, we would recommend that consultation on the document should take place with groups representing disabled people to evaluate the proposals in the light of their lived experience.

In particular, we recommend that the strategy should look at prioritising step free access and interchange at key junction stations to enable passengers to travel within the county easily. Many of these stations are already fully step free, the exceptions are Effingham Junction (platform 1 towards London), Ash Vale (already proposed for step free access), Leatherhead (proposed for improvements), Dorking (Deepdene) and Hurst Green (where provision of pavements on the public road would enable easy interchange between platforms). Completing schemes at these locations would enable coherent and easy interchange between all of Surrey's major rail routes without necessarily needing to travel via interchange points outside of the county.

Secondly, we recommend that the county prioritises works at non-interchange stations where replacement of small numbers of steps by ramps and or additional side gates could be done at reasonable cost and without the necessity of ongoing maintenance costs that the provision of lifts entails. An example of this would be Woldingham platform 1 where four steps could be replaced by a ramp.

The county council also has the ability to significantly improve step free access to stations through its role as a highway authority and maintainer of footpaths. This is true of more rural stations where step free access to the platform might be available,

but on the roads / footpaths to the station pavements, dropped kerbs, hard surfaces and accessible bus stops may not exist.

These small measures would help achieve a network with much higher accessibility, enabling with reduced mobility a much greater scope to use the network in the same way as able bodied people and to make a choice to use public transport.

The strategy makes no reference to the other major barriers to rail use by people with reduced mobility; the platform train step-gap and tactile paving.

In the case of step-gaps some stations will have platforms which significantly differ from the national standard, and example of this Clapham Junction, not in Surrey but a key interchange journeys between points in Surrey, and on which this strategy also relies. Research for London TravelWatch<sup>1</sup> showed that for non-rail users perceptions of the step-gap are a major barrier to their taking up of rail journeys. This issue has become heightened in the coronavirus pandemic, because passengers are much less willing to use poles / stanchions on trains to aid their getting on and off, due to fears about virus transmission on surfaces. Any station enhancement schemes involving the County Council we recommend that opportunities are looked at to reduce the incidence of non-compliant step-gaps between trains and platforms.

Similarly, the provision of tactile paving at stations is nationally inconsistent, and particularly at suburban and rural stations where no platform enhancements have taken place which have allowed their installation. This is particularly dangerous for visually impaired people. Surrey County Council could when funding station projects ensure that where no tactile paving is currently installed that this is included in any project<sup>2</sup>.

Both step-gap and tactile paving issues form a key component of the numbers of slips, trips and falls on the rail network which is the single largest cause of accidents involving passengers<sup>3</sup>.

### **Community Rail Partnerships**

The strategy refers to the need to recover rail patronage in the wake of the coronavirus pandemic. It is clear from research by London TravelWatch and Transport Focus, that previous levels of commuting for work purposes will not return to the levels experienced in the pre-pandemic era<sup>4</sup>. However, the same research indicates that more travel is likely for leisure purposes, and if this to be sustainable growth this will need to be by public transport. Surrey's rail network is well placed to take advantage of this if services and their marketing are tailored to encourage this

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<sup>1</sup> [Report Title \(londontravelwatch.org.uk\)](https://londontravelwatch.org.uk)

<sup>2</sup> [Report 01/2021: Person struck by a train at Eden Park station - GOV.UK \(www.gov.uk\)](https://www.gov.uk/news/transport/person-struck-by-a-train-at-eden-park-station)

<sup>3</sup>

<https://www.bing.com/search?q=rssb+slips+trips+falls&form=ANNH01&refig=0b055011d880475389d8f052b6fe25b7&pc=U531&sp=-1&ghc=1&pq=rssb+slips+trips+falls&sc=1-22&qs=n&sk=&cvid=0b055011d880475389d8f052b6fe25b7>

<sup>4</sup> [Week 36: Travel during Covid-19 survey - Transport Focus](https://www.transportfocus.co.uk/news/transport/week-36-travel-during-covid-19-survey) and [Checking in during lockdown in January - Transport User Community - Transport Focus](https://www.transportfocus.co.uk/news/transport/checking-in-during-lockdown-in-january)

market. The discretionary nature of this travel means that in our view a greater emphasis needs to be placed upon the role of Community Rail Partnerships in order to encourage this growth. These partnerships need to have strong links into the local business community and community groups such as those adopting local stations. Such groups have good records previously for encouraging passenger growth.

Surrey with its North Downs Area of Outstanding Natural Beauty and good links to London has significant potential to fulfil this type of activity.

### **Smartcard technology**

The Strategy is unnecessarily dismissive of the aspirations of Spelthorne Borough Council to a modest extension of the Oyster / Contactless payment system used by Transport for London (TfL). It is our view that there are a number of benefits to agreeing to such an extension, notably encouraging modal shift to both bus and rail in this area, primarily because the majority of local bus services in Ashford (Surrey), Staines and Sunbury are provided by TfL, including ones serving the stations in those locations.

London TravelWatch recommends that Oyster / Contactless extension should be contemplated in two sections. Section one should be the inclusion of the Shepperton branch in Travelcard Zone 6 covering Kempton Park, Sunbury, Upper Halliford and Shepperton stations. Services on this route are of stopping nature and generally take longer for journeys into London than neighbouring lines. However, experience of incorporating the Caterham, Tattenham Corner and Epsom Downs branches into zone 6 in 2006 showed that in a similar situation to that of the Shepperton branch, additional passenger journeys can be generated by this from passengers who are more price and less time sensitive. This in turn would ease concerns about crowding on faster routes either side of the branch i.e Staines / Ashford and Esher / Walton-on-Thames. The Shepperton branch also has more capacity to absorb any growth easily.

Section two should incorporate Ashford in zone 7 or 8, and Staines in either zones 8 or 9. This would mitigate any potential revenue change away from paper based tickets. In addition, it would reduce the number of Penalty Fares issued at Staines to passengers travelling to Thorpe Park, who wrongly assume Oyster / Contactless is valid to Staines now.

London TravelWatch

Tim Bellenger

22<sup>nd</sup> February 2021.

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FRIDAY, 19<sup>th</sup> MARCH 2021

## **Surrey Climate Change Strategy – delivery plan and land management framework update**

Purpose of report:

The purpose of the report is to provide the CEH Select Committee with an update on progress in relation to the Climate Change Delivery Plan and the Land Management Framework. The report will also highlight ongoing implementation and success to date.

### **Introduction:**

1. The Surrey Climate Change Strategy (CCS) was endorsed at Cabinet in April 2020 following the declaration of a climate change emergency by Full Council in July 2019.
2. The CCS sets out the intended approach to delivering the Council's carbon reduction ambitions for the county over the next thirty years. It provides a joint framework for collaborative action across Surrey's 12 local authorities to reduce emissions to net zero between now and 2050.
3. The Strategy specifically commits Surrey County Council to reducing carbon emissions from its own corporate estate to net zero by 2030.
4. Over the last five months, officers have been developing a delivery plan for the CCS and working on the Land Management Framework in accordance with the agreed next steps at the September Select Committee.
5. The Climate Change Delivery Plan is due to be published, following approval by Cabinet, in late June 2021. Delays have resulted largely from the time taken to procure consultants to feed into the delivery plan, engaging with district colleagues and partners to co-design and ensure joint ownership of the Delivery Plan, as well as securing the right capacity to develop the detail of the Delivery Plan including producing a suite of robust carbon reduction metrics which can be applied to all of the programmes and schemes within the Delivery Plan to measure success and enable reporting.
6. As a key part of the Climate Change Delivery Plan, the Land Use Management Framework is an exciting opportunity to ensure decisions that are made about Surrey's

landscapes and natural capital take into account environmental value and lead to multiple benefit outcomes. It will also provide a framework to develop oven-ready projects that deliver multiple benefits and services and attract funding from a much wider range of potential investment sources. SCC is taking a leading role in this agenda and positioning the county to benefit from the new investment opportunities likely to arise when the Environment Bill is formally adopted, which is expected before the end of this year.

<b>Climate Change Delivery Plan</b>
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7. The CCS is based upon a science-based carbon emission reduction approach developed by Leeds University, which sets out five-yearly carbon emission reduction pathways for Surrey for the period from 2020 to 2050 (see below). The work by Leeds University also focused on emissions reduction pathways for sectoral emissions, and the CCS includes interim targets for each of these. For example, it is suggested in the Strategy that carbon emissions from transport in the county need to be reduced by 60% by 2035. The purpose of these targets is to ensure that emissions produced in Surrey are kept within a threshold that prevents a global temperature increase above 1.5 degrees.
8. The eight sectors in the CCS are: transport and air quality, energy generation, housing and planning, buildings and infrastructure, waste, resources and circular economy, land use and food systems and industry and green economy, as well as our own organisation.
9. Across all sectors, there are overarching carbon targets for the county as set out in **Table 1**.

**Table 1. Surrey milestone carbon emission reduction targets to 2050**

<b>CO2 target reduction (against 2019)</b>	<b>Year</b>
46%	2025
67%	2030
80%	2035
87%	2040
92%	2045
100%	2050

10. While the CCS includes high level targets, it does not detail the programmes, initiatives and investments the Council will need to develop to deliver the required reductions in carbon emissions in Surrey (and the Council). These will be included in the Climate Change Delivery Plan (CCDP). This will sit beneath the CCS, setting out carbon

emission reductions for the five-year periods aligning with the Government’s carbon budgets and the targets in the CCS.

11. The first CCDP for the period 2021 – 2025 will be published in June and will be a public-facing document. It will provide details on the timescales for delivery, projected carbon emission reductions per year and over the lifetime of the project (where possible), the cost per tonne of carbon and any additional co-benefits.
12. The draft CCDP includes details on the carbon reduction projects and programmes that have been initiated or developed since the CCS was endorsed. See **Appendix 1** for a current draft CCDP, which whilst still very much in development, is shared to demonstrate a direction of travel and to enable the Committee to provide thoughts/input. This Plan builds on the framework which was brought to Select Committee in September which did not include details on specific programmes.
13. Over the last five months, officers have been developing a set of carbon reduction metrics which can be applied to programmes and schemes within the delivery plan to enable robust carbon reduction estimates to be applied. These metrics will be across all future programmes and critically, will be built into SCC’s governance processes to ensure that a consideration of impact on carbon reduction is included in decision making. Where available, this data has been added to the current version of the delivery plan and officers will continue to develop this approach.

**Achievements to date**

14. It should be noted that while the Delivery Plan is being developed, implementation of activity to achieve our targets is still ongoing with quick wins being identified where possible. The following additional programmes and schemes have been developed and added to the emerging CCDP in the last five months. It is important to note that this is just a selection of the activities that will be included in the final Delivery Plan to be presented in the summer:

**Table 2. New additions to the Climate Change Delivery Plan**

<b>Programme/scheme</b>	<b>SCC committed investment</b>	<b>External investment</b>	<b>Carbon savings over project lifetime (TCO2e)</b>
Greener Futures Investment Multiplier Framework	Being explored by University of Leeds and SCC. This will be the financial mechanism to deliver the whole programme.		Estimate to be included for June delivery plan following baseline production
Decarbonisation of SCC corporate estate		£1.6m PSD capital	3,766
Decarbonising schools programme	£20k revenue	£25k PSD revenue	34,739

Ultra-low emission bus scheme	£32.3m capital		TBC until commissioning and procurement confirmed.
Active travel schemes		£6.2m capital	Data to be included in June Delivery Plan following establishment of baseline
Electric vehicle infrastructure roll out	TBC strategy is currently being finalised		
Local Transport Plan 4	Draft Apr 21 with full public consultation and approval by Dec 21		
Solar Together scheme	Approximately £20k revenue		12,307
Green Jump Surrey (decarbonising fuel poor/low income housing)	£750k capital	£9m (Phases 1a and 1b) capital	23,445 (to 2030)
Private sector decarbonisation loan scheme	£2.5M in capital pipeline		
River Thames Scheme	£237m capital		To be estimated following agreement on final landscape design for the RTS

Further details about these schemes/programmes can be found in **Appendix 1**.

