

Notice of Meeting

Communities, Environment and Highways Select Committee



Date & time
Wednesday, 15
December 2021 at
10.00 am

Place
REMOTE &
INFORMAL MEETING

Contact
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Officer

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Chief Executive
Joanna Killian

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



Please note: that due to the COVID-19 situation the Chairman has decided that this meeting will take place remotely and will therefore be an informal meeting of the Select Committee.

Please be aware that a link to view a live recording of the meeting will be available on the Committee's webcasting library page on the Surrey County Council website. This page can be accessed by following the link below: <https://surreycc.public-i.tv/core/portal/webcasts>

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please either call 020 8541 9122, or email kunwar.khan@surreycc.gov.uk

Elected Members

Jordan Beech, Jonathan Hulley (Foxhills, Thorpe & Virginia Water), Cameron McIntosh, Colin Cross (Horsleys), Stephen Cooksey, Lance Spencer, Catherine Baart, John O'Reilly (Chairman), Andy MacLeod (Farnham Central) (Vice-Chairman), Keith Witham (Surrey CC), Jan Mason, John Furey and Paul Deach (Frimley Green and Mytchett) (Vice-Chairman)

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

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive any apologies for absence and substitutions.

Stephen Cooksey to be substituted by Will Forster-Warner

2 MINUTES OF THE PREVIOUS MEETINGS: 16 SEPTEMBER 2021

(Pages 5
- 16)

To review the minutes of the previous meeting of the Communities, Environment and Highways Select Committee as a true and accurate record of proceedings. These minutes will be agreed at the 21 January 2022 meeting of the Committee.

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.

The public retain their right to submit questions for written response, with such answers recorded in the minutes of the meeting; questioners may participate in meetings to ask a supplementary question. Petitioners may address the Committee on their petition for up to three minutes. Guidance will be made available to any member of the public wishing to speak at a meeting.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*Thursday, 9 December 2021*).

2. The deadline for public questions is seven days before the meeting (*Wednesday, 8 December 2021*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received. (*Tuesday, 30 November 2021*)

5 2022/23 DRAFT BUDGET REPORT AND MEDIUM-TERM FINANCIAL STRATEGY TO 2026/27 (Pages 17 - 60)

Purpose of report:

Scrutiny of the 2022/23 Draft Budget report and Medium-Term financial strategy 2026/27.

6 ECONOMY AND GROWTH: PROGRAMME FOR GROWTH (INCLUDING LEVELLING UP WHITE PAPER AND COUNTY DEALS) (Pages 61 - 70)

Purpose of report:

This report provides an update on the activities taken forward to deliver on the economic opportunities set out within Surrey's Economic Strategy and to help address the economic challenges following the COVID-19 pandemic. An update is also provided on the Government's proposed Levelling Up and Devolution White Paper and anticipated County Deals.

7 SURREY PUBLIC MORTUARY (Pages 71 - 84)

Purpose of report:

This paper seeks to update and consult Communities, Environment and Highways Select Committee on the work to develop the business case for a public mortuary including alternative options. A paper is scheduled to be taken to Surrey County Council Cabinet in February 2022 which will include detailed costs. Work is currently underway with specialist cost consultants, the four NHS hospital trusts and the University of Surrey regarding options and funding arrangements.

8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME (Pages 85 - 104)

Purpose of report:

The Select Committee to review and agree the attached Forward Work Programme (FWP) and Recommendations Tracker (RT), making suggestions for additions or amendments as appropriate.

9 DATE OF THE NEXT MEETING: 21 JANUARY 2022

The next public meeting of the committee will be held on 21 January 2021 at Woodhatch Place, Reigate.

Joanna Killian
Chief Executive

Published: Tuesday, 7 December 2021

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MINUTES of the remote meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 10.00 am on 16 September 2021.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 15 December 2021.

Elected Members:

- * Jordan Beech
- * Jonathan Hulley
- * Cameron McIntosh
- * Colin Cross
- * Stephen Cooksey
- * Lance Spencer
- * Catherine Baart
- * John O'Reilly (Chairman)
- * Andy MacLeod (Vice-Chairman)
- Keith Witham
- Jan Mason
- * John Furey
- * Paul Deach (Vice-Chairman)
- * Mark Sugden

1/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

(= present at the meeting)*

Apologies for absence were received from Janet Mason.

Mark Sugden attended as a substitute for Keith Witham.

2/21 MINUTES OF THE PREVIOUS MEETING: 19 MARCH 2021 [Item 2]

The minutes were agreed as a true record of the meeting.

21/21 DECLARATIONS OF INTEREST [Item 3]

None received.

22/21 QUESTIONS AND PETITIONS [Item 4]

Two public questions and a Member question, together with a petition, were received in advance of the meeting. The details, including responses are provided below:

Public Question from Elizabeth Daly, Mole Valley District Councillor for Bookham South

It is great news that Surrey Highways with the backing of the Leader of Surrey County Council is supporting a 20mph zone on the A244 through Oxshott. Will the Committee encourage Surrey Highways to support communities that wish to adopt 20mph speed limits as a default in other Surrey towns and villages - by removing current costly procedural obstacles to such schemes?

Answer:

Cabinet Member for Transport and Infrastructure stated that the County Council are currently consulting on a new Local Transport Plan (LTP4) which places greater priority on a sustainable travel hierarchy with walking and cycling at the top. To support this, the LTP4 advises making 20 mph the speed limit for shopping and residential streets where appropriate. This is already happening in a number of locations. For example, there is already a 20-mph speed limit in Reigate town centre, and several roads adjacent to Guildford town centre bounded by Woodbridge Road, York Road and Stoke Road have recently been reduced to 20 mph. Also, work is also taking place to develop 20 mph schemes for Farnham, Caterham and Weybridge town centres.

It was right and proper that local communities and local councillors be consulted and have their say on the speed limits set for their roads where they live, within the framework set by the County Council, and in consultation with the police. There was also a need to follow the correct procedure set by central government to advertise local speed limit legal orders. There were no procedural obstacles to such schemes – instead the County Council's process ensured that local people were consulted appropriately, and new schemes were effective in managing vehicle speeds.

Member Question from Catherine Baart

Surrey County Council applied to the government for £1.697m Tranche 1 funding, to support the rollout of emergency travel measures during the pandemic to encourage more cycling and walking. When the Council was only granted £848,000, it decided to match the government funding with a further £848,000 from its own resources. However, the Council subsequently withdrew its match funding to focus on an application for Tranche 2 funding for larger scale permanent improvements to the highway network. Please confirm that the £848,000 remains earmarked for active travel improvements, in addition to Tranche 2 funding?

Answer:

Cabinet Member for Transport and Infrastructure said that he was pleased to confirm that after a successful bid the County Council received £6,445,750 of tranche 2 government funding to introduce eight permanent active travel schemes. Details of these were on Surrey Council website. The Council had also submitted an ambitious bid for tranche 3 funding of £8,130,796 and hoped to learn the outcome of this bid in the new few weeks. Tranche 1 funding was primarily for temporary measures associated with the pandemic – helping people socially distant/reducing the need for public transport and the Council delivered 21 schemes with the grant of £848k. The Council was now focusing its efforts on long lasting improvements. With the successful bids to government, the proposed match funding for tranche 1 was not needed but would be made available if required to support further tranches.

Public Question from Paul Kennedy, Mole Valley District Councillor for Fetcham West

I am grateful to Andrew Matthews for submitting his petition to the Committee asking Surrey County Council to respond to the current consultation on future rail services by South Western Railway (SWR), in partnership with Network Rail and the Department for Transport, by calling on them to:

- a) abandon proposals to make permanent cuts from December 2022 to SWR rail services via Epsom and Mole Valley;
- b) restore SWR rail services via Epsom and Mole Valley to pre-pandemic levels as soon as conditions allow; and
- c) adopt a fairer and more joined-up approach to building back rail services via Epsom and Mole Valley.

In responding to his petition, and considering Surrey County Council's response, will you please bear in mind that:

1. A separate petition to SWR, Network Rail and the Department for Transport seeking the same three outcomes has now been signed by over 2,000 people online and on paper; this is the link to the separate petition, <https://www.mvld.org.uk/restoreourtrains> ;
2. SWR's claim to be maintaining 2 peak time trains per hour from each of Dorking and Bookham is in fact an hourly service supplemented by one extra morning train from Dorking, and a 45-minute gap at Bookham in the morning;
3. SWR's claim that just 5 passengers were using off-peak trains from Bookham in May 2019 ignored passengers who travelled through Bookham on trains between Guildford, Leatherhead and Epsom;
4. SWR's webpage on "Train and station overcrowding" dated 21st July 2021 identifies its services from Epsom and Mole Valley to Wimbledon and London Waterloo – those which it proposes to cut - as its busiest services:

Busy services

Services through Stoneleigh, Worcester Park, Motspur Park & Raynes Park through to Wimbledon, Clapham Junction & Waterloo are currently the busiest in the morning peak. Please consider travelling on different services where possible. At Motspur Park and Raynes Park in particular, services from Chessington are likely to be quieter than services from Epsom."

<https://www.southwesternrailway.com/plan-my-journey/coronavirus-train-crowding> (link to train and station crowding information at South Western Railway website)

5. These proposals undermine all our efforts to restore jobs and local communities after the pandemic, promote active travel, secure adequate infrastructure for new housing, reduce traffic congestion and pollution, and fight climate change?

Petition from Andrew Matthews

The following petition about the Surrey County Council's response to South Western Railway (SWR) consultation was received from Andrew Matthews.

'We, the undersigned, call on Surrey County Council, as well as other Surrey councils, residents, businesses and community groups, to respond to the current consultation on future rail services by South Western Railway (SWR), in partnership with Network Rail and the Department for Transport, by calling on them to: a) abandon proposals to make permanent cuts from December 2022 to SWR rail services via Epsom and Mole Valley; b) restore SWR rail services via Epsom and Mole Valley to pre-pandemic levels, as soon as conditions allow; and c) adopt a fairer and more joined-up approach to building back rail services via Epsom and Mole Valley.'

Responses to questions from Paul Kennedy and a petition from Andrew Matthews listed above were taken together under agenda item 5, South Western Railways Timetable Consultation, as they related to the same topic.

23/21 SWR TIMETABLE CONSULTATION [Item 5]

Witnesses:

Matt Furniss, Cabinet Member for Transport and Infrastructure
Lucy Monie, Director, Highways and Transport
David Ligertwood, Passenger Transport Projects Team Manager

The Chairman welcomed the public question and a timely petition about the South Western Railways Consultation.

The Chairman invited the Cabinet Member for Transport and Infrastructure to respond. In his response, the Cabinet Member stated that he appreciated the concerns raised by the petitioners. He informed the Select Committee that he had raised similar concerns, along with the local MP, Chris Grayling, in a frank exchange with the train operator.

The Cabinet Member for Transport and Infrastructure added that he would formally be responding to the South Western Railway (SWR) consultation and that he had similar concerns to the ones raised in the public question and the petition before this Select Committee on this topic.

Key points raised during the discussion:

1. The report presented to the Committee outlined South Western Railway (SWR) undertaking a strategic review of their rail timetable with the aim of providing reliable train services to meet forecast future passenger demands and to offer value for money.
2. This review would consider service frequencies and train capacity, with changes planned to be introduced in December 2022. The proposed new timetable would, SWR stated, reflect the predicted changes to travel pattern because of the pandemic.
3. A consultation was launched on 31 July 2021 and would close on 19 September 2021. Ahead of any changes to services SWR were

seeking the views of stakeholders. The SWR December 2022 Timetable Consultation was appended as Annexe 1 of the report.

4. Surrey County Council as a key stakeholder had been invited to comment but did not have any direct control of the service.
5. Transport for the South East (TfSE), the sub-national transport body for the South East of England, had published a Transport Strategy. This focussed on economic, environmental, and social priorities and identifies the need for sustainable and attractive alternatives to the car, placing the passenger at the heart of the local public transport network, including more frequent rail services.
6. On 30 March 2021 the County Council's Cabinet adopted a New Rail Strategy for Surrey. This set out its future ambition and priorities for rail across the county. The New Rail Strategy supported the Council's objective of growing a sustainable economy, how it might help residents and businesses respond to changing demands, and also supported the Council's priority objective of enabling a greener future with net zero carbon a strong feature throughout.
7. The emerging Surrey Transport Plan set out a bold ambition on how to achieve a future-ready transport system that would allow Surrey to lead the UK with a low-carbon, economically prosperous, healthy, and inclusive county. The Surrey Transport Plan proposed a hierarchy of modes and the ambition to shift journeys from the private car to other more sustainable modes, including active travel and public transport.
8. SWR was seeking views on their proposals, particularly the proposed service reduction articulated in paragraph 17 and thereafter conclusions listed in paragraphs 18 to 20 of the report, for the rail network from December 2022. This December 2022 timetable had been informed by the experiences gained running the railway during the pandemic, customer feedback and the arrival of new rolling stock (90 new high capacity Arterio trains).
9. The Select Committee, in formulating their feedback and response to the proposals, considered the following key points:
 - The robustness and relevance of the data SWR had used to inform the draft December 2022 timetable service specification;
 - The impact on the communities affected by the proposed rail service reductions, particularly those where off-peak service would only be hourly;
 - The ability and flexibility within the rail network and SWR to respond to increased capacity needs should this be necessary, noting the historically long planning and implementation timescales for timetable changes; and
 - How these proposals align (or otherwise) with local and regional transport strategies and policies, the climate change and sustainable transport agendas, and housing growth.

10. In its deliberation to formulate its recommendations, the Select Committee carefully considered the public representations made to the Committee on this topic, responses provided at the meeting, and the key points listed in the report.

Recommendations:

The Select Committee recommends that the following key points are reflected in Surrey County Council's formal response to the South Western Railway (SWR) consultation:

- i. The Council challenges the rigour of the prediction of 60% pre-pandemic levels at peak periods in the proposed timetable. Should this prove too low, the prospect of the passenger over-crowding across the network (with health implications with continuing COVID) is alarming for Surrey residents.
- ii. Therefore, it is imperative that SWR develop a high level of flexibility to adjust the timetable at short notice in such circumstances.
- iii. The cuts to services run counter to the Council's emerging Local Transport Plan and its Climate Change Strategy, both of which actively seek to encourage people to use public transport at all times of the day.
- iv. At individual level, the extensive peak and off-peak reductions affecting stations in Epsom and Ewell and Mole Valley will cause considerable inconvenience and act as a perverse disincentive to rail travel in favour of the car. The Council also asks whether liaison has taken place with Southern who also serves this route. The County Council would like the service to remain at pre pandemic level and abandon this change.
- v. The Council welcomes the new rolling stock of ten car trains but notes that, despite this, peak hour seats in December 2022 will only be 86% of May 2019 levels. The Council would be disappointed if this results in even more passengers having to stand.
- vi. The Council has strong reservations as this proposal runs contrary to Surrey County Council's Climate Change targets and sustainable travel policies. In addition, there are serious concerns about fewer trains on Sundays, which hampers the service's ability to support the leisure provision and reduces availability during the peak time.

**24/21 PROCUREMENT OF HIGHWAYS' TERM MAINTENANCE CONTRACT
[Item 6]**

Witnesses:

Matt Furniss, Cabinet Member for Transport and Infrastructure
Katie Stewart, Executive Director – Environment, Transport and Infrastructure
Lucy Monie, Director, Highways and Transport
Paul Wheadon, Business Improvement and Consultancy Team Manager

Key points raised during the discussion:

1. The Select Committee welcomed the report on the Procurement of the Term Maintenance Contract and some of the key features of the new arrangements scheduled to start in April 2022.
2. The questions posed by the Committee to Cabinet Members and officers, together with the report, provided a sound insight into how over the past 12 months, Surrey County Council had overseen an exhaustive, complex procurement process to drive the best outcomes in each of the bidder's tenders.
3. The Select Committee understood that Council had undertaken a Competitive Procedure with Negotiation (CPN) procurement exercise which allowed both the Council and bidders to discuss and develop their proposals in several stages, allowing open discussion and negotiation to enable each bidder to eventually put forward their best submission.
4. This approach allowed the Council to test and improve each bidder's tender, giving confidence in the substance of the written submission, detailed scrutiny of the associated pricing to deliver those services, understanding of where risk pricing had been included, and allowing - where appropriate - the reallocation of risk to reduce the artificial inflation of prices.
5. The Select Committee noted that the process to finalise the new contractor was to formally conclude soon with a report for the Cabinet at its next meeting, to approve the award of the Term Maintenance Contract to the successful bidder. Confidential information about this process and the name of the successful provider had been shared with the Members of the Select Committee privately before this meeting. The Committee was grateful to the Cabinet Member for Transport and Infrastructure for this commitment to collaborative working.
6. The Select Committee was reassured to learn that following the awarding of the contract, the Council would work with the successful contractor's senior management teams to implement their mobilisation plan. Also, a communication plan would be developed and implemented to advise stakeholders on the award to the successful bidder.

Recommendations:

While supporting the contents of the Report and the rigorous process leading to the award of the contract, the Committee recommends:

- i. Timely and robust details of the specific improvements Surrey residents will be expecting from this new contract, particularly

regarding the reporting of and quality of work on potholes and other highways matters and the overriding importance of 'Right First Time'.

