

Notice of Meeting

Communities, Environment and Highways Select Committee

**Date & time**

Tuesday, 8 March
2022 at 10.00 am

Place

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

Contact

Kunwar Khan, Scrutiny
Officer
Tel: 07988 522219

kunwar.khan@surreycc.gov.uk

Chief Executive

Joanna Killian

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



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 write to Democratic Services, Surrey County Council, Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF or email kunwar.khan@surreycc.gov.uk

This meeting will be held in public. If you would like to attend and you have any special requirements, please email Kunwar Khan kunwar.khan@surreycc.gov.uk or call 07988 522219.

Elected Members

Catherine Baart (Earlswood & Reigate South), Stephen Cooksey (Dorking South & the Holmwoods), Colin Cross (Horsleys), Paul Deach (Frimley Green and Mytchett) (Vice-Chairman), John Furey (Addlestone), Jonathan Hulley (Foxhills, Thorpe & Virginia Water), Andy MacLeod (Farnham Central) (Vice-Chairman), Jan Mason (West Ewell), Cameron McIntosh (Oxted), John O'Reilly (Hersham) (Chairman), Lance Spencer (Goldsworth East & Horsell Village) and Keith Witham (Worplesdon)

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 report any apologies for absence and substitutions.

2 MINUTES OF THE PREVIOUS MEETING AND RESPECTIVE MEETINGS: 16 SEPTEMBER 2021, 15 DECEMBER 2021, 21 JANUARY 2022, 7 FEBRUARY 2022

(Pages 5
- 64)

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

3 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 (*2 March 2022*).
2. The deadline for public questions is seven days before the meeting (*1 March 2022*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

4 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.

5 YOUR FUND SURREY UPDATE

(Pages
65 - 88)

Purpose of report:

This report presents an update on Your Fund Surrey and is presented for scrutiny.

6 OUTLINE BUSINESS CASE FOR THE RE-PROCUREMENT OF WASTE TREATMENT & DISPOSAL SERVICES - UPDATE

(Pages
89 - 178)

Purpose of report:

To seek feedback on the Outline Business Case (OBC) approach for the re-procurement of waste treatment and disposal contracts which are to commence in September 2024.

7 ADOPTION OF MOVING TRAFFIC ENFORCEMENT POWERS

(Pages
179 -
192)

Purpose of the report:

To update the committee about new powers being provided by Government, allowing local highway authorities in England to carry out Moving Traffic Enforcement on the highway network.

8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
193 -
220)

Purpose of report:

For the Select Committee to review the attached recommendations tracker and forward work programme, making suggestions for additions or amendments as appropriate.

9 DATE OF THE NEXT MEETING: 14 JUNE 2022

The next public meeting of the committee will be held on 14 June 2022.

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

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

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

Thank you for your co-operation

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

14/21 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.

15/21 MINUTES OF THE PREVIOUS MEETING: 19 MARCH 2021 [Item 2]

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

16/21 DECLARATIONS OF INTEREST [Item 3]

None received.

17/21 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.

18/21 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.

**19/21 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.

20/21 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.

21/21 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.

22/21 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 9]

The Select Committee noted the Recommendation Tracker and the Forward

Work Programme.

23/21 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

.

MINUTES of the meeting of the COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE held at 10.00 am on 15 December 2021.

These minutes are subject to confirmation by the Select Committee at its next public meeting.

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)

(* = present)

24/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies for absence were received from Cameron McIntosh.
Will Forster attended as a substitute for Stephen Cooksey.

25/21 MINUTES OF THE PREVIOUS MEETINGS: 16 SEPTEMBER 2021 [Item 2]

The minutes of the Communities, Environment and Highways Select Committee held on 16 September 2021 were reviewed. The minutes will be formally agreed at the next public meeting of the Select Committee.

26/21 DECLARATIONS OF INTEREST [Item 3]

None received.

27/21 QUESTIONS AND PETITIONS [Item 4]

None received.

28/21 2022/23 DRAFT BUDGET REPORT AND MEDIUM-TERM FINANCIAL STRATEGY TO 2026/27 [Item 5]

Witnesses:

Matthew Furniss, Cabinet Member for Transport and Infrastructure

Anna D'Alessandro, Director, Corporate Finance and Commercial
Katie Stewart, Executive Director Environment, Transport and Infrastructure
Marie Snelling, Executive Director Customers and Communities
Tony Orzieri, Strategic Finance Business Partner

Nicola O'Connor, Strategic Finance Business Partner
Mark Hak-Sanders, Strategic Finance Business Partner
Rachel Wigley, Director Finance, Insights & Performance

Officers introduced a summary of the item and outlined the key aspects of the report, 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.

Key points raised during the discussion:

1. In response to a query about the impact of furlough, inflation and income pressures, an officer agreed that uncertainty brought risk to delivering the budget, especially the ongoing uncertainty around COVID-19. There was a £20 million contingency built into the budget centrally that could meet any unforeseen pressures and there was a £58 million total contingency. The officer added that the Council held reserves slightly over the 5-10% of its Net Revenue Budget reserve recommended by auditors and so were in a resilient position overall. The officer added that it was vital for directorates to keep within their budget envelopes in terms of inflation and National Insurance and the draft budget included provision to cover the National Insurance increases for employers. He added that the inclusion in the draft budget of 4% inflation was a reasonable starting point and that officers believed that this inflationary provision in the budget was sound.
2. The Chairman asked if any details of the impact, positive or negative, regarding the financial settlement status to be announced by the Government on Surrey could be sent to members please. This was agreed.
3. A Member asked if taken together (Revenue and Capital), could residents be assured that this budget would not entail any deterioration of services across the board, for example, proposed changes to Community Recycling Policies etc. Will they see improvements and if so, in what areas. An officer confirmed that the Council would not be delivering any kind of service reduction because of the changes in the budget that had been presented because of the efficiencies. They added that this was one of the guiding principles used to identify the efficiencies.
4. A Member pressed further if the Cabinet Member for Transport and Infrastructure could provide a commitment that all savings and efficiencies identified under the Committee's relevant remit would not lead to any deterioration in its relevant services. The Cabinet Member for Transport and Infrastructure confirmed that there were no plans to reduce services. A Select Committee Member enquired if improvements would be visible to residents. The Cabinet Member for Transport and Infrastructure confirmed that residents would be able to see improvements. He said that the Highways restructure had been completed resulting in Highways no longer being at the top of reasons for complaint.

5. A Member asked if the budget would be on track at the end of the next financial year to deliver the reduction of 1.2 million tonnes of carbon dioxide as set out in the Greener Futures Delivery Plan. An Officer said that although it was too early to confirm, the projections had now been completed so it would be possible to track progress. Further, the model allows for a shift in direction so there were options to add or move actions around as needed to dynamically respond to the need to accelerate progress towards carbon reduction targets if needed. They added that if changes were required, it was critical to make them in the early stages of delivering the Plan, and much focus and effort concentrated on getting the carbon modelling that would be used to track progress against the Council's and county's targets up and running. They added that due to the data being received year to year, it was sometimes difficult to see progress which provided some complexity.
6. A Member asked if it was realistic to expect that the 32,000 homes that had been identified as requiring emissions improvement for fuel poor and vulnerable homes would be addressed by the 2025 target as only 500 homes had been addressed to date. An officer confirmed that 547 homes had been delivered so far and work was being done to accelerate this. Focus was currently centred around how this was financed and the model going forward and this was being considered by the Greener Futures Reference Group.
7. A Member asked if there was a realistic chance of reaching the reduction of emissions from transport by 16% to 30% by 2025. The Cabinet Member for Transport and Infrastructure said that options were being providing to allow residents to make their own choices to switch to lower carbon. All the county's contractors were meeting our commitments to be net zero by 2030. He said that investment was being put into prioritising buses, cycling and walking. It was not in the Council's total control but the aim was to encourage residents to switch to lower carbon.
8. A Member asked if the budget was adequate both in terms of next year's budget and looking to the medium-term financial plan to deliver the Greener Futures initiative and climate change delivery plan. An officer said that the budget would be able to leverage the investment and that capacity had been created within the Council to bid for money as our own budget would not be sufficient for the Greener Futures initiatives and the Climate Change Delivery Plan. Relationships had been built with energy savings scheme providers and the Council had become successful in terms of leveraging some funding. They said that at this stage, based on current knowledge and our understanding of the policy environment and where government would look to invest, there was confidence that the Council had the capacity to secure the required investment into the County.
9. A Member asked if more could be done to prioritise the increase in Planning Enforcement Team's capacity and if it was achievable in this year's budget. An Officer said that the budget pressure identified was the result of employing additional enforcement officers. The increase of enforcement officers from two to three would allow us to be more proactive and so it was currently under review.

The Cabinet Member for Transport and Infrastructure agreed that it was a priority to be proactive with a scope to recover cost.

10. A Member asked how many Electric Vehicle (EV) charging points were planned and would they be located on public highways. An officer said that numbers were still being finalised although the current estimate was that 10,000 charging points would be required. A report was due in the new year regarding this subject but to date, trial activity around EV infrastructure was focused on street parking to address the gap of residents that had off street charging facilities and those that didn't which was particularly important in the run up to the 2030 ban on petrol and diesel vehicles.
11. A Member asked if the reduction of on street parking spaces for the installation of EV charging points was being considered. An officer said that residents were being consulted although it was inevitable that there would be some push back, however the hope was that as more residents make the switch to Electric Vehicles the more accepting the community would be.
12. A Member asked how much money the Council had been awarded from the national £5 billion pothole fund and if there was a guarantee that investment through the Horizon Programme would continue. An Officer said that it was currently unknown what proportion would be awarded and that the budget had been based on the previous amount. Officers would keep the Committee informed regarding this
13. A Member asked why the budget for the School Road Safety Scheme and the LED streetlight conversions ended after year 3. and year 1 respectively. An Officer explained that the LED conversion programme had run for a number of years and would be completed in 2022/23. Commitment to the School Road Safety Scheme would continue and be reviewed every year.
14. A Member asked if the same applied to additional local transport schemes. An Officer said that there was a commitment to addressing the backlog and it would continue to be under review.
15. A Member asked why there was no line in the budget for communication and engagement. Where in the budget was the additional resource for this. An Officer explained that additional resources to support delivery of Greener Futures had been included in the budget, including staff resource in addition to a significant transformation budget of £1.3 million which was currently being bid for. Officers said that they were also linking districts to better combined resources in addition to existing programs which were delivering Greener Futures messages. Officers thanked the Committee for their direction and input on the communications and engagement front and that the Director of Communications would be working with the service to achieve some dedicated capacity around the effort.
16. A Member enquired the recycling facility that had been budgeted at £21million. An Officer said the facility was included in the capital pipeline because it was subject to a further business case. They

added that it was currently being developed and further approval would be required to move the scheme into the budget and proceed.