15. Between now and publication in June, officers will continue to update the draft CCDP with additional actions, programmes and projects, with supporting information and data. The CCDP will also encompass the outputs of the following research and strategy development work which is currently being undertaken and will inform future activities:

- Net zero carbon framework (Universities of Leeds and Surrey)
- Local Transport Plan (LTP4) (Atkins)
- Estate Assessment for Renewable Energy and Trees (Buro Happold)
- Feasibility assessments of SCC's corporate estate and schools (Amaresco and McBain)

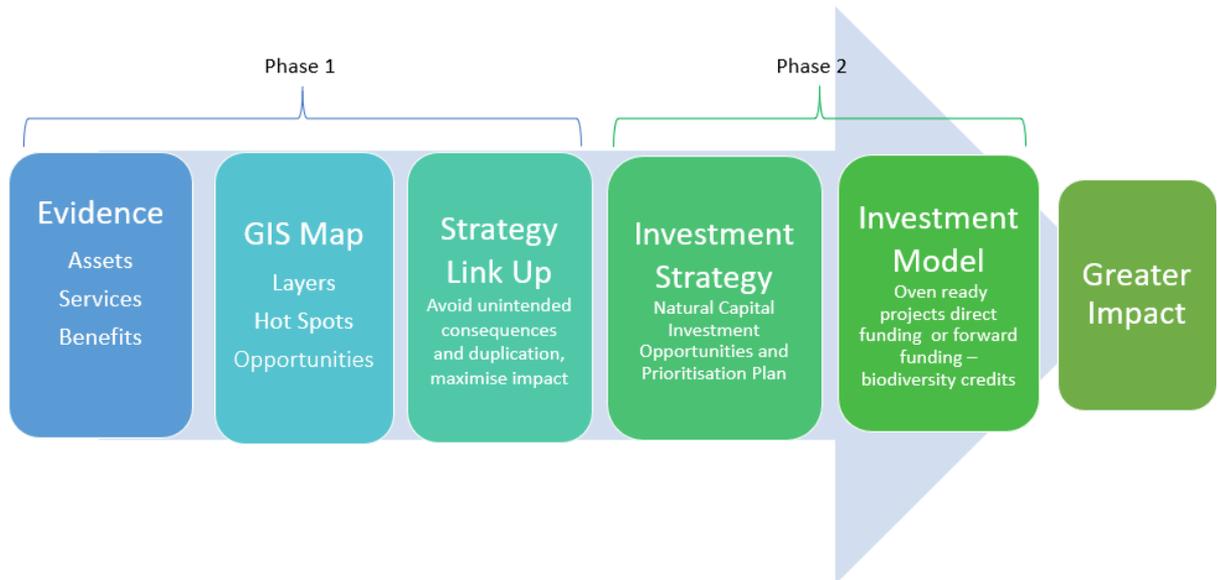
16. The final CCDP will also include the funding mechanisms and business models that SCC will need to adopt in order to finance and deliver the carbon reduction activity that will be required to meet our challenging targets. As part of this work, a Greener Futures Investment Multiplier Framework is being developed. This will be an overarching Framework which draws in investments from numerous vehicles to one platform in order to fund a range of programmes (as set out in the CCDP including renewables, decarbonisation retrofit, zero emission infrastructure, natural capital etc) in order to achieve multiple outcomes and benefits for residents in addition to carbon reduction, including integrated place-based delivery and value for money. Included below are some examples of SCC led programmes which achieve multiple benefit outcomes:
  - The River Thames Scheme is a flood defence programme which also includes within scope the creation of new habitats and landscapes for leisure, health and amenity purposes as well as biodiversity and carbon sequestration
  - The Green Jump Surrey programme (GH LAD funded) focuses on decarbonising low income homes in Surrey in order to reduce fuel poverty and the associated health impacts (such as early mortality and increases likelihood of falls in the home) as well as reducing carbon emissions to mitigate climate change.
17. Officers will be engaging with partners, stakeholders and residents on the draft CCDP in March and April using Commonplace. Commonplace is an online engagement platform used by organisations to engage with communities, listen to their feedback and make more inclusive and informed decisions. The site will allow stakeholders to review and comment on our plans and suggest new initiatives.
18. The CCDP will be continually updated as new carbon reduction schemes and programmes are added. It will be reviewed annually and, at the same time, a carbon reduction report will be published.

#### **Land Management Framework (LMF)**

19. As part of the CCDP, the Land Use Management Framework (LMF) will deliver multiple benefits including ensuring that the carbon sequestration benefits of different habitats and landscapes (including woodland, heathland and wetlands) are understood and maximised. The LMF also links to the climate change adaptation agenda, with regards the mitigation of the heat island effect and natural flood management. The Framework is split into two phases. Phase 1 provides a framework within which evidence about the type and value of Surrey's natural assets and their co-benefits for society, the economy and the environment is collected. This evidence base will feed into Phase 2 of the work, which will develop an integrated approach to land use decision-making and investment. An understanding of the valuable benefits delivered through natural assets will enable more informed decisions about the future of land in Surrey to be made, driving sustainable investment into our landscapes and helping to deliver Surrey's Greener Future. **Figure 1** illustrates this.

20. The scope of the LMF includes all land in Surrey. Some workstreams under the LMF focus specifically on SCC landholdings because we hold more information about these, as well as having a direct influence over their future use and management.

**Figure 1: Phase 1 to Phase 2 of the Land Management Framework**



21. A number of workstreams are being progressed under Phase 1 (see **Figure 2**). Work will begin on Phase 2 from Summer 2021.

### **Phase 1: The Evidence**

22. The overarching aim of Phase 1 is to build an evidence base to inform improved land management in Surrey.
23. Phase 1 seeks to answer: “What natural assets does Surrey have? Where are they? What benefits do they provide, and to whom?” This baselining exercise will cover all land in Surrey, while going into greater detail on SCC landholdings, for which we hold more information. The evidence gathered will:
- provide quantitative evidence to demonstrate the benefits provided by Surrey's landscapes and select SCC land portfolios to society, the economy and the wider environmental agenda; and
  - identify priority sites for investment to fund habitat creation and enhancement.
24. The consultancy eftec (Economics for the Environment) were commissioned in January 2021 to produce a natural capital baseline account for Surrey, the Surrey Hills AONB and three SCC estate portfolios: Countryside, Agricultural and Vacant. In 2020, eftec completed a natural capital baseline account for the Coast2Capital Local Enterprise

Partnership area of Surrey (the east). Eftec's 2021 work will create a baseline account for the remainder of Surrey (the west) and integrate the two accounts to create one combined account for Surrey. A natural capital baseline account identifies what natural assets are in Surrey and estimates the financial value of the benefits they provide to society, the economy and the environment (also known as '**ecosystem services**'). This work includes a focus on SCC landholdings as we hold decision-making responsibility over their future use and management.

25. Through understanding and valuing the ecosystem services provided by Surrey's landscapes (e.g. flood risk management, improving air quality, mitigating the 'heat island' effect, providing space for recreation, and so on), officers will be able to create business cases for the future management or purchase of land that take into account nature's benefits, which are traditionally under-valued or excluded from business cases.
26. Eftec's work is complemented by a suite of other workstreams looking to identify priority sites for habitat enhancement that optimise nature's ecosystem services, shown in **Figure 2**. The Estate Assessment for Renewable Energy and Tree Planting Study (commissioned December 2020), the Integrated Habitat Framework (commissioned February 2021) and the Urban Biodiversity Opportunity Areas Study (to be commissioned before the end of March 2021) each fall under this. This evidence-gathering stage will also include a review of the SCC Agricultural Estate Strategy, and modelling and mapping of projected climate change impacts across the county for resilience planning.

Figure 2: Land Management Framework workstreams 2020-2021

Natural Capital Baseline Account (eftec)

- A valuation of Surrey's natural capital and the ecosystem services it provides for the County as a whole, for the SCC Countryside, Rural and Vacant Estate, and for the Surrey Hills AONB. This evidences the non-commercial value of land parcels and is the first step towards identifying priority sites for investment in habitat enhancement.

Estate Suitability for Renewable Energy and Tree Planting (Buro Happold)

- An assessment of the suitability of local authority land for its suitability for renewable energy installation and tree planting. It will be accompanied by a tree planting tool, capable of estimating the number of trees that can be planted on a land parcel and their potential carbon sequestration impact.

Urban Biodiversity Opportunity Areas (Surrey Wildlife Trust)

- Identify and map the urban BOAs of Surrey. BOAs highlight where action to enhance biodiversity should be focussed to secure maximum biodiversity benefits. Urban BOA Policy Statements will be created in conjunction with stakeholders to set out conservation priorities within each BOA.

SCC Rural Estate Review & Strategy (Land and Property)

- A review to produce a rural estate strategy that will help steer and guide SCC as to how to sustainably manage the landholding now and in the future.

Integrated Habitat Framework (Surrey Wildlife Trust)

- The IHF combines national and local sets to produce up to date and higher accuracy data sets of Surrey's habitat, incorporating Priority Habitats.

Green Infrastructure Guide (Urban Strategy Task Group)

- The GI Guide will sit underneath our Urban Strategy and contribute towards Strategic Priority 2 of our Surrey 2050 Place Ambition – to 'enhance the place offer of Surrey's towns'. With an urban focus, this is principally a design guide that will be aimed at developers. There are four themes that the guide centres on which are – urban greening; integrating GI into new developments; green active corridors; and green links from urban to rural.

Climate Change Impact Projections (JBA Consulting)

- Modelling and mapping of projected climate change impacts across Surrey up to 2100. To be accompanied by a sectoral analysis of project impacts. A second phase of this work will be commissioned by Summer 2021 - exact scope tbd - creating a climate change adaptation action plan for SCC to minimise disruption arising as a result of unavoidable climate change impacts.

## Phase 2: Balanced Decision-Making and Investment Tool

27. Phase 2 of the LMF will seek to answer: “What would be the optimal future use for land parcels across Surrey? Where should investment in our natural capital be directed? How can we generate this investment?”. In this context, “optimal” is defined as providing the most cost-effective benefits for society, the economy, and the environment. Benefits could be linked to the outputs of the Outcome Based Planning objectives.
28. Phase 2 will build on the evidence gathered in Phase 1 to create an Investment Strategy for Surrey's Natural Capital. SCC needs such an Investment Strategy to ready itself for the numerous emerging funding streams and investment opportunities for environmental protection and enhancement. The primary investment stream is anticipated to be generated from mandatory **Biodiversity Net Gain**, expected to come into force two years after the Environment Bill receives Royal Assent (scheduled to happen in Autumn 2021). However, other **payments for ecosystem services** offer sustainable revenue streams for the Council and other landowners in Surrey (e.g. the UK Woodland Carbon Code, the Environmental Land Management Scheme, etc).
29. **Biodiversity Net Gain (BNG)** refers to a human intervention which results in a net improvement to biodiversity for a defined area of land. Developing land or changing the way it is managed are both examples of interventions. The National Planning Policy Framework (NPPF) already places a responsibility on local planning authorities to encourage net gains for biodiversity to be sought through planning policies decisions. The legislative changes proposed in the **Environment Bill**, however, will make BNG an integral part of planning consent for most developments. Local Planning Authorities (LPAs) can only approve development plans if they are confident that the developer can achieve a minimum 10% net gain in biodiversity. LPAs will need to agree biodiversity net gain plans with developers, as well as specifying how long the developer should maintain the habitat enhancement, with a minimum requirement of 30 years.
30. Developers are required to adhere to the Department of Environment, Food and Rural Affairs (DEFRA)'s mitigation hierarchy to first avoid, then mitigate on-site, and lastly compensate through purchase of credits for biodiversity losses through a development. Where they are unable to avoid and mitigate for losses on-site, they must purchase a **biodiversity credit** which is used to fund habitat creation projects according to local and national environmental priorities. The current tariff proposed by DEFRA for off-site compensation is £9,000 to £15,000 per biodiversity unit/credit.
31. BNG presents a commercial opportunity for Surrey County Council, which must take measures to prepare itself in advance. BNG is a mechanism that will allow the Council to unlock and benefit from the value of its natural assets, while driving investment into priority landscapes. As a major landowner in Surrey, Surrey County Council can invest upfront in habitat creation and enhancement in order to create verified biodiversity units on parcels of land. These can then be sold onto developers with a slight uptick

(while this mechanism remains in its early development, exact figures cannot be stated).

32. Additionally, by investing in habitat creation and enhancement to create biodiversity units, the Council could create a "habitat bank" of units for use solely by the Council to offset unavoidable biodiversity losses resulting from its own developments. This presents a cost-effective response to mandatory biodiversity net gain, as the Council would not need to rely on purchasing credits from other parties.

#### **Conclusions:**

33. This report provides a summary of the work that has taken place to date on the Climate Change Delivery Plan. A number of carbon reduction projects and programmes are included and officers will continue to progress these and to capture the required carbon data.
34. This report also summarises the work to date on the Land Management Framework. Over the coming year, Officers will continue to progress from Phase 1 to Phase 2 of the LMF. We have secured £50,000 of Transformation funding for this work and are also looking to recruit an LMF Officer responsible for driving this agenda forwards.

#### **Recommendations:**

35. The Communities, Environment and Highways Select Committee is recommended to:
  - a) review and provide recommendations on the Climate Change Delivery Plan; and
  - b) review and provide recommendations on the Land Management Framework.