- ii. Early publication of the chosen contractor's commitment to "improve engagement with residents" and improve communication with them on planned works etc. and collaboration more generally. This should also involve elected Divisional members. The Reference Group of Councillors which has been involved throughout the contracting process can play a constructive role in helping shape these.
- iii. That a robust process remains in place for the transition phase and initiated for mobilisation period.
- iv. That unannounced and random spot checks on a regular basis be considered as part of an effective contractual management process; the contract is easy to understand with strong governance and monitoring provisions for dispute resolution mechanism and in an unlikely termination scenario from Surrey County Council's perspective.
- v. More publicity/communication be considered for social value activities and projects undertaken as part of the new partnership.

25/21 BUSES BACK BETTER [Item 7]

Witnesses:

Matt Furniss, Cabinet Member for Transport and Infrastructure
Katie Stewart, Executive Director – Environment, Transport and Infrastructure
Lucy Monie, Director – Highways and Transport
Laurie James, Bus Service Planning Team Manager

Key points raised during the discussion:

1. Officers introduced the item and outlined the key aspects of the report.
2. The Committee was informed of the Council's obligations in respect of the new National Bus Strategy, 'Bus Back Better'. A new national bus strategy, 'Bus Back Better', was published by government earlier in 2021.
3. In summary, Bus Back Better required a local authority to consider its role in encouraging more people to travel by bus post-COVID-19 and set out aspirations for bus services that were more frequent, more reliable, easier to understand and use, better-co-ordinated, with understandable fare structures and with high quality information for passengers.
4. To achieve the desired aims of the strategy and to be eligible to access further government Covid-19 support funding for bus services and a share of other new funding from a £3bn national fund. Local Transport Authorities must agree to pursue either bus franchising or to develop an Enhanced Partnership with all local bus operators in their administrative area.

5. The Council issued a formal Notice of Intent to the Department for Transport on 29 June 2021, which stated that it would introduce an Enhanced Partnership with bus operators, in accordance with section 138F of the Transport Act 2000.
6. To address carbon emission levels and to mitigate the national decline in bus patronage, which had been accelerated by the Covid-19 pandemic, central government recognised that action was required. It also acknowledges that of all public transport modes, buses were the most adaptable and change could take place relatively quickly.
7. In responding to Bus Back Better, there was a challenging requirement for Surrey County Council to create a Bus Service Improvement Plan (BSIP) by 31 October 2021.
8. A Local Transport Authority's BSIP needed to contain a range of aspirations and ambitions to make the bus travel option more attractive, including various initiatives. The BSIP needed to be developed in collaboration with bus operators, community transport providers, adjoining Local Transport Authorities and other stakeholders, and it would be guided by issues in connection with bus services that had been identified by residents' feedback. A BSIP would set out the local measures proposed for achieving the objectives of the national strategy and for encouraging greater bus use as part of the county's 'building back better' more sustainably.
9. The new National Bus Strategy and the proposed BSIP for Surrey needed to be aligned with several key themes from the new draft Surrey Transport Plan, in particular the proposed hierarchy of modes and the ambition to shift journeys from the private car to other more sustainable modes. Moreover, central to the Surrey County Council's response to Bus Back Better would be to highlight and cross-reference the strong linkages to the aims and ambitions of the Council's Greener Futures programme of work and the delivery of the Council's 2030 Community Vision.
10. The questions posed by the Committee, together with the report, provided a sound insight into how the Council would be responding strongly, positively and proactively to the challenge set by the Government in the Bus Back Better. Previous joint working with bus operators had seen large and joint investment in many parts of the county, with improvement programmes already being delivered, for example, in Camberley, Guildford and Woking. Other improvements were planned in Redhill, Reigate and the A23 corridor, building upon previous partnership work in these areas. This investment had seen significant improvements in passenger facilities, real time bus information, bus priority measures, joint ticketing schemes and zero

emission buses, alongside enhancements to service frequencies and the introduction of some new services.

11. In Members' questions, the spotlight was put on the need for: discounted fares for family and young people; understanding and addressing the impact of school transport/buses in the strategy; converting all existing Surrey County Council buses to electric; implementing appropriate social value provisions; realistic yet challenging timescale and targets to increase bus passengers in both the short and long terms; improvements to bus shelters; introducing a single joined up bus fare across Surrey like the Oyster model in London; and contingency planning if no meaningful funding was forthcoming from the Government.

Recommendations:

Communities, Environment and Highways Select Committee support the County Council's intention to produce a Bus Service Improvement Plan and the creation of an Enhanced Partnership Scheme, both of which are a National Bus Strategy requirement and commends the extensive range of ambitious initiatives contained in the Report, while also recommending that:

- i. Serious consideration be given to reducing bus fares (at least on some routes to begin with) as stipulated in the Government's Policy document and in order to make bus travel for Surrey residents a more viable and better value option compared to driving a car.
- ii. Family discount and other concessions (U18s, U16s, etc.) bus fares be considered as part of the Bus Service Improvement Plan (BSIP).
- iii. Any app for passengers includes information on the location of the expected service and the next available bus on the map.
- iv. The scope, terms of reference etc. for the Partnership Governance Board and the Stakeholder Reference Group are rigorously defined and delineated to help ensure the credibility and effectiveness of the Enhanced Partnership.
- v. Actively pursue the process, wherever possible, to make all Surrey buses to run on non-fossil fuel.
- vi. Better communication, awareness and publicity campaign as part of the wider Greener Future piece.

26/21 POLICY ON THE USE OF SAFETY CAMERAS IN SURREY [Item 8]

Witnesses:

Matt Furniss, Cabinet Member for Transport and Infrastructure

Lucy Monie, Director for Highways

Duncan Knox, Road Safety and Sustainable School Travel Team Manager

Key points noted during the discussion:

1. The Select Committee received a report outlining a new policy setting out the criteria and process that would be followed for investment in new safety cameras. Overall, Select Committee Members were very supportive of the scheme and appreciated the information provided to them in the report.
2. The questions posed by the Committee to Cabinet Members and officers, together with the report, provided insight into the key aspects of this update and proposed changes that included average speed, spot speed, red-light and combination cameras. While road casualty hotspots would remain the top priority, the policy also set out the criteria for the use of safety cameras at other locations where there might not have been such a high level of collisions, but where excess speeds were a concern for the community.
3. In Members' questions, a spotlight was put on the ability of Members to use their divisional highways allocation to request the possible introduction of cameras at relevant local 'community concern' sites without unnecessary obstacles. Broader queries were also raised about the new Local Transport Plan and the ease of establishing 20 mile-per-hour zones, enforcement of moving traffic offences and heavy good vehicles.

Recommendations:

The Select Committee supports the proposed revisions and specifically endorses the creation of the "community concern" sites that may become eligible for cameras but cautions that:

- i. Any unrealistic expectations among residents are not raised about new average speed cameras.
- ii. In exploring alternative options before the use of cameras in "community concern" areas, these options themselves do not become a reason (costs etc.) resulting in no decision is ever reached.
- iii. Members should be able to request, wherever appropriate, spot cameras for a community concern site using their respective divisional highways allocation and other sources without unnecessary constraints.
- iv. A roadmap of the process and prioritisation of requests – existing and new – be put in place and communicated accordingly to all relevant stakeholders.

27/21 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 9]

The Select Committee noted the Recommendation Tracker and the Forward

Work Programme.

28/21 DATE OF THE NEXT MEETING: 15 DECEMBER 2021 [Item 10]

The Committee noted its next meeting would be held on 15 December 2021.

Meeting ended at: 1:30pm

Chairman

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WEDNESDAY 15TH DECEMBER 2021

Scrutiny of 2022/23 Draft Budget and Medium-Term Financial Strategy to 2026/27

Purpose of report: Scrutiny of the Draft Budget and Medium-Term Financial Strategy

Introduction:

1. Attached is a summary of the 2022/23 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for the Environment, Transport and Infrastructure Directorate (ETI), the Community Protection Group (CPG), the Prosperity Partnerships and Growth (PPG) Directorate and elements of the Customer and Communities Directorate (C&C) relating to this Select Committee.
2. [The 2022/23 Draft Budget and MTFS to 2026/27](#) was presented to Cabinet on 30th November 2021. The Final Budget for 2022/23 will be approved by Cabinet in January 2022 and full Council in February 2022. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included. There will be no movements in the Draft Budget position until the provisional Local Government Finance Settlement is published in mid-December and the implications are considered.
3. The production of the 2022/23 budget has been developed through an integrated approach across Directorates, Strategy, Transformation and Finance, ensuring that revenue budgets, capital investment and transformation plans are all aligned with each Directorate's service plans and all four corporate priorities of the organisation.

Context:

4. Continuing a trend set over several previous financial years, Local Government funding remains highly uncertain, with a number of factors likely to result in significant changes to our funding position over the medium-term. The provisional Local Government Finance Settlement is expected to be released in mid-December, with a final settlement in January 2022. Until this is available,

significant uncertainty on funding remains. Government spending to combat Covid-19 and mitigate its impact on business and individuals has led to record levels of public sector borrowing and a damaging effect on the economy; this will influence the level of funding available for Local Authorities.

5. The overall outlook for 2022/23 is one of significant challenge, with budget envelopes remaining relatively static in the face of substantial increases in the cost of maintaining current service provision. Despite a small increase in projected funding, there remain challenges in managing growth in demand (particularly in Adult Social Care and Children's Services), inflationary pressures and the ongoing impact of Covid-19 within those envelopes.
6. Good progress has been made over the last few months however, at present, there remains a provisional gap for 2022/23 of £19.5m, driven by the need to maintain the delivery of priority services and meet the costs of the capital investment. The gap will require further actions to close. The Government announced in the recent Spending Review that Councils could levy in 2022/23 an Adult Social Care Precept of 1% in addition to a 1.99% Core Council Tax increase. There is also the option for the Council to use some or all of the balance of the 2.5% Adult Social Care Precept from last financial year but the extent to which this is necessary will depend on the allocation of funding from the Local Government Finance Settlement in December, and confirmation of District and Borough Council Tax Bases in January.
7. The gap over 2022/23 and the following four years is expected to continue grow. Tackling this gap will require a fundamentally different approach, and work has already begun on the budget for 2023/24 and beyond. The Council has adopted a 'Twin Track' approach with Track 1 focussing on the 2022/23 budget whilst Track 2 simultaneously begins to address the medium-term outlook, with cross-Directorate transformation opportunities that focus on delivering priority objectives within constrained funding.
8. The Draft Budget Assumes that £5m of Track 2 efficiencies (i.e. those that will predominately deliver benefits in the medium-term) will be accelerated into 2022/23. Proposals to accelerate efficiencies, including stretching the £5m target where possible to help close the gap, are being developed between now and the final budget. Select Committees will be consulted in 2022 before any changes arising from the proposals are implemented.

Engagement:

9. Through September and October, we carried out research with residents to understand their priorities for how the Council should spend its money. We carried out an online and telephone survey with 1,087 residents who were statistically representative of Surrey's population aged 16 and over. These were

complemented with online workshops with 73 residents to gather in-depth opinion on topics, such as how the Council should spend its money and make efficiencies to balance the budget.

10. Residents indicated that they were willing to accept increases in Council Tax and the Adult Social Care Precept if it was for the purpose of protecting services that work with some of the most vulnerable people in Surrey. The engagement demonstrated that resident priorities align with those of the Council, with top priorities for residents including Social Care for people of all ages, Waste services and Fire and Rescue. There was also support for more investment in preventative services and for placing those residents most at risk of being left behind in Surrey at the heart of decision-making. Residents wanted a more active role in what happens in their localities.
11. In November to December 2021, engagement will continue with residents, businesses, District and Borough councils, other public service partners and voluntary, community and faith sector organisations to get their views on the draft budget, how resources are proposed to be spent and the impact on residents and communities. The results from this will be published in the final Budget paper for Cabinet in January and full Council in February.

Budget Scrutiny

12. Annex 1 sets out the budget proposals for ETI, CPG, PPG and C&C, including the latest calculated revenue budget requirement compared to the current budget envelopes based on the Council's estimated funding, the service budget strategy, information on revenue pressures and efficiencies and a summary of the Capital Programme. Each Select Committee should review in the context of their individual Directorates, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.
13. Members should consider how the 2022/23 Draft Budget supports the Council in being financially stable whilst achieving Directorate and Corporate priorities and the Council's Vision for 2030. The budget aims to balance a series of different priorities and risks with options on investment, efficiencies and increases in the rate of Council Tax. It is appropriate for the Committee to consider how successful the budget is in achieving this.

Conclusions:

14. The provisional Local Government Finance Settlement in mid-December, to be finalised in January 2022, will clarify the funding position for the Council. Once funding is clear, Directorate pressures, efficiency requirements, the level of ASC Precept and the Capital Programme will be finalised.

Recommendations:

15. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be reflected in the Final Budget Report to Cabinet in January 2022.

Next steps:

16. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting on 25th January 2022.

Report contact

Mark Hak-Sanders – Strategic Finance Business Partner (Corporate)

Contact details

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Annexes:

Annex 1: 2022/23 Draft Budget Report and Medium-Term Financial Strategy to 2026/27 – Scrutiny Report for ETI, CPG, PPG and C&C.

Sources/background papers

- 2022/23 Draft budget and medium-term financial strategy report to Cabinet 30th November 2021

Communities, Environment and Highways Select Committee Draft Report

2022/23 Draft Budget Report and Medium-Term Financial Strategy to 2026/27

15th December 2021

Introduction – 2022/23 Draft Budget and Medium-Term Financial Strategy

Purpose and content

- Set out to Select Committee the 2022/23 Draft Budget and MTFs, setting out:
 - 2022/23 budget gap
 - 2022/23 – 2026/27 Council summary position
 - Detailed Directorate progress (pressures and efficiencies)

The process to date

- Establish Core Planning Assumptions and funding projections
- Convert the assumptions into the Draft Budget position
- Identify efficiencies to contribute towards closing the gap for 2022/23 and the medium-term
- Draft budget presented to Cabinet 30th November with a gap to close before final budget is approved in January

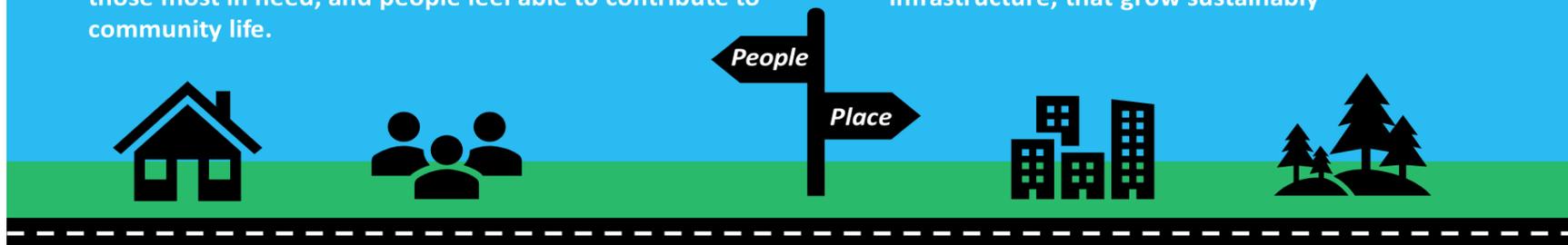
Next Steps

- Closing the gap
 - Refine core planning assumptions, funding assumptions and Directorate gaps
 - Finalise efficiency and transformation proposals
- Finalise the 2022/23 – 2026/27 Capital Programme
- Consultation with residents on draft proposals and Equality Impact Assessments
- Final Budget to Cabinet in January 2022
- Final Budget to Council February 2022

Our Focus for the Next 5 Years: 2022–27: Community Vision 2030 and Priority Objectives

We want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

- ★ Children and young people are safe and feel safe and confident.
- ★ Everyone benefits from education, skills and employment opportunities that help them succeed in life.
- ★ Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.
- ★ Everyone gets the health and social care support and information they need at the right time and place
- ★ Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.
- ★ Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- ★ Journeys across the county are easier, more predictable and safer
- ★ Everyone has a place they can call home, with appropriate housing for all
- ★ Businesses in Surrey thrive
- ★ Well connected communities, with effective infrastructure, that grow sustainably



Council, partners, citizens and businesses working together to design and deliver services at a community level.

Supporting local business grow and provide sustainable benefits to the communities that they serve.

PRIORITY 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.