17. A Member asked what positive step changes the Council could be involved with to support the Climate Change Delivery Plan, especially considering the significant issues of no new petrol or diesel cars being manufactured and the ceasing of gas boiler installations after 2030. They also asked if the budget allowed to support these changes. An Officer said that the work around EV infrastructure was ongoing and that a gap had been identified in terms of residents that do not have off street parking. They said that a model was being created to effectively channel our own funding in addition to leveraging some further investment as discussed earlier. This model would allow us to scale up and it would be a priority on the domestic and commercial front. An Officer added that the domestic sector was in the top ten priorities and that work was being undertaken and funding was in place to support residents in the move away from gas boilers and make homes more efficient.
18. A Member asked what was the likelihood of something moving from the pipeline into the programme. An Officer advised that these items were subject to a business case and in the 'pipeline' as there was confidence that they would move on to the 'programme', it was pointed out that the figures for these were subject to change.
19. The Chairman asked if having a carbon budget running parallel with the financial budget was possible in the future. An Officer explained that any decisions taken were made across the board and with the carbon impact in mind. They said that there was already a section for carbon impact on the cabinet report template and the aim was to become more sophisticated in how the information was captured and reported. A Member said that although the summary of the figures was important it would be beneficial to include the specific carbon impact on the budget too for the future.
20. The Chairman thanked all officers for their presentations and responses.

Resolved:

The Community, Environment and Highways (CEH) Select Committee:

- i. Broadly supports the budget proposals for those areas that fall within its jurisdiction, noting the commitment that all the savings/efficiencies identified will not lead to any deterioration – indeed these efficiencies aspire to improve – in the services provided to residents.
- ii. Will continue to closely monitor performance throughout the year to be assured that assumptions made in and expectations derived from the budget will be met in practice.

Request for information:

- a) A briefing note specific to this Select Committee's remit following the finance settlement, to be circulated to the Select Committee as soon as possible.
- b) A service response note about a review of budget efficiency in highways (i.e. resurfacing machine).

Recommendations:

- 1. Community, Environment and Highways Select Committee seeks assurances from the Cabinet that the final 2022/23 budget has adequate resources allocated to support the high priority action plans and intended outcomes in relation to:
 - a) Climate Change and Greener Futures Delivery Plans;
 - b) A shift to Local Transport Plan 4 and active travel; and
 - c) Recommendations of the Greener Futures Reference Group previously presented to Cabinet.
- 2. Cabinet Member to provide evidence in the final budget to assure the committee that the additional capacity planned for the Planning Enforcement Team is adequate and realises additional revenue in terms of recovered costs.
- 3. Asks Cabinet to seriously consider a parallel carbon budget (carbon impact of the total budget) in 2023/24 to be set alongside the financial budget so the carbon emission implications of decisions as well as the financial implications can be scrutinised

29/21 ECONOMY AND GROWTH: PROGRAMME FOR GROWTH (INCLUDING LEVELLING UP WHITE PAPER AND COUNTY DEALS) [Item 6]**Witnesses:**

Tim Oliver, Leader of the Council

Michael Coughlin, Executive Director Partnerships, Prosperity and Growth
Rhiannon Mort, Head of Economic Infrastructure

The Leader of the Council summarised the Economic Growth report for Members.

Key points raised during the discussion:

- 1. A Member asked where were the Key Performance Indicators (KPI's) and without them how could success be measured. An Officer said that they were clear about the metrics used to demonstrate the progress. They were aware from historic performance data that the Surrey economy was slowing compared to other parts of the UK. Indicators had been chosen to measure a targeted position by the end of the strategy period. They added that measures would be reported

annually for the Surrey economy and that they would be captured within an appropriate timeframe to track progress towards the targeted position by 2030.

2. A Member asked if it could be explained why the only KPI without a figure against it was carbon reduction. The Leader of the Council explained that the carbon reduction KPI would be reported through the Greener Futures Board and confirmed that all considerations under Economic Growth would reflect a resulting carbon impact.
3. A Member asked if the figure from The Greener Futures Board could be taken and reflected in Economic Growth. This was agreed.
4. A Member asked if officers could identify specific KPIs and funding streams could be used to monitor delivery and ensure that relevant themes and opportunities were successful. An Officer said that the table of KPIs set out target positions for 2030 and the delivery programme had been established. When a new project was launched, the delivery focus would then identify specific KPI around delivery points.
5. A Member said that it would be productive to be able to point local businesses in the right direction about relevant activities in their area. Leader of the Council said KPIs presented to the Growth Board could be shared with the Select Committee.
6. A Member asked when the next round of County Deals could be expected. The Leader of the Council confirmed that discussions had taken place with Department for Levelling Up, Housing & Communities (DLUHC) officials in relation to pilot County Deals following the government's announcement on 15 July 2021. The publication of the Levelling Up White Paper and announcement of pilot areas had been delayed and was now expected in January 2022. It was anticipated that Surrey would not be selected as a pilot area, despite the county's draft County Deal being well received.
7. A Member asked if more information about the proposed co-operation with Hampshire County Council could be provided to Members. Leader of the Council said that Surrey had a good relationship with Hampshire and expected to continue these efforts. Discussions with the leadership at Hampshire were ongoing and looked to create an Economic Prosperity Board. The Board would provide a co-ordinating and alignment function without holding responsibility for local decision-making which would remain with the constituent authorities.
8. A Member asked, with County Deals in mind, what the likelihood of a Mayor being elected. The Leader of the Council responded by saying that he thought this was for the Council to decide but he did not see any value in electing a Mayor and this had been reflected in his conversations with the government.
9. A Member asked how much money did Surrey receive from Local Enterprise Partnership (LEP) funding in terms of infrastructure development and would this funding be provided to Surrey going forward. It was noted that Surrey had received £62 million from the

LEP's since 2000 but the Council would need to access funding from the government and continue to access the current funds available to deliver larger infrastructure investment.

10. A Member said that they were concerned that the East of the County would be left behind, how could we ensure that it benefits from the changes. Leader of the Council said that the need to support and invest in the east of the county was recognised, not just in terms of infrastructure but in terms of developing and supporting business growth. This subject had a strong advocate in Claire Coutinho, Member of Parliament for East Surrey who was a very strong advocate and sat on the Growth Board.
11. A Member asked what specific measures was the Council taking to ensure the effective and smart use of its existing assets like council streetlights to increase 5G coverage in Surrey. An Officer said the rollout of broadband across Surrey had been successful, but it compared less favourably in terms of 4G and other technologies. There was a current bid which would enable Surrey to capture all the assets, the street furniture, and the infrastructure that we have that could accommodate 5G masts. This would benefit Surrey to proceed in a coordinated way when we approach commercial providers. In terms of funding, a bid had been submitted to the government in November and the outcome was expected in January.
12. A Member asked for the Committee to be updated with the progress so that they in turn, inform residents and small local independent businesses.
13. A Member asked if details of the Innovation Loan Fund could be shared when they were made available. Leader of the Council agreed to share the details when they were available.
14. The Chairman asked at what point should we be concerned that a pilot scheme under County Deals funding was not going to happen. An officer explained that there were currently six or seven projects that could be delivered regardless of any changes to County Deals through partnership money. It was hoped that the levelling up white paper would be permissive in that it recognised the place and better understands its requirements. The Council was working well with partners to deliver its agenda.
15. A Member asked if there was any progress on the scheme to reimagine town centres through the Surrey inward delivery program. An officer confirmed that these were in fact two separate pieces of work. The inward investment programme will promote Surrey nationally and internationally as an excellent place to work, live and in which to invest. With regard to High Streets/town centres, work was going on in partnership with the relevant District and Borough Councils in five key locations to support their evolution and development as centres of a wider range of activities, which included residential re-imagining libraries and incorporating business and learning hubs.

Recommendations:

In welcoming this report, the Select Committee recommended:

1. Enhancement and alignment of the publicly available Key Performance Indicators (KPIs) by the service to better support the Surrey County Council's strategic priority outcome of 'Growing a sustainable economy from which everyone can benefit' – some of the KPIs should have a shorter timescale to assess and monitor progress with a definition of what is meant by 'sustainable growth';
2. A timely assessment of the implication for the economic growth and greener futures agendas should Surrey not be chosen for a pilot County Deal;
3. A more explicit focus on how the County's ambitious Economic Growth Strategy is an integral component of its equally ambitious Climate Change ambitions (the economic growth is consistent with climate change, greener futures and net zero ambitions of the Council);
4. Identification, awareness and reporting of who is responsible for delivery and monitoring (Paragraph 29 of the report) the impact of the performance;
5. A further report to the Communities, Environment and Highways Select Committee to include updates on:
 - a. Detailed information following the publication of the Levelling Up White Paper;
 - b. LEP review and future course of action;
 - c. Specific information and clarity about the delivery and monitoring aspects, including publicly available key performance indicators to assess and monitor progress;
 - d. How the Council holds economic ambitions and priority objectives and climate change ambitions and priority objectives in balance, to ensure a sustainable economy for Surrey;
 - e. Feedback and lessons about the highways/regeneration pilots (e.g. Horley, Staines, Farnham etc.);
 - f. 5G roll-out and communication with local stakeholders including Members and small businesses;
 - g. Progress on discussion with Hampshire County Council and on Economic Prosperity Board;
 - h. Any other relevant update relating to County Deal, LEP review, economy and growth, including response to aforementioned points 1-4.

Request for information/action:

- i. Request for the Cabinet to share reports presented to The Growth Board to the Select Committee.
- ii. Officers to share details of the Innovation Loan Fund when they are ready.

30/21 SURREY PUBLIC MORTUARY [Item 7]

Witnesses:

Steve Owen Hughes, Director, Community Protection and Emergencies
Sarah Kershaw, Chief of Staff and Deputy Director of Community Protection Group

The Director for Community Protection and Emergencies summarised the report noting the lack of facilities for body storage across the County and the national shortage of Pathologists.

Key points raised during the discussion:

1. The Chairman thanked Officers for the detailed report. Members and Officers agreed that options three and four were the main options for consideration. An officer noted that that option three would achieve statutory requirements which would be an improvement but would not involve the transportation of bodies and meant that the Council would still be reliant on the current goodwill of hospitals, resulting in continued delays. They said that option four addressed the national shortage and would deliver our aspirations, including better innovation and addressing the national shortage of pathologists by building partnerships with medial based faculties in Surrey which would be cutting edge and world leading.
2. The Chairman said that the added value of option four over option three was overwhelming officers and Members were in agreement.
3. A Member asked what was being done to encourage the role of schools and colleges in the area to address the skills deficit. An officer said that discussions were taking place with education providers including the University of Surrey and Royal Holloway and that there was a plan to attend community and education fairs.
4. A Member asked if security aspect had been a consideration with the suggested options given a recent high-profile court case concerning mortuaries. Officers explained that option four would provide modern facilities with good security measures and that the vetting of staff was a high priority following reforms in the Coroners Service.

Recommendations:

The Select Committee:

1. Appreciates the progress that has been made in developing the business case, especially the partnership with the Surrey NHS hospital trusts and the University of Surrey;
2. Work in partnership with appropriate local educational institutes to encourage participation, involvement and take up in this discipline;
3. Supports the adoption of Option 4.