#### **Next steps:**

36. Officers will continue to develop the Climate Change Delivery Plan which will be published in June 2021.
37. Work will continue on the Land Management Framework. This includes recruiting an Officer to advance the work from Phase 1 to Phase 2.

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**Report contact:** Katie Sargent, Environment Group Commissioning Manager, ETI

**Contact details:** 07754 387029

**Sources/background papers:**

The Draft Climate Change Delivery Plan

Surrey's Climate Change Strategy (2020)

A Coast to Capital Natural Capital Accounting Study (Surrey Wildlife Trust, eftec 2020)

**Appendix 1: Draft Climate Change Delivery Plan**

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Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
All sectors	Net zero carbon by 2050	Greener Futures Investment Multiplier Framework	Creating a Climate investment multiplier framework to develop a pipeline of investable projects and programmes (Renewables, retrofit, natural capital, new development and infrastructure) SCC makes best use of its funds by using them to attract or leverage-in investment from the community (through green municipal bonds, crowd funding etc) or from grantf funding or institutional investors through a Surrey low carbon investment prospectus.	Being explored by University of Leeds and SCC. This will be the financial mechanism to deliver the whole programme.	Estimate to be included for June delivery plan following baseline production				

Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions	
Organisation emissions	Net zero carbon For Surrey's organisational emissions by 2030 or sooner	Street lighting LED conversion	Converting 89,000 street lights to LED.	In progress, due to be completed 21/22	6,200	124,000	£19,900,000	£160.48	Assumptions to be provided and reviewed. Based on estimate provided in cabinet report (January 2018). The conversion to LED will reduce annual electricity consumption from 21.3 million kWh down to 8.3 million kWh. This saving of 12.7 million kWh translates to a saving of around 6,200 tonnes of carbon dioxide each year. Lifetime is assumed to be a minimum of 20 years.	
		Decarbonising SCC corporate estate (McBain)	Focused on energy efficiency gains from better management	In progress, data available from March onwards	Estimates and Modelling available March /April					
		Decarbonising the corporate estate (PSDS)	£1.9m Salix funding for a number of measures for highest emitting buildings - includes solar and air source heat pumps. Ameresco estimates provided.	Funding awarded, more data/design over coming months		255	3,766	£1,900,000	£504.51	Assumptions to be provided and reviewed. Finalised list of buildings to receive measures under review. Funding may be cut to £1.6m. Based on estimates provided in the public sector decarbonisation scheme calculations, based on estimates of measures in 10 buildings.
		Decarbonising SCC fleet	Exploring decarbonising SCC own fleet. EST are providing fleet review.	Fleet Manager will start 1 April to lead work on fleet purchase and vehicle						
		Decarbonising SCC's supply chains	Reducing SCC's emissions from our contractual services by working with supply chains through procurement and contract management processes.	to be produced by end of 2021, then produce carbon reduction target. Carbon reduction from highways contract expected to be						
		Decarbonising Surrey's Schools	Providing resource to enable schools to identify decarbonisation measures which will lead to carbon and energy cost savings and access funding from Salix	Recruiting post		2490	34739	£16,976,071	£488.67	Assumptions to be provided and reviewed. Projects are subject to funding outcome and finalised schools list. Based on energy efficiency measured proposed as part of low carbon skill fund application led by Ameresco. Projects include LED, controls, PV, insulation and heat pumps across 25 schools. Safety
		Estate consolidation programme - travel planning	Travel planning for employee commuting to new offices and agile working patterns	Analysis/ travel planning in progress						
		Estate consolidation programme - building efficiency	Decommissioning of county hall, estate review and new offices (e.g. Woodhatch)			850	7650			Assumptions to be provided and reviewed. Calculations are for decommissioning only and will include replacement offices when data is available. Based on estimates provided in Surrey's Agile Office Estate Strategy, which states the environmental benefits of closing county hall as 804 tonnes pa. However this does not currently factor in new offices or increases in energy consumptions of home offices. Project lifetime is 1 year but savings remain every year so lifetime is given as to 2030 (in line with SCC's net zero target)

Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Transport and air quality	60% emissions reduction in the Transport sector by 2035 against BAU as a minimum	Design Principles for SCC developments	Set standards to ensure new developments will not increase carbon emissions	TBC					
		Active travel schemes		£6.2M awarded to deliver 10 schemes in the county	Data to be included in June Delivery Plan following establishment of baseline				
		LCWIPS	This will inform future active travel schemes						
		Ultra low emission bus scheme	TBC until commissioning and procurement confirmed. No information at present on the number or type of low emission vehicles.	Cabinet approved the scheme in Dec 20.	Estimate to be produced in second half of 2021 once schemes are confirmed				
		EV infrastructure pilots	OLEZ funded scheme funding EV infrastructure in 4 B&Ds		Data to follow				
		Electric vehicle infrastructure roll out	SCC is seeking to deliver a large scale roll out of EV infrastructure on public highway across the county to meet the demand resulting from the ban on petrol and diesel vehicles.	Strategy is being finalised and will be published in Sept 20	Data to follow				
		Local Transport Plan 4 (LTP4)	Consultants to review and refresh the LTP to focus on decarbonising the transport sector emissions in Surrey along with other accompanying policies to promote active travel	Draft Apr 21 with full public consultation and approval by Dec 21	Future carbon reduction transport programmes to be included in delivery plan				
		Rethinking transport pilots	A number of Transformation funded pilots which explore solutions to reducing congestion and emissions from transport - NB these are on hold due to COVID at present - projects are TBC.	Funded for 20/21	Pilot programmes are to be confirmed				

Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Energy generation	15% of energy from solar PV by 2032	Renewable energy from Eco Park	Renewable energy produced by anaerobic digestion plant and gasifier	Ongoing	TBC following meeting on 23 Feb				
		Solar Together scheme	Letters sent out to residents for scheme which they can register for, then a rigorous process of identifying and assessing suitable suppliers. No financing is offered to residents at present.	Mail out to residents. Aiming for roll-out in summer.	492	12,307	£30870 - £36,015	£2.93	Assumptions to be provided and reviewed. Estimate may change as project is finalised. Based on provisional estimates from solar together emissions model. Number of households reached tbc - model assumes 105,000 letter sent and 1tCO2 saved per installation. Estimates are provisional and must be confirmed with Solar Together.
		Solar PV array and battery storage	5MW solar PV array and battery storage	Suitable site being identified through Land Assessment by Buro Happold	1,325	39,779	£5,000,000	£125.69	Assumptions to be provided and reviewed. Estimate will be updated as further data is provided. Based on estimates provided in Trumps estate feasibility study. Using estimates for 5MW solar PV - sleeved PPA to SCC which calculates 4,911 MWh/year and 30 year asset life. Savings calculated based electricity grid factor from DEFRA factors
		Solar or wind installation	TBC	Pipeline budget for 2024/25	1,325	39,779	£5,000,000	£125.69	As above.

Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Housing and planning To create low carbon, healthy homes for our residents that reduce emissions, have lower running costs and improve the wellbeing of our community	66% emissions reduction in the domestic housing sector by 2035 against BAU as a minimum	Green Homes Local Authority Delivery (GHLAD)	Government funding is available for energy efficiency and low carbon measures for low income households living in in-efficient housing (EPC E,F,G). A consortium bid has been submitted and will be delivered by Action Surrey if successful. SCC is a named partner along with 10 of the B&Ds.	£6M awarded for GHLAD 1a currently being delivered as Green Jump Surrey with 10 B&Ds. An additional £3M awarded to the consortium. Additional £3M GHLAD 2 will be allocated to Surrey in 21/22	2,605	Project lifetime not yet available.	£15,000,000		Assumptions to be provided and reviewed. Recalculation will be carried out when data is available from GHLAD by June update. Based on GHLAD model of SCC match funding - based on £15m funding across D&Bs, split equally across 4 home improvement measures (acknowledge actual split may not be equal). Match funding of £3.75 million leads to the following installations: 288 solid wall (external), 507 solid wall (internal), 375 air source heat pumps and 277 ground source.
		Private sector decarbonisation loan scheme	Interest free decarbonisation loans offered to private sector landlords to encourage carbon savings and energy bill reductions.	Funding included in capital pipeline					
		Urban Design Strategy	The Surrey Futures Partnership is developing an Urban Design Strategy which will include a climate change guide to inform planning decisions. In addition, a Developers Forum is being established which will be a useful tool to influence decisions around development and environmental issues.	In progress					

Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Buildings and infrastructure	61% emissions reduction across commercial and public buildings sector by 2035 against BAU as a minimum	Low Carbon in the South East (LoCASE)	An EU funded programme offering training and grants for energy efficiency and low carbon measures to SME businesses. Surrey to administer on behalf of B&Ds.	Funding awarded, expected to start Oct 2020	1334	4,002	£316,234	£79.02	Assumptions to be provided and reviewed. Based on original proposal document, includes 502 enterprises receiving support for energy efficiency and renewable energy use plus 512 enterprises receiving support, 79 new enterprises created, 55 co-operating with research entities and 89 enterprises supported to introduce new to the firm products through funding for innovation and adoption of low carbon technologies. Based on 3 year project timeline.

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Waste, resources and circular economy	70% of all local authority collected waste reused, composted or recycled by 2030	Reuse and food waste reduction campaigns	Resident focussed campaigns aimed at reducing waste at source through consumer behaviour and to increase the proportion of waste that is reused or recycled, including food waste.	SEP to deliver in 20/21	Baseline available from March and potential savings from schemes from March onwards				
		Materials Recovery Facility (MRF)	A site has been identified for an MRF to improve quality of recyclates and reduce quantity of items going to landfill	Business case in development	TBC - requires feasibility results				

Appendix 1 - Draft Climate Change Delivery Plan

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Land use and food systems	1.2 million trees planted by 2030	New trees planted in 20/21	SCC to plant 50,000 trees in an area of new woodland in 20/21. CO2 savings are estimated across 40 year life of trees	In progress, suitable areas of land are being considered	N/A	N/A			Indicative estimate only. Based on Ashden 31 climate actions for councils who estimate 22kg of CO2 absorbed each year by trees. Assuming 120,000 trees planted each year. Improved estimates which account for type and age of trees to be provided in June Delivery Plan, subject to data availability.
		Land Management Framework	A framework is being produced to ensure that decisions made by SCC and external partners in Surrey considers and maximised opportunities for a range of benefits including climate change mitigation and adaptation.	In progress, to be completed by March 21	To follow in June Delivery plan				

Sector	Headline target	Programme/ project	Description	Status	Projected carbon reduction (TCO2 p/a) [initial estimate]	Total carbon reductions TCO2 (over project lifetime)	Cost	Cost per tonne of carbon saving (lifetime)	Assumptions
Industry and green economy	56% emissions reduction across industry by 2035 against BAU as a minimum	Assessment of Surrey's green economy	Consultants will assess the ability of Surrey's green economy to meet the expected surge in energy efficiency and low carbon markets and will recommend how SCC can stimulate supply chains.	Expected Oct – March 21	To follow in June Delivery plan				
		GH LAD (see above)							
		LoCASE (see above)							

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COMMUNITIES, HIGHWAYS AND ENVIRONMENT SELECT  
COMMITTEE



FRIDAY, 19 MARCH 2021

## **Surrey Fire and Rescue Service (SFRS) Implementation of Making Surrey Safer – Our Plan 2020-2023**

Purpose of report:

The Select Committee was provided with a report on progress of the implementation of the [Making Surrey Safer – Our Plan 2020 – 2023](#) (“Our Plan”) for the meeting held on the 16<sup>th</sup> September 2020. This report provides a further full update on the following areas:

- a. Implementation of Phase 1 and Phase 2 of the changes included within Our Plan
- b. The outcomes of the COVID-19 Inspection by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) (Letter from Inspectorate provided can be found on the HMICFRS website [here](#))
- c. Our continuing response to COVID-19 and Recovery Plan including extending Our Plan to 2024.
- d. SFRS Priorities

### **Introduction:**

1. Our Plan addresses the concerns of the HMICFRS Inspection and includes the following areas of change to SFRS, (the Service):
  - a. More time and resources will be spent on prevention and protection activities to reduce the likelihood of emergencies and harm.
  - b. Increased availability of crews at Haslemere and Walton during weekend days, improving immediate response and resilience for specific risks including water and wildfire.
  - c. The number of fire stations in Surrey have stayed the same but changes have been introduced to how some of them are crewed.
  - d. An increase to the actual number of On-Call firefighters and improvements to the way in which we attract and retain them.