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



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 net zero targets



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



2022/23 Draft Budget

- The table shows the overall picture for the Council for 2022/23 against estimated funding
- Pressures, efficiencies and funding will continue to iterate over December
- In particular, funding estimates are subject to clarification as our understanding of Government Funding, Council Tax and Business Rates estimates continue to develop
- Local Government Finance Settlement (**inc detail on SCC share of £1.6bn new funding**) expected mid-December
- Draft budget includes net pressures of £71.7m offset by an assumed funding increase of £2.4m and efficiencies of £49.8m, leaving a net gap of £19.5m. Detailed pressures and efficiencies are set out in subsequent slides

Directorate	Base Budget £m	Pay and Contract Inflation £m	Demand and other pressures £m	Efficiencies £m	Total Budget Require- ment £m	Budget Envelope (initial allocation of funding) £m	Gap £m
Adult Social Care	377.2	15.5	22.6	(19.4)	395.8	369.6	26.2
Public Service Reform and Public Health	34.0	0.2	0.2	(0.3)	34.0	34.0	0.0
Children, Families and Lifelong Learning	219.7	11.3	5.0	(13.8)	222.3	220.1	2.2
CFL - DSG High Needs Block	23.8	0.0	3.4	0.0	27.2	18.5	8.6
Environment, Transport and Infrastructure	140.3	3.5	2.5	(6.5)	139.8	137.5	2.3
Community Protection Group	37.3	1.5	0.8	(0.2)	39.4	36.6	2.9
Customer and Communities	11.0	0.6	0.1	(0.8)	10.9	10.8	0.2
Prosperity, Partnerships and Growth	1.3	0.0	0.2	0.0	1.5	1.3	0.3
Communications, Public Affairs and Engagement	1.7	0.0	0.2	0.0	1.9	1.7	0.2
People and Change	6.6	0.1	0.0	(0.2)	6.6	6.4	0.1
Resources	69.2	1.9	1.4	(3.6)	69.0	68.4	0.6
Central Income and Expenditure	82.6	6.0	(5.4)	(5.0)	78.2	86.3	(8.1)
Directorate Total	1,004.7	40.7	31.0	(49.8)	1,026.6	991.1	35.5
Central Funding	(1,004.7)		(2.4)		(1,007.1)	(991.1)	(16.0)
Council Total	0.0	40.7	28.6	(49.8)	19.5	0.0	19.5

2022/23 Draft Council Efficiency Programme

- Efficiencies are rated on risk of acceptability/achievability – £11.1m is currently categorised as red
- Stretch targets for efficiencies are consciously included to ensure full ambition is quantified – corporate contingencies are in place to manage the risk of delivery
- The categorisation is similar to the equivalent point in the 2021/22 budget process, which rated £2.0m green, £28.1m amber and £10.8m as red
- Detail and business cases for the acceleration of Track 2 efficiencies (see slides 10 and 11) will be developed prior to inclusion in the final budget report

	Green £m	Amber £m	Red £m	Total £m
Adult Social Care	3.1	13.8	2.5	19.4
Public Service Reform & Public Health		0.3		0.3
Children, Families & Lifelong Learning	1.4	4.6	7.8	13.8
CFL - DSG High Needs Block				0.0
Environment, Transport & Infrastructure	1.1	4.6	0.8	6.5
Community Protection Group		0.2		0.2
Customer & Communities	0.3	0.5		0.8
Prosperity Partnerships & Growth				0.0
Comms, Public Affairs & Engagement				0.0
People & Change		0.2		0.2
Resources	0.1	3.5		3.6
Acceleration of Track 2 Efficiencies		5.0		5.0
Total Efficiencies	6.0	32.7	11.1	49.8

2022-2027 Medium Term Financial Plan

- Directorates were tasked with costing the core planning assumptions and scenarios to arrive at a **pressures and efficiencies** for the MTFS from 2022/23 to 2026/27 to include alongside the Draft Budget
- **Draft estimates of likely funding over the medium-term** from Council Tax, Business Rates and Government Grants have been developed – these will need to be updated for funding announcements expected in December
- Track 2 of the Twin Track programme will lead to a fundamentally different approach to identifying and managing efficiencies in a cross-cutting way, so the Directorate gaps for 2023/24 onwards, presented here, are intended to be indicative rather than definitive
- The Capital Programme will continue to be refined to present the final programme to Cabinet in January, recommended to full Council in February

2022-2027 Council Summary Position

- The table shows the overall picture for the Council against estimated funding
- The estimates in some cases are indicative at this early stage and will require review
- 2022/23 shows a gap of £19.5m, growing to £157.4m over the 5-year MTFS
- Funding estimates are based on the most likely outcome but will be kept under review
- Indicative funding in the table, below, will be updated as a result of Spending Review analysis

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Brought forward budget	1,004.7	1,026.6	1,040.7	1,056.1	1,088.3	
Directorate Pressures	63.5	38.3	37.4	37.2	33.9	210.3
Increased borrowing costs of Capital Programme	8.4	7.2	8.8	10.9	9.4	44.7
Identified Efficiencies	(50.0)	(31.4)	(30.7)	(16.0)	(9.3)	(137.3)
Total Budget Requirement (after other measures)	1,026.6	1,040.7	1,056.1	1,088.3	1,122.3	
Change in net budget requirement	21.9	14.1	15.5	32.1	34.0	117.6

Opening funding	1,004.7	1,007.1	996.0	986.5	974.3	
Funding (reduction) / increase	2.4	(11.1)	(9.6)	(12.2)	(9.3)	(39.8)
Funding for Year	1,007.1	996.0	986.5	974.3	964.9	

Overall Reductions still to find	19.5	44.6	69.7	114.0	157.4	
Year on Year - Reductions still to find	19.5	25.1	25.0	44.4	43.4	157.4

Reserves

- The table below shows the current reserves balance of £196.7m and movement over the course of 2020/21
- No significant movements are planned for 2021/22; however unused contingency at outturn will be added to reserve
- **When added to amounts in reserve, total contingency available for 2022/23 is c£58m, plus any unused from 2021/22**
- In addition to earmarked reserves, the Council holds a General Fund balance of £28.0m

	Balance at 31/03/20 £m	Movement in 2020/21 £m	Balance at 31/03/21 £m
Investment Renewals	5.2	(0.1)	5.1
Equipment Replacement	3.9	(0.5)	3.3
Budget Equalisation	44.4	40.0	84.4
Streetlighting PFI Fund	2.5	(0.6)	1.8
Insurance	10.7	(0.1)	10.6
Eco Park Sinking Fund	27.7	(4.6)	23.1
Capital Investment	5.0	2.4	7.4
Interest Rate	1.0	0.6	1.6
Economic Prosperity	11.7	0.0	11.7
Revolving Investment & Infrastructure Fund	11.1	0.0	11.1
Business Rate Appeals	28.6	0.0	28.6
Transformation	1.8	(0.7)	1.1
COVID-19 Emergency Fund	24.2	(18.1)	6.1
CFLC Inspection and System Improvements	1.3	(0.6)	0.7
Subtotal before DSG High Needs Block Deficit	179.0	17.7	196.7
DSG High Needs Block	48.6	34.5	83.1
DSG High Needs Block Offset Reserve	(48.6)	(34.5)	(83.1)
Total General Fund Reserves	179.0	17.7	196.7

Consultation and engagement - next steps

Resident budget priorities research – headlines

From September to October, we worked with Lake market research to better understand residents' priorities for how we spend our budget

Headlines:

- Residents want **funding for services that support vulnerable residents protected**, and are more likely to agree with a rise in council tax and ASC precept to achieve this.
- They support **shifting investment to early intervention and prevention**.
- They want **council services to join up more effectively** to improve broader outcomes.
- Residents most at risk of being left behind in Surrey **should be at the heart of the decision-making process**.
- There is significant demand for residents **to be more involved in decision-making and delivery** affecting local places.
- More guidance wanted from the council and partners to **help residents make practical changes** to make a difference in their local place and communities.
- Residents want the Council to lobby Central Government to provide more support for Surrey to transition to a greener future.

An Executive Summary was published with the Draft Budget giving more detailed feedback (Annex C).

Draft 2022/23 budget – proposed approach to consultation

We propose moving to a new phase of engagement to test the draft 2022/23 budget with residents and other stakeholders.

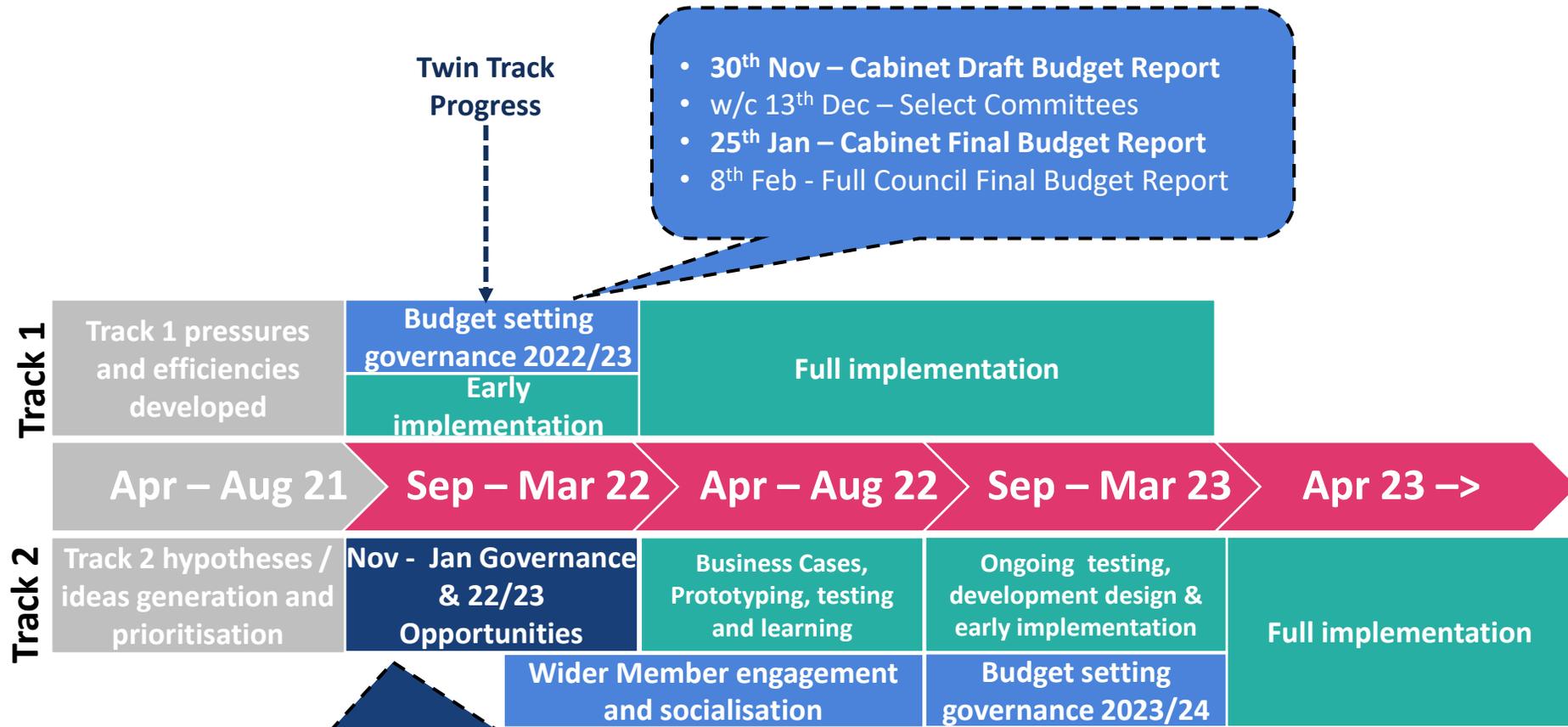
This will include:

- A **call for evidence** setting out key draft budget proposals such as any proposed increase to council tax, planned efficiencies and headline investments from our capital programme.
- It will be **open to all stakeholders** to respond including residents, partners, elected Members and staff. Proposed engagement period is 30 November to 28 December.
- This will help us to **anticipate support and resistance to the draft budget's proposals** from stakeholders and prepare to respond to this.
- This will be complemented **with face-to-face/virtual engagement with key stakeholders**, using existing meetings where possible.

What are the benefits of this approach?

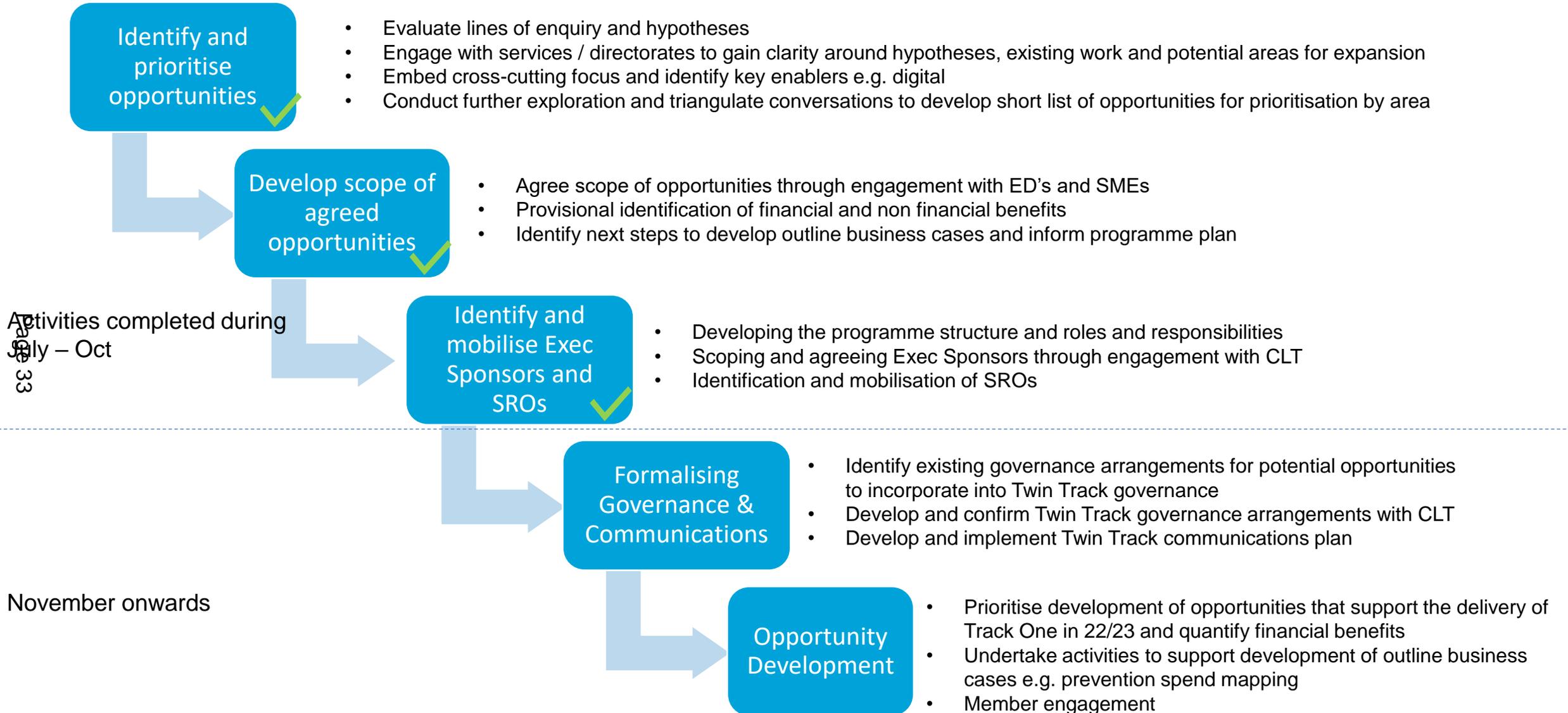
- Responds to Select Committees' concerns about the need for an open engagement process on the budget for residents;
- Gauges feedback on actual proposals (Lake work dealt in hypotheticals)
- Helps services mitigate against any adverse impacts on residents as efficiencies delivered
- Highlights risks and/or tensions that may affect delivery of track 2 of the Twin Track, e.g., opportunities requiring significant partnership working
- Helps shape messaging for the final budget

Overall Twin-Track Timeline



- Formalising Twin Track Governance and roadmap
- Finalise scope for ambition and benefits of TT opportunities, building a more accurate financial / outcomes picture
- Prioritise development of opportunities with potential to support Track One to deliver in 22/23
- Develop and implement TT communications plan

Track 2 Update



Directorate Pack – Environment, Transport & Infrastructure

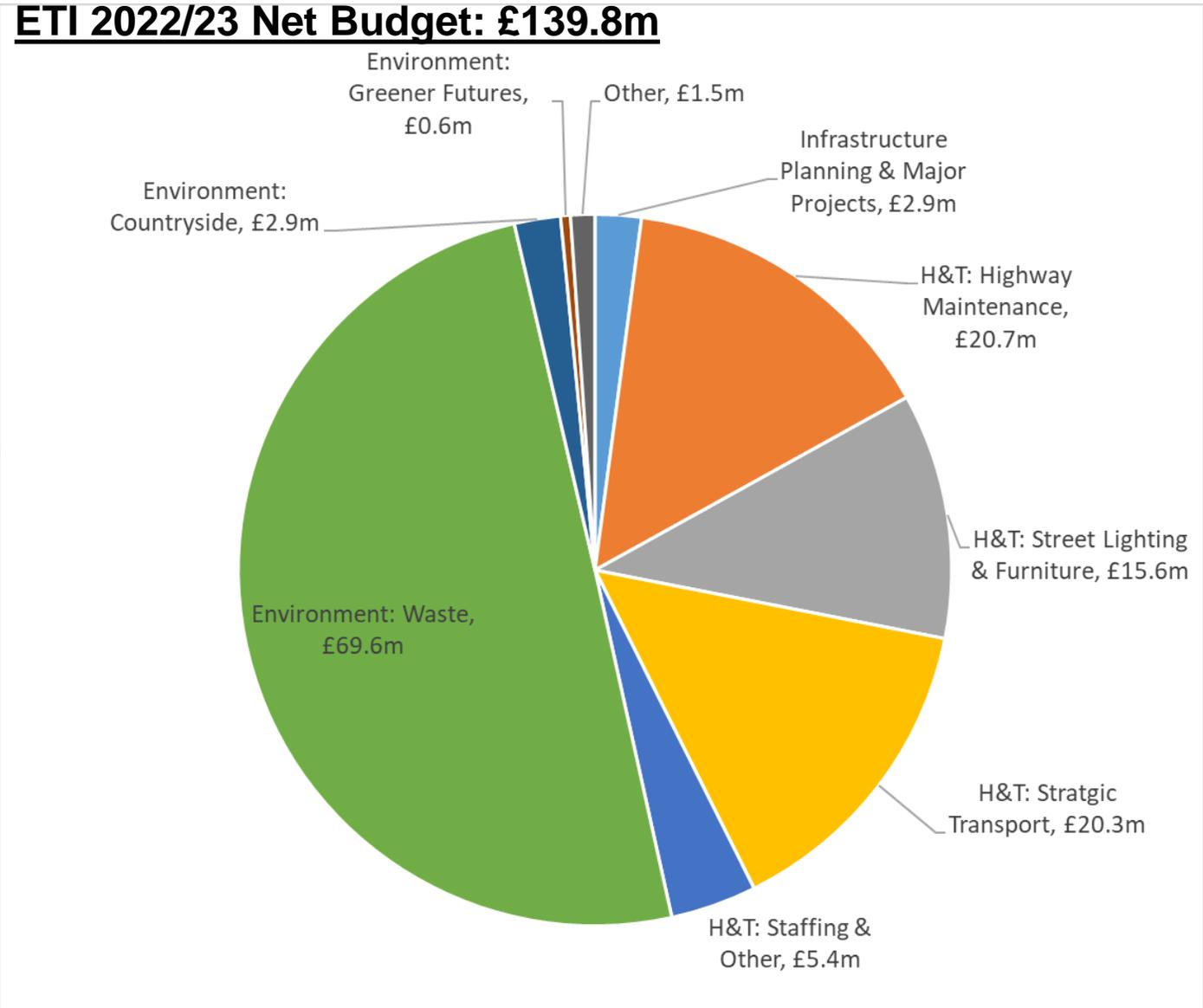
Summary of Services Provided by Directorate

Environment Transport & Infrastructure (ETI) is an energetic, future-focused, and innovative Directorate that shapes places, improving the environment and reaching sustainability and climate change targets. ETI provides many “universal services” to residents, i.e. services which many/all residents access including waste management and highways. Key service areas include:

- Waste management, including recycling/disposal of household waste and operation of community recycling centres
- Highway maintenance and street lighting
- Public transport
- Countryside
- Planning & Development
- Supporting the county’s and council’s response to climate change and carbon reduction

ETI operates in a challenging environment with increasing demand for services, markets for services and commodities which can be volatile, and changes to residents behaviour including the impact of the Covid-19 pandemic on travel patterns and waste volumes.