31/21 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 8]

The Select Committee noted the Recommendation Tracker and the Forward Work Programme.

32/21 DATE OF THE NEXT MEETING: 21 JANUARY 2022 [Item 9]

The Committee noted its next meeting would be held on 21 January 2022.

Meeting ended at: 1:01pm

Chairman

This page is intentionally left blank

MINUTES of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 10.00 am on 21 January 2022 REMOTE MEETING.

These minutes are subject to confirmation by the Committee at its meeting on 8 March 2022

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)

(= present at the meeting)*

1/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Victor Lewanski substituted for Keith Witham.

2/22 MINUTES OF THE PREVIOUS MEETING: 15 DECEMBER 2022 [Item 2]

The minutes of the Communities, Environment and Highways Select Committee held on 15 December were reviewed. The minutes will be formally agreed at the 8 March 2022 Committee Meeting.

3/22 DECLARATIONS OF INTEREST [Item 3]

None received.

4/22 QUESTIONS AND PETITIONS [Item 4]

None received.

**5/22 SURREY FIRE AND RESCUE SERVICE REPORT ON HER
MAJESTY'S INSPECTORATE OF FIRE AND RESCUE SERVICES
INSPECTION REPORT 2021/22 [Item 5]**

Witnesses:

Kevin Deanus, Cabinet Member for Community Protection

Dan Quin, Deputy Chief Fire Officer

Bernadette Beckett, Chief of Staff

Key points raised during the discussion:

1. The Chairman acknowledged the progress made and appreciated that the Service was on a continued journey of improvement. The Chairman said the Report (page 56) noted that response times up to March 2020 were slower than the average for services, like Surrey, that cover both urban and rural areas' and queried if response times have improved since and asked whether the ten-minute target set was unambitious. An Officer confirmed that current figures were resting at an average of seven minutes and 12 seconds. Benchmarking takes place among Fire and Rescue services and was a helpful in many ways, albeit it causes challenges in terms of how rural and urban services were differentiated. Surrey was reflected as predominantly urban only at borough and districts level, however if the benchmarking were more exact, Surrey would be reflected as predominantly rural. As part of the Making Surrey Safer plan, the Service aimed to keep the target whilst demonstrating that changes being applied were not having a detrimental effect on services or a negative impact on the ability to perform against that commitment. Reviews of the response standard were continual with the balance of meeting targets whilst ensuring safe and appropriate responses to calls.
2. A Member asked if there were plans to conclude the ongoing issues concerning relationships with staff and the dispute with the Fire Brigades Union (FBU) observing that the media battle between the FBU and the Fire Service had been direct and at times harmful to the reputation of the Service. An Officer confirmed that the trade dispute had continued for a number of years. Work was continuing with colleagues in the FBU and with that agreement on one item had been removed from ongoing discussions recently. Although the Service was meeting the FBU frequently, it was becoming evident that it would be impossible to resolve all matters in the trade disputes and it was time for honest discussions with trade union partners. A Joint Committee for Consultation and Negotiation had been set up to include all locally recognised trade unions, resulting in a significant improvement in engagement between the trade unions. This committee, in addition to ACAS training and

conversations, had agreed the implementation of open letters by the Chief Fire Officer and were confident that this would culminate in a final agreed policy on how to work together.

3. A member noted the new initiatives to encourage better relationships with staff and the continuing dispute with the trade unions and asked how they reflected on each other. An officer explained that the Service was actively encouraging an honest dialogue with staff to seek their views, irrespective of representation. Engagement was being expanded by supporting and empowering staff. Station visits were being conducted to encourage face to face conversations although this had been more difficult during the COVID-19 pandemic. A newsletter including feedback, key themes and changes undertaken was being distributed to reinforce communication in addition to middle managers monthly meetings, providing an opportunity for managers from across the Service to share current information and encouragement to express their views.
4. A Member, in considering 'Understanding fires and multi-agency incidents' asked if the decline from 'Good' in 2018 to 'Requires Improvement' most recently, had been expected by the Service. An Officer said that inspection exposed inaccuracies with the processes used to gather operational risk information. These issues had since been resolved in agreement with the inspectorate. As prior self-assessments had recorded that the Service would maintain 'good' within that area, the situation was seen as an opportunity to revisit how self-assessments were undertaken. This highlighted that within the 'understanding risk' it was beneficial to differentiate into two parts, the Making Surrey Safer Plan and the understanding of risk and how we deliver services.
5. A Member, in referring to page 56 of the report, noted that control staff were not regularly involved in operational learning and development and asked how this was being addressed. An Officer explained that work undertaken as a result of a joint exercise following lessons learnt from the Grenfell Tower Enquiry had not been included in the report due to its timing. The foundations of widening learning and development to include teams that had been overlooked were present at the time of the inspection and the work to embed this is being accelerated.
6. A Member, in referring to page 71 of the report, asked if an update could be provided with regard to bullying and harassment within the Service. An Officer explained the Service continued with a zero-tolerance approach. Any reports of bullying or harassment were thoroughly investigated and necessary actions taken. Training for all managers was being developed with a launch due imminently. Membership to the Fairness and Respect Network spans across all

teams with themes from this group being developed to take forward and improve the culture within the Service.

7. A Member was concerned that negative media and reputational issues due to the dispute with the FBU could risk misinformation and fear amongst the community. An Officer confirmed that the Service had taken advice on its responses to reports in the media and on social media. There has been an increase in communications resources to improve our communications to residents and counteract any misinformation.
8. A Member recognised that recent reorganisation appears to have resulted in positive developments and asked if the Service was doing enough to communicate key messages and improvements. An Officer said that a wider use of social media had begun to reach all demographics. Measurements of the use and responses to these were key with positive interaction having increased during recent months.
9. A Member noted that the report and the Service response both referred to the concerns of staff and the measures to address these and asked how will the Service measure the success or otherwise of its various initiatives. An Officer explained that a cultural baseline survey had been carried out last year by an independent organisation to understand the culture of the Service. Some of the key feedback related to lack of engagement about changes being implemented and openness and transparency. A roadmap had been developed since to include a series of actions that sit across the whole organisation to be delivered. Evaluations would continue on a regular basis to monitor and adapt these developments going forward. The Chairman asked if measuring improvements for staff in the form of a Key Performance Indicator (KPI) could be considered and if the Service could share information with the committee on a periodic basis to confirm that staff morale and relationships were improving. An Officer agreed to share the outcomes of the baseline survey with subsequent updates relating to outcomes and improvements that take place.
10. A Member asked if the Service had access to the necessary specialist human resources expertise to address workforce and Equality, Diversity and Inclusion (EDI) training. An Officer confirmed that the Service had access to two levels of human resources advice and guidance across the organisation. One being at County Council level and a People and Organisational Development Team within the Fire Service that specialist knowledge of the Fire Service.
11. A Member asked about opportunities to generate income. An officer explained that the inspectorate had been clear in their advice that to generate income the service should look to research grant funding to improve fleet, land or property related to the green agenda. In

addition, the service was also engaging with teams at Surrey County Council to consider how the fleet should improve over next 15-20 years to incorporate such.

12. A Member asked if further work had taken place in relation to partnership building to learn and share the best practice. An Officer confirmed that best practice in relation to all aspects of the organisation was being shared between services and included a County Council Chief Fire Officers Group. There was a commitment to learning from each other and Surrey Fire and Rescue Service (SFRS) had been in contact with Fire and Rescue Services recommended identified by the inspectorate as having good practice.
13. A Member queried the lower than average performance of pump availability and asked when these figures would increase. An officer responded by explaining that the 68 per cent pump availability noted in the report was not reflective of the crewing model in SFRS. The report calculated consistent cover day and night, in practice the SFRS model was to have a requirement of 20 fire engines during the day (7am – 7pm) and 16 at night (7pm – 7am). This part of the report did reference that availability was being consistently achieved and real time figures supported this.
14. A Member queried the lower than average performance of the number of home fire safety checks and asked when these figures would increase. An officer said that resources had been invested following changes to the prevention and protection aspects of the resourcing model and both areas would take time to reach full operating model. In addition, COVID-19 had impacted the ability to deliver Safe & Well visits locally. This time had been taken to ensure staff were appropriately trained and have been upskilled in terms of awareness of safeguarding. Resources were directed to the most vulnerable residents highlighted through risk ratings and the formation of local management hubs was planned to include safeguarding and safety officers. The Service was confident that improvements in quantity and quality would be evident going forward.
15. A Member said that in terms of a wider prevention strategy and auditing, upskilling was particularly relevant and asked if it was being considered. An Officer confirmed that upskilling was considered a priority within SFRS. The National Fire Chiefs Council had created a skills competency framework which allows the Service to differentiate between roles within the differing areas of Business Safety. This framework had been followed since the Making Surrey Safer Plan began and the majority of staff were qualified to the competency framework. The Service continued to

revisit operations and to investment in the upskilling of staff in addition to establishing Safe & Well Visit champions at local level.

16. The Chairman asked, in relation to the Inspection and Improvement plan, what were the components and strategy likely to be and could the Service provide a periodic update to ensure it was on track. An Officer said that all elements of the report were being included on an improvement plan which would incorporate the outcome from the State of Fire report which provides outcomes from the first tranche of inspections. This will aid continuous improvement. Monitoring at six months would be timely, allowing traction to have taken place.

17. The Cabinet Member for Community Protection reiterated that evaluation and monitoring would be continual and conveyed his thanks to the team who had gone through a difficult inspection and were producing excellent work consistently.

Resolved:

The Select Committee:

1. Welcomes the notable improvements in the Service's performance as reflected in the Inspectorate's Report and expresses its expectation that progress should accelerate and intensify such that it improves on its performance from the 2021 report at the next inspection.
2. Asks to be informed at regular intervals (bi-annually or sooner if possible) about the timings and components of the Updated Improvement Plan, with the Plan included in the future update to the Select Committee.
3. Urges the Service to address where the ratings declined from good to require improvement.
4. Recommends the Service to have a major focus on further improving and addressing staff concerns and aspirations, and for credible mechanisms to measure success of its initiatives.
5. Recommends the Service to continue to explore more effective ways to communicate (including the use of appropriate social media channels) in order to highlight its improvements, achievements, prevention messaging as well as challenges.