- e. Charging for some non-statutory incidents we attend, such as false reports of fire (hoax calls and Automatic Fire Alarms (AFA)) and animal rescues so that costs can be recovered.
2. Phase 1 of the changes to the Service were implemented in April 2020 and Phase 2 were implemented in January 2021. The changes were assured by Brunel University London prior to implementation bringing independent and academic rigour. The Assurance Reports can be found on the website [here](#). Assurance has also been received by the NFCC Advisory Panel who have advised that since the Panel was established the Service has made significant progress on a wide range of matters. The Panel has now disestablished advising that SFRS is now well placed to continue with its journey of change and improvement and therefore an appropriate time for the panel to be disestablished.
  3. Our Making Surrey Safer Plan 2020-23 is being extended to 2020-24. This extension is to ensure that this improvement journey and the outcomes pledged within the plan can be completed. These include improvements to prevention and protection activities as well as working on improving the culture within the Service. The reason for this necessary time extension is due to COVID-19 and so that we can take into consideration any changing governance of Fire and Rescue Services that may be proposed by the Home Office in the review of Police and Crime Commissioners coming up this year.
  4. The SFRS Member Reference Group have recently provided further scrutiny of the implementation of Our Plan, their role has been to:
    - a. To Monitor the effectiveness of the implementation of Phase 2 of the FRAs Making Surrey Safer Plan, providing assurance to the Communities, Environment and Highways Select Committee
    - b. Continue to monitor the effectiveness of the changes made to the Service as part of Phase 1 of the FRAs Making Surrey Safer Plan, to assure the Select Committee that these improvements have become embedded as 'business as usual'; and
    - c. To seek assurances that sufficient progress is being made ahead of an inspection by HMICFRS in 2021 by offering critical friend challenge to the Cabinet Member for Communities and the Leadership Team of SFRS.

The findings from the Member Reference Group findings will be provided to this meeting of the Select Committee.

5. Since the last report to this Select Committee, the Service has continued in its support of the response to the COVID-19 pandemic to support the community. The Chief Fire Officer chairs the Local Resilience Forum (LRF) and through this work SFRS have supported the provision of temporary mortuary requirements and staff to facilitate body removals as part of the Death Management cell and have supported the work required to distribute essential Personal Protective Equipment (PPE) and welfare provisions to the most vulnerable across Surrey. The Service has seconded staff to support South East Coast Ambulance

(SECAmb) to dual-crew front line ambulances. Most recently the Service has been involved in supporting the wider community testing initiatives, including the wider health surveillance within Woking and Egham and supporting the current focus of providing volunteers to administer the lifesaving vaccine. A Recovery Project is in place to ensure that we understand the impacts from COVID-19 but also to ensure that we learn from what has worked well within this period and 'build back better'. The specific impact of COVID-19 on progress is included within the detailed sections below.

6. HMICFRS have carried out an inspection of all Fire and Rescue Services response to COVID-19 during the first three months of the pandemic. The Service is pleased with the outcome from the Inspection and has developed an action plan to take forward the two recommendations that were made. This report provides an overview of the report and our progress with the recommendations.

### **Implementation of changes**

7. The changes within Our Plan that have been implemented include the following:

#### **Phase 1**

Delivered in April 2020:

- a. Invested in Community Resilience (Prevention and Protection) to grow the team and recruitment into new posts started.
- b. Haslemere and Walton Fire Stations have improved immediate availability as they have been changed from 5 working days to 7 working days.
- c. Changes to Response which included changes implemented at Camberley, Fordbridge, Guildford and Woking Fire Stations who have one immediately available fire engine available at night, rather than two.
- d. New web pages for the Service have been published.
- e. The Charging Schedule has been published

#### **Phase 2**

Delivered in January 2021:

- f. Changes to Painshill, Banstead and Egham Fire Stations who now have one immediately available fire engine during the day. At night fire engine cover is now provided from neighbouring Fire Stations.

### **Prevention and Protection Progress over Phase 1 and 2**

8. There are 41 new roles within the Services Prevention and Protection Teams and the majority of these have now been recruited. These roles include Education, Partnership, Youth Engagement, 'Firewise' and posts within Business Safety. A training package has been provided to ensure all new staff

can successfully carry out their roles. The most outward facing roles within Business Safety require 18 months of significant training investment, which is still ongoing whilst still delivering activities within their current competencies

9. All new roles have been recruited to during the COVID-19 pandemic. The impacts of the COVID-19 pandemic have delayed the timeline for delivery of the outcomes.

Activity update:

- a. **Domestic Safe and Well Visits:** The materials for Domestic Safe and Well Visits have been reviewed and updated. Farnham and Godstone have piloted these materials when carrying out visits and feedback has been provided to the team within Community Resilience. New training, equipment and processes have been agreed and will be rolled out over February and March.
- b. **Business Safe and Well Visits:** The materials and training package for Business Safe and Well visits have been developed. Initial training was rolled out to Fire Station-based crews in 2020 and then reviewed as a result of COVID-19 lockdown restrictions and closures. Plans are in place for a full roll out in April 2021.
- c. **Education:** The Education Teams have been designing the offer to schools for Early Years, Key Stage (KS) 1 and KS 2. The draft lesson plans have been shared with teachers for review and feedback. Work is also underway to develop young person appropriate animations to deliver key safety messages.
- d. **Cadets Scheme:** Research has been carried out to identify good practice from the experiences of Police, Military and other Fire and Rescue Services who currently run Cadets Schemes. A survey has been carried out with Cadets within the Police Service to help inform the development of the scheme. Policies and procedures have all been developed, lesson plans and curriculum for Year 1 is complete with Year 2 currently in development. A communications plan is also being developed to encourage participation and it is hoped to fully launch the scheme in the summer (subject to Government Guidance in relation to COVID-19).
- e. **Youth Engagement Programme:** All of the materials for the Youth Engagement Programme are currently being updated.

## Changes to Response

10. **Implementation of changes to Response:** The changes that were implemented within Phase 1 included changes at Camberley, Fordbridge, Guildford, and Woking Fire Stations who now have one immediately available fire engine available at night, rather than two. Haslemere and Walton Fire Stations have improved immediate availability as they have now changed from 5 working days to 7 working days. Due to the impacts from COVID-19, the outcomes from the Grenfell Tower report and new legislation, Brunel University London were asked to assure the changes within Phase 2 for a second time to

ensure the changes continued to be the right thing to do. This assurance was provided and as a result the changes within Painshill, Banstead and Egham Fire Stations were put in place on the 5<sup>th</sup> January 2021. These Fire Stations now have one available fire engine during the day.

11. **Service establishment:** Further to the implementation of Phase 2 of the changes the overall establishment within the Service in January 2021 can be shown in the Table 1 below. There are a further two On-Call training sessions planned for 2021.

<b>Table 1</b>		
<b>Staffing Group</b>	<b>%</b>	<b>Nos.</b>
Whole time	100%	456
On-Call	83.3%	115
Control	100%	34
Support	100%	80.8

## **Collaboration**

12. **Joint Fire Control:** We have established a shared fire control with West Sussex Fire and Rescue Service which has delivered both operational effectiveness as well as efficiencies through collaborative procurement contracts. The co-developed, operational reporting system has brought together complimentary skills from both services and transformed the way both services display and utilise data to deliver service improvements. Further work is underway within Joint Fire Control to establish further collaboration with East Sussex Fire and Rescue Service which will be in place in September of this year.

## **Engagement**

13. **Engagement with managers:** The Chief Fire Officer holds a monthly meeting with all Middle Managers to ensure that they receive updates on national and local policies; but most importantly get feedback from managers on new policies, projects etc. This meeting is held virtually using MS Teams which has been very successful in giving all the opportunity to get involved and participate. Managers are then asked to share the discussions with their teams and are provided with an overview of the discussions, in presentation format, to support consistent messaging. Managers are also encouraged to lead feedback sessions and deliver presentations on key matters that concern the workforce.
14. **Engagement with all staff:** As soon as Government Guidance allowed, the Service Leadership Team (SLT) commenced face-to-face engagement with all staff initially collecting feedback on the implementation of Phase 1. Feedback was collected from over 44 staffing groups. The feedback from the implementation of Phase 1 was shared with Brunel University London forming part of the assurance of the implementation of Phase 2. The actions that are being taken forward are attached at Annex 1. As a result of the initial feedback

there is currently a review of the new shift patterns that has been put in place. Engagement is key to the successful outcome of the review and therefore there are a number of focus groups in delivery to capture views and ideas. This review will be carried out over the coming weeks. In the meantime, both virtual and face-to-face engagement continues on a weekly basis to ensure that all staff are given the opportunity to provide feedback and influence future change and continuous improvement of services.

## Recruitment

15. **Firefighters:** 97 candidates currently awaiting their physical and fitness assessments of which 12 are female. 3 firefighters have been migrated from On-Call to Wholetime. 7 remain in the group and are still to be placed on station. On-Call attraction figures have increased.
16. **Trainees:** The Service have 12 trainees (10 male and 2 female) on the current training course which started this month. The trainees are due to pass out on 25 April 2021.
17. **Workforce Planning:** The Service are monitoring staff numbers very closely through the Workforce Working Group, for roles across the whole Service. Based on analysis of these numbers they are running recruitment processes for;
  - Joint Fire Control teams
  - Business Support teamsand promotional processes for the following ranks:
  - Crew Commander
  - Watch Commander; and
  - Group Commanderover the next few months.
18. **On-Call:** Following the On-Call review attraction has increased significantly. Current On-Call establishment is 115 personnel, against a full establishment of 138. The Service have 9 individuals currently undertaking a course as well as further courses planned. Together with delivery of the proposals outlined in the On-Call report the Service aim to be at full establishment by the end of the delivery of Our Plan.
19. **Approach to On-Call as a result of the review:** The new On-Call Support Officers have been working closely with the Transformation Team to transform the approach to On-Call and deliver the proposals within the On-Call Report which outlines how the Service intend to change the way that they recruit, retain and utilise On-Call Firefighters. The following outlines the progress that has been made to date:

- Aligned the recruitment process to the Whole-Time recruitment process to ensure parity and now have in place a migration process to allow On-Call to migrate into Whole-Time positions.
- The Service has agreed new flexible contracts called 'pay for availability' and the Service is currently in negotiation with the Unions in relation to existing staff. Staff have been consulted throughout this process and their views integrated into a pilot which is due to take place in March.
- A flexible mobilisation pilot is in progress to maximise flexibility of On-Call units matching and mobilising stations for stand-by and relief purposes.
- On-Call have contacted approximately 20 local primary schools within a mile of On-Call units requesting that they support and promote being an On-Call Firefighter to parents via parent mail, some responses have already been received.
- The Service is engaging with Local employers near our 24/7 On-Call units to encourage partnership working to help increase our On-Call.

**Response:**

20. Since implementing our Plan we can see that we have:

- a. Reached or exceeded minimum response availability:
  - Weekdays – 21 (minimum 20)
  - Weekend days – 22 (minimum 20)
  - Nights – 23 (minimum 16)
- b. Our average response time of first appliance to critical incidents is well within target at 7 minutes 14 seconds

**Chargeable Services**

21. Of all calls the Service receives 35-40% are Automatic Fire Alarms (AFAs). The Service has a dual approach to AFAs which represent a risk to the public as it requires fire engines to respond on blue lights across the county unnecessarily and reduces fire cover unnecessarily as well. We have taken a dual approach of:

- a. The charging schedule has been updated to include Automatic Fire Alarms (AFAs) and can be found on the website [here](#).
- b. The Service are now working on proposals to negate the impact of AFAs at the point of call, thus preventing the need to recover costs from businesses.

## Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) - COVID-19 Inspection and 2<sup>nd</sup> Visit update

22. **COVID-19 Inspection:** HMICFRS inspected the Service in September 2020. The inspection was not graded but looked at the way the Service responded and reacted to the ongoing COVID-19 pandemic in the first three months. The inspection outcome was very positive, recognising the good work of the Service during the first stages of the pandemic. The report also enables the Service to continuously improve the way they respond to and recover from this pandemic. The Recovery plan is being reviewed to take forward recommendations from the report. The COVID-19 HMICFRS report can be found on the website [here](#)
23. **Full Inspection:** HMICFRS are due to carry out a full inspection of the Service commencing 29<sup>th</sup> March 2021 which is likely to last 6-8 weeks. SFRS is in the first tranche. HMICFRS will continue to inspect in accordance with their existing programme and framework using similar methodology. To reduce risk to the sector they will minimise their on-site footprint and use virtual inspection methods where appropriate. Within parameters they will be flexible to accommodate service context (i.e., taking account of HMICFRS risk assessments, Fire and Rescue Service (FRS) perspective, the local COVID-19 level.) Graded judgment will be provided only when HMICFRS have the evidence to do so. It is unlikely that they will reach judgments for all questions without some degree of on-site activity. In the event that the inspection is limited by COVID-19 and evidence gaps prevent them forming a graded judgment they will permit a limited extension to the inspection window or arrange a pre-moderation re-visit to the Service to plug the specific evidence gap. In exceptional circumstances, where it is not possible to gather sufficient evidence to reach a graded judgment HMICFRS will consider whether they could reach a narrative judgment. Causes of concern from the last visit have a robust action plan in place and will be reviewed as part of the inspection. The Self-Assessment was completed and submitted by 15<sup>th</sup> February, 2021 and the outcome from Tranche 1 will be published at the end of the year.