How is the service budget spent – breakdown of major services



The majority of ETI spend is committed to strategic contracts including waste management, highway maintenance, street lighting and bus services.

The largest of these is the waste management contract with Suez which includes managing the recycling and disposal of household waste, and developing and operating waste management facilities. This contract is due to end in 2024.

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Note: the above provides an indicative breakdown, including high-level apportionments of the draft budget, which will be reviewed in line with the final budget.



Service strategy headlines for 2022-27 MTFS

ETI's key priorities are:

- Continue to build upon our new directorate organisation design - implementing and embedding the new Highways structure, coupled with further reviews of our Waste, Greener Futures and Planning functions;
- Strengthen our financial sustainability to provide value for money to communities by leveraging available funding opportunities, identifying new commercial opportunities, opportunities for partnership working, innovating service delivery and developing our Greener Futures Finance Strategy;
- Mobilise Ringway as the new Highways contract provider, improving quality of works across the county, continuing to identify opportunities to innovate and work more effectively, and delivering against carbon reduction outcomes including immediate adoption of a minimum 11% EV fleet with commitment to reach net zero by 2030;
- Strengthen engagement with customers and communities, through delivery of our Customer Enquiry Improvement Plan and establishing the cross cutting Greener Futures Engagement and Behaviour Change Working Group;
- Working with key partners and members, finalise the design of our future waste services, and progress the re-procurement. Conclude the Eco Park dispute;
- Deliver the Council and county's carbon emission reduction targets in line with our Climate Change Delivery Plan. With 46% of Surrey's emissions resulting from Transport, a key part of delivering these targets will be supported by adoption of the Surrey Transport Plan, EV network rollout and Bus Back Better plans;
- Deliver the £30m of capital schemes identified in phase 1 of the Surrey Infrastructure Programme, and develop the pipeline of phase 2 schemes; and
- Implement a new governance model to better support delivery of the Climate Change Delivery Plan and Surrey Infrastructure Plan.

2021-26 MTFS Budget Summary for Environment, Transport and Infrastructure

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	140.3	140.3	139.8	142.4	145.4	148.5	
Directorate Pressures		6.0	3.5	3.2	3.2	3.6	19.6
Identified Efficiencies		(6.5)	(0.9)	(0.2)	(0.1)	0.0	(7.7)
Total Budget Requirement		139.8	142.4	145.4	148.5	152.1	
Change in net budget requirement		(0.5)	2.6	3.0	3.1	3.6	11.8

Opening Directorate budget envelope	140.3	137.5	134.7	131.9	128.4		
Share of funding reductions and borrowing costs		(2.8)	(2.8)	(2.8)	(3.5)	(2.9)	(14.8)
Budget envelope for the year		137.5	134.7	131.9	128.4	125.5	

Overall Reductions still to find	2.3	7.7	13.5	20.1	26.6	
Year on Year - Reductions still to find	2.3	5.4	5.8	6.6	6.5	26.6

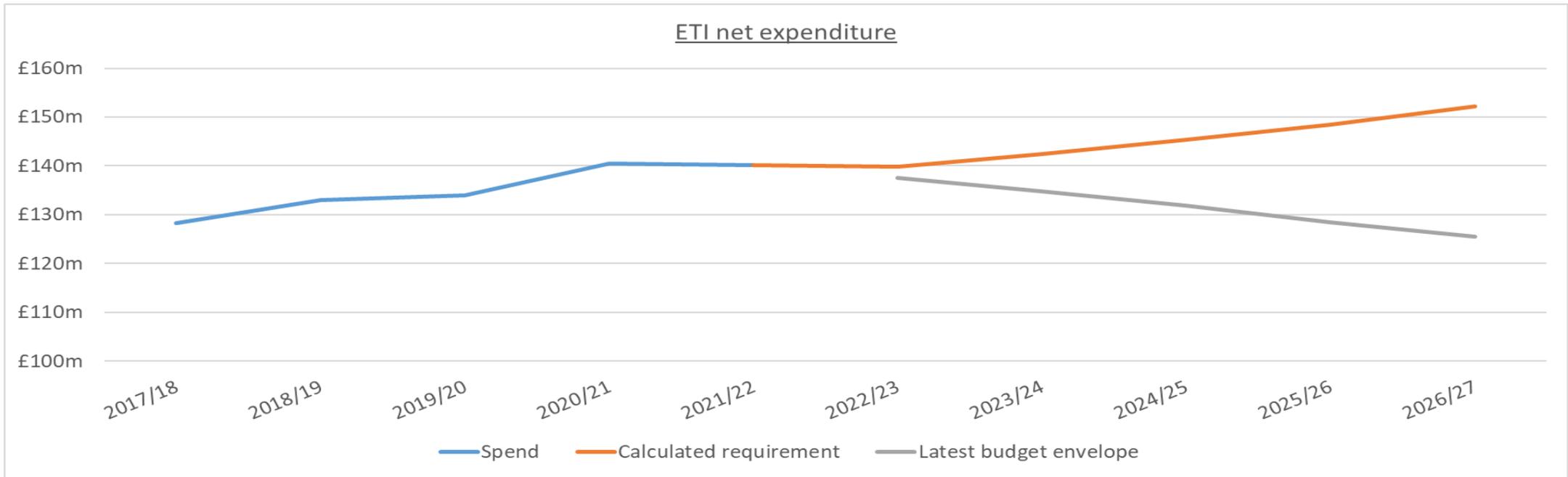
Table may not sum due to rounding

The 2022/23 ETI budget requirement is driven by pressures of £6m including contract and pay inflation, resourcing Council priorities, and the ongoing impacts on Covid-19, offset by efficiencies of £6.5m. Individual proposals are shown on subsequent slides. Although significant progress has been made, a gap of £2.3m remains in 2022/23 compared to the Council's currently estimated available funding.

This gap increases to £26.6m by 2026/27 based on current modelling of potential changes to the Council's funding in future years.

The funding available in 2022/23 for all Council services will be reviewed when the Local Government Finance Settlement is published (expected in December 2021).

Year on year expenditure



Across 2018-2021 ETI costs have increased in line with market costs and demand for services. 2020/21 saw an increase in costs due to Covid-19 including increased waste volumes and measures at CRCs. In future years there is a gap between the calculated requirement and budget envelope driven mainly by non-pay inflation and other pressures including the potential requirement to provide additional support to bus operators, requiring significant changes to keep spending within currently estimated resources in the medium term.

The strategy for addressing the budget gap over the MTFs period is largely through transformation activity – for which funding bids are currently being considered corporately. Areas for potential efficiencies include waste (contract re-procurement, closer working with collection authorities, development of infrastructure) and highways (potential efficiencies from the new term Maintenance contract through use of improved materials, technology and ways of working).

Summary of budgeted pressures

Pressure	Description	2022/23 £m	Total MTFS £m
Waste - volumes	The 2021/22 MTFS reflected increased volumes, e.g. due to home-working, which are assumed to reduce over the period.	0.0	(0.7)
Waste - contract reprocurement	Reprocurement costs, to the extent they are not expected to me most from other sources including Transformation Funding.	0.0	0.0
Waste - Reprofiled waste efficiency	Food and dry mixed recycling efficiencies originally included in the 2021/22 MTFS have been impacted by Covid-19 and will be achieved over a longer period.	0.1	0.1
H&T - Bus services	The 2021/22 MTFS reflected a potential pressure on contracted bus services of £1.7m due to reduced bus passengers. In 2022/23, following cessation of Government support, that pressure is expected to increase to £2.1m.	0.4	0.4
H&T - Staff changes to service delivery	Dedicated contract management function and additional resource for implementing future highway technology and innovations.	0.2	0.2
H&T - Severe weather and ecological threats	Increased mitigation for the impact of severe weather and ecological threats on the highway, including roads, footways & trees	0.2	0.2
H&T - Active Travel	Maintaining new active travel infrastructure to heightened design standards	0.0	0.2
Countryside - "Leader" project	Additional staff resource for funding, project development and partnership development activity	0.1	0.1
Countryside - PROW	Enhancing maintenance of public rights of way	0.3	0.3
Countryside - staffing	Staff to manage and develop the countryside estate, and part funding of Local Nature Partnership Director to deliver Land Use Management/Tree Strategy and support the drive towards One Surrey Countryside.	0.1	0.1
Climate Change	Team budget including tree & land use.	0.1	0.1
Environment - staffing	Additional resources to support delivery of Greener Futures and Rethinking Waste, including support for communications & engagement.	0.4	0.3
Planning enforcement	Additional staff to enhance planning enforcement activity	0.1	0.1
All - Non-Pay Inflation	Expected inflationary increase in contract and related costs	2.9	14.9
All - Pay Inflation	Expected inflationary increase in salary costs	0.5	2.7
All - Creating ETI	Restructuring ETI to deliver agreed priorities	0.6	0.6
All - National insurance	Expected impact of increase in Employers National Insurance Contributions	0.2	0.2
Total Pressures		6.0	19.6

Summary of budgeted efficiencies

Efficiency	Description	2022/23 £m	Total MTFS £m	RAG
Countryside - various	Events on the countryside estate, income from property investment, and development of the Basingstoke Canal Centre campsite are offset by fall-out of one-off efficiencies in 2021/22	(0.0)	0.1	A
Environment - Waste volumes and prices	Dry Mixed Recyclable prices have improved and are providing a cost benefit, after allowing for increased waste volumes	2.0	2.0	A
H&T - Commercialisation & innovation	Reducing costs through innovation, automation, attracting new funding and moving some services toward cost recovery.	0.2	0.3	A
H&T - Parking - expanding on street parking charging	Continuing to expand on street parking charging through parking reviews etc.	0.1	0.5	A
H&T - Income & recharges	Including highways searches and recharge of staff costs, e.g. to capital projects	0.2	0.2	A
H&T - One off funding	Unapplied grant funding and prior year income	1.0	0.0	A
H&T - Street lighting LED conversion	Energy savings as street lights are converted to LED	1.1	1.4	G
H&T - Bus lane enforcement	Expansion of current bus lane enforcement measures improve reliability of public transport services	0.2	0.3	A
H&T - Lane rental income	Anticipated lane rental surplus, to support highway activities in line with legislation	0.3	0.3	A
H&T - Moving Traffic offences	Estimated contribution to highway costs	0.2	0.4	A
H&T - Staff/resource efficiencies	Efficiencies from bringing inspections of highway structures in-house (previously provided though a contract)	0.2	0.2	A
H&T - Highway maintenance	Review scope for efficiencies and cost reductions within the new term maintenance contract.	0.5	0.5	R
H&T - Parking surplus	Review treatment of the countywide parking surplus.	0.3	0.3	R
Planning - income	Income from Planning Performance Agreements and charges for discretionary services	0.0	0.1	G
Waste - Growth in reuse shop income	Continue to expand reuse shop offer at Community Recycling Centres	0.0	0.1	G
Waste - Reduce contamination of recycling	Improve quality of recycling, e.g. through resident engagement or changes to collection regimes.	0.2	0.2	A
Waste - Rethinking waste	Review of waste operating model, including infrastructure, in light of national strategy changes	0.0	1.0	A
Total Efficiencies		6.5	7.7	

Draft Capital Programme (1)

The Capital Programme is comprised of the Budget (schemes which are developed and ready to proceed) and the Pipeline (schemes requiring further development and subject to business case approval). The Proposed Capital Budget for ETI totals £521.4m over 5 years, funded from a number of sources including grants and borrowing. Schemes over £1m are shown below. The table indicates which schemes/programmes contribute to or are in response to Greener Futures and Surrey Transport Plan.

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Service	Project	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m	Contributes/ responds to:	
								GF	STP
H&T	Highway Maintenance	40.0	40.0	40.0	40.0	40.0	200.0		
IPMP	Surrey Flood Alleviation - River Thames	4.0	8.0	8.0	30.0	50.0	100.0	Y	
H&T	Bridge/Structures Maintenance	10.2	10.2	10.2	10.2	10.2	50.8		
IPMP	A320 North of Woking and Junction 11 of M25	15.7	27.7	-	-	-	43.4		Y
Env	Surrey Flood Alleviation - Wider Schemes	3.3	4.4	6.8	8.0	5.0	27.5		
H&T	Local Highways Schemes	3.0	3.0	3.0	3.0	3.0	15.0		Y
H&T	Traffic Signals	2.9	2.9	2.9	2.9	2.9	14.6		
H&T	Flooding & Drainage	1.7	1.7	1.7	1.7	1.7	8.5		
H&T	Additional Local Transport Schemes	4.0	4.0	-	-	-	8.0		Y
H&T	Safety Barriers	1.5	1.5	1.5	1.5	1.5	7.6		
H&T	Illuminated Street Furniture	1.9	1.9	1.9	0.5	0.5	6.7		
H&T	External Funded Highway Schemes	1.2	1.2	1.2	1.2	1.2	6.0		Y
H&T	Ultra Low Emission Vehicles - Community Transport - Third Sector	1.9	3.4	-	-	-	5.3	Y	Y
H&T	Drainage Asset Capital Maintenance/Improvements	1.0	1.0	1.0	1.0	1.0	5.0		
H&T	Street Lighting LED Conversion	4.8	-	-	-	-	4.8	Y	
Env	Public Rights of Way	0.7	0.7	0.7	0.7	0.7	3.7	Y	Y
H&T	School Road Safety Schemes	1.0	1.0	1.0	-	-	3.0	Y	Y
H&T	Highway Maintenance - Signs	0.4	0.4	0.4	0.4	0.4	2.0		
H&T	Road Safety Schemes	0.2	0.2	0.2	0.5	0.5	1.6		Y
Env	Greener Homes LAD grant funded scheme	1.6	-	-	-	-	1.6	Y	
IPMP	Farnham Infrastructure Programme Town Centre - Quick Wins	1.5	-	-	-	-	1.5	Y	Y
All	Schemes below £1m	2.4	1.2	0.5	0.4	0.4	4.9	Y	Y
Total ETI		105.0	114.4	81.0	102.0	119.1	521.4		



Draft Capital Programme (2)

In addition to the budget, the proposed ETI Capital Pipeline is comprised of schemes under development and subject to final business cases. As with the capital budget, the pipeline is funded from a number of sources including grants and borrowing. The ETI capital pipeline totals £398m across the 5 year MTFS. The largest of these (schemes over £1m) are shown below. The table indicates which schemes/programmes contribute to or are in response to Greener Futures and Surrey Transport Plan.