6/22 SURREY ELECTRIC VEHICLE PUBLIC CHARGEPOINTS PROGRESS AND PREFERRED PROCUREMENT OPTION [Item 6]

Witnesses:

Matthew Furniss, Cabinet Member for Transport and Infrastructure

Katie Stewart, Executive Director – Environment, Transport & Infrastructure

Jonathon James, Electric Vehicle Project Manager

Lee Parker, Director – Infrastructure Planning and Major Projects

Key points raised during the discussion:

1. An Officer gave a brief presentation on the background to the report explaining that since 2015 there were ten times more electric vehicles on Surrey's roads and during November 2021 more electric vehicles were sold than diesel. The proposal for a single supplier concession for chargepoints to shoulder the financial risk and responsibility for delivering on-street public chargepoints across Surrey was reinforced by a research report in 2020 by KPMG. Discussions had taken place with dozens of local authorities to learn from their experiences and 14 chargepoint operating companies had been consulted in wide ranging research. Forums with the districts and boroughs had taken place to explore progress and share best practice with a view to building partnerships. Research had shown that until recently, all pioneer authorities that had delivered chargepoint projects had almost all received significant grant funding, such funding was time limited and authorities needed to look to alternative means of delivery. The market had responded over the last 12 months by accessing investor funding to support fully funded installations where these can be secured by an extended period to achieve a reasonable financial return. The model for recommendation was principally private sector funded but also enabled the opportunity for part funding by public sources where this was available and justifiable.
2. On behalf of the Committee, the Chairman expressed concern at the lack of detail included in the report and said that the Committee sought reassurances on the programme as a whole.
3. The Chairman noted that the site selection of chargepoints could be controversial for residents. An Officer agreed that this topic divided opinion and whilst it was widely acknowledged as necessary, the opinions of residents and councillors was dependent of their personal and moral positions. Some residents might be against any change at this point but the Service had to reflect these advancements and improve the way that they were communicated to residents to improve the proportion of acceptability.

4. A Member said that the report in its current format was confusing and did not provide enough information. An Officer said that whilst the exact numbers of chargepoints required were not currently known and would, by necessity, evolve, that should not stop the County Council making progress to procure an Electric Vehicle (EV) chargepoint partner that could scale delivery to the required demand over time
5. A Member asked if the boroughs and districts would have the final say on Electric Vehicle (EV) chargepoints in their car parks. A Member confirmed that the districts and boroughs had been invited to be part of the process. In response it was noted that it was their choice to sign up but in any event they would control their own car parks.
6. A Member asked if Surrey County Council knew how many houses did not have enough street parking and what was the total requirement of on-street EV chargepoints. An officer said a significant commitment of time, money and resource was going into planning the network delivery and exactly where chargepoints were required. This planning would take into account many datasets and the chargepoint operators would make the selections.
7. An Officer, in relation to the Chairman's comments concerning a lack of reported detail, apologised to Members that the session originally planned to brief them before this Select Committee, had been cancelled. The Officer pointed out that the report proposal responded to the Committee's recommendations in October that EV infrastructure was critical to ensure the success of our climate change delivery plan, highlighting the need to scale up the programme to implement the right processes and procedures.
8. An Officer noted that without acting now to apply these mechanisms Surrey County Council would not meet its climate change targets, something the Committee had requested regular reassurances on and with a good reason. This mechanism would help to meet the ambitious target of a 16 per cent to 31 per cent carbon reduction in transport emissions by 2025 and mitigates the risk to the authority in respect of changing technology, allowing flexibility to move with demand. To wait for perfect information would cause delays and threaten timely delivery.
9. The Cabinet Member for Transport & Infrastructure accepted the concerns raised regarding the sensitive issue of chargepoint sites locations and said that EV cars also required parking spaces and so there would not be a reduction in parking spaces. The Cabinet Member for Transport & Infrastructure asked Members to consider the information they would find helpful and the criteria that could be

provided to aid their decision regarding a single provider to deliver this programme in Surrey.

10. A Member said they were concerned about adopting a private sector business model due to previous unsuccessful experiences with the sector. An Officer said that their understanding of the market was that the fundamental driver to opt for a fully funded private sector concession was the ability to incorporate part funding solutions at any time. There was no alternative practical option to deliver the numbers of chargepoints that were required, other than through a chiefly private sector option.
11. A Member said that inviting the districts and boroughs to join a partnership when the business model had been agreed was not in the spirit of partnership, should the districts and boroughs not be involved in the decision-making process. An Officer said that the Surrey EV Forum had been formed in April 2021 and consisted of Officers from all of the districts and boroughs. The official policy backing was given for all of the districts and boroughs to pursue. Work had been ongoing during the last 12 months to grow these partnerships and that part of the rationale for recommending the model proposed was that it enabled districts and boroughs to join in the concession if they wished.
12. A member asked what proportion of the 10,000 Chargepoints target would be located on-street and in car parks. An Officer said that this information was not yet available. The target of the first year was to define a network plan through broad consultation that would be presented to the Committee for feedback.
13. A Member asked if it was appropriate to consider fast chargers and if future technologies were being considered. An Officer explained that the concession contract would allow for changes in the provision and deal with the flexibility of new technology. At this stage, many on-street chargers would suit fast charging, however slow chargers that would be appropriate for overnight charging, had not been discounted.
14. A Member suggested that chargepoints could be installed at Surrey County Council car parks located to serve parks and greens. This could reduce the number of on-street chargepoints and whilst more expensive, may be a more acceptable solution. An Officer said that these were the types of locations that would be included in the network plan. Cost implications would depend on distances from power connections, however, it was generally more economical to install chargepoints in car parks than on-street and the fact that traffic regulation orders would not be required made these locations less contentious and high priority.

15. A Member queried if, in relation to the Surrey EV Forum, there were minutes, targets or action plans available to support development. An Officer said that minutes of the forum were circulated amongst forum officers, they were not shared but were available on request. The programme is driven by the Climate Change Delivery Plan with a blueprint to develop a specific action plan proposed. This would be the first action within the concession contract. The network plan would be 12 months from the start of the contract with the agreed action plan to run parallel to that. If the contract were agreed, procurement would be in place by September 2022, after this point a long-term action plan would be available.
16. A Member asked what risks were involved in committing to a 15-year contract. An officer said that the private sector organisation had to commit in terms of return on investment. To agree to make and fully fund the scheme would only be possible with exclusivity for chargepoint installation over a sufficient period of time. Any non-performance would be covered by break points in the contract, including a five-year break point in any event to allow for review and evaluation. Suppliers often refresh technology after seven years which would allow joint consideration of available technologies.
17. A Member asked if Surrey County Council would be at risk of being monopolised by a single supplier and did it risk missing the opportunity to raise revenues. An Officer explained that this was a competitive element of the tender. It was hoped there would be revenue return which would be used to manage the process, assist in developing the process and reinvest in further chargepoints.
18. A Member asked if the equipment was transferable, enabling a switch to a different supplier at the end of the contract. An Officer confirmed that this had been considered in the plans. If the choice was to decommission at the end of the contract, all underground cabling would be in place resulting in more economical replacement of the equipment. There may also be an option to take the equipment into the ownership of SCC. If a supplier were to cease trading during the contract, there would be a contractual provision to make the equipment suitable for instant transfer to another operator with the required software compatibility.
19. A Member asked if Officers could give insight into what a contract that might look like and asked why the report refers to being at the procurement options stage. Could the process be paused to enable the Committee the opportunity to consider the detail and contribute constructive comments and recommendations. An Officer said that they were very open to further engaging the Committee but there would be concerns regarding any delays caused. As the Committee was aware that there is a perception that the County Council was already acting too late to tackle carbon emissions and had difficult targets to meet. The Cabinet Member for Highways & Infrastructure

suggested that the Highways Reference Group could scrutinise the detail in place of a new reference group.

20. A Member asked if the Long-Term Network Plan could be developed by a separate entity to the those supplying the equipment to avoid a conflict of interest. An Officer said that decisions would be based on the quality of the competition, however it was recognised that companies had a deep vested interest in using their own data driven software to produce a plan to best deliver a return on their investment.
21. A Member asked how many chargepoints were being considered in less contentious and top priority locations. An Officer explained that plans would be considered with the districts and boroughs. Some districts and Boroughs had committed to house exemplar car parks as part of the process and currently every parking review was being looked at in a sequential manner to ensure that the more acceptable locations were considered first, resulting in approximately 200 – 300 chargepoint locations including carparks.
22. A Member asked if there were plans to charge electricity to the grid to sell back at a more profitable time and also questioned whether electric bike (e-Bike) charging had been considered. An Officer advised that vehicle to grid charging was not currently an option but would be taken into account during the life of the concession at the point of the technology review at five years, also providing an opportunity to consider e-bike charging.
23. A Member asked if there would be disabled access to chargepoints. An Officer advised that disabled access to Electric Vehicle (EV) charge points was easier to take into account in car parks where there was space and would continue to be part of ongoing consideration. National advice was expected which would inform a way to integrate disabled access and charge across the programme.
24. A Member asked what the provision for the maintenance of chargepoints be. An Officer confirmed that the supplier would be responsible for maintenance which would be governed by Key Performance Indicators (KPI) resulting in penalties for poor performance. Demonstration of that capability would form part of the contract.
25. A Member asked if the Service was aware of the number of chargepoints being installed by supermarkets. An Officer explained that private sector were moving fast in installing chargepoints with 630 chargepoints across Surrey, more than two thirds being located in private car parks such as supermarkets and retail parks. It was not possible to include the private sector in the County Councils arrangements because the contractual capability was only available

to the public sector. The plans and forecasts of the of the private sector were very relevant to the concession and important to avoid doubling up.

26. The Chairman reiterated the Select Committee's strong concerns regarding the paper and the unsatisfactory timescale given to decide upon a business model. The paper was missing the reasons why models two, three and four were not appropriate for Surrey County Council. Points raised by Committee Members concerning the districts and boroughs appeared to be a good starting point for the Highways Reference Group to begin scrutiny of the paper along with the concerns raised by the Select Committee today.

Resolved:

The Select Committee:

1. Asks Cabinet Member to consider postponement of the 25 January Cabinet report titled 'Surrey Public Electric Vehicle Chargepoint Procurement Plan' so that issues raised by the Members of the Select Committee can be considered and reflected in the final report presented to Cabinet.
2. Requests a further information update report be presented to the Select Committee meeting at its special meeting on 7 February 2022.

[Following the Select Committee meeting, the wording of the Cabinet report had been revised such that the Chair and Vice Chairs believe it now addresses the concerns raised by the Select Committee and a further information update report will be presented to the Select Committee on 7 February, as requested.]

7/22 COMMUNITY RECYCLING CENTRE POLICY CHANGES [ITEM 7]

Witnesses:

Marissa Heath, Cabinet Member for Environment

Katie Stewart, Executive Director for Environment, Transport & Infrastructure

Richard Parkinson, Waste Group Manager

Carolyn McKenzie, Director of Environment

Key points raised during the discussion:

1. A Member asked how proof of residency would be checked, would residents be turned away if they didn't have the correct

documentation and what policing and safeguards against any potential abuse were planned. An Officer explained that initially, the policy would be implemented softly. There would be publicity to notify residents of the new requirements but until it was common knowledge, residents would be permitted to use facilities with a reminder to bring proof of address on their next visit. Residents would be required to provide proof of address on their first visit and would be issued with an annual windscreen sticker so that they would not have to bring documentation on each visit. The ability to register vehicles would be considered for the future.