### Continued response to COVID-19 and Recovery Plan

24. **Recovery:** In June 2020 recovery work commenced in preparedness for restoring services. Service Restoration Plans were completed to capture the timelines, milestones and dependencies for 'switching on' the council's services in each directorate. These served as a baseline, with Weekly Service Status reports highlighting any key changes in timelines, and any imminent actions/information. The project was designed to manage the increased risk to the community and our staff arising from disruption to services. The Recovery Cell objectives are:
- Establish the impacts of COVID-19 on delivery of Our Plan and our staff, for all areas of the business – identify alternative approaches to delivery and plan with a timeframe to implement
  - Implement a return to Business as Usual (BAU) (the 'new' normal)

- BAU to feed into business planning process
- Review the Service's vision in line with the corporate vision

## **SFRS Priorities**

25. Using our robust Risk and Opportunity Matrix aligned to our Value for Money Framework our priorities for the next year include:
- a. Investment in our people by:
    - Reviewing and improving our culture
    - Enhancing and embedding diversity and inclusion in everything we do
    - Reviewing our Wellbeing offer to staff
    - Designing and delivering an open and fair process to identify, develop and support high potential staff
    - Improving and increasing the recruitment of On-Call
  - b. Improving effectiveness by continuing to invest in our Protection and Prevention teams:
    - Creating better relationships with partners and working more closely to deliver services together
    - Continuing to develop our understanding of community risks and how we offer services, via our 4Ps Framework, based upon People, Places, Premises and Products
    - Responding to the Grenfell Tower incident/inquiry outcomes
  - c. Ensuring optimal efficiency within Our Plan's Asset Strategy
    - Data and digital transformation
    - Investing in our capital, infrastructure and fleet, to ensure that new services and products are fit for purpose, end user driven and accessible to all

## **Further Context:**

### **Trade Dispute**

26. The Service has an ongoing Trade Dispute with the Fire Brigades Union (FBU). Regular meetings continue to be held with representatives from the FBU and every effort is being made to resolve the issues raised. Action Short of Strike commenced in December 2019 and ended in March 2020. The items in dispute with the FBU have either reached an impasse, been resolved or are subject to legal action. Work to get recognition for other unions and offer choice of union membership to staff is underway although subject to limits of membership levels (10% staff group representation)

## Communications and Engagement

27. **Communications Strategy:** A new communications strategy was implemented in August 2020. This is currently being updated and additions are being made to reflect the new legislation regarding accessibility requirements. The additions to the strategy include the following:
- a. Weekly communications member briefings: these are to keep members as up to date as possible.
  - b. Recruitment campaign: 406 applicants in one month – ¼ of which from underrepresented groups. 82 - 100% positive sentiment within comments. 5 out of 7 On-Call stations identified as 'needing focus' achieved or exceeded the required applicant numbers. 788 link clicks to the new recruitment website
  - c. Internal rapid rebuttal: Tripartite agreement, HMICFRS COVID-19 Inspection, Monthly spotlight on other teams within SFRS.
  - d. Monthly staff newsletter: from 35% open rate to 44% in just four editions. Fifth edition released 29<sup>th</sup> January
  - e. Accessibility and EDI audit – to ensure we are accessible and as representative of our communities and teams as possible. This includes all social media accounts and our internal newsletter.

### Conclusions:

28. The implementation of Phase 1 and Phase 2 of the transformation has been delivered. The Service has identified the impacts from COVID-19 on the transformation programme and is confident that it can deliver the outcomes in Our Plan in full by 2024. Therefore the plan will be extended for a further year.
29. The Service received a positive outcome from the HMICFRS COVID-19 inspection and is currently preparing for the full Inspection which is to start at the end of March. The outcome from the full inspection is expected at the end of 2021.
30. The Service has put in place business continuity arrangements and contingency plans in respect of the Trade Dispute, whilst continuing to seek to resolve through engagement with the FBU.

### Risk Management and Implications

31. There are associated risks with the implementation of these proposals:
- a. Industrial Relations: There is opposition to the changes by the FBU and there is currently a Trade Dispute ongoing. The Service is in dialogue with the FBU with the aim to resolve the issues raised.

- b. Public perception of Response Changes: there has been a campaign, mainly led by the FBU, against the changes being implemented. The Service are delivering a proactive communications and engagement plan which clearly describes how our Service operates.

<b>Equalities and Diversity</b>
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- 32. Valuing and promoting equality and diversity are central to the work of the Service. An Equality Impact Assessment informed the development and implementation of Our Plan. A Staff Equality Impact Assessment was carried out to identify whether there were any adverse impacts to members of staff as a result of the changes. The outcomes of this assessment informed the development of new ways of working and implementation of the changes.
  
- 33. Towards the end of last year the National Fire Chiefs Council (NFCC) consulted on and implemented an Equality Impact Assessment (EIA) for all Fire and Rescue Services nationally to adopt. As a result Surrey Fire and Rescue Service will now be adopting the NFCC EIA template to ensure the format and approach taken for their EIAs are consistent with those of other Fire and Rescue Services nationally. This will allow for reporting in the same way and more accurate comparison of data across Services.

**Other Implications:**

- 34. 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	There are positive implications arising from the implementation of the Making Surrey Safer Plan as engagement is taking place with Corporate Parenting to ensure Looked After Children are provided with a Safe and Well visit when moving into their first property.
Safeguarding responsibilities for vulnerable children and adults	Surrey experiences relatively low numbers of fatalities and injuries from fires. Our challenge is to continue to reduce these small numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers. We recognise

	that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.
Public Health	Increase integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and public health, and add value. We continue to educate the public through community safety campaigns and Safe and Well Visits. Our Safe and Well Visit is designed to cover fire safety, road safety, environment safety and by using the <u>One Stop Surrey</u> referral process, cover a range of health and social issues that support independent living. We also supply a range of equipment, such as smoke alarms, hard of hearing alarms, fire retardant bedding and advise on TeleCare alarms and sprinklers. We are continuing to work with the Surrey Health and Wellbeing Board members, such as Adult Social Care, the NHS, public health and Age UK Surrey, to develop the content of our Safe and Well Visits to reduce risk to the elderly.
Climate change	The <u>Civil Contingencies Act 2004</u> places a legal duty on all emergency services to carry out risk assessments in their area. Significant risks are recorded on the <u>Surrey Community Risk Register</u> . We have to assess the risk of major emergency incidents such as flooding, derailments, major spillages, fires, chemical incidents, civil unrest, terrorist attacks and flu pandemics.
Carbon emissions	The SFRS Asset Strategy has a commitment to reduce emissions through the use of alternative fuelled vehicles.

**Recommendations:**

35. The Select Committee use the findings within this report to aid further scrutiny.
36. The Select Committee to work with the service to scope further scrutiny work to take place following the publication of the HMICFRS full inspection report later in the year.

<b>Next steps:</b>
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37. Further updates will be provided to the Communities, Environment and Highways Select Committee as required.

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**Report contact:**

Steve Owen-Hughes, Head of Community Protection and Emergencies (Chief Fire Officer)

**Contact details:**

Tel: 01737 733613

Email: [steve.owenhughes@surreycc.gov.uk](mailto:steve.owenhughes@surreycc.gov.uk)

**Sources/background papers:**

Making Surrey Safer – Our Plan 2020 – 2023

**Annex 1** – Qualitative Feedback

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# Qualitative Feedback

# Qualitative feedback

- SFRS asked Brunel University London to review the implementation of Phase 2 of the Making Surrey Safer Plan taking into account COVID-19, outcomes from the Grenfell Tower Report and new legislation
- As part of the assurance of Phase 2, the Service Leadership Team (SLT) wanted to ensure that staff were given the opportunity to provide their feedback on the implementation of Phase 1 changes
- The feedback from staff was brought together into themes and provided to Brunel University London. To ensure transparency the feedback was made available to staff

# Qualitative feedback

The feedback from staff was sought through the following engagement mechanisms:

- Face-to-face engagement with staff which is carried out on a weekly basis by all members of SLT and the Transformation Team
- Chief Fire Officer monthly meetings with managers from across the service
- Transformation feedback via the email address which has been made available to all personnel within the service [sfrstransformation.feedback@surreycc.gov.uk](mailto:sfrstransformation.feedback@surreycc.gov.uk)

Feedback was collected from over 44 staffing groups from fire stations.

The following slides provide an overview of some of the key areas where action was taken forward as a result of the feedback.

# The following change is taking place as a result of feedback:

## Exit interviews

- Exit interviews have been reviewed and updated and these are offered to all staff to explore reasons for leaving

## Recruitment:

- Neighbouring services continue to recruit, and we are putting in place measures to ensure we not only succeed in recruitment but retain our staff. This includes L&D programmes, flexible and agile working career pathways and mentoring.
- Recruitment is remaining a priority and the process has been updated to ensure the NFCC Behavioural Framework sits at the heart of the process. This ensures that successful applicants have the same values and behaviours as the service.

## Skills/Learning and Development

- § To ensure that we have the right skills in place at the right time we have in place workforce planning procedures which are reported through our revised governance framework
- § The service learning and development provision is under review. An essential part of the review will feature how water and other specialist training is provided to meet the needs of the Service Delivery Team.
- § Planned changes to the use of Incident Monitoring Officer roles on the incident ground will help support the continuous professional development of commanders at all levels.

# The following change is taking place as a result of feedback:

## Improving Communications and Relationships

- SLT are looking for opportunities to recognise the contribution of staff, including publicising staff actions through social media and service communications, local certificate presentation and the annual Awards and Commendations even which was held on-line this year due to COVID-19
- SLT is working hard to improve trust through honesty and openness and continuing to show how feedback is influencing change
- A Communications and Engagement plan has been developed which will focus on improving the way we communicate with staff. Our new monthly SFRS Staff Newsletter has been created and implemented as a result of this.

## Monitoring Making Surrey Safer Plan

- The service will continue to monitor the Making Surrey Safer Plan

## Targets

- The revised targets have been created using the 'Time Available Performance Setting' methodology. The target numbers are due to the amount of forecasted available time a frontline appliance has to engage in Community Resilience

# The following change is taking place as a result of feedback:

## Engagement within procurement

- There have always been user engagement processes in place when purchasing new equipment. This works by end users providing the Logistics team with their requirements and they then ensure all relevant parties are engaged in the process. These processes have been recently strengthened by the revised Resources working Group as part of the Service Governance processes.
- Prior to the procurement process the end users are involved again to ensure the specification meets their needs. The final decision is made taking into account the consensus of those involved. This approach will be taken forward consistently across the service

## Standard Operating Procedures

- Work is underway to align standard operating procedures through the implementation of National Operational Guidance uniformly across East Sussex, West Sussex and Surrey Fire and Rescue Services

FRIDAY, 19 MARCH 2021

## **REPORT OF THE WORKING GROUP MONITORING THE IMPLEMENTATION OF THE 'MAKING SURREY SAFER PLAN'**

Purpose of report:

To summarise the activity of the working group to monitor the implementation of the 'Making Surrey Safer' Plan and its conclusions.

### **Introduction:**

1. The Communities, Environment and Highways Select Committee scrutinised the ['Making Surrey Safer' Plan](#) in public at its 16 September 2020 meeting. To ensure ongoing scrutiny of the objectives of the plan and the service's readiness for re-inspection in 2021 the Select Committee created a working group to meet with the Cabinet Member for Communities and senior officers to monitor progress.
2. The working group has been chaired by Saj Hussain. The other Members on the group were: Jonathan Essex, Mike Goodman, Jan Mason, John O'Reilly and Fiona White.
3. Members would like to thank the Cabinet Member for Communities, the Chief Fire Officer and his staff for their support of this working group especially during this very difficult time.

### **Process**

4. The group agreed its terms of reference in October 2020 (see Annexe 1). Its purpose was to:
  - Monitor the effectiveness of the implementation of Phase 2 of the Fire & Rescue Authority's (FRA) 'Making Surrey Safer' Plan, providing assurance to the Communities, Environment & Highways Select Committee.