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Project	Total £m
Farnham Infrastructure Programme: A31 Hickley Corner	115
Surrey Infrastructure Plan	105
Ultra Low Emission Vehicles - Bus Companies	43
Greener Futures - Net Zero 2030	40
Materials Recovery Facility	21
Farnham Infrastructure Programme: Town Centre	17
Greener futures - Decarbonisation loan fund (private sector landlords, off gas households, businesses)	15
CRC Improvements (including Slyfield)	12
Local Cycling & Walking Infrastructure Plans (LCWIPs)	12
Greener futures - Decarbonising community schools loan fund	10
Electric Vehicle Infrastructure	5
Active Travel (both EATF & future)	1
Schemes below £1m	2
Total Pipeline	398

Contributes/responds to:	
GF	STP
	Y
Y	Y
Y	Y
Y	
Y	
Y	Y
Y	
Y	
Y	Y
Y	Y
Y	



Directorate Pack – Community Protection Group

Summary of Services Provided by the Group

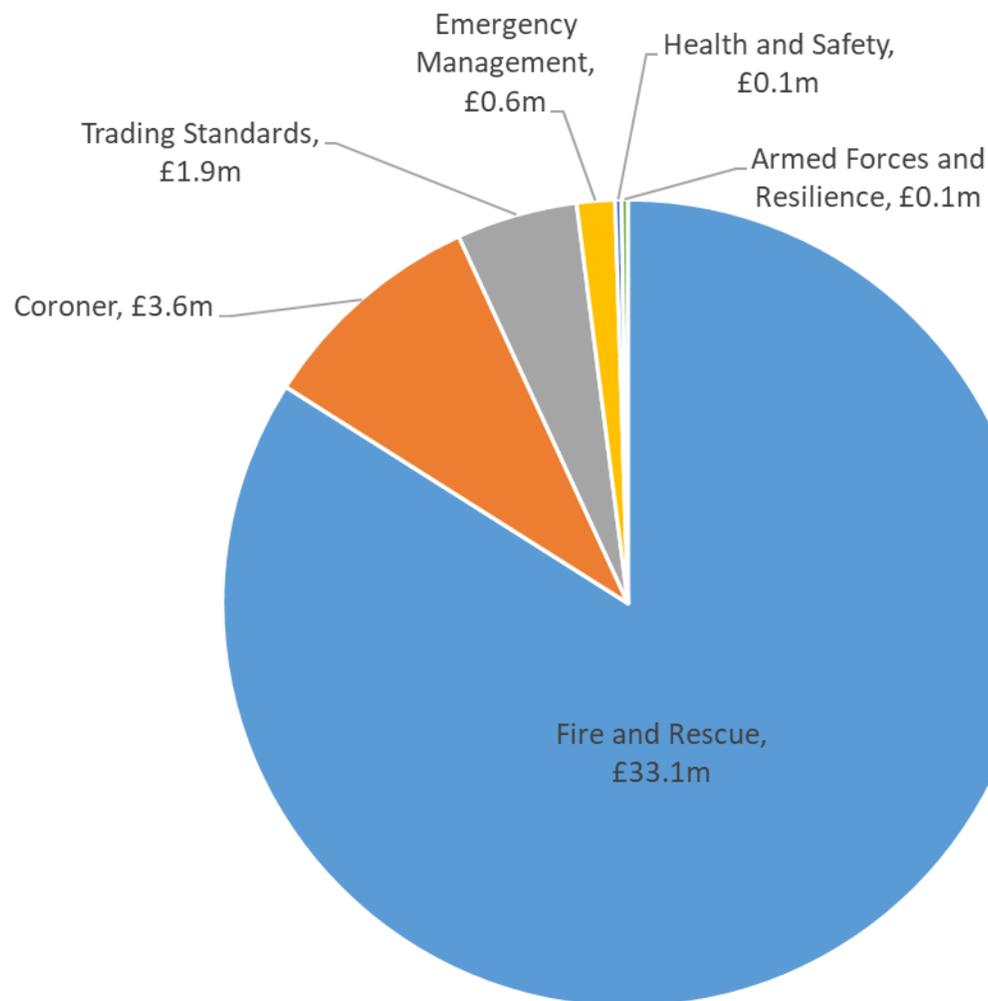
The Community Protection Group (CPG) is comprised of the following services:

- Surrey Fire & Rescue Service
- Trading Standards
- Emergency Management
- Coroners
- Health & Safety
- Armed Forces and Community Resilience

These are mainly statutory and regulatory services, brought together with the vision to make Surrey a safer place to live, work, travel and do business.

How is the service budget spent – breakdown of major services

CPG 2022/23 Net Budget: £39.4m



Surrey Fire & Rescue makes up 84% of the CPG net budget.

The largest cost type within CPG (and within the Surrey Fire & Rescue Service) is staffing, c.£40m, which is offset by income and grants.

Note: the above provides an indicative breakdown, including high-level apportionments of the draft budget, which will be reviewed in line with the final budget.

Service strategy headlines for 2022-27 MTFS

To support the 2030 Vision and Organisation Strategy we will focus on the areas of People, Places, Products and Premises. We will work with partners, SCC services, communities and businesses to protect residents from harm both physically and financially through: our prevention and protection work, ensuring that SCC can effectively prepare for, respond to and recover from emergencies, tackling rogue traders and deceptive, unsafe, and illegal practices and products

The Group is also on a transformation journey. SFRS, in response to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection, has put in place a major improvement programme which is set out in the Making Surrey Safer Plan 20-24. A big part of the plan is about changing and investing in how we deliver better prevention and protection activities. This will help prevent emergencies from happening in the first place. The Coroners Service is also transforming with care and support for the bereaved and dignity and respect for the deceased, at the core of how it operates.

Partnership working is key to the success of the group, starting within Surrey County Council with Adults and Children's services, to help prioritise support to our most vulnerable residents. We also aim to work better with other emergency services, boroughs and district and closer working with businesses to support the Surrey economy. The role Trading Standards play in this is important particularly with digitalisation leading to more Scams directed at vulnerable people and businesses.

2021-26 MTFS Budget Summary for Community Protection Group

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	37.3	37.3	39.4	40.4	41.4	42.4	
Directorate Pressures		2.3	1.1	1.0	1.1	1.1	6.6
Identified Efficiencies		(0.2)	(0.1)	(0.0)	0.0	0.0	(0.4)
Total Budget Requirement		39.4	40.4	41.4	42.4	43.5	
Change in net budget requirement		2.1	1.0	1.0	1.1	1.1	6.2

Opening Directorate budget envelope		37.3	36.6	35.8	35.1	34.1	
Share of funding reductions and borrowing costs		(0.7)	(0.7)	(0.7)	(0.9)	(0.8)	(3.9)
Budget envelope for the year		36.6	35.8	35.1	34.1	33.4	

Overall Reductions still to find		2.9	4.6	6.3	8.3	10.1	
Year on Year - Reductions still to find		2.9	1.7	1.7	2.0	1.8	10.1

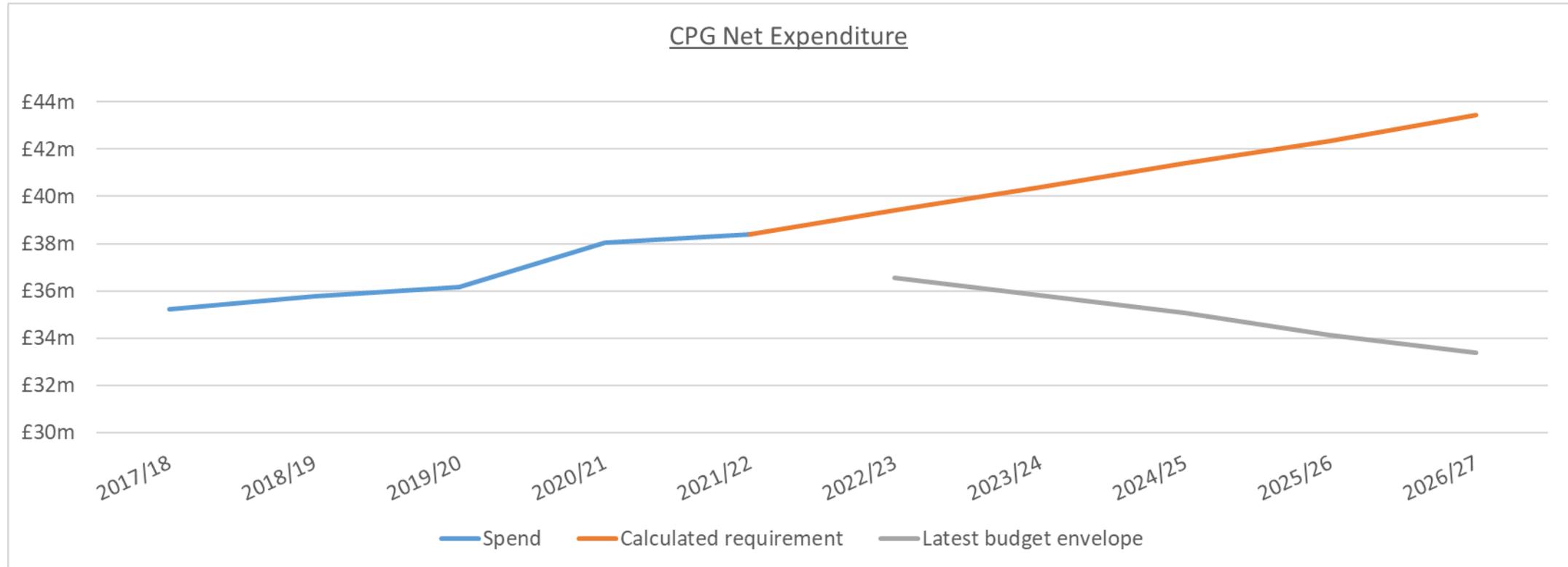
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Table may not sum due to rounding

The 2022/23 CPG budget requirement is driven by pressures of £2.3m including pay inflation and other service pressures, offset by efficiencies of £0.2m. Individual proposals are shown on subsequent slides. Although significant progress has been made, a gap of £2.9m remains in 2022/23 compared to the Council's currently estimated available funding.

This gap increases to £10.1m by 2026/27 based on current modelling of potential changes to the Council's funding in future years.

The funding available in 2022/23 for all Council services will be reviewed when the Local Government Finance Settlement is published (expected in December 2021).

Year on year expenditure



Across 2018-2021 CPG costs have increased due to inflation and other factors including Coronial costs, partially offset by efficiencies and other reductions within Fire and Trading Standards. In future years there is a gap between the calculated requirement and budget envelope, requiring significant changes to keep spending within currently estimated resources in the medium term. The main service cost pressure across that period is assumed pay inflation, including firefighter's pay which is agreed nationally.

Summary of budgeted pressures and efficiencies

Pressure	Description	2021/22 £m	Total MTFS £m
Coroner - funding	Agreed phased reduction in funding from Surrey Police	0.1	0.3
Coroner - mortuary facilities	Establishment of temporary mortuary facilities pending development of a permanent facility	0.4	0.4
Trading Standards - Income	Income has reduced, including the impact of Covid-19, and expected to recover over the MTFS period.	0.1	0.0
Fire - Pension admin costs	Costs to administer pensions following external transfer of function from Pension service	0.1	0.1
All - additional resourcing	Communications and business management support	0.1	0.1
All - Non Pay inflation	Expected inflationary increase in costs	0.1	0.5
All - Pay inflation	Expected inflationary increase in salary costs	1.1	4.9
All - National insurance	Expected impact of increase in Employers National Insurance Contributions	0.3	0.3
Total Pressures		2.3	6.6

Efficiency	Description	2022/23 £m	Total MTFS £m	RAG
General Efficiencies	Including, in 2022/23, reductions to non-partnership Trading Standards spend, income generation and seeking sponsorship and external funding.	0.2	0.4	A
Total Efficiencies		0.2	0.4	

Draft Capital Programme

The Proposed Capital Budget for CPG totals £21.8m over 5 years, funded from a number of sources including grants and borrowing.

Project	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Surrey Fire - Purchase of New Fire Engines & Equipment	4.7	2.8	2.3	2.3	2.8	14.8
Additional Fire Vehicles & Equipment	4.0	0.4	-	-	-	4.4
Fire - Making Surrey Safer – Our Plan 2020-2023 (Community Resilience)	0.6	0.5	0.5	0.5	0.5	2.4
Fire - Emergency Services Network	0.2	-	-	-	-	0.2
Total CPG	9.4	3.6	2.7	2.7	3.2	21.8

Additional property related schemes, including proposed Fire and Coroners facilities, are included within the Resources Directorate capital budget and pipeline.

Directorate Pack – Partnership, Prosperity & Growth

2021-26 MTFS Budget Summary for Prosperity Partnerships & Growth

The Directorate plays a key role in developing lasting and effective partnerships with key organisations in the County and in driving forward the Council's ambitions and Economic Growth Strategy for Surrey.

The brought forward budget of £1.3m relates almost entirely to the cost of the Economic Development Team (£1.1m)

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	1.3	1.3	1.5	1.6	1.6	1.6	
Directorate Pressures		0.2	0.0	0.0	0.0	0.0	0.4
Identified Efficiencies		0.0	0.0	0.0	0.0	0.0	0.0
Total Budget Requirement		1.5	1.6	1.6	1.6	1.7	
Change in net budget requirement		0.2	0.0	0.0	0.0	0.0	0.4
Opening Directorate budget envelope		1.3	1.3	1.3	1.2	1.2	
Share of funding reductions and borrowing costs		(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)
Budget envelope for the year		1.3	1.3	1.2	1.2	1.2	
Overall Reductions still to find		0.3	0.3	0.4	0.4	0.5	
Year on Year - Reductions still to find		0.3	0.1	0.1	0.1	0.1	0.5

Table may not sum due to rounding

Identified pressures relate to inflation (pay and non-pay) and the need to strengthen the Economic Development Team to meet increased demands on these services to support the organisation in the delivery of its priorities, Economic Growth Strategy & Vision 2030. There are limited opportunities to mitigate this pressure due to the overall size of the directorate budget.

Summary of budgeted pressures

Pressure	2022/23 £m	Total MTFS £m
Strengthen the Economic Development Team – to develop and embed a Growth Plan to drive business engagements, economic place agenda, attract new business, skills, strengthen partnerships and understand infrastructure needs.	0.2	0.2
Pay inflation – expected inflationary increase in salary costs	0.0	0.1
Non-Pay Inflation – expected inflationary increase in contract costs	0.0	0.0
Additional NI contributions – expected impact of increase in Employers National Insurance Contributions	0/0	0.0
Total budgeted pressures	0.2	0.3

Directorate Pack – Customer & Communities

Summary of Services Provided by Directorate

A mix of statutory services, core functions, income generating services and key enablers for future ways of working:

Community Partnerships: Over 50,000 residents reached through online community engagement; 1,215 comments/ideas for Your Fund Surrey (£100 million capital fund) posted on Commonplace map; increasing member involvement in local engagement; administering Member Communities Allocation Fund

Customer Services: Over 200,000 calls; 8 million web visits; 16,000 Blue Badge applications, 80,000 emails and 18,000 twitter mentions received in a year

Libraries: 52 libraries + History Centre; 4,631,871 items borrowed (in 2019/20); 2,905,618 visits (in 2019/20); 303,692 registered borrowers (2019/20); 1,000 events held each month; over 142,000 views of online events

Registration: circa 18,000 births, 11,000 deaths & 3,300 marriages and civil ceremonies per year; top 3 nationally for birth and top 5 for death registrations; over 90,000 new & copy certificates issued

Heritage: Public downloads of digitised images: 10,136,302-page impressions in 2020/21 - 34% increase from 19/20 (3rd in CIPFA ranking); 3,266 public enquiries; over 10,000 images added to online catalogue

Surrey Arts: 3,495 young people accessing instrumental and vocal tuition in 2020/21; music hub working with 356 schools; number of young people participating in ensembles: 894

How is the Directorate Budget Spent

The Net budget for the Directorate for 2021/22 amounts to c£11m. This includes significant income budget in excess of c£10m across Cultural Services.

Income to the Directorate comes primarily from weddings (from providing registrars services at both registry offices and licenced venues), income from music lessons provided by Surrey Arts in schools and income from archaeology services, fines and reservation charges in libraries and blue badge fees in customer services.

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All areas have undergone significant improvements over the last 3 years and significant cost reduction. For example the Libraries Service net budget has reduced by 30% and the Customer Services budget by over £400k.

	Expenditure	Income	Net budget
	£m	£m	£m
Directorate Leadership	0.4	-	0.4
Libraries	7.6	1.1	6.4
Surrey Arts	4.4	4.2	0.1
Heritage	1.3	0.5	0.8
Registrations	2.0	3.1	- 1.1
Active Surrey	1.5	1.5	-
Community Partnerships	1.5		1.5
Customer Services	2.9	0.2	2.7
	21.6	10.6	11.0

Service Strategy Headlines

- Although a newly formed Directorate, all areas have undergone (or are undergoing) significant improvement & cost reduction. The ambition is not only to ensure the sustainability and quality of service delivery, but to think creatively about how services are delivered.
- COVID-19 has had a significant impact on achievable income levels over the past 18 months; specifically, within Cultural Services. Current budget planning assumption is that income returns to pre-COVID levels; any sustained impact would put the delivery of services within agreed budget envelopes under pressure.
- In addition to working to ensure that income levels return to pre-COVID levels, the Directorate has identified additional budget pressures relating to inflation and unachievable prior year efficiencies which it has had to identify efficiencies to off-set.

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Looking into the medium term, further efficiencies are anticipated through driving forward key transformation programmes to continue to adapt and improve services to meet the changing needs to our residents and ensure financial sustainability:

- **Customer Experience** - Making people’s experience of dealing with the Council quicker, easier, and better by shaping a new relationship with our customers, managing their enquiries in a more efficient, proactive, and connected way and increasing our use of digital self-serve technologies;
- **Libraries and Culture Transformation** - delivering a modern and efficient set of services across Libraries, Arts and Heritage reducing net cost and increasing impact for communities in Surrey; and
- **Enabling empowered communities** - Providing the foundations, delivery arm and a learning approach to 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.