2. An Officer summarised that SCC was bearing the costs of processing other counties' waste. The policy change was to counteract this and act as a cost avoidance. This change was considered a short-term measure to contain cost pressures. In terms of climate change, changes were being made in the immediate term and the Committee would be engaged in the longer-term approach to waste going forward.
3. A Member said that it would be useful to see the cost implications referred to and it was important for discussions with other counties to explore cross border agreements. An Officer confirmed that dialogue was continuing with neighbouring counties and there was a willingness to work together in a wider context of climate change.
4. A Member was concerned that reduced opening hours would result in residents travelling further to recycle which was not only inconvenient but also against the climate change policy. An Officer said that the planned re procurement of waste services would give the opportunity to consider the future use of Surrey County Council's infrastructure
5. A Member said that it would be useful to digest figures relating to use of the recycling centres following these changes. An Officer said that residual waste and recycling was monitored closely in addition to vehicle numbers providing good data for the Committee to analyse.

Resolved:

In supporting all three policy changes listed in the report, the Select Committee:

1. Asks the Cabinet Member to consider joint agreements with neighbouring authorities to facilitate and help residents in using the nearby recycling centres/facilities that might fall under other local authorities;

2. To minimise longer travel; environmental impact; and to encourage more recycling, asks the Cabinet member to explore whether the Surrey County Council Recycling Centres should extend their opening times and days to cover the whole week; and consider developing pedestrian access to recycling facilities in future; and
3. Asks that the Service put in place a mechanism whereby local residents can register online to comply with these changes as opposed to only being able to do so onsite - and often only after sitting in a long queue.

8/22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 8]

The Select Committee noted the Recommendation Tracker and the Forward Work Programme.

9/22 DATE OF THE NEXT MEETING: 8 MARCH 2022 [Item 9]

The Committee noted its next meeting would be held on 8 March 2022.

Meeting ended at: 1.07pm

Chairman

MINUTES of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 9.00am on 7 February 2022
(REMOTE MEETING)

These minutes are subject to confirmation by the Committee at its meeting on 8 March 2022

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)

(* = present at the meeting)

10/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

None received.

11/22 LOCAL AND JOINT COMMITTEE (LC/JC) HIGHWAY FUNCTION [Item 1]

Witnesses:

Matt Furniss, Cabinet Member for Transport & Infrastructure

Mark Nuti, Cabinet Member for Communities

Marie Snelling, Executive Director - Customer & Communities

Katie Stewart, Executive Director for Environment, Transport & Infrastructure

James Painter, Community Partnership Manager

James Glover, Community, Partnerships & Engagement

Key points raised during the discussion:

1. An Officer introduced a presentation covering the new proposal that sought Cabinet approval to change the way in which the executive highway functions currently considered by Local/Joint Committees were undertaken. Current and transitional

arrangements in addition to funding and allocation summaries for 2022/2023 and 2023/24 were summarised to clarify queries raised by Members previously.

2. The Chairman noted the Community Network Approach (CNA) had not yet been developed but was mentioned several times in the report and suggested that the CNA be disregarded at this stage and reconsidered when there were more details available. The Cabinet Member for Transport and Infrastructure said there would be no objections to this recommendation if it enabled clearer consideration of the executive highways function.
3. A Member asked if the £50,000 capital referred to in the report was an increase. The Cabinet Member for Transport and Infrastructure noted that the current amount was £23,000 of capital and £7,500.00 of revenue and the proposal was to increase that to £50,000 of capital with an additional £7,500 of revenue, totalling £57,000.
4. A Member was concerned at the formula to split the transitional year amount of £2.95 million. Originally, budgets were divided by 81 Members and then multiplied by the number of county councillors per borough, resulting in larger boroughs receiving a larger proportion. The proposal reverts to an 11-way split which was disproportionately unfair to larger boroughs. The Cabinet Member for Transport and Infrastructure said that the proposal for the transitional year had been generous. Every district and borough would be given the same amount to give them the opportunity of delivering as many top priorities within this financial year, as possible. The same methodology from the previous year could be implemented, however it was worth noting that whilst larger area such as Elmbridge, Guildford, Reigate and Banstead and Waverley would benefit, other areas would lose out.
5. A Member queried the reasons for the recommendations of the new procedures and said it was not clear how the better outcomes noted in the report would be achieved. The Cabinet Member for Transport and Infrastructure said that the proposal was an extension of the Select Committee's current remit. Currently results of spending and funding decisions were reported back to the local committee annually which would continue but instead to the Select Committee. Minor elements would be built faster with Members working in their local communities delivering more efficiently without the need to wait for annual or quarterly Committee cycles.

6. A Member asked how the current process which supported transparency and local involvement could be replicated. The Cabinet Member for Transport and Infrastructure confirmed that the highways engagement team would offer support with appropriate expertise and would attend local meetings.
7. A Member queried why a process that worked well was being recommended for change. Any previous non delivery of recommendations put forward had been due to a lack of resources and the paper did not note an increase in the resources available. The Cabinet Member for Transport and Infrastructure explained that joint and local committees had not quite delivered what was hoped for, with most of their work undertaken now related to highways. Highways matters were the responsibility of County Councillors and as such, decisions should be made by the County Council. It was vital to empower the county councillors to make decisions for which they had been democratically elected to undertake.
8. A Member, in reference to a comment from Officers regarding petitions, asked which alternative established channels could petitions be brought through. The current process requires petitions to go to joint and local committees to be debated, how would this be undertaken going forward. An Officer said that there was an established petition scheme operated by Surrey County Council and the content of the petition would determine where a petition matter was directed.
9. A Member was concerned at the potential lack of instant feedback and local knowledge when current maintenance engineers were replaced with newly appointed interface personnel. An Officer explained that it would remain the role of majors engineers to meet Members on site to discuss issues. The newly appointed engagement officers would work closely with County Councillors to provide guidance and direction.
10. An Officer summarised that there had been an increase to core resources for schemes proposed including increased traffic engineers and a design team to progress any ideas put forward. A Member was concerned that changing the process for traffic maintenance would result in having to go through less experienced colleagues and suspected that matters would not go back to the local or joint committee for engagement due to the method of petitioning. The Cabinet Member for Transport and Infrastructure reiterated that more resources had been implemented allowing direct and specific contact to traffic or

highways engineers. The newly appointed engagement team included experienced and knowledgeable staff and was headed by a former area hiring manager.

11. An Officer said the data concerning the local engagement by local and highways committee showed a low level of engagement resulting in work behind the scenes to enable community conversation to increase engagement with the public.
12. A Member asked how the backlog of the Integrated Transport Scheme (ITS) would be addressed. The Cabinet Member for Transport and Infrastructure explained that transitional arrangements would deliver items prioritised for the next financial year. From 23 April 2022 items would be judged by the new criteria, allowing each county councillor to put forward their prioritised major schemes providing a further opportunity to review items on the backlog.
13. The Cabinet Member for Highways and Infrastructure reiterated to Members concerned about resources, that to this point, areas were nominated using the £23,000 capital, with delivery this financial year. Members may be asked to make decisions earlier so that works could be planned appropriately but there are sufficient resources to deliver all schemes that had been put forward.
14. A Member asked if part of their allocation could be spent on speed surveys. The Cabinet Member for Transport and Infrastructure confirmed this was possible.
15. A Member appreciated the concept of CNA but said it required further development and testing. He asked what tools would be available to Members to support engagement. An Officer said that the aim of the new approach would be to ensure Members were clear about the process and what was on offer to them in terms of tools, techniques and direction.
16. A Member asked how residents without access to technology would be included in engagement. An Officer summarised the intention to open varied lines of communication between County Council partners and communities and confirmed that new engagement platforms were being considered in addition to utilising current assets differently, such as libraries and voluntary organisation premises. A Member suggested the use of multi-channel communications, including the more effective use of

council tax letters as a way of encouraging residents to subscribe by email. Districts and boroughs resources could also be better coordinated and utilised.

17. A Member asked if there were plans to ensure better decision making and scrutiny on a strategic level in terms of highways schemes within local areas. The Cabinet Member for Transport and Infrastructure confirmed that there would be the opportunity for district and boroughs and county councillors to meet at least once a year to agree borough or district wide priorities or items affecting more than one or two divisional councillors.
18. A Member asked for clarification regarding rationale behind the threshold of the £50,000 capital allocation as most projects would cost more than this. The Cabinet Member for Transport and Infrastructure explained that the £50,000 was settled on due to budget consideration.
19. A Member, in reference to an Officers comment that “where an agreement cannot be reached on an individual project, it will be escalated further” asked what this would mean and how would it work in practice. The Cabinet Member for Transport and Infrastructure explained that this referenced a situation where a Member wanted to go against County Council policy with evidence and any escalation would be to the Cabinet Member. An Officer added that this option would be a last resort.
20. A Member noted the aim for the process to allow decisions to be made more promptly and asked if the implementation process would be quicker. The Cabinet Member for Transport and Infrastructure explained that Members would be encouraged to make suggestions and discuss with the relevant officer in good time to enable a prompt process.
21. A Member sought clarification with regards to working with joint divisional members. How would joint working with districts and boroughs happen if there was no longer a local committee. The Cabinet Member for Transport & Infrastructure confirmed that planned meetings with the districts and boroughs would address an improvement of the process going forward.
22. A Member asked for assurances that engagement officers would have a good geographical understanding of their area of responsibility. The Cabinet Member for Transport and Infrastructure confirmed this would be the case.

23. A Member was concerned that in dealing with ITS schemes through central funding decision, some areas would miss out. The Cabinet Member for Transport and Infrastructure explained that currently, not every area received funding every year. The Committee was being asked to support the development of the criteria to improve on the current priority-based system.
24. The Chairman noted that the forum of a local committee would be powerless to assist residents. The Cabinet Member for Transport and Infrastructure reiterated that if the public wanted to submit petitions on highways matters, they would still go through the County Council's existing petition scheme. The petition would not be heard at the local and joint committee but be directed to the relevant areas. The Chairman pressed, notwithstanding the powers of the joint committees over highways, would a resident be able to present a petition to a local or joint committee on a highways matter. The Cabinet Member for Transport and Infrastructure confirmed they would not and that the proposal offered other forums for that petition to be heard by the divisional councillor upwards.
25. Moving towards conclusion, the Chairman noted that there were differing opinions on the proposed recommendations in the draft Cabinet report and proposed a vote to agree the Select Committee's own recommendations.
26. The Chairman, in moving towards the Select Committee's recommendations asked Members to vote whether they supported or opposed the recommendations contained in the draft Cabinet report. Six Members voted for the recommendation in the draft Cabinet report and four Members voted against, with one abstention. Paul Deach, John Furey, Jonathon Hulley, Cameron McIntosh, John O'Reilly, Keith Witham voted for whereas Stephen Cooksey, Colin Cross, Andy Macleod and Lance Spencer voted against. Catherine Baart abstained.
27. The Chairman proposed a further vote to determine whether to include an additional recommendation point suggested by a Member regarding the distribution of Integrated Transport Scheme (ITS) funds. This recommendation was carried with six votes to two and three abstentions. Catherine Baart, Paul Deach, Jonathon Hulley, Cameron McIntosh, John O'Reilly and Keith Witham voted to include the recommendation. Stephen Cooksey and Lance Spencer voted against. Colin Cross, John Furey and Andy Macleod abstained.