- Continue to monitor the effectiveness of the changes made to the Service as part of Phase 1 of the FRAs Making Surrey Safer Plan, to assure the Select Committee that these improvements have become embedded as ‘business as usual’.
  - Seek assurances that sufficient progress is being made ahead of an inspection by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMCIFRS) in 2021, by offering critical friend challenge to the Cabinet Member for Communities and the Leadership Team of SFRS.
5. The group sought both quantitative performance information and qualitative feedback from staff and stakeholders as evidence to review the implementation of ‘Making Surrey Safer.’ The Group worked with Officers to identify and review this evidence over the course of four meetings.
  6. The group met the Cabinet Member, Chief Fire Officer, and other Senior Officers to scrutinise progress on 12 October, 25 November and 15 December 2020 and 16 February 2021. The Group was not able to extend its evidence gathering sessions to include frontline staff. A final meeting of the Group was held on 26 February 2021 to agree its conclusions.
  7. Members aligned their lines of enquiry to the recommendations in the HMCIFRS’s 2018 [inspection report](#) with a focus on changes to the response model, workforce – both in terms of establishment figures and diversity – staff wellbeing and the service’s communications.

<b>Findings:</b>
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8. The group acknowledged the work done by the SFRS to achieve full **establishment** in three out of four staff sections and to shift away from a reliance on overtime. They noted the success had in recruitment and the ongoing work to recruit on-call firefighters but did ask questions about how representative the service was, and the actions being taken to change the make-up of the workforce.
9. Officers told the group that **diversity** was an ongoing issue for SFRS as identified by HMCIFRS, and the cultural change needed was likely to continue to be a long-term, national issue. The Service explained that it was employing a range of methods to target women and minority groups in order to encourage people to consider careers in the fire and rescue service.
10. The group raised questions about **staff wellbeing** given the changes being implemented and the toll of the pandemic. The group learned that preferences could be submitted on shift patterns and working location and following staff

feedback, priority was given to staff affected by phase 1 and 2 of the plan for six months post-implementation. The service would prioritise staff mental health issues and its wellbeing offer and would engage with staff in stations and via focus groups.

11. Members reviewed **response time** data at two of its four meetings and noted that the indicator showed that the SFRS remain on target with the average time of the first appliance to critical incidents below its 10-minute target (07:14 in December 2020). The Service were confident they would continue to meet the target next year when road traffic was expected to return to normal levels. The Group asked questions about incidents that took more than 10 minutes to respond to and consider this to be something worthy of future scrutiny.
12. Regarding **communications**, a lot of work had been done on how the service communicates to residents and external stakeholders. The group noted the increased use of the service's revised webpages and social media as well as the increase in staff capacity in this area. Members thought that there should be an analysis of interactions with the Service via these channels to ascertain satisfaction levels. Staff have been **engaged** through focus groups and weekly face-to-face visits to stations, there is also a dedicated staff email address for feedback. SFRS has made changes based on feedback for example instigating preference forms and prioritisation for those affected by changes to crewing stations. The group was keen for SFRS to engage with Surrey residents and staff so efforts should continue in this area.
13. **Coronavirus** has inevitably had an impact on the service's activity as many staff were redeployed to support the Local Resilience Forum (LRF). The group were advised that targets around prevention and protection measures could not be met this year, but the service had made use of remote technology to adapt its management processes and training offer for staff. The Group reviewed the outcome of the HMCIFRS COVID-19 [inspection](#) and the SFRS' actions to respond.

<b>Conclusions:</b>
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14. The group notes the progress made by the Service in remedying the issues reported by the HMCIFRS in 2018 by implementing the 'Making Surrey Safer' plan in two phases.
15. The group notes the impact coronavirus has had on the service's ability to meet some of its performance targets.

<b>Recommendations:</b>
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16. That the Select Committee use the findings within this report to aid scrutiny of the report from the Surrey Fire and Rescue Service within this agenda.

### **Next steps**

The Group identified several points that could form the basis of future scrutiny of the SFRS:

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1. Areas of ongoing improvement work that form part of the 'Making Surrey Safer' Plan such as improving workforce diversity and recruitment to on-call positions
  2. Analysing comparative data showing the relative performance of SFRS with other suitable peer Fire and Rescue Authorities
  3. Analysis of incidents where the first appliance to critical incidents exceeded 10 minutes
  4. Analysis of satisfaction levels with the Service's communications
  5. Qualitative evidence from frontline staff on changes to the SFRS
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### **Report author**

Saj Hussain, Vice-Chairman of the Communities, Environment & Highways Select Committee

### **Report contact**

Ross Pike, Scrutiny Business Manager, Democratic Services

[ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

### **Sources/background papers**

Working Group Terms of Reference (Annex 1)

## **SURREY FIRE and RESCUE SERVICE IMPLEMENTATION OF MAKING SURREY SAFER – OUR PLAN 2020-2023**

### **MEMBER REFERENCE GROUP**

**September 2020 – March 2021**

#### **Context:**

The Surrey Fire and Rescue Service (SFRS) was inspected in 2018 and found to need improvements in several areas by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS). The Surrey Fire and Rescue Authority (FRA) Making Surrey Safer Plan was developed in response to these findings.

The Making Surrey Safer Plan recognises that the SFRS response model is not a stand-alone response model with a single function that is just about responding to incidents, although this is, of course, important. The plan is founded on three interlinking facets - prevention, protection and response. Each of these are equally important and each need to be fully effective and work together.

The development of the Surrey Fire and Rescue Authority (FRA) Making Surrey Safer Plan was overseen by a previous reference group set up by this committee (Fire Transformation Working Group). This approach proved effective therefore a further reference group was deemed appropriate to review the implementation of the plan.

#### **Purpose:**

To monitor the effectiveness of the implementation of Phase 2 of the FRAs Making Surrey Safer Plan, providing assurance to the Communities, Environment & Highways Select Committee.

The group will also continue to monitor the effectiveness of the changes made to the Service as part of Phase 1 of the FRAs Making Surrey Safer Plan, to assure the Select Committee that these improvements have become embedded as 'business as usual'.

To seek assurances that sufficient progress is being made ahead of an inspection by HMICFRS in 2021, by offering critical friend challenge to the Cabinet Member for Communities and the Leadership Team of SFRS.

#### **Membership:**

- Saj Hussain (Chair)
- Fiona White
- Mike Goodman
- Jan Mason
- Jonathan Essex
- John O'Reilly (ex-officio)

#### **Roles/Functions:**

- On behalf of the Select Committees to monitor the effectiveness of the implementation of Phase 2 of the FRAs Making Surrey Safer Plan.

- Monitor the effectiveness of changes made to the Service as part of Phase 1 of the FRAs Making Surrey Safer Plan;
- To identify and prioritise future public scrutiny of issues emerging from the implementation of the Making Surrey Safer Plan; and
- Report back the group’s findings to the Communities, Environment & Highways Select Committee.

**Meetings:**

The group is time limited and will operate from September until the end of this Council year. Officers from the Surrey Fire and Rescue Service will provide information to the group.

<b>Dates: TBC</b>	<b>To Cover:</b>
October TBC	<ul style="list-style-type: none"> <li>➤ Agreement of group’s objectives and work plan.</li> <li>➤ Overview of the implementation plans for ‘Phase 2’.</li> <li>➤ Feedback from Brunel University’s assurance review of SFRS’ plan.</li> <li>➤ Agree suite of Key Performance Indicators to monitor Service performance.</li> </ul>
Bi - Monthly meetings	<ul style="list-style-type: none"> <li>➤ Monitor effectiveness of ‘Phase 2’ implementation including any issues being encountered.</li> <li>➤ Service performance monitoring.</li> </ul>

**Reporting:**

The reference group will give progress updates to the Select Committee via a short report at its January and March 2021 public meetings. Formal public scrutiny of the Member Reference Group findings could take place at its May 2021 meeting.

**Officer Support:**

Steve Owen-Hughes, Head of Community Protection Group

Dan Quin, Deputy Chief Fire Officer

Sarah Kershaw, Chief of Staff & Deputy Head of Community Protection Group

Ross Pike, Scrutiny Business Manager

Bryony Crossland-Davies, Democratic Services Assistant

FRIDAY, 19 MARCH 2021

## SCRUTINY OF ALTERNATIVE BUDGET PROPOSAL

### **Purpose of report:** *Budget Scrutiny*

For the Select Committee to note a summary of the scrutiny work undertaken regarding Jonathan Essex's alternative budget proposals.

#### **Introduction:**

1. At the Council budget meeting of 9 February 2021 Jonathan Essex proposed several alternative budget proposals that relate directly to the work of the Environment, Transport, and Infrastructure Directorate (*the Directorate*).
2. Council voted on these budget amendments and they were not accepted. Council then chose to refer the amendments to the relevant Select Committee for in-depth scrutiny.

#### **Process:**

3. The 2021/22 Revenue & Capital Budget and Medium-Term Financial Strategy was adopted by the Council on 9 February 2021. However, Jonathan Essex's alternative budget proposal was subject to further scrutiny by the Communities, Environment & Highways Select Committee at a private meeting on 9 March 2021.
4. The Select Committee sought evidence as to the viability and value of the proposals via questioning of the Cabinet Member for Environment & Climate Change, Cabinet Member for Resources & Corporate Support and officers from the Directorate and Finance.

#### **Findings:**

5. The Members reviewed the response to each of the proposals (Annex 2) in turn and were satisfied that these adequately address the alternative proposals. Specific points relating to the Cabinet Members' response are listed below:

### Proposal 1.1: Dedicated Cycle Route Planner

6. Members wanted to see priority given to the implementation of Active Transport schemes and the necessary resources provided to the service to implement them. Members noted that Surrey had received less than the national average in government funding awards. They acknowledged the increase of £400K in revenue funding in the 2021/22 budget to increase staffing levels. The Members would seek assurances regarding implementation of the programme throughout 2021/22.

### Proposal 2.2: Energy Retrofit and Renewable Energy Every School in Surrey

7. Whilst the Members understood that school's budgets are held and managed by each individual school, and therefore the Council could only try and influence the sector, that this was a proposal worth further investigation.
8. A Member stated the importance of ensuring that the Council provided leadership to all schools in Surrey (including academy trusts) to increase their energy efficiency. The Member suggested a future task & finish group to analyse the conditions of the Surrey school estate, consider what strategy needed to be in place to deliver net zero buildings and to ensure there was a link to school health and wellbeing plans. The group were advised that the 25 biggest carbon emitting schools were very receptive and keen to work with the Council to deliver decarbonisation of their estate.

### Surrey Decarbonisation Fund

9. The key aspect to delivering decarbonisation was that the Council could not rely solely on its own resources, securing external funding and multiplying the effect of these funds and Council spending was crucial.
10. The Director – Environment explained that there was a lot of funding in totality around environment, technology, and carbon reduction but it was held with different organisations and thus very fragmented. The Council's Greener Future Investment Multiplier was about being able to identify need, evidence, required action, and where to get funding.

<b>Conclusions:</b>
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1. The Select Committee, having reviewed the response to the alternative budget proposals, was satisfied that the Cabinet Members and the Directorate had given due regard to the suggestions and that plans were in place to realise many of these objectives. Where plans were not in place the Select Committee were

assured that reviews were underway that would provide options for the Council to increase workforce capacity, secure external funding and make the transition to using electric vehicles across its fleet.

2. The Select Committee retained an interest in the implementation of active travel programmes across the county and further identified the energy efficiency of school estate in Surrey as a priority area for scrutiny. These topics would be developed as part of the Select Committee's next annual forward work programme to be agreed post-election and Annual General Meeting.

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**Report contact**

Ross Pike, Scrutiny Business Manager, Democratic Services

**Contact details**

[ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk) / 07805 803 593

**Annex 1**

Alternative Budget Proposal Commentary

**Annex 2**

Cabinet Member Response to Jonathan Essex's Proposal

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## **Alternative Budget Proposal Commentary**

Alternative budget proposals should be published one day in advance of Council; i.e. on Monday 8<sup>th</sup> February for the 2021/22 budget. Further commentary can be provided when specific proposals are released.

Alternative proposals are required to include Section 151 commentary which will set out the financial implications of the proposals.

In general terms, alternate budget proposals would typically involve one or more of the following:

- An amendment to the proposed Council Tax increase;
- Use of reserves or contingency to fund additional revenue proposals; or
- An expansion of the Capital Programme

This note sets out the financial implications of these interventions.

## **Proposal to vary the Council Tax increase**

In 2021/22, the Cabinet's budget proposals include an increase in core Council Tax of 1.99%. Any proposals to increase core Council Tax further would trigger a referendum; with associated administrative costs and an uncertain outcome.

The ASC precept increase is set at 0.5%, generating £3.8m of additional funding. This is directed towards an overall increase in the ASC revenue budget of £5m. Setting the precept at 0.5% allows 2.5% flexibility to be carried forward to meet known pressures in ASC for 2022/23. Whether the Council chooses to use that flexibility in 2022/23 will depend on the Local Government Finance Settlement; (likely to be announced in December) and any budget deficit identified.