2021-26 MTFS Budget Summary for Customer & Communities

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	11.0	11.0	10.9	11.4	11.9	12.5	
Directorate Pressures		0.7	0.5	0.5	0.5	0.6	2.8
Identified Efficiencies		(0.8)	0.0	0.0	0.0	0.0	(0.8)
Total Budget Requirement		10.9	11.4	11.9	12.5	13.0	
Change in net budget requirement		(0.1)	0.5	0.5	0.5	0.6	2.0

Opening Directorate budget envelope	11.0	10.8	10.6	10.3	10.1	
Share of funding reductions and borrowing costs	(0.2)	(0.2)	(0.2)	(0.3)	(0.2)	(1.2)
Budget envelope for the year	10.8	10.6	10.3	10.1	9.8	

Overall Reductions still to find	0.2	0.9	1.6	2.4	3.2	
Year on Year - Reductions still to find	0.2	0.7	0.7	0.8	0.8	3.2

Table may not sum due to rounding

Significant progress to close the gap has been made, the overall gap/reductions still to find are £0.1m. However, there remains risks and challenges to the delivery of the proposed budget envelope for the Directorate for the coming year:

- Cultural service budgets contain a significant proportion of income from fees and charges. These were disproportionately impacted by lockdown due to the inability to open services. Bringing those income levels back to pre-pandemic levels is a risk for longer term sustainability within the service
- Sustained demand relating to the community helpline and test and trace, within customer services, places a risk on the ability to deliver transformation within the service and the ongoing delivery of efficiencies

Opportunities to further contribute to the Council's medium term budget challenge in future years exist in relation to the following activities underway:

- Enabling empowered communities - by handing more powers and resources directly to communities, designing services locally with them, and making it easier for everyone to play an active role in the decision making
- Customer Experience – aiming to enhance our relationship with our customers, managing their enquiries in a more efficient, proactive and connected way and increasing our use of digital self-serve technologies
- Transforming the library service

Summary of budgeted pressures

Pressure	2022/23 £m	Total MTFS £m
Non-pay inflation	0.0	0.0
Pay inflation	0.5	2.6
Additional NI contribution	0.1	0.1
Impact of the non-achievement of efficiencies in 2020/21 in respect of the vacancy factor within libraries service	0.1	0.1
Total budgeted pressures	0.7	2.8

Planned efficiencies

Efficiency Proposal	2022/23 £m	Total MTFS £m	2022/23 RAG
Libraries Service Restructure – full year effect of the libraries service re-structure	0.2	0.2	
Cultural Services Efficiencies – a number of planned activities to drive out efficiencies, including a comprehensive review of the Heritage Service, extending the number of teaching weeks for Surrey Atts, review of charging models for Registrations and review of supplier contracts with in the Libraries services.	0.4	0.4	
Planned end to historic grant contribution to Watts Gallery	0.1	0.1	
Community Partnerships – Re-set of staffing and non-staffing budgets to support new ways of working.	0.1	0.1	
Total	0.8	0.8	

Draft Capital Programme

The draft Capital Pipeline contains £34m of investment to enable the libraries transformation programme.

This is a five-year programme of work to modernise library settings across Surrey to;

- enable libraries to meet the changing needs of communities,
- support wider strategic priorities,
- ensure library assets fit and sustainable for the future.

The overall approach to this programme is being discussed at Cabinet in November 2021. Individual detailed business cases will subsequently be developed and brought forward for agreement as the programme is progressed. These will be based upon service analysis and prioritise key locations based on need and opportunity.

WEDNESDAY, 15 DECEMBER 2021

Economy and Growth: Programme for Growth (including Levelling Up White Paper and County Deals)

Purpose of report:

This report provides an update on the activities taken forward to deliver on the economic opportunities set out within Surrey's Economic Strategy and to help address the economic challenges following the COVID-19 pandemic. An update is also provided on the Government's proposed Levelling Up and Devolution White Paper and anticipated County Deals.

Introduction:

1. As a County, Surrey contributes over £44bn to the UK economy per year, with high GVA per capita and business. Surrey's excellent connectivity makes it an attractive area for businesses to locate. As a result, Surrey has a large number of active businesses with some 600 active businesses per 10,000 population (about 23% higher than the equivalent figure for the South East of England as a whole).
2. Despite the past trend of strong economic performance, since 2015 there has been a decline in Gross Value Add (GVA) per head in relative terms compared to the rest of the UK. As a result of the changing economic trends, the impact of the COVID-19 pandemic and the inequality within the County that has been brought to sharp focus through the pandemic, a renewed focus has been placed on Surrey's economy.
3. Growing a sustainable economy from which everyone can benefit is one of the Council's four strategic priority outcomes, along with Reducing Health Inequalities, A Greener Future and Thriving Communities. The strength and growth of the Surrey economy clearly impacts and makes a significant contribution to the achievement of all four.
4. Surrey County Council's 'Forward to 2030, Economic Strategy Statement', titled 'Surrey's Economic Future' was agreed by Cabinet in December 2020 and sets out the path to economic recovery and prosperity. The Strategy identifies four

main themes/opportunities for the County's post COVID-19 resilience and growth have been identified, including:

- a. Delivery of Surrey's Inward Investment Programme and promotion of the Surrey Story
 - b. Convening and place leadership to reimagine Surrey's High Streets for the future
 - c. Skills for growth: maximising opportunities through skills development for the future.
 - d. Delivery of key infrastructure across Surrey, including gigabit capability, highways and transport, and business networks and partnerships.
5. The four opportunity areas were proposed through the work of Surrey's Future Economy Commission, led by Lord Philip Hammond through 2020- 2021, and through the subsequent engagement work undertaken. These priority areas have been further informed through wider stakeholder input secured through the One Surrey Growth Board, which is Chaired by Tim Oliver and brings together leaders across further education, higher education, business, community and voluntary sector, MPs and D&B representatives.
6. Since the strategy and themes were agreed in December 2020 and April 2021 respectively, specific interventions are already being taken forward to drive a more innovative, inclusive, and productive economy. This includes the launch of a new Surrey-specific approach to inward investment, a strategic, community-led approach to placemaking (with test modelling underway in Horley and Staines as those towns most impacted by the downturn in the aviation industry) and a programme of work to improve full fibre digital connectivity in Surrey. These interventions are considered further in section 8 to 24 below.
7. A collaborative approach has been adopted to deliver the cross-cutting organisational objectives of economic growth, greener futures, and social value and maximising opportunities for all. This close working between the Economy & Growth team, Land & Property, and Environment, Transport and Infrastructure (ETI) has led to a co-ordinated approach to developing the Greener Futures delivery plan, Surrey's Economic Future Delivery Plan and Surrey's Infrastructure Plan. Going forward, further integration of these work programmes will maximise opportunity for specific projects to achieve cross-cutting organisational objectives.

Surrey's Economic Future Delivery Programme

8. An ambitious delivery programme has been established to move the focus from strategy development toward the tangible delivery of outcomes to support growth. The delivery programme has been targeted to address the opportunity areas listed in section 4 above and an updated of the programme was agreed by Cabinet in October 2021.

Delivery of a refreshed approach to Inward Investment in Surrey

9. To support the priority theme, 'Growing the Leading Edge' and, to deliver a 'step change' in Surrey's competitiveness, Surrey County Council is redesigning and reinvigorating its inward investment service, including a refreshed online presence promoting the County as an attractive and highly competitive business destination. This is drawing on and aligned with the ThinkingPlace work on the Surrey Story.
10. A new website has been developed and is expected to go live in December 2021. A launch event will follow in Spring 2022. It is the first time, in recent years, that Surrey County Council has taken a proactive approach to attracting new large-scale employers and innovative businesses to Surrey and has been able to provide support to growing businesses looking to relocate.
11. The team are proactively targeting several well-known companies and/or growing businesses (recently financed) interested in relocating to the region and are actively managing a pipeline of potential opportunities working closely with colleagues from SCC's Land & Property team and District & Borough partners to identify suitable sites for investment.
12. Opportunities are also being explored to further enhance the offer to businesses to relocate and/or growth in Surrey, through establishing an Innovation Loan Fund. The case for investment is currently being considered through a business case but with an expected focus on innovation and a greener economy.

Reimagining Surrey's High Streets, retail centres and towns

13. The County Council is leading a pioneering new approach to reimagining town centres, through working jointly with borough councils to implement a community-led visioning and engagement process. This is most developed, in support of determining the investment priorities, for Horley and Staines. These two localities have been identified as initial test models due to the impact of the downturn in the aviation and travel sectors affecting these towns. The approach being taken will be developed through the work in these localities prior to being considered for adoption in other key locations in Surrey.
14. In implementing a Place Leadership approach, SCC seeks to maximise the impact of intervention by each partner authority; contributing to a shared vision for the place and supporting the diversification of the high street based on the needs of the local community. The positive impact of this approach in building partnerships and implementing new processes for engaging with communities is being actively captured and the lessons will be applied to other towns across Surrey.

Skills for Growth: Maximising opportunities within a balanced economy

15. As with the whole of the UK, Surrey has seen a dramatic change in the labour market both through the pandemic and in the post EU context. The skills provision will need to adapt to the shift in focus to a greener economy, increased demand for health and social care and increasing technological and digital opportunities.
16. Not only does this mean that employers need support to secure the skilled workforce of the future but also that SCC needs to undertake a role in supporting our more excluded communities to be able to be prepared to take up the opportunities on offer in the Surrey economy. This means providing support across all skills levels, to maximise the opportunity for everyone in Surrey to benefit from a growing economy.
17. SCC is working with partners to transition the Employment and Skills Board into a newly formed Surrey Skills Leadership Forum which will provide more strategic oversight of the skills system and use a research driven, evidence led approach to designing interventions for the future. Part of this approach will include the development of a locally agreed Skills Improvement Plan which will underpin future activities in the county.

Delivery of Gigabit Capable Infrastructure

18. The importance of digital technology has been recognised as a priority to support the growth of a leading-edge economy and tackle issues of social exclusion. However, data shows that the roll out of gigabit speed coverage across Surrey has fallen below national average. Only 24.81% of residential and business premises are currently able to access Gigabit speeds, relative to a UK average of 49.27%.
19. This position is expected to change significantly over the next few years with large scale upgrades planning by Openreach, Virgin Media and new smaller 'Alt-Net' providers also investing in Surrey. Further details about these plans to increase digital infrastructure coverage can be found on the [Surrey County Council website](#).
20. Furthermore, Building Digital UK (BDUK), as part of the Department for Digital, Culture, Media and Sport (DCMS), have announced plans to invest up to £171m within Surrey to support connectivity in hard-to-reach areas which are not able to attract investment by the private sector, due to viability issues. Surrey County Council is taking an active role and engaging with BDUK to ensure that Surrey's needs are considered a priority for delivery and continuing a dialogue with commercial providers to promote Surrey as an attractive place for investment.

21. In order to encourage commercial investment, a SCC work programme has been established to tackle barriers to investment in digital infrastructure within Surrey. This includes the recent submission of a funding bid to DCMS seeking £500,000 to support Surrey in maximising the use of SCC's own assets for the installation of full fibre and 5G technology.
22. In addition to the investment in digital, the county is faced with wider infrastructure challenges which constrain growth and impact communities. The Surrey Infrastructure Plan and Surrey Place Ambition work has started the process of working collaboratively with our boroughs and districts to develop a common understanding of the infrastructure needs to enable the sustainable growth of Surrey's economy.
23. The topic of what "Good Growth" really means for Surrey was the focus of the recent Surrey Future & Surrey Development Forum meeting, which launched the draft updated Place Ambition document for wider consultation.

Corporate Social Responsibility (CSR) and maximising the role of large employers

24. Finally, Corporate Social Responsibility presents a new area of opportunity to deliver of Surrey's Economic Strategy. Surrey is fortunate to benefit from the presence of large businesses and anchor institutions, but engagement with both the public and private sector has indicated that more could be done to maximise the potential social value and economic benefit of this economic advantage.
25. Businesses have what is referred to as a "Corporate Social Responsibility", whereby consideration should be given to the social, economic and environmental impact of the business. Many businesses in Surrey recognise the beneficial impact that Corporate Social Responsibility activities can have and already undertake work to positively engage with their local communities.
26. There is an opportunity for SCC to take a leadership role, to harness and help direct private sector investment, coordinate businesses Corporate Social Responsibility offer and lead by example, as a large employer in Surrey.
27. Whilst work is already underway by SCC, such as through the social value responsibilities as part of procurement processes, there is an opportunity to go further. Organisational priorities which could be promoted as a focus for Corporate Social Responsibility activities include Net Zero Carbon and improving skills, such as through support for apprenticeships, mentoring programmes, and support for local education institutions. SCC will look internally and externally at the potential to further support SMEs and to create opportunities for all within the County.

Key Performance Indicators – Measuring Success

28. To help track Surrey’s economic performance, Table 1 shows six measures and target positions which will be used to track Surrey’s economic performance.
29. As the Economy and Growth team is not a delivery team, the KPIs are used to inform where efforts should be targeted to influence and convene partners toward a common objective, rather than used to monitor the direct impact of the performance of the team.

Table 1 – Growth Measures

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

Levelling Up White Paper

30. In May 2021, Government announced that a landmark Levelling Up and Devolution White Paper would be published, setting out bold new policy interventions to improve opportunity and boost livelihoods across the County.
31. There has been much anticipation for the publication of the White Paper. For Surrey there is a need to understand how Government intends to support the levelling up of the UK economy without “levelling-down” those areas, such as

Surrey, which demonstrate a strong economic performance and continue to hold substantial opportunities to growth the UK economy.

32. The latest intelligence suggests that the Levelling Up White Paper will be published later in December 2021. The scope of the White Paper is still expected to include the outcome of the LEP Review and announce the first pilot County Deals. (In the event that the White Paper is published in advance of the meeting, a verbal update will be given).

LEP REVIEW

33. There are two Local Enterprise Partnerships (LEPs) operating across Surrey, with Coast to Capital covering East Surrey and Enterprise M3 LEP covering West Surrey.
34. Since LEPs were established in 2011 their role and structure has continued to evolve and in recent years LEPs have been responsible for the deployment of large sums of capital infrastructure funding and have held a broader remit across economic growth functions.
35. The LEP Review was launched earlier this year to consider the future form and functions of LEPs. It is expected that the outcome of the LEP review will see a change of function away from managing funding and infrastructure delivery to more of a focus on business support. A further update on the outcome of the LEP review will be presented to the Select Committee following the publication of the White Paper.
36. In advance of the LEP Review outcome being confirmed, SCC has commenced work to understand its future investment priorities, such as through the Surrey Infrastructure Plan. The Skills Improvement Plan will also help set out the priority interventions to support the re-alignment of provision to meet business needs. This will help ensure that SCC is on the front foot in terms of responding to any future funding opportunities. Furthermore, SCC is exploring the potential for a County Deal, as set out below.

COUNTY DEAL

37. As well as the 'levelling up' agenda, government have indicated that a limited number of County Deals will be considered to support the conditions for long-term growth and productivity. Although the detail will be set out in the White Paper, it is expected that County Deals will be part of the agenda to address ingrained issues that have historically been barriers to social mobility. This is as relevant to Surrey as it is to other parts of the country and we are determined that the residents of Surrey are not left behind.

38. It is anticipated that County Deals will see powers, freedoms and flexibilities devolved from central government to local government, offering the same powers metro mayors have in other parts of the country. They will be negotiated and led by upper tier Councils. There will be no new or additional funding for them, and they will not require local government reorganisation.

39. If successful, a County Deal for Surrey would enable:

- more autonomy to make the right decisions for the County and to meet our residents' priorities
- better co-ordination and investment (e.g., infrastructure, transport, job creation, business support)
- creation of better conditions for economic opportunity and regeneration of towns and high streets
- delivery of our climate change strategy
- better addressing local skills and training needs
- empowering communities to improve quality of life, resilience and resourcefulness

40. In view of the potential contribution a County Deal could provide in support of the County's Economic Strategy, SCC's organisational objectives, and the work programme and priority projects as set out in this report, the County Council has engaged with partners on the broad content of a draft County Deal.

41. The current understanding is that only 5 or 6 County Deals will be selected and the programme for further County Deals to be announced is unclear. As such, and in parallel to the work on a potential County Deal, exploratory discussions are taking place with Hampshire County Council to consider other options. An alternative model for economic collaboration and devolution already exists in legislation, in the form of an Economic Prosperity Board, and provides a potential means to influence and achieve economic growth across a wider geographical area.

42. In addition, SCC will continue work towards the proposals set out within the County Deal to the extent possible, through maximising opportunities through existing partnership arrangements; ensuring that SCC is well placed to respond to future opportunities.

Conclusions:

43. The COVID-19 pandemic has had a profound effect on the national and local economies and residents engaged in them. Over the past two years, SCC has worked to increase its leadership, strategic and delivery roles. This has been achieved through establishing the One Surrey Growth Board, agreeing the County's Economic Strategy and establishing a delivery programme to maximise economic opportunity and tackle barriers to growth.

44. This foundational and developing work is supporting the economic growth agenda by creating the right conditions for growth and regeneration, through empowered partnership activity.

Recommendations:

45. The Select Committee are asked to:

45.1. **Consider and Endorse** the planned activities as set out in the report, which focus on improving the KPIs listed in Table 1.

45.2. **Agree** to receive a further update report once the Levelling Up and Devolution White Paper has been published and the outcome of the LEP Review is understood.

Next steps:

A further update will be presented to Communities, Environment and Highways Select Committee following the publication of the Levelling Up White Paper.

Report contacts

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Sources/background papers

Surrey's Economic Future: Our 2030 Strategy Statement

Economy and Growth Update Report: Delivering a Programme for Growth, Cabinet Report October 2021

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WEDNESDAY, 15 DECEMBER 2021

Surrey Public Mortuary – partnership between Surrey County Council, the Surrey Coroner, Surrey NHS hospital trusts and the University of Surrey

Purpose of report: This paper seeks to update and consult CEHSC on the work to develop the business case for a public mortuary including alternative options. A paper is scheduled to be taken to SCC Cabinet in February 2022 which will include detailed costs. Work is currently underway with specialist cost consultants, the four NHS hospital trusts and the University of Surrey regarding options and funding arrangements.