Resolved:

The Select Committee, in principle, support the recommendations in the draft Cabinet report titled 'Local and Joint Committee (LC/JC) Highway Function' subject to the following areas being addressed:

- i. All references to Community Network Approach (CNA) in the Cabinet report be removed. [Any future CNA proposal needs to be fully developed first with a draft provided to Members for their comments and feedback].
- ii. County wide Integrated Transport Scheme (ITS) funding is apportioned using the same methodology used previously which is a top slice of £100,000 to districts and boroughs and then the remaining amount splits between the 81 members, for the transition year only.
- iii. An information sheet about how the Community Infrastructure Levy (CIL) aspect will be incorporated under the new arrangement be circulated to assist Members, or a detailed report is brought to the Select Committee.
- iv. Asks residents continuing to have the right to present petitions and questions to Joint Committees/Local Committees on highways matters during the transition period even if the other components (Members' allocations, parking reviews, etc.) are taken out of their jurisdiction.
- v. Any new proposal must be accessible to all – especially those with no digital/internet access.

**12/22 SURREY ELECTRIC VEHICLE (EV) PUBLIC CHARGEPOINTS
FURTHER INFORMATION [Item 2]****Witnesses:**

Matt Furniss, Cabinet Member for Transport & Infrastructure

Katie Stewart, Executive Director for Environment, Transport & Infrastructure

Jonathon James, Electric Vehicle Project Manager

Lee Parker, Director of Infrastructure, Planning & Major Projects

Key points raised during the discussion:

1. The Chairman summarised that the concerns of Committee Members regarding the lack of detail in the previous report had

been addressed. Cabinet had amended its recommendations following the Select Committee's feedback and that a Member Reference Group reference group had been formed to consider this matter in detail.

Resolved:

The Select Committee:

1. Agrees to the establishment of a Member Reference Group which will be engaged to provide scrutiny support to the procurement exercise, including in helping to define the outcomes to be specified in the procurement and the network plan.
2. Membership of the Member Reference Group to be as follows:
 - a. 1. John O'Reilly (Convener/Chair)
 - b. 2. Andy MacLeod
 - c. 3. Lance Spencer
 - d. 4. Catherine Baart
 - e. 5. Stephen Cooksey
 - f. 6. John Furey

13/22 DATE OF THE NEXT MEETING: 8 MARCH 2022 [Item 3]

The Committee noted its next meeting would be held on 8 March 2022.

Meeting ended at: 11.05am

Chairman

.

TUESDAY 8 MARCH 2022



YOUR FUND SURREY – UPDATE

Purpose of report:

This report presents an update on Your Fund Surrey and is presented for scrutiny.

INTRODUCTION

1. Your Fund Surrey (YFS) is the County Council's flagship fund, focused on bringing community led and initiated projects to life which benefit the wider community and leave a lasting legacy. £100 million of funding is available over a five-year period to support capital, one-off costs, for projects that have the support of the local community and fit with the aims of Surrey's Community Vision 2030.
2. The fund opened for online applications on 1 March 2021. Just over one year into a five-year scheme, it has already prompted 1,278 ideas which have been placed onto the interactive Your Fund Surrey map, with those ideas being further discussed and developed.
3. A total of 222 applications have been submitted and there are currently 152 live applications with funding awarded to four projects so far totalling £632,863 (**Annex 5**). Each application is subject to a rigorous assessment process by officers, to ensure any proposed project meets the aims and published criteria of the fund.
4. From the early stages of establishing the fund, YFS has and continues to develop iteratively with input from a wide range of stakeholders and experts and use of co-design workshops. This has incorporated significant and wide-ranging political input including a cross-party task and finish group convened by the Communities, Environment & Highways Select Committee (CEHSC) which reported to Cabinet in March 2021, and the use of Member seminars.
5. YFS has been designed with a focus on, "*fairness, flexibility and transparency*."¹. The key principles of the fund are set out below:
 - Focus on community-led and initiated projects
 - An easy-to-use application process designed with resident input
 - Open, transparent, and supportive approach
 - Ensuring wide access to the fund so all communities in Surrey can benefit
 - No direct competition between applicants, who are encouraged to share ideas and/or expertise

¹ Communities, Environment and Highways Select Committee Member Task Group, 2020

- Low barriers to entry with a proportionate investment in time from residents or groups depending on how far they progress in the process
 - Learning points from successful and unsuccessful projects will be taken to inform the development and evolution of the fund over time.
6. This report sets out details on the development and delivery of YFS in the preceding twelve months for the consideration of CEHSC.

ENGAGEMENT

7. YFS has seen an incredible public response across the County to date. Currently, there are nearly 1,400 ideas pinned and over 150,000 people have visited the Commonplace ideas map. Importantly, more than 13,500 people have subscribed to the YFS newsletter updates.
8. The YFS team provide a single point of contact and support for applicants throughout the application process. The YFS team draw on the resources of and facilitate the input of officers from across the Council more widely as required.
9. YFS officers have teamed up with local voluntary infrastructure organisations to present the fund at events with charitable and community groups. Weekly group and 100 question and answer (Q&A) sessions have also been organised to provide direct support to current and potential applicants.
10. It is recognised that residents and community groups who may have limited experience of applying for grants and funding would value support in the development of ideas. Members have a key role to play during this stage.

Local Members

11. The Council and Members were encouraged at the inception of the fund to actively engage with residents and communities to offer support and provide feedback to those interested in accessing the fund. The involvement of Members is a key principle of the fund. Member seminars have been organised stressing the importance of their participation, with further seminars planned for Spring 2022.
12. Members are fulfilling a critical role in supporting the development and promotion of ideas in their communities contributing to the delivery of successful projects (see **Annex 3** – YFS January update). They have a depth of knowledge as to the needs of their residents and are in a unique position to champion ideas. They also have an ability to connect residents within their communities and identify opportunities for collaboration.
13. Officers have been proactive in keeping all Members informed on the progress of the fund including using infographics to show the number of submissions received and to share success stories via the Members Portal and via the Top Lines Brief Newsletter. A report is published on the Member Portal each month to show the progress of applications. The application process has seven Member touchpoints, and the views of local Members are sought on any application taken for decision.

Communications and Marketing

14. Think Big is the marketing campaign used to promote Your Fund Surrey. The campaign uses a combination of offline and online media. This includes advertising in community magazines, local press, posters to community buildings such as town halls, leisure centres and libraries. Postcards were produced for Members to distribute in their communities. Social media such as Facebook, Twitter, Instagram and NextDoor have all been used at regular intervals with updates on the fund provided to community projects. Geo-targeted posts were used to promote the Have Your Say project proposals to the relevant geographical areas. The Fund is also promoted on the Make It Happen website. Campaign assets have been shared with external stakeholders across the county.
15. Press releases on projects which have been awarded funding through Surrey News has been shared more widely with BBC Surrey radio interviews, a mention in the House of Commons and local press features. The Fund has also been featured in the Surrey Matters podcast and sent to 175,000 residents via the Surrey Matters newsletter and featured in the No One Left Behind video.
16. As part of the future marketing of the fund, a leaflet is currently in production for use at Community Events via the Community Engagement Team and a new promotional video is being produced.

FUND OPERATION

Assessment Process

17. The application and assessment process for YFS was co-designed with resident and community input, to ensure that the fund is both easy to use and widely accessible, so that all communities in Surrey can benefit. An open, transparent, and supportive approach underpins the process with clear guidance available for applicants at all stages.
18. A comprehensive [governance](#) document for the operation of the fund has been published online setting out the application, review processes and assessment. Following feedback at the co-design stage, a single application process and set of guidance was developed for the fund to add clarity and reduce confusion for residents. The application process consists of 6 stages (**Diagram 1**). A summary of the application stages is attached in **Annex 2**.
19. As of the end of January 2022, 182 project ideas have been taken through to stage two, and 36 have progressed through the entire process - with funding awarded to four projects so far (**Annex 5**). To note, 15 of the 72 unsuccessful applications were withdrawn by the applicant (a further nine were duplicate applications in system).
20. As the YFS process has become more established, the team has introduced targets for responding to applicants. A two-week idea submission response target is now in place for all new applications. A target has been initiated of three months for full applications from submission to the decision-making stage. Though it is recognised that all applications to the fund are unique, and the process and time scales will vary based on the requirements of each project.

21. Applicants are encouraged to seek the support and encouragement of the local County Councillor/s at an early stage when putting a potential project together.