Any proposals to increase the ASC precept for 2021/22 are required to be directed towards Adult Social Care. Therefore, a simplistic assumption would be that the total increased funding from the ASC precept should not exceed the £5m increase in the ASC budget. This would equate to a total ASC precept increase of 0.66%.

Proposals to *decrease* either element of the precept would require the use of contingency or reserves to balance the budget, with the impacts set out below.

## **Use of reserves or contingency to fund additional revenue proposals**

The Cabinet has proposed a balanced budget for 2021/22 but delivering the efficiency and transformation programmes is key to achieving the budget and to safeguarding the medium-term sustainability of the Council's finances.

The contingency and earmarked reserves set aside allow us to set ambitious efficiency targets within Directorate budget envelopes with the confidence that the risk of not achieving these targets can be managed from within contingencies.

Despite making good headway with building earmarked reserves, the uncertain impact of Covid-19 and the impact of insufficient Government grant to fund services for children with Special Educational Needs and/or Disabilities, make it as important as ever to continue to grow sustainability.

Given the reduction in funding that the Council has experienced over recent years, retention of the Council's Reserves will be essential in order to mitigate risk, including future funding uncertainties.

The Section 151 commentary set out in any proposals would draw attention to the requirement to maintain resilience through reserves and contingencies. A modest diversion of contingency or reserves would not carry an objection from the Section 151 Officer; however caution would be advised.

### **An expansion of the Capital Programme**

The proposed Capital Programme grows from £1.5bn to £2bn, to be delivered over the period from 2021/22 to 2025/26, including £1.1bn of new borrowing. This is deemed to be prudent and affordable.

The programme is developed by means of a rigorous planning process, aligned to the delivery of Corporate Priorities. Much of the programme is key to delivering transformation programmes, increased revenue funding or revenue efficiencies.

Any new proposals should be considered in context of overall programme delivery. Schemes which deliver sustainability in the revenue budget should be prioritised with a focus on programmes that deliver the best return; either in terms demonstrable delivery of benefits for residents; delivery of corporate priorities or revenue efficiency.

### **Commentary on proposals**

The alternative budget includes the following proposals, with commentary. These should be considered alongside the general commentary about diverting contingency away from management of risk and increasing the Capital Programme.

#### **Dedicated Cycle Route Planners**

- ETI's current strategy is to employ travel planners who are not solely focussed on cycling; but have a broader skill set which balances competing demands for road space and place shaping without focussing on a single mode.

#### **Safe Routes to Schools**

- The proposal sets out additional officers to support the delivery of road safety schemes; enabling capital funding to be reprioritised into these areas. The proposal does not set out which existing capital allocations would be de-prioritised.

### **Electric Fleet Replacement Programme**

- Analysis of fuel savings offset against the increased capital cost of an electric vehicle supports the use of electric vans from an economic appraisal point of view, although there is a question mark over the useful life of the battery acknowledged in the proposal (especially if rapid charging is necessary);
- Colleagues in H&T raised concerns about the range of an electric van; currently circa 100 miles and potentially less with safety equipment and winter-running (e.g. flashing lights, heaters). This may limit the number of vehicles that can be replaced (full replacement would depend on vans with an available range becoming available over the 10-year period);
- The service is already trialling electric vehicles where appropriate so arguably this proposal formalises and accelerates work that is already under way.

### **Zero Carbon Buildings Programme**

- This proposal extends an existing pipeline allocation of £2.5m to £10m;
- The pipeline holds placeholder allocations for schemes which are subject to business case and financial values for pipeline schemes are typically variable - it is therefore arguable that if a larger value was deemed to be desirable, the pipeline process would allow for that when the business case was completed.

### **Energy retrofit and renewable energy for every school in Surrey**

- This proposal sets out development costs of a programme of works to reduce the carbon footprint of Surrey Schools (including maintained schools and non-maintained such as academies);
- Where SCC is responsible for the maintenance of a school; energy efficient materials or technology would be used by default when maintenance or renewal is required;
- The development element of the proposal can be capitalised so long as the school or academy proceeded with the resulting measures; there is therefore a potential risk of abortive costs and the school would need to commit to the measures in advance to avoid this becoming an impact on the revenue budget.

### **General Commentary on Greener Futures Schemes**

- The Council has submitted two bids to the Public Sector Decarbonisation Fund and is awaiting the results; one for £1.9m energy efficiency measures in corporate buildings and the other for renewable energy measures at Woodhatch.
- The Cabinet's budget proposals include the following amounts associated with delivering a greener future:
  - £253m investment and leadership on flood alleviation which will protect tens of thousands of homes and businesses from further disaster and give future security and peace of mind.

- Capital pipeline amounts of £105m. These aren't generally itemised in the budget report but make up the overall ambition. The pipeline includes the following (**bold are itemised in the budget**):
  - **£48m investment in low emission buses to help tackle climate change and improve sustainable transport**
  - **£27m Materials Recovery at Trumps Farm**
    - £5m for solar energy at Trumps Farm
  - £12m Local Cycling, Walking and Infrastructure Plans
  - £5m for additional renewable energy installation
  - £2.5m for the revolving zero carbon fund (as referenced above)

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT  
COMMITTEE

TUESDAY, 9 MARCH 2021



## **CABINET MEMBER RESPONSE TO ALTERNATIVE BUDGET PROPOSALS**

### **Purpose of report:**

To provide feedback from the Executive on the budget proposals put forward by Jonathan Essex at the February 2021 budget meeting.

### **Introduction:**

Thank you for the opportunity to respond to the proposed budget amendment. We welcome Mr Essex's enthusiasm and energy for the decarbonisation agenda, but we believe that the amendment does not improve upon the approach we are taking in the budget proposals that were agreed by Council in February.

Across the agenda, we believe it is critical to ensure that the Council's money is used to maximum effect, leveraging Government, private sector and other partner funding wherever possible. It is with this in mind that we have committed £105m capital investment over the MTFS period to deliver on our Climate Change Strategy commitments, which includes low emission busses, materials recovery facility (MRF), local cycling and walking infrastructure improvements, and renewable energy installation amongst other key commitments. It also includes:

- £750k for energy efficiency and low carbon works to Council corporate estate, and
- £2.5m for creating a revolving zero carbon private sector landlord loan scheme.

In addition, the Council's budget includes an increase in officer capacity that will work across a range of disciplines to facilitate the decarbonisation of our transport network, organisation and estate.

These investments are targeted where they will have maximum effect and offer the greatest opportunity for leverage, as set out in response to the specific elements of the proposed amendment below.

### **Proposal 1.1: Dedicated Cycle Route Planner (2 No.)**

#### Budget Proposal and Impact

*2 dedicated Cycle Transport Planner posts, grade PS9 (one for East and one for West Surrey).*

**Total revenue cost impact £93k/year.**

**Response:** First, we'd like to provide a clarification on the point made in the amendment submission by Mr Essex, in respect of *"Having this resource last year could have more than paid for itself by avoiding Surrey losing out in the Active Travel Fund from central government by £1.2 million, around 12 times the average of all other councils."* This point is only relevant in terms of award for the first tranche of funding, and in fact, what has not been mentioned here is that for the second tranche we were in the top three award amounts for a county council with an allocation of £6.45m – full details of all allocations available at the following link: [Active travel fund: final allocations - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/614447/active-travel-fund-final-allocations-2021-22.pdf).

In respect of the amendment itself, a review of posts required to deliver our active travel and local cycling and walking infrastructure plan (LCWIP) priorities is being carried out as part of the transformation programme underway in the Environment Transport and Infrastructure (ETI) Directorate. These posts will include for cycle planner expertise, although we would aim to have posts that are multi-disciplined across transport expertise rather than have a singular focus. This is considered good practice to ensure efficiency, avoid duplication and silo working, and, achieve greater alignment of the multiple priorities that we need to deliver – including road safety, active travel and wider sustainable travel, for example.

In accordance with this review, we have already identified the need to increase the level of resource in this area, and on this basis, an increase in the revenue budget has been agreed to accommodate this growth, which includes increased Highways and Transport staffing of £0.4m in 2021/22 (see the pressures table in the Cabinet revenue budget Annex A pg9). In addition, we would also expect to utilise the opportunity of capital recharge to fund additional staff for the delivery of associated capital programme activities. This level of resource will of course be kept under review pending the completion of the latest Local Transport Plan and other Rethinking Transport activities.

### **Proposal 1.2: Safe Routes to Schools and support for 20mph low traffic neighbourhoods across Surrey**

#### Budget Proposal and Impact

*Expand Surrey's School Travel Team. Two additional Safe Travel Officers (grade PS8, £41k) = £82k.*

*Two additional Road Safety Engineers (grade PS9, £46.5k) to strengthen capacity for low traffic neighbourhoods and associated road safety improvements. = £93k*

**Total budget cost: £175k**

**Response:** As described above, we are looking at resource levels as part of the transformation of the Environment, Transport & Infrastructure Directorate, and an increase to the revenue budget has already been agreed to accommodate anticipated increases in staffing levels to deliver key agendas. We would again consider it good practice not to look at these activities in isolation, but rather creating roles that are responsible for a range of sustainable travel measures to provide for resilience and efficiency, and again, we would expect to review the need for further resource following completion of the latest Local Transport Plan and other Rethinking Transport Programme activities.

Also, as above, we would also expect to utilise the opportunity of capital recharge to fund additional staff for the delivery of capital programme activities.

### **Proposal 1.3: Electric Fleet Replacement Programme**

#### Budget Proposal and Impact

*Replace all vehicles with electric vehicles from 2021-22.*

*Increase capital budget cost by an average of £110k a year plus cost of installing additional electric vehicle charging points at three highway depots. This will be fully recovered by revenue cost savings.*

**Budget impact = £0, positive over the Medium-Term Financial Strategy (MTFS) period.**

**Response:** Decarbonisation of the Council's fleet is a key priority for the delivery of the Council's net zero carbon target. To this end, the Council has already launched a review of its vehicle provision, in accordance with the outcomes identified in the Climate Change Strategy for Surrey and the Rethinking Transport programme, and there will be a Green Fleet Manager employed to drive the sustainability of the Council's fleet. This review will determine the future requirements for vehicles and a replacement programme that shifts the Council towards an increased Electric Vehicle (EV) fleet is anticipated. This will necessarily be linked into the Council's move to more agile working as being developed under the Agile Organisation Programme and the Rethinking Transport Programme, which will in turn, determine the overall need for operational and grey fleet vehicles across the county council.

Alongside this, officers are working to develop a green procurement approach which will see the Council incentivising contractors to adopt similar EV fleet. On this basis, the intention is to review the budget requirement for the transition to an EV fleet after these reviews have progressed further, which should be in time for 2022/23 budget setting. The MTFS currently includes an annual capital budget of £0.15m for replacement of highway vehicles.

### **Proposal 2.1: Extend the Zero Carbon Buildings Programme**

**Revenue Budget impact:** 4% of £1.5m capital increase in 2021-22 = **£60,000.**

**Response:** The Council is committed to reducing emissions from our existing building portfolio as well as reducing emissions from new build developments through setting green building standards. Over the last six months, the energy consumption of the Council's existing corporate estate has been assessed by consultants and compared to Chartered Institute of Building Service Engineers (CIBSE) benchmarks in order to identify the biggest carbon emitting buildings to target. Consultants have also started to conduct high level feasibility studies into the measures we can put in place to mitigate the impact of these buildings, which were included in a successful bid to the Public Sector Decarbonisation Fund, resulting in an award of £1.6m for decarbonisation measures in our seven most energy intensive buildings (at no cost to the Council).

We have allocated £750,000 in the Capital pipeline for energy efficiency and low carbon works to the corporate estate (of which £550,000 is allocated for 21/22), and we are exploring the opportunity to match fund this with Salix funding to create a revolving energy fund to capture and reinvest savings on energy expenditure. Alongside this immediate work, we are rolling out further decarbonisation feasibility assessments of our existing building stock in order to seek further funding from Government and/or to fund ourselves where possible.

### **Proposal 2.2: Energy Retrofit and Renewable Energy every school in Surrey**

**Budget impact for 2021-22 = £314k, 2022-23 = £165k, 2023-24 = £129k.**

Indicative pipeline of implementation costs: c. £100 million.

**Response:** We absolutely recognise the need to support schools to decarbonise and to reduce energy expenditure to relieve revenue pressures and to meet our carbon reduction targets. However, the Council is not directly responsible for schools' spending decisions as once funds are allocated through the funding formula, the schools have responsibility for their budgets. This is the same for both academies and maintained schools, although the Council does have more oversight of monitoring the financial performance of maintained schools. As responsibility for

managing these budgets sits within the schools, the Council would not see the return on investment for any capital investment return to its General Fund. The programme would need to be structured to ensure that savings from reduced energy costs can be offset against the borrowing cost of the agreed interventions.