Introduction

1. Surrey County Council (SCC) has a statutory responsibility to provide the support required by Surrey's Coroner to fulfil their function. This includes administrative and investigative support and all necessary infrastructure, including court buildings. It also includes the storage for the deceased under Coronial jurisdiction, and any post-mortem examinations and laboratory diagnostic work required in ascertaining the cause of death. These hospital-based functions are discharged by way of Service Level Agreements with the hospital trusts.
2. There is insufficient body storage capacity within the existing Surrey hospital mortuaries during the winter months. The staffing and mortuary infrastructure within the hospitals to support post-mortems is not resilient. In addition, there is a lack of pathologists to conduct the post-mortems with little chance of this improving in the future. Historically these factors have led to unacceptable delays with post-mortems and the bereaved waiting excessive periods to bury or cremate their loved ones. The situation has deteriorated over the last 3 years with significant problems experienced in the winter months immediately prior to the start of COVID pandemic. The Human Tissue Authority (HTA) have raised their concern about this situation and the reliance on temporary body storage arrangements within some hospitals. There are limited opportunities at most of the hospitals to increase body storage capacity and the number of post-mortems.
3. The risks associated with this situation came into acute focus during both waves of the COVID pandemic when nearly all Surrey hospital mortuaries quickly became overwhelmed.

4. SCC, the Coroner and the four chief executives of the Surrey NHS hospitals have agreed that a long-term sustainable solution is required. They have supported a proposal for a public mortuary. A partnership has been formed with the NHS hospital trusts to develop a full business case which includes an on-site digital post-mortem facility. SCC are working closely with the Berkshire and Surrey Pathology Service (BSPS), who are responsible for the provision of mortuary services, and the Royal Surrey Foundation Trust (RSFT) Radiology team, who are responsible for CT scanning, on the design and costings of the options.
5. The University of Surrey is seeking to become an independent medical teaching school. They are working with the RSFT and the other Surrey hospital trusts on this application. Their aspiration is to become a public medical school. They have assessed that their current anatomy provision is a gap which needs to be addressed. The public mortuary proposal is a way for them to address this gap. The University also wishes to develop its research capabilities in digital imaging and digital pathology. A purpose-built public mortuary with digital imaging provision provides the opportunity for a 'centre of excellence' in the area of learning, research, technology, and innovation.
6. The University has identified land on their Manor Park campus for a facility and SCC are in the process of assessing its suitability. Architects commissioned by SCC have incorporated teaching and research facilities requested by the University into the design. Specialist consultants are assessing the costs. Discussions are ongoing between SCC and the University regarding funding and the potential for a partnership.
7. The establishment of an interim body storage facility at Bagshot will relieve certain pressures on the system in the medium term (3-5 years). This also provides the breathing space for more detailed planning of the public mortuary, especially allowing the opportunity to explore the potential for digital autopsies.
8. The initial capital allocation for this project was made in 2018 for £10.6m. The context and business need have now changed, based on seasonal pressures and the COVID pandemic. A better assessment of business need has now been completed which increases the amount of body storage required and includes the provision of digital imaging. SCC Land & Property have recommended £16.1m (pipeline) is allocated within the MTFs Capital Budget Refresh for Cabinet Approval January 2022. This project is likely to take up to 5 years to complete.

Statutory responsibilities

Coroner's Service

9. SCC have the responsibility to support the Coroner. This support falls into four main areas:

- i. Staffing and back-office functions for the administration and investigation of cases referred to the Coroner, and any resulting inquests. This includes the provision of appropriate premises e.g. court.

In relation to the deceased under the jurisdiction of the Coroner this includes:

- ii. Transport of deceased to a body storage location and place of examination.
- iii. Storage of the deceased at an approved location.
- iv. Examination of the deceased and samples taken from the deceased.

In relation to 2, 3 and 4 above, SCC use contracts or Service Level Agreements to ensure the provision of services.

Disaster response

10. In addition to the above, SCC has a responsibility through the Surrey Local Resilience Forum to work with the Coroner and Surrey Police in relation to responding to a major incident which involves mass fatalities and 'disaster victim identification'. Examples of such incidents are airplane or train disasters.
11. SCC has the responsibility to fund any temporary mortuary required as part of the response together with supporting services and staff. Like many other areas SCC has a contract with a specialist provider for these services.

The case for service improvement and investment
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Background

12. Hospital mortuaries in Surrey are used to store patients who die in hospital and the deceased from a community setting e.g. residential house or care home, where a Coroner's referral has been made. In relation to deaths in the community which are subject to a Coroner's referral, the deceased are taken from their place of death to a designated hospital mortuary. SCC contracted funeral directors carry out this task. Post-mortem procedures conducted on behalf of the Surrey Coroner are carried out at three designated hospitals (Royal Surrey hospital, St Peters hospital and East Surrey hospital). Post-mortems should be conducted in a timely manner, normally within a week of the death.

Historic winter pressures

13. Prior to 2020 and the COVID-19 pandemic, Surrey experienced significant pressures in hospital mortuaries during the winter months when the death rates are higher. The hospital mortuary facilities are old and key equipment like the fridges and ventilation units are subject to frequent breakdown. This places additional stress on the system. In three of the five years prior to 2020 SCC, the Coroner and the NHS hospital trusts had to invoke emergency excess death procedures to address the problem. This involved increasing temporary body storage within the hospitals and at funeral directors. The capacity pressure led

to delays in post-mortems being carried out. Both the Coroner's Service and hospitals received complaints from the bereaved who were waiting excessive periods to bury or cremate their loved ones.

14. There is insufficient body storage capacity within the existing hospital mortuaries during the winter months. The existing mortuary facilities are not resilient with frequent closures when essential equipment breaks down. Other county's do not experience this problem due to having greater capacity and better facilities. The HTA have raised concerns about the continued use of temporary storage in Surrey. The configuration of hospital estates means there is limited opportunity to build or expand on existing mortuary facilities. The continued use of funeral directors to store the deceased prior to post-mortems is no longer an option. Guidance from the HTA has meant that deceased awaiting a post-mortem need to be stored in HTA licensed facilities i.e. hospital mortuaries.

COVID-19 pandemic

15. In late March 2020 when deaths associated with COVID-19 started to increase, Surrey hospitals had already reached a critical point. There was no capacity within the hospital mortuaries and there was a significant backlog in post-mortems. Some deceased were waiting up to 6 weeks for a post-mortem. This impacts on the ability of the post-mortem to establish the cause of death. It also has an impact on the requirement to treat the deceased with dignity and respect, and the bereaved with care and compassion. Delays in the release of a deceased can lead to increased complaints to hospitals and the Coroner, and distress to the bereaved.

Pathologists

16. The lack of histopathologists willing to conduct post-mortems is a national issue. The profession currently has a high vacancy rate (>20% nationally) and their initial training no longer includes post-mortems. They are in high demand and for a number of reasons, including financial, pathologists prefer to carry out other work. It is unlikely this situation will improve in the future and availability is likely to get worse. The lack of availability of pathologists has contributed to delays in examinations being conducted and is an ongoing risk.

Experience for the bereaved

17. The current experience for the bereaved is variable. When the system is under pressure, for example during winter months, some hospitals close their viewing rooms so that temporary body storage units can be erected. There are limited facilities for ritual washing. Any new facility can have well designed reception and waiting areas for the bereaved, with purpose-built viewing rooms with ritual washing facilities.

Forensic and high-risk examinations

18. Certain post-mortems are conducted by Home Office registered forensic pathologists. These are normally where there is a police-led criminal investigation. Presently, a hospital mortuary will be closed to ordinary post-mortems to allow for these examinations to take place. In addition, where a deceased has been classified as high-risk e.g. infectious disease, certain measures need to be taken involving limiting other procedures. These cases can have an impact on the timely commission of other post-mortems. Any new facility can have a separate post-mortem room for forensic and high-risk cases ensuring other procedures can continue in a timely manner.

Digital imaging and partnerships

SCC commissioned review 2020

19. Between waves 1 and 2 of the pandemic, SCC commissioned a review of arrangements. This recommended SCC, the Coroner and Surrey NHS Hospital Trusts work collaboratively to address the identified risks and identify a long-term solution.
20. In November 2020 the chief executives of the hospital trusts and SCC met and supported the development of a business case for a public mortuary. The Coroner also supported the proposal having been a long-term advocate of the creation of such a facility. It was agreed that the case for investment was strong. It was also agreed that the business case should include the provision of an on-site digital post-mortem facility.
21. The review found that the management of a public mortuary would require clinical input. SCC does not possess the necessary capabilities nor experience to operate this service. Representatives from SCC and the NHS Berkshire & Surrey Pathology Service (BSPS) were tasked to work together to develop the business case.

Digital imaging – non-invasive post-mortems

22. There is widespread senior level support from the hospital trusts and SCC for the use of imaging. It is recognised that in the future most causes of death will be determined using imaging supplemented by invasive post-mortems when required. Currently digital imaging is not widely used in the UK for Coroner's cases. However, the evidence base supporting its use is strong. Research currently indicates that between 75% and 90% of all cases would not require an invasive post-mortem with the cause of death being established via digital autopsy. The decision on whether to use CT scanning sits with the Surrey Coroner. He is supportive of the use of this means of establishing the cause of death with appropriately skilled and experienced staff.

23. There are obvious benefits for the bereaved, many of whom find the need for an invasive post-mortem on a loved-one only adds to the distress they are experiencing at a difficult time. In addition, the use of digital imaging has the support of a number of faiths who have called for the use of digital autopsy to be introduced.
24. Although there are potential savings with the number of invasive post-mortems being significantly reduced, any digital autopsy will involve, upfront, new costs associated with the radiographer, radiologist and cost of the CT scanner and its operation.
25. Current CT scanning facilities at hospitals are rarely used for the deceased. The demand for this diagnostic method on live patients is high and increasing. Often the CT scanner is located away from the mortuary meaning the movement of the deceased through the hospital is difficult. The current estate configuration at the Surrey hospitals means building such facilities is not feasible. In addition, the number of cases at any one hospital would not warrant such an investment.

Surrey NHS hospital trusts

26. SCC have been working closely with BSPS which represents the Surrey hospital trusts for its pathology services. The BSPS Board, which comprises of the hospital chief executives, are supportive of the proposal although have limited capital to invest. BSPS are currently assessing the staffing model required and associated revenue costs. A new Surrey facility is likely to relieve the pressures on certain hospitals to make capital investment in building additional body storage. A different NHS staffing mix is likely to be required at any new facility which includes the provision for CT post-mortems. The hospital trusts are aware of the revenue pressures on SCC and discussions are taking place about how they can help ease these with their fee structure.
27. SCC are working with NHS colleagues from the Radiology team at the Royal Surrey hospital to develop a proposal for a CT post-mortem service to be provided. The Trust is keen to support this development. There are also a small number of non-NHS providers of CT post-mortems. SCC are engaged with these providers to scope what they have to offer this project and the costs of any out-sourced provision.

University of Surrey

28. SCC have been engaged with senior staff from the Faculty of Health & Medical Sciences at the University of Surrey regarding the opportunities presented by a public mortuary. The University is working on an application to become a medical teaching school. They have assessed that the current anatomy provision is a gap which needs to be addressed.

29. The University also wishes to develop its research capabilities in digital imaging. A purpose-built public mortuary with digital imaging provision provides the opportunity for a 'centre of excellence' in the area of learning, research, technology, and innovation. This aligns to the University's strategic objectives.
30. The University has identified land on their Manor Park campus for a facility and SCC are in the process of assessing its suitability. Architects commissioned by SCC have incorporated teaching and research facilities requested by the University into the design. Specialist consultants are assessing the costs. Senior level discussions are ongoing between SCC and the University regarding funding and the potential for a partnership.
31. A partnership with the University opens up the potential for grant funding from sources not normally available to public sector organisations. An assessment is being carried out regarding such funding applications.

Disaster response

32. The options being developed will ensure sufficient body storage contingency to deal with a mass fatality disaster response or the early stages of a pandemic. It will also enable additional storage and other services to be added temporarily to the facility. The design of the options will reduce the need for the procurement of some of the additional services required in a disaster response.

Interim body storage facility

33. In order to ensure sufficient body storage capacity over the next 5 years, SCC is building an interim body storage facility at the SCC Highways depot in Bagshot. Planning approval has been obtained and construction work is due to commence with an expected completion date of early 2022. This facility provides the opportunity to progress the detailed business case for the public mortuary.

Options assessment

34. OPTION 1 – Do Nothing

PROS

- None

CONS

- Statutory responsibilities: fails to meet the statutory responsibilities regarding storage of deceased and timely post-mortems
- Inadequate body storage capacity and resilience to cope with winter pressures and the initial effects of a pandemic or disaster (hospitals mortuaries become overwhelmed)
- Unacceptable delays in post-mortems resulting in bereaved waiting excessive periods to bury or cremate loved ones.

35. **OPTION 2 – Increase hospital mortuary body storage capacity and SCC provided excess death body storage facility (no post-mortem or digital autopsy provision)**

This is the Bagshot model which uses the body storage facility at time of excess deaths i.e. seasonal pressures or pandemic, when the hospital mortuary provision becomes overwhelmed. The Bagshot facility has planning permission until July 2026. SCC could seek to extend the planning permission or identify alternative suitable land and build a permanent facility.

PROS

- Statutory responsibilities: provides increased capacity and resilience to deal with the storage of excess deaths

CONS

- Statutory responsibilities: fails to meet the statutory responsibility for timely post-mortems
- Relies on present hospital post-mortem capacity which is not resilient across the three existing sites.
- Limited options within hospitals for expansion of existing mortuary body storage due to estate. HTA critical of reliance on recurring use of temporary storage.
- Does not provide a viable digital autopsy capability due to location of CT scanners on hospital estates and existing use.
- No dedicated provision for forensic/high-risk post-mortems
- Increases revenue costs associated with staffing SCC body storage facility on an ad hoc basis (only stood up when required)
- University of Surrey will not be involved in this option
- Likely to require identification and acquisition of suitable land and associated planning permission

36. **OPTION 3 – SCC body storage capacity with digital autopsy provision (hospitals continue to provide post-mortem capability)**

This provides a body storage facility for all Coronial deceased and operates all year. In addition, it provides digital autopsy facility which reduces the number of invasive post-mortem required. Although these could be two separate facilities, there are advantages with them being combined. There are different operating models, but this option assumes all Coronial community deaths are taken initially to a hospital mortuary and then together with Coronial hospital deaths transferred to the facility. The deceased need to be prepared for the CT scan which involves a clinical procedure. The alternative would be for the facility to have a clinical preparation room with qualified staff. Any invasive post-mortem would need to be carried out at a hospital.

PROS

- Statutory responsibilities: provides increased body storage capacity and is likely to improve timely post-mortems
- Ensures a sustainable solution to body storage for winter pressures and in response to a pandemic and disaster.
- Provides a bespoke digital autopsy capability for the deceased
- Improved experience for the bereaved
- Reduces capital investment required as option does not require post-mortem facilities which are costly

CONS

- Statutory responsibilities: does not provide a robust service for timely post-mortems
- Relies on present hospital post-mortem capacity which is not resilient across the three existing sites. May require capital investment depending on model chosen e.g. one hospital or more conducting post-mortems
- No dedicated provision for forensic/high-risk post-mortems
- Increases revenue costs as NHS accredited staff will be required at body storage facility and hospital mortuaries
- Increases movement of deceased and associated costs
- Increases times for post-mortem and incurs delays in release of deceased
- Not supported by Coroner or NHS hospital trusts as their preferred long-term solution
- University of Surrey will not be involved in this option
- Likely to require identification and acquisition of suitable land and associated planning permission

37. **OPTION 4 – Public mortuary with digital autopsy provision**

PROS

- Statutory responsibilities: provides increased body storage capacity and a robust service for timely post-mortems and capability to use digital autopsy
- Ensures a sustainable solution for body storage both for winter pressures and following a pandemic or disaster.
- Ensures timely commission of post-mortems
- Provides a bespoke digital autopsy capability for the deceased
- Improved experience for the bereaved
- Bespoke provision for forensic and high-risk post-mortems
- Supported by the Coroner and NHS hospital trusts as long-term solution
- Secures University involvement and aspiration to become 'centre of excellence' in the area of learning, research, technology, and innovation.

- Use of University land which is close to RSCH
- Addresses a gap in anatomy provision for University and RSCH application to become a teaching/medical school

CONS

- Significant financial commitment

38. **Summary of options appraisal**

Statutory responsibilities/risk mitigation				
	Do nothing	Body storage	Body storage & digital imaging	Public mortuary with digital imaging
Storage (excess deaths)				
Timely post-mortems (hospital mortuary services)				
Timely post-mortems (pathologist availability)				

Other factors/value added				
	Do nothing	Body storage	Body storage & digital imaging	Public mortuary with digital imaging
Dignity/respect deceased (storage & non-invasive)				
Bereaved experience (non-invasive & viewing rooms)				
Religion/culture (non-invasive PM & ritual wash)				
NHS resilience & HTA compliance (costs)				

Forensic & high-risk post-mortems capability				
Medical School - RSCH & University (anatomy & teaching facilities)				
University (learning, research, technology & innovation)				

Financial

39. The initial capital allocation for the public mortuary project was made in 2018 for £10.6m. The context and business need have now changed, based on seasonal pressures and the COVID pandemic. A better assessment of business need has now been completed which increases the amount body storage required and includes the provision of digital imaging.
40. SCC have commissioned architects and cost consultants who have experience in mortuary design to cost the options. Their initial scoping has concluded the previous allocation was insufficient. SCC Land & Property have recommended £16.1m (pipeline) is allocated within the MTFs Capital Budget Refresh for Cabinet Approval January 2022. This covers both the construction and purchase of land.
41. Further detailed costing is now underway based on feedback from the RSCH radiology team and the University of Surrey that has led to design revisions.
42. Detailed work is currently taking place with the Surrey NHS hospital trusts to develop the operating models and business case for staffing the different options. This will include revenue costs for the provision of their services. At this stage it is not anticipated that revenue savings will be realised.
43. Discussions with the University of Surrey are progressing, and the project has the support of the Vice-Chancellor. The University recognise that such a partnership will require capital investment from them. Further discussions on the partnership and funding arrangements are planned for December 2021.