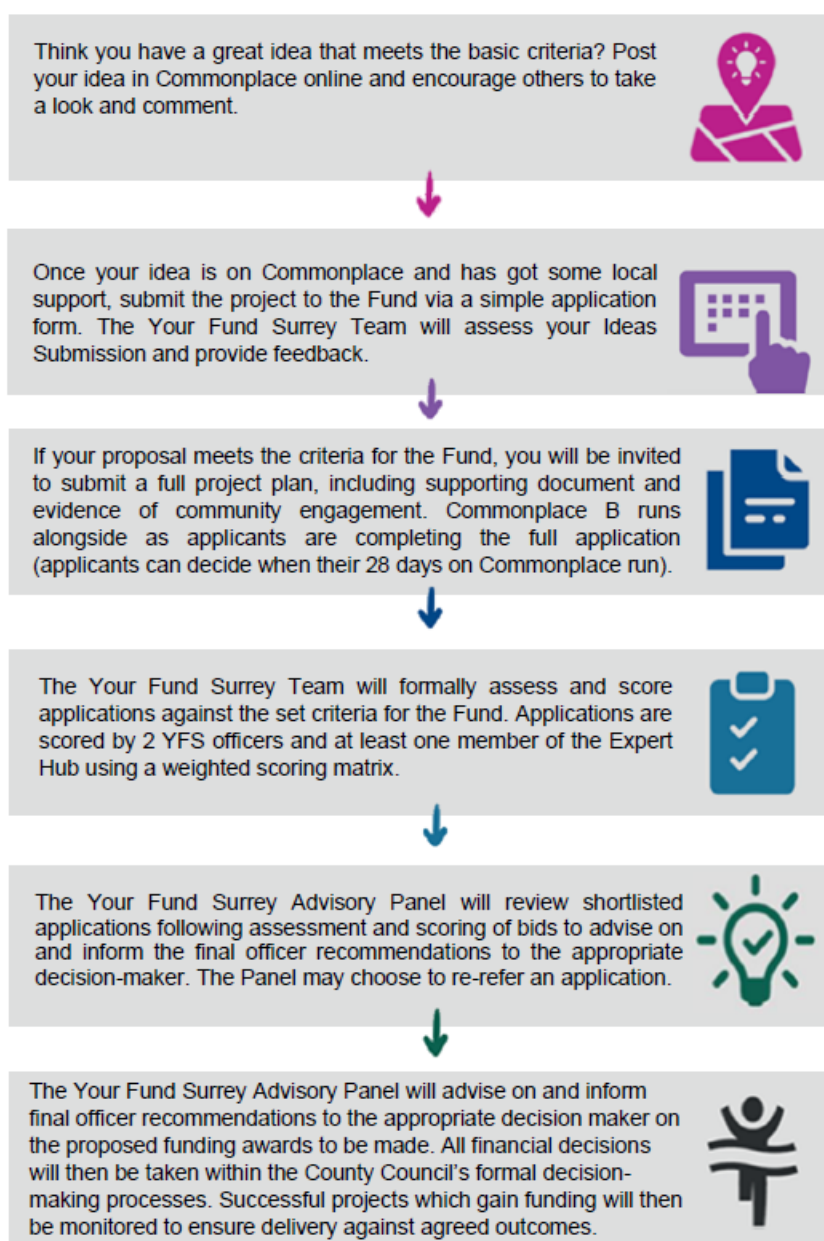


Diagram 1: Application stages

22. YFS is open to all to log an idea, but to apply for funding they must be a registered group. This includes voluntary or community organisations, registered charities, a constituted group or club, a community interest company (CIC), social enterprise and parish or town councils (for any non-statutory related activity).
23. All applications to YFS are subject to an extensive assessment process including a rigorous two step application process involving assessment and scoring by YFS Officers. This includes input from the Expert Hub, a group of specialist Officers providing insight for the eligibility of funding. Each application at the submission stage is assessed and scored independently by three Officers whose scores are then moderated. Officers consider each project against the aims and published criteria of the fund to determine whether it is eligible for funding. Environmental impact is one of the key criteria for the fund and from the outset applicants are

encouraged to consider environmental and sustainable practice and components as part of any build or project.

24. A scoring matrix outlining the funds five scoring criteria are set out in **Annex 4**. Officers use the scoring matrix to score each project objectively and consistently. This method of scoring ensures robustness and a clear audit trail to the decision-making process. This also ensures that if any funding decisions are challenged or Freedom of Information requests are submitted, there is clear evidence behind how a decision has been reached.

Financial Assessment

25. YFS applications undergo a high degree of financial testing. The project costs submitted in support of individual applications are assessed against independently sourced quotations which are scrutinised by officers within the Finance team in relation to any monies which may be allocated to a project. The YFS team has a dedicated finance officer with specific expertise on which they can call.
26. Projects must pass a series of rigorous financial tests to be considered for approval. The financial assessment considers:
 - a) The health of the organisation or group (accounts and bank statements)
 - b) The health of the proposed project (cash flow, balance sheet)
 - c) Where relevant, a commercial assessment is undertaken
27. Control measures are in place so that if any matters are flagged as part of this process, they can be referred by the team to the Principal Auditor in Internal Audit and Counter Fraud as is deemed appropriate. There are also regular weekly review sessions held internally at which team members are encouraged to flag any issues or concerns for wider consideration.
28. As Surrey County Council (SCC) only provide capital funding (and the fund is designed to empower communities without ongoing reliance on the council), any running costs will need to be covered by income streams.
29. A commercial finance assessment is conducted for projects which are contingent on the successful delivery of a commercial model. It is noted and accepted that approving bids that are dependent on a commercial model for their long-term viability carries inherent risk. Assessments are undertaken to ensure consideration has been given to these risks and additional information is requested where it is felt necessary (see paras 47-49).

Expert Hub

30. The primary role of the YFS Expert hub is to review applications and to provide insight for the eligibility of funding, which assists the YFS team in conducting rigorous assessment against the fund requirements and scoring criteria.
31. Officers who form the Expert Hub have been identified from within SCC, borough and district councils, and the voluntary sector to provide specialist insight for the eligibility of funding. Individuals are identified to provide expert input either in relation to their organisation, directorate, or subject field / discipline.

32. Members of the Expert Hub are informed of projects relevant to their specialist or geographical area to provide insight. These officers help to identify sticking points and may propose solutions for projects. The Expert Hub can provide a fresh perspective on projects received, bolstering the standing YFS team.

Advisory Panel

33. The cross-party Member Advisory Panel was established to assist the formal decision-making processes which sit outside its remit. The role of the Panel is to review shortlisted applications following assessment and scoring of bids by Officers. The panel advises and helps to inform the final Officer recommendations to the appropriate decision-maker on the proposed funding awards to be made. The Advisory Panel may suggest additional conditions for funding. The Panel has not been established to scrutinise the overall management and administration of YFS, the responsibility of which sits with CEHSC.

Decision Making

34. All financial decisions relating to the fund will be taken by the appropriate decision maker as set out in the July 2020 Cabinet Report, within the Council's established Financial Approval framework.
35. To ensure that final decision-making is as streamlined and proportionate to the amount being sought as possible, Cabinet approved authority for final decisions on funding awards in three bands, with the intention that the named decision maker will make such decisions taking into full consideration the YFS Advisory Panel's key discussion points. The delegation amounts are as follows:
- Projects up to £100, 000 – delegated to the Executive Director with direct responsibility for the delivery of Your Fund Surrey
 - Projects between £100,000 and £500,000 – delegated to the appropriate Cabinet Member as determined by the Leader
 - Projects over £500,000 – decision taken by Cabinet

Funding Agreement

36. A specific Funding Agreement is developed for each project prior to the release of any funds to applicants. The Funding Agreement incorporates performance measures to ensure funding is used as intended, as well as outlining any support or additional conditions specific to the project agreed as part of the funding award. A draft agreement outlining any specific conditions that must be met by the applicant are shared prior to final agreement. Projects are closely monitored to ensure the additional conditions agreed in the Funding Agreement are met.
37. All Funding Agreements are based on a draft Funding Agreement for the fund prepared by qualified Officers in legal services in consultation with the YFS team.
38. A project specific payment schedule is completed as part of the funding agreement, retaining the right to determine the best method of payment to the Recipient under this agreement. The payment schedule is drawn up to reduce the exposure to risk on the part of SCC, but also recognising the specific requirements of individual applications. This could either be in a one-off lump sum payment or phased payment of the Funding conditional on the achievement of key milestones. A schedule detailing such key milestones and the expected

outcomes as submitted in the application is included in the Funding Agreement.

39. Applicants are required to submit an evaluation plan detailing how the progress, success and impact of the project will be monitored. This evaluation plan forms part of the funding agreement. This information is compiled and forms part of the overall monitoring of the fund.

MONITORING AND DEVELOPMENT

40. The Fund is designed to provide investment in schemes that encourage community participation, reduce isolation, and develop the potential for social wellbeing and economic prosperity for the benefit of all Surrey residents. As such, the allocation of funding is not predetermined by geography or proportioned by area.
41. Access to the fund is proactively monitored via Commonplace and insights are drawn into both the people and communities already engaged, and the project ideas put forward to further tailor communications.
42. This monitoring is enabling the YFS team to identify any areas or groups that are currently underrepresented in terms of the quantity of community projects proposed. It is also possible to identify ideas that do not meet criteria and the typical reasons for this so that we can provide support to residents and groups by giving them further direction as required.
43. The YFS Team has developed a dashboard to help identify areas where take up has been low. This includes a map of YFS applications overlayed on Lower Super Output Areas (LSOA), so Councillors and Officers can target interventions as appropriate to ensure that no one is left behind, in line with Council policy. Information gained via the dashboard is helping inform proactive work within communities by the Your Fund Surrey Team. As Covid-19 restrictions reduce, more targeted promotion work can take place within localities.

Process Review

44. The application process and the experience of applicants is constantly being monitored to identify areas for improvement. As a result, multiple changes have been made to the process. In addition, a process review was undertaken pre-Christmas 2021 to review existing processes and implement changes necessary to improve the funds operation.
45. The table below presents some of the areas identified and measures implemented:

Issue identified	Action taken
Responding to applicants	<p>A two-week idea submission response target is now in place for all new applications. Two additional officers were brought in to provide additional capacity.</p> <p>A target has been initiated of three months for full applications from submission to the decision-making stage.</p>

Accessibility for applicants	<p>A full application checklist is provided to approved Idea Submission applicants to help them compile all the information required for Full Submission.</p> <p>The FAQs page is being reordered and updated with additional questions.</p> <p>A plan is being developed to streamline the application process into one online location, whilst ensuring SCC has suitable control and access to the site.</p>
Demonstrating community support for proposals	<p>Applicants are being advised to demonstrate a variety of community engagement methods beyond just Commonplace when progressing to full application.</p>
Tracking ongoing applications and managing workload	<p>A full application tracker has been introduced to monitor the progress of projects, enabling a clear view of the projects in the pipeline, and those leading to decision and funding.</p> <p>An annual YFS Key Date schedule has been created to manage capacity and work priorities.</p>
Communicating with and to different groups across the County	<p>User analytics have been run on SCC YFS webpages, identifying the volume and patterns of traffic, navigation to and from the site, and areas most viewed. The same review has been requested for the YFS Commonplace sites.</p> <p>Geographic Information System (GIS) data is being employed to use targeted communications focused on engaging with harder to reach groups and communities.</p>

46. The administration, accessibility, and operation of the fund is constantly adapting to best serve residents and applicants, and to improve the efficiency with which applications are dealt.

RISK

47. All applications for funding are taken through the due diligence and agreed governance process. Applicants are required to provide an overview of risks against the project. The long-term sustainability of projects applying for funding from YFS is a key factor in assessing their eligibility. YFS Officers scrutinise and challenge the assessment of risks and mitigation strategies presented by applicants to determine whether there are adequate control measures in place.
48. When pro-actively managing risks associated with the fund an important consideration for Officers is that YFS forms a key part of the Council's Empowering Communities priority, focused on supporting communities through meaningful and lasting investment. Therefore, the success of Your Fund Surrey will set against establishing a different relationship with communities, empowering them to be more self-reliant. In forging that relationship, the success of individual projects will vary within the benefits delivered by the programme as a whole.

49. The Council has been undertaking a range of work around the approach to risk management across the organisation. Upcoming work will start to explore risk appetite and approach in the organisation. Officers have proposed that YFS is specifically thought through and tested as part of this approach.

EQUALITIES

50. YFS is designed to provide investment in schemes that encourage community participation, reduce isolation, and develop the potential for social wellbeing and economic prosperity. An Equalities Impact Assessment has been produced for the fund and this was circulated as an Annex to the YFS Cabinet Report 26 January 2021.
51. Applicants are required to complete a needs assessment as part of their application to ensure their project is open and accessible for all. Successful applicants are also subject to regular monitoring to understand if there are any equalities and accessibility issues that need to be addressed.