Schools, however, are eligible for interest-free capital finance from Salix Finance for decarbonisation measures, but many are not aware of this or do not have the resource or expertise to access this funding. We therefore believe that the most effective use of the Council's budget is to support schools to install decarbonisation measures funded by Salix investment. To proactively facilitate this investment, in the 21/22 budget, we have created a dedicated Schools Energy Engineer post. The purpose of this post is to support schools to identify suitable decarbonisation measures and to develop a positive business case, apply for funding from Salix and to support schools to procure certified installers (i.e. through the Council's Maintenance Frameworks). Investment grade audits can be capitalised and included within the funding request to Salix.

Further, the Council recently applied to, and were successful in obtaining funding from the Public Sector Low Carbon Skills Fund which has allowed us to commission decarbonisation feasibility studies at 25 of our largest carbon emitting schools – which will support the above investment.

### **Surrey Decarbonisation Fund**

It is clear that financing our carbon reduction activities will be one of our biggest challenges and that we need to be willing to try new and emerging funding models as well as more traditional approaches. We have built £0.3M into the revenue budget to fund the new Greener Futures team (staff and associated costs). We have also allocated £5M capital pipeline funding for large scale renewable energy array and £2.5M for creating a revolving zero carbon private sector landlord loan scheme to reduce carbon emissions from Surrey's hard to treat housing sector.

Officers are working with the Universities of Leeds and Surrey to develop the necessary funding mechanisms and business models that we will need to adopt in order to finance and deliver the carbon reduction activity that will be required to meet our challenging targets. This work is currently still being developed and will feed into our ***Climate Change Delivery Plan (2021-2025)***. In the interim, however, a Greener Futures Investment Multiplier programme is also being explored. This will be an overarching programme which draws in investments from numerous vehicles, including grant funding, private sector finance and community investment (ie crowd funding or community municipal bonds) to one pipeline of investible projects. These projects could include renewable energy, decarbonisation retrofit, zero emission infrastructure and/or natural capital etc. This approach would achieve multiple outcome benefits for Surrey's residents including: mitigating climate change

through carbon reduction, improving resilience to the changing climate, improving Surrey's biodiversity and air quality and investing in growing Surrey's green economy.

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**Natalie Bramhall, Cabinet Member for Environment & Climate Change**

**Matt Furniss, Cabinet Member for Highways**

**Report contact**

Katie Stewart, Executive Director – Environment, Transport & Infrastructure

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT  
COMMITTEE

FRIDAY, 19 MARCH 2021



## Forward Work Programme and Recommendations and Actions Tracker

1. The Select Committee is asked to review its draft forward work programme and recommendations and actions tracker.

### Recommendations:

- That the Select Committee reviews the attached forward work programme and recommendations tracker and makes suggestions for additions or amendments as appropriate.

### Next Steps:

The Select Committee will review its forward work programme and recommendations and actions tracker at each of its meetings.

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**Report contact:** Ross Pike, Scrutiny Business Manager

**Contact details:** 020 8541 7368, ross.pike@surreycc.gov.uk

### Annexes:

1 - Forward Work Programme

2 - Actions and Recommendations tracker

Action response: ETI Capital Budget and Pipeline 2021-26

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# Communities, Environment and Highways Select Committee Forward Work Programme 2021

Date of Meeting	NEW SELECT COMMITTEE INDUCTION AND FORWARD PLANNING
25 June 2021	Purpose: to provide an overview of the remit of the Select Committee, explanation of scrutiny processes, briefing on Directorate performance, finance and priorities and Cabinet Member objectives for 2021/22
<p style="text-align: center;"><b>KEY ITEMS IDENTIFIED FOR FUTURE SCRUTINY</b></p> <ul style="list-style-type: none"><li>• Waste Commissioning</li><li>• Delivery of the Surrey Infrastructure Plan</li><li>• Climate Change Delivery Plan</li><li>• Local Transport Plan 4</li><li>• Energy Efficiency of Surrey School Estate (Task &amp; Finish Group)</li><li>• Implementation of Active Travel Programmes</li></ul>	

## Standing Items:

**Six monthly performance report**

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**COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
March 2021**

The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

Meeting	Item	Recommendations/ Actions	Update/ Response	Responsible Officer/ Member
<b>24 MARCH 2020</b>	Update on Council Climate Emergency Response [Item 4]	i. The Climate Change Project Manager to share with members the relevant governance document for the council's climate change strategy.	Information requested.	Nicole Clucas, Climate Change Project Manager
		ii. That the Committee investigates avenues for joint scrutiny with district and borough councils to review the impact of the climate strategy and continue its development.	Scrutiny Manager to take up with district and borough council colleagues	Ross Pike, Scrutiny Business Manager
	Countryside Estate [Item 5]	i. The Cabinet Member for Communities to circulate to members information and examples of successful established contribution schemes in other organisations.	Information requested. The Cabinet Member is preparing a response.	Natalie Bramhall, Cabinet Member for Environment & Climate Change

<b>18 JUNE 2020</b>	Environment, Transport and Infrastructure Directorate Response to Coronavirus [Item 5]	i. The Cabinet Member for Transport to provide the Committee with information on what percentage of buses are operating at a business as usual timetable.	The Cabinet Member provided information on the number of bus services running to a 'pre-Covid timetable'.	Matt Furniss, Cabinet Member for Transport.
<b>16 SEPTEMBER 2020</b>	Cabinet Member Updates [Item 5]	i. For the results of the assessment of Surrey's built environment to be brought to a future meeting of the Select Committee.	The Chief Fire Officer has been notified. A date will be scheduled in due course.	Steve Owen-Hughes, Chief Fire Officer
<b>15 DECEMBER 2020</b>	Scrutiny of 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26 [Item 5]	i. In order to understand the long-term benefits of its capital investments the final 2021/22 - 2025/26 MTFS presented to Council in February should include clarity on the expected outcomes, benefits or measures of success of the capital programme.	Submitted to Cabinet for response at 27 January 2021 meeting	Mel Few, Cabinet Member for Resources
		i. Where possible, provide data on the capital spend for this year against the projects listed on page 35 of the agenda so that the Select Committee might discern how investment is changing.		Rachel Wigley, Director – Financial Insight  Mark Hak-Sanders, Strategic Finance Business Partner – Corporate Finance  Tony Orzieri, Strategic Finance

				Business Partner - ETI
		ii. Provide more specific information on the schemes under development in the ETI Capital Pipeline.		Katie Stewart, Executive Director – ETI
		iii. Briefing for Members on the benefits realised from highways capital investment to cover impact on revenue budget and resident satisfaction.	The Director provided a presentation detailing the benefits of highways capital maintenance investment.	Lucy Monie, Director – Highways and Transport  Matt Furniss, Cabinet Member for Transport
		iv. Provide a breakdown of the Coroner’s Service accounts.	The Director shared the Coroners Full Year Forecast (November 2020) with the Select Committee.	Steve Owen-Hughes, Director - CPG
		v. Provide detail of fire and rescue vehicles and equipment obtained by SFRS over previous years.	The Director’s response was shared with the Select Committee.	Steve Owen-Hughes, Director - CPG
		vi. Provide more detailed information on what outcomes and improvements the capital money invested into the Making Surrey Safer Programme was intended for.	The Director’s response was shared with the Select Committee.	Steve Owen-Hughes, Director - CPG
	Recommendations Tracker and Forward Work Programme [Item 8]	i. The Executive Director and Scrutiny Business Manager to discuss the timeliness of bringing the Land Use Strategy and the Local Transport Plan to the Select Committee.	The Land Use Strategy and Local Transport Plan have been added to the Forward Work Plan.	Katie Stewart, Executive Director – ETI  Ross Pike, Scrutiny Business Manager

18 JANUARY 2021	Environment, Transport and Infrastructure Directorate Performance Report [Item 5]	i.	Select Committee to receive an update on the tree planting programme.	Future tree planting projections are to be covered in the Climate Change report to Select Committee in March 2021. An update will at the end of March and will include a map showing the locations of where trees have been planted since the scheme began.	Katie Sargent, Environment Commissioning Group Manager
		I.	That a six-monthly review of the Environment Transport & Infrastructure Directorate's performance is added to the Select Committee's forward work programme for 2021/22.	ETI Directorate's performance will be reviewed sixth-monthly by the Select Committee.	Select Committee
		II.	That benchmarking data is included where possible along with quantitative and qualitative information across each of the performance themes.	The Select Committee requested benchmarking data and qualitative and quantitative information to be included where possible in the next performance update.	Katie Stewart, Executive Director – ETI
	Surrey Infrastructure Plan [Item 6]	I.	The Select Committee ensures democratic oversight of the Surrey infrastructure plan by scrutinising the delivery of the plan at a future meeting in the 2021/22 council year, assessing the success of the 15 objectives.	Delivery of the Surrey Infrastructure Plan has been added to the Committee's Forward Work Plan and will be scheduled for scrutiny in due course.	Select Committee
		II.	The Select Committee seeks evidence of the council working with partner agencies to secure	The Committee will have opportunity for further scrutiny of the Surrey Infrastructure Plan.	Select Committee

		<p>funds and deliver projects and how the surrey infrastructure plan and directorate's capital programme helps to realise the aims of the council's main strategies (e.g. Climate change strategy, local transport plan, digital strategy).</p>		
		<p>III. The Select Committee recommends that the report to Cabinet in February 2021 includes a timeline for delivery of the plan.</p>		<p>Katie Stewart, Executive Director – ETI</p>

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# ETI Capital Pipeline

Capital pipeline schemes are subject to further development and approval, and are therefore subject to change.

ETI Capital Pipeline	£m	Description
Farnham Infrastructure Programme	138.1	Farnham Town centre improvements including quick wins and A31 Hickley's Corner
Surrey Infrastructure Refresh - Scheme Pipeline - placeholder	101.0	To deliver a range of infrastructure schemes arising from the Surrey Infrastructure Plan including provision for match funding or contributions to schemes to leverage external funding.
Ultra Low Emission buses	48.4	Accelerating the substantive introduction of ultra-low and zero emissions buses and minibuses into Surrey. Also encompasses investment in bus priority measures at pinch-points to improve bus journey times and real time passenger information to aid resident knowledge and travel decision making. The intention is there will be complementary investment by bus operators and community transport providers to maximise the number of ultra-low and zero emission vehicles to be introduced over the lifetime of the project, thus generating further reductions in emissions from transport operations.
Materials Recovery Facility at Trimps Farm	27.0	Feasibility work is ongoing to demonstrate whether there is a strong business case to proceed with the development of a Materials Recovery Facility at Trimps Farm. This work is expected to be concluded by the end of March 2021 at which point a decision will be made whether to move forward with this project. It is expected that this work will also include firmer cost estimates for the development.
Local Enterprise Partnerships Funded Schemes	23.9	Continuation of current LEP transport related schemes and potential future schemes from 22/23 onwards, assuming the LEPs are allocated new growth deal funding. The schemes link to the emerging LTP4, Surrey Infrastructure Programme, Climate Change Strategy, 2030 Vision and the strategic priorities in the refreshed organisation strategy. They are likely to include a range of schemes such as sustainable & active travel, congestion schemes, junction improvements, smarter transport & network resilience schemes.
A22 Strategic Developments HIF	15.0	Progression of an A22 major transport scheme, related to the strategic development in Surrey/West Sussex (previously submitted as a HIF bid).
CRC Improvements	12.5	Improvements to CRCs including potentially Slyfield.
Local Cycling and Walking Infrastructure Plans (LCWIPS)	12.0	Funding for the delivery of prioritised schemes that will be identified through the completion of the 11 Local Cycling & Walking Infrastructure Plans across Surrey.
Phase 2 A22 Corridor scheme	10.0	Extension of the A22 scheme
Environment schemes	13.5	Renewable energy installations, creation of a revolving zero carbon scheme for public landlords, energy efficiency works on the corporate estate and new woodland creation.
Active Travel (both EATF & future)	5.9	Delivery of the Government awarded Tranche 2 Emergency Active Travel Programme. These schemes include changes to the highway to facilitate more sustainable travel choices.
Other (schemes below £5m)	16.5	DfT pinchpoints –Woodhatch and Frimley, Electric Vehicle Infrastructure, Highways England Designated Fund including bids, Major infrastructure development – e.g. A24, School Road jct, Old Lodge Farm, Food waste capital, Basingstoke Canal campsite improvements
<b>ETI TOTAL</b>	<b>423.8</b>	