Conclusions:

44. The case for improvement and investment is strong with the Coroner, chief executives of hospital trusts and senior staff within SCC supporting the need for improvement and investment. The partnership between SCC and BSFS is

positive and is bringing together public sector organisations to address risks and improve the service for Surrey residents. The developing partnership with the University represents an exciting opportunity for SCC, the NHS and University.

45. Options 1 and 2 do not address the statutory responsibilities for SCC so should be discounted as long-term solutions. Although option 3 is worthy of consideration, it will not be supported by the University as it does not address their teaching and research needs. It is also not the preferred option for the Coroner, or the Surrey hospital trusts. It continues to rely on the present hospital infrastructure for post-mortems which has consistently proven not to be resilient.
46. Options 4 meets the statutory requirements for SCC but represents a considerable capital investment. It achieves the most value-added benefits, especially improving the bereaved experience and the needs of certain religions and cultures. It will address a gap in the University's aspirations to become a medical school. It will also provide unique facilities for research, technology and innovation.
47. Work is currently being carried out with both the NHS and the University to understand the potential funding arrangements to support the business case. This covers both revenue and capital costs, and funding contributions towards the cost of the project. In addition, an assessment is being conducted on the potential for grant funding. SCC commissioned consultants are working up the capital costs for the options. This work is scheduled to be completed by the end of 2021 to inform SCC Cabinet decision making.

Recommendations:

48. Members of CEHSC are requested to:
 - i. Note the progress that has been made in developing the business case, especially the partnerships with the Surrey NHS hospital trusts and University of Surrey.
 - ii. Provide any observations prior to the full costed business case going to Cabinet in early 2022.

Next steps:

49. Full business case to be developed for consideration by SCC Cabinet.

Report contact

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Sources/background papers

[List of all documents used in compiling the report, for example previous reports/minutes, letters, legislation, etc.]

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15 December 2021

Forward Work Programme (FWP) and Recommendation Tracker (RT)

Purpose of report: To review and agree the Forward Work Programme (FWP). To track recommendations and requests made by the Select Committee.

Introduction:

1. The Forward Work Programme (FWP) and Recommendation Tracker (RT) update is a standing item on the agenda of the Select Committee.
2. The FWP covers the expected activity in 2021/22 (Annex A).
3. The RT tracks recommendations made by the Committee (Annex B).
4. The FWP includes regular items, task and reference groups updates and the additional items the Select Committee would like to engage with in coming months. This approach should enable the Select Committee to consider planning and resourcing for its scrutiny and overview work across the year whilst retaining enough flexibility to consider essential additional items as needed from time to time. There should be no more than two task groups taking place concurrently.

Recommendations:

5. The Select Committee is recommended to:
 - a) Review and agree the Forward Work Programme (Annex A);
 - b) Make any appropriate suggestions for possible amendments including programming of in-depth session and other agenda items; and
 - c) Monitor the update provided in Recommendation Tracker (Annex B).

Next Steps:

The Select Committee reviews its Forward Work Programme and Recommendation Tracker at each of its meetings.

Kunwar Khan
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Communities, Environment and Highways Select Committee Forward Work Programme 2021 - 2022

Communities, Environment and Highways Select Committee | Chairman: John O'Reilly | Scrutiny Officer: Kunwar Khan
Democratic Services Assistant: Laila Laird

Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
15 December 2021	Pre-decision scrutiny	Scrutiny of Draft Budget 2022/23 Draft Budget Report and Medium-Term Financial Strategy to 2026/27	Select Committee to receive draft budget proposals for 2022/23.	The Select Committee scrutinises the Council's budget proposals, provides feedback and makes recommendations, if required.	Growing a sustainable economy so everyone can benefit	Matt Furniss, Cabinet Member for Transport and Infrastructure Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport and Infrastructure Marie Snelling, Executive Director – Community and Transformation

						<p>Mark Hak-Sanders, Strategic Finance Business Partner</p> <p>Rachel Wigley, Director Finance, Insights & Performance</p> <p>Tony Orzieri, Strategic Finance Business Partner</p> <p>Nicola O'Connor, Strategic Finance Business Partner</p>
	Scrutiny update report	Surrey Public Mortuary	The Committee to receive a report about a new mortuary and centre of excellence in Surrey.	The Select Committee to provide its input and feedback.	Empowering communities.	<p>Mark Nuti, Cabinet Member for Communities</p> <p>Steve Owen-Hughes, Chief Fire Officer</p> <p>Sarah Kershaw, Chief of Staff and Deputy Director of</p>

						Community Protection Group
	Scrutiny update report	LEP/Economic activity	The Committee to receive an update report about LEP/economic activity, Levelling Up White paper, County Deals etc.	The Select Committee to be kept abreast of developments and progress in the areas identified.	Growing a sustainable economy so everyone can benefit Empowering communities	Tim Oliver, Lead Member for People Michael Coughlin, Executive Director, Partnerships, Prosperity & Growth Rhiannon Mort, Head of Economic Infrastructure
Items to be scheduled						
21 January 2022	Pre decision scrutiny/Policy development input	Community Engagement	The Committee to receive a report about enhancing community engagement.	The Committee to provide feedback and its recommendations if any.	Empowering communities	Mark Nuti, Cabinet Member for Communities Marie Snelling, Executive Director – Community and Transformation

	Scrutiny update report	Community Recycling Centre (CRC) Policy Changes	The Committee to receive a report about the policy changes to Surrey CRC's which include allowing permitted vans, pickups and trailers to be able to bring and pay for chargeable wastes at the CRC's that currently accept chargeable wastes, agreeing that all CRC's shall be for the use of Surrey residents only and that proof of residency will be required to gain entry and that the trial of the 'Recycling Only' CRC's accepting residual wastes during the Coronavirus be adopted in normal operations going forward.	The Committee to provide its input and feedback about the changes.	Growing a sustainable economy so everyone can benefit Enabling a greener future	Marissa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport and Infrastructure Richard Parkinson, Res & Circular Economy Group Manager
		SFRS Monitoring	To receive a report about Surrey Fire and Rescue Service (SFRS)	The Committee to review the published report about the performance of Surrey Fire and Rescue Service (SFRS).	Empowering communities	Mark Nuti, Cabinet Member for Communities Kevin Deanus, Deputy Cabinet Member for Communities

						<p>Steve Owen-Hughes, Chief Fire Officer</p> <p>Sarah Kershaw, Chief of Staff and Deputy Director of Community Protection Group</p>
8 March 2022	Pre decision scrutiny	Healthy Streets	A report about the Council's Street Design Guide, following consultation. The guide provides advice to all those involved in designing and delivering the transport infrastructure elements of new development within Surrey.	The Committee to provide its feedback on the Council's Street Design Guide, following consultation & prior to adoption by Cabinet and Council.	<p>Tackling health inequality</p> <p>Enabling a greener future</p>	<p>Matt Furniss, Cabinet Member for Transport and Infrastructure</p> <p>Katie Stewart, Executive Director – Environment, Transport and Infrastructure</p> <p>Lee Parker, Director – Infrastructure, Planning & Major Projects</p>
	Scrutiny update and monitoring	Your Fund Survey	The Chairman has requested an update from the Service.	The Committee to review the progress and provide oversight.	Empowering communities	Relevant Executive Director and Cabinet Member

	Scrutiny monitoring of performance	ETI Performance Monitoring	To receive performance report including all relevant KPIs to the CEH Select Committee.	The Committee to review/monitor the performance and provide its feedback.	Empowering communities	<p>Matt Furniss, Cabinet Member for Transport and Infrastructure</p> <p>Katie Stewart, Executive Director – Environment, Transport and Infrastructure</p>
	Scrutiny update	Waste Procurement Outline Business Case	To receive waste procurement report.	The Committee to provide its feedback on the waste procurement outline business case.		<p>Matt Furniss, Cabinet Member for Transport and Infrastructure</p> <p>Katie Stewart, Executive Director – Environment, Transport and Infrastructure</p>
14 June 2022		Climate Change Delivery Plan	Progress report (June)			
2022:	Further items to be scheduled:					
6 October	Other items – to be confirmed by the service or in development.					
5 December						

Member Reference Groups, Task and Finish Groups

<i>(Dates)</i>	<i>(Type)</i>	<i>(Issue)</i>	<i>(Purpose)</i>	<i>(Outcome)</i>		<u>Membership:</u>
Aug-Nov 21 (on-going as required)	Pre decision scrutiny	Greener Futures Reference Group	To consider and provide pre decision feedback on Climate Change Delivery Plan (CCDP) for 2021-2025 and Surrey Transport Plan (STP).	To provide comments and steer from the scrutiny's point of view in formulating the Cabinet report.		<u>Membership:</u> Andy MacLeod – Chair John O'Reilly – ex-officio Jordan Beech Stephen Cooksey Jonathan Hulley Catherine Baart Paul Deach Lance Spencer
To be received in writing/informal briefing sessions/a member seminar						
22 November 2021	Rethinking Waste – Waste Commissioning		Proposed Member seminar in November by the service.			Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport and Infrastructure

					Carolyn McKenzie, Director for Environment
October 2021	Natural Capital Plans, including Biodiversity	Member seminar in 2022. Date TBC			Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport and Infrastructure Carolyn McKenzie, Director for Environment
13 December	Electric Vehicle Network – Procurement	Member seminar by the service in relation to the Council’s procurement approach for on street Electric Vehicle charging across the county.			Matt Furniss, Cabinet Member for Transport and Infrastructure Katie Stewart, Executive Director – Environment, Transport and Infrastructure

					Lee Parker, Director – Infrastructure, Planning & Major Projects
March 2022 (TBC)	Rural internet speed	A Member seminar by the service, possibly in February/March.			Natalie Bramhall, Cabinet Member for Economic Development and Property Dawn Redpath, Director – Economy and Growth
TBC	Environmental Bill	Member seminar - Agreed that the Service Chief of Staff (Natalie Fisken) to discuss with relevant team as to what aspects could be usefully covered in a Member Seminar.			Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director – Environment, Transport and Infrastructure Carolyn McKenzie, Director for Environment

Standing Items

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- **Forward Work Programme and Recommendations Tracker:** To monitor Select Committee recommendations and requests as well as its forward work programme.

**COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
December 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.

KEY			
	No Progress Reported	Action In Progress	Action Completed

Meeting	Item	Recommendations/ Actions	Update/ Response	Responsible Officer/ Member
19 March 2021	A New Rail Strategy For Surrey 2021 [Item 5]	A Member requested that paragraph 40 – Environmental Sustainability Implications –of the Cabinet report also reference the range of positive implications for climate change that the schemes and interventions brought forward by the Council in delivering the New Rail Strategy for Surrey would have. This was to further indicate how the New Railway Strategy supported other Council priority areas, such as achieving net carbon.	Noted.	Matt Furniss, Cabinet Member for Highways
		The Committee recommends that the Cabinet Member for Highways ensures that the Service identifies any small schemes in the county that could improve residents’ access to railway stations quickly and that a commitment to do so is included in the report to Cabinet on 30 March 2021.		Matt Furniss, Cabinet Member for Highways
	Surrey Climate Change Strategy [Item 6]	The Select Committee recommends that the newly appointed Committee reviews the final delivery plan before the Cabinet takes its decision on 29 June 2021.		Select Committee

	<p>Surrey Fire And Rescue Service Implementation Of Making Surrey Safer - Our Plan 2020 - 2023 [Item 7]</p>	<p>It is recommended that the Select Committee adopt the following points identified by the Working Group as the basis for future scrutiny of the SFRS:</p> <ul style="list-style-type: none"> • 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 • Analysing comparative data showing the relative performance of SFRS with other suitable peer Fire and Rescue Authorities • Analysis of incidents where the first appliance to critical incidents exceeded 10 minutes • Analysis of satisfaction levels with the Service's communications • Qualitative evidence from frontline staff on changes to the SFRS 	<p>Noted.</p>	<p>Select Committee</p>
<p>16 September 2021</p>	<p>South Western Railway (SWR) consultation</p>	<p>The Select Committee recommends that the following key points are reflected in Surrey County Council's formal response to the South Western Railway (SWR) consultation:</p> <p>i. The Council challenges the rigour of the prediction of 60% pre-pandemic levels at peak periods in the proposed timetable. Should this prove too low, the prospect of the passenger overcrowding across the network (with health implications with continuing COVID) is alarming for Surrey residents.</p> <p>ii. Therefore, it is imperative that SWR develop a high level of flexibility to adjust the timetable at short notice in such circumstances.</p>	<p>Noted by the Service and incorporated.</p>	<p>Matt Furniss, Cabinet Member for Highways</p>

16 September 2021		<p>iii. The cuts to services run counter to the Council's emerging Local Transport Plan and its Climate Change Strategy, both of which actively seek to encourage people to use public transport at all times of the day.</p> <p>iv. At individual level, the extensive peak and off-peak reductions affecting stations in Epsom and Ewell and Mole Valley will cause considerable inconvenience and act as a perverse disincentive to rail travel in favour of the car. The Council also asks whether liaison has taken place with Southern who also serves this route. The County Council would like the service to remain at pre pandemic level and abandon this change.</p> <p>v. The Council welcomes the new rolling stock of ten car trains but notes that, despite this, peak hour seats in December 2022 will only be 86% of May 2019 levels. The Council would be disappointed if this results in even more passengers having to stand.</p> <p>vi. The Council has strong reservations as this proposal runs contrary to Surrey County Council's Climate Change targets and sustainable travel policies. In addition, there are serious concerns about fewer trains on Sundays, which hampers the service's ability to support the leisure provision and reduces availability during the peak time.</p>		
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	<p>Highway's New Term Maintenance Contract</p>	<p>While supporting the contents of the Report and the rigorous process leading to the award of the contract, the Committee recommends:</p> <ul style="list-style-type: none"> i. Timely and robust details of the specific improvements Surrey residents will be expecting from this new contract, particularly regarding the reporting of and quality of work on potholes and other highways matters and the overriding importance of 'Right First Time'. ii. Early publication of the chosen contractor's commitment to "improve engagement with residents" and improve communication with them on planned works etc. and collaboration more generally. This should also involve elected Divisional members. The Reference Group of Councillors which has been involved throughout the contracting process can play a constructive role in helping shape these. iii. That a robust process remains in place for the transition phase and initiated for mobilisation period. iv. That unannounced and random spot checks on a regular basis be considered as part of an effective contractual management process; the contract is easy to understand with strong governance and monitoring provisions for dispute resolution mechanism and in an unlikely termination scenario from Surrey County Council's perspective. v. More publicity/communication be considered for social value activities and projects undertaken as part of the new partnership. 	<p>Noted by the Service and Cabinet Member.</p>	<p>Matt Furniss, Cabinet Member for Highways</p>
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	Buses Back Better	<p>Communities, Environment and Highways Select Committee support the County Council’s intention to produce a Bus Service Improvement Plan and the creation of an Enhanced Partnership Scheme, both of which are a National Bus Strategy requirement and commends the extensive range of ambitious initiatives contained in the Report, while also recommending that:</p> <ul style="list-style-type: none"> i. Serious consideration be given to reducing bus fares (at least on some routes to begin with) as stipulated in the Government’s Policy document and in order to make bus travel for Surrey residents a more viable and better value option compared to driving a car. ii. Family discount and other concessions (U18s, U16s, etc.) bus fares be considered as part of the Bus Service Improvement Plan (BSIP). iii. Any app for passengers includes information on the location of the expected service and the next available bus on the map. iv. The scope, terms of reference etc. for the Partnership Governance Board and the Stakeholder Reference Group are rigorously defined and delineated to help ensure the credibility and effectiveness of the Enhanced Partnership. v. Actively pursue the process, wherever possible, to make all Surrey buses to run on non-fossil fuel. vi. Better communication, awareness and publicity campaign as part of the wider Greener Future piece. 	Recommendations noted by the Cabinet/Cabinet Member.	Matt Furniss, Cabinet Member for Highways
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	<p>Safety Cameras in Surrey</p>	<p>The Select Committee supports the proposed revisions and specifically endorses the creation of the “community concern” sites that may become eligible for cameras but cautions that:</p> <ul style="list-style-type: none">i. Any unrealistic expectations among residents are not raised about new average speed cameras.ii. In exploring alternative options before the use of cameras in “community concern” areas, these options themselves do not become a reason (costs etc.) resulting in no decision is ever reached.iii. Members should be able to request, wherever appropriate, spot cameras for a community concern site using their respective divisional highways allocation and other sources without unnecessary constraints.iv. A roadmap of the process and prioritisation of requests – existing and new – be put in place and communicated accordingly to all relevant stakeholders.	<p>Noted.</p>	<p>Matt Furniss, Cabinet Member for Highways</p>
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