CONCLUSIONS

52. The report to CEHSC has sought to set out specific detail concerning the policy, approach, and administration of YFS. The iterative design of the scheme is central to the approach of the fund. As part of this approach, the application process and the experience of applicants is constantly being monitored to identify areas for improvement.
53. The report has outlined a number of areas of improvement, including those taken forward as part of a detailed process review which commenced one year after the launch of the fund. The CEHSC, when considering its recommendations, are invited to consider and identify areas of further enhancement in connection to the continued operation of the fund, toward ensuring that the fund can deliver against its stated aims for the benefit of Surrey residents.

RECOMMENDATIONS

1. To consider the report and provide any recommendations that would support the fund to deliver against its stated aims for the benefit of Surrey residents
2. To provide guidance in the accessing and signposting of information to Members on the fund.
3. Communities, Environment & Highways Select Committee to receive a further update on YFS in late 2022.

NEXT STEPS

Officers in conjunction with Cabinet Member to consider recommendations arising from the Communities, Environment & Highways Select Committee meeting on 8 March 2022.

Implement improvements outlined in the Communities, Environment & Highways Select Committee recommendations to the fund as part of the iterative process design.

Further Q&A sessions to be organised with Members regarding the fund.

Report contacts

Beth Coley, Your Fund Surrey Programme Manager

James Painter, Partnerships Manager – Community Partnerships and Engagement

Contact details

Beth.coley@surreycc.gov.uk

James.painter@surreycc.gov.uk

Sources/background papers

Your Fund Surrey Criteria

Your Fund Surrey Governance Document

Your Fund Surrey Process Review

Your Fund Surrey Delegated Officer Decision Report

Your Fund Surrey Cabinet Report Normandy Café and Shop – CF104

Annex 1 – Useful Links

Annex 2 – Summary of Application Stages

Annex 3 – January 2022 Your Fund Surrey Report

Annex 4 – Scoring Matrix

Annex 5 – Your Fund Surrey Decision Tracker

Useful Links

[Your Fund Surrey Website](#)

[Your Fund Surrey Promotional Video - YouTube](#)

[Idea Submission Guidance Document](#)

[Full Submission Guidance Document](#)

[Frequently Asked Questions](#)

Cabinet Reports & related documents

21 July 2020

[Report of The Community Projects Fund Task Group](#)

[Cabinet Responses to CPF Task and Finish Group](#)

[Webcast for 107/20](#)

21 July 2020

[Cabinet Report](#)

[Webcast](#)

[Annex 1 – CPF process and criteria \(V.1 internal reference\)](#)

[Annex 2- Equalities Impact Assessment](#)

29 September 2020

[Cabinet Report](#)

[Webcast](#)

[Annex 1. CPF Process and Criteria \(V.3 internal reference\)](#)

[Annex 2. Equality Impact Assessment](#)

26 January 2021

[Cabinet Report](#)

[Webcast](#)

[Equality Impact Assessment](#)

This page is intentionally left blank

Summary of Application Process



Diagram 1: Key Steps 1-6

Summary

Step 1. Ideas Development (LIVE Nov 2020)

Residents and Communities are encouraged to share their idea on the dedicated commonplace [site](#), which is ideas creation and development, as well as being an opportunity for applicants to gain community support. Users log their idea in two simple steps place initial ideas geographically on a map of Surrey, filling in key fields such as what their project is and who it will benefit. This site is open 24-7 and users are encouraged to share their posted ideas on social media. Since the site opened in November 2020, it has received 150,000 visits and over 1,400 ideas have been logged.

Step 2. Ideas Submission (LIVE March 2021)

The application process has two stages; both use the same online application portal. This initial stage consists of 29 simple key questions on an online form with for the applicant to complete. [Guidance notes](#) have been published and information buttons appear alongside each question. An applicant's form is open to them work on at any time on up until they submit. The site will remain open with no set 'rounds' for applications, or formal deadlines for applicants to submit therefore, applicants are able to proceed at a speed they are comfortable with.

Step 3. Full Submission (Spring 2021)

Your Fund Surrey officers will review all projects submitted at Step 2 against a pass/fail criterion. Applications which pass will be invited to submit a full submission

via the online application portal. The full submission is an online application with 26 questions. Applicants may also be required to upload supporting documentation to provide evidence of community engagement, building consents, business case and implementation plans. Guidance notes will be published, and information buttons appear alongside each question.

Step 4. Assessment (to start late Spring 2021)

The Your Fund Surrey (YFS) team supported by a subject expert from across Surrey County Council and partners, will assess applicants full project submissions rigorously against the fund requirements and scoring criteria. The Local County Councillor will be consulted on an application, prior to scoring. Applicants may be contacted or visited by the YFS team as part of this process. Shortlisted applications will be referred to the YFS Advisory Panel for consideration. Those applications rejected at the assessment stage will be provided with individual feedback.

Step 5. Your Fund Surrey Advisory Panel

The Your Fund Surrey (YFS) Advisory Panel will review shortlisted applications following assessment and scoring of bids to advise on and inform the final officer recommendations to the appropriate decision-maker. The Panel may choose to re-refer an application.

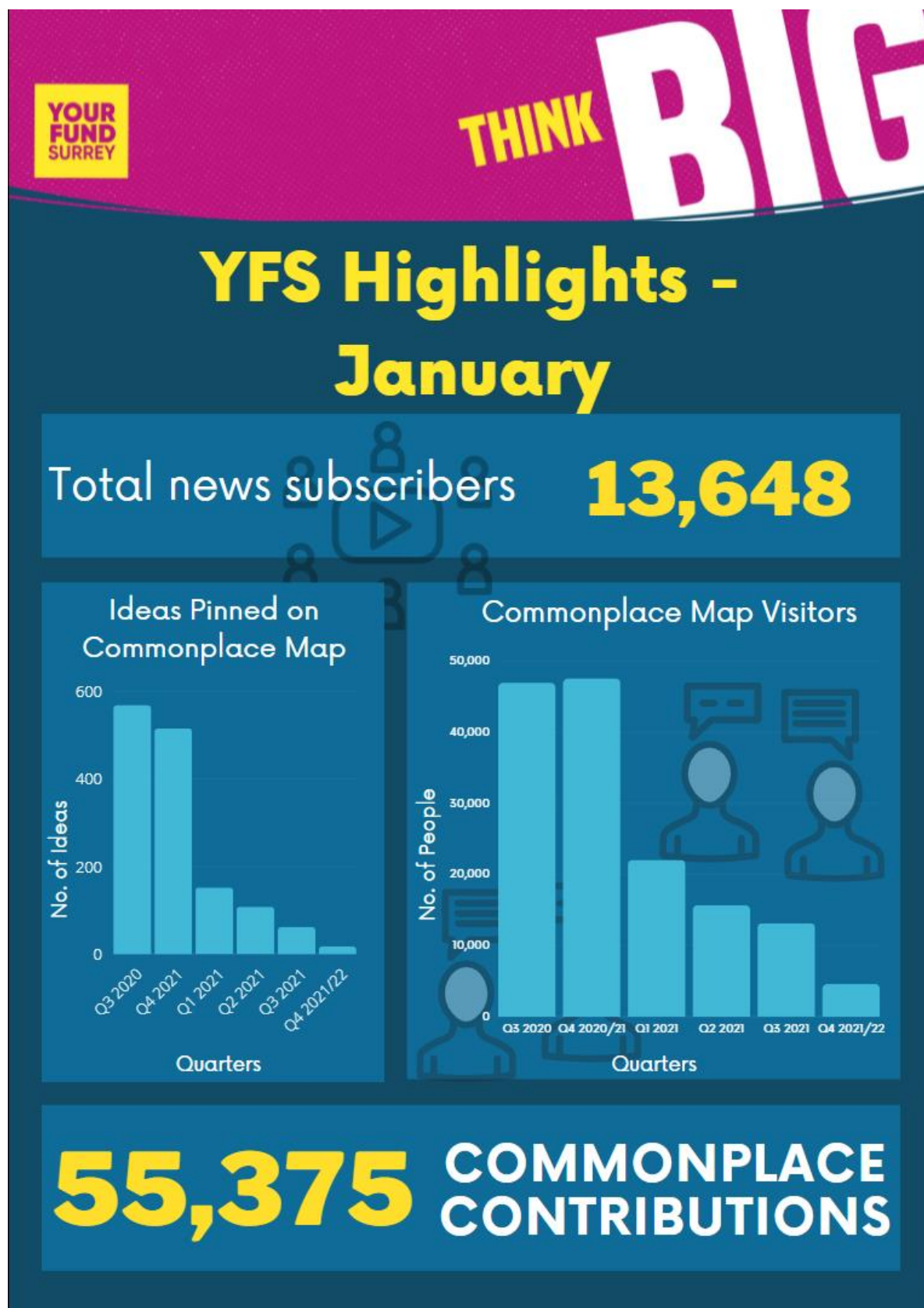
The YFS Advisory Panel functions only in an advisory capacity and its role is intended to assist formal decision-making processes which sit outside the Panel. The Panel will operate with the direct support and advice of key officers under the oversight of an Executive Director within the County Council.

Step 6. Award of Funding

The Your Fund Surrey (YFS) Advisory Panel will advise on and inform final officer recommendations to the appropriate decision maker on the proposed funding awards to be made. All financial decisions will then be taken within the County Council's formal decision-making processes. Successful projects which gain funding will then be monitored to ensure delivery against agreed outcomes.

January 2022 Your Fund Surrey Report







**YOUR
FUND
SURREY**

THINK

BIG

YFS Highlights - Success Stories



On behalf of our Steering Group, our vital key holders, and the growing number of "shedders" already benefitting from the facilities, a huge and grateful "Thank you!"
- Michael O'Sullivan, Trustee and Treasurer of the Weybridge Men's Shed Charity



"This funding will enable individuals, families and sporting and community groups regardless of ability to enjoy spending time outdoors thus increasing their health and wellbeing" - Helen Maguire from Claygate Recreation Ground Trust



Surrey County Councillor Mark Nuti – Cabinet Member for communities hands over Your Fund Surrey cheque to Bob Hutton Chair of the Normandy Community Shop and Café with other members of the committee present. Surrey County Councillor for Worplesdon Keith Witham and Paul Howarth Normandy Parish Council were also present.

Scoring Matrix (w/ scoring guidance)

Question	Criteria details	Scoring guidance (score 1-5)	Weighting
1. How will the project be delivered?	Projects should have a clear project plan in place to show how the project will be delivered and demonstrate you have the necessary support needed to do so.	<p>We assess the project plan; costs; resources; time; management and maintenance plan; planning and permissions in place alongside all other documentation;</p> <ul style="list-style-type: none"> i. Is there a clear, comprehensive plan to deliver and have risks been adequately addressed? ii. Is there a clear plan to manage and maintain the project? iii. Are the timescales proposed for delivery sensible? iv. Does the finance information demonstrate the project is deliverable and sustainable? Have quotes been provided to justify all costs? v. Are there adequate and appropriate resources to deliver and run the project? 	30
2. Is there any additional help needed to run the project?	Proposals should highlight if there are additional people or volunteers that can be called upon, or money from other sources that can be used to make the project work.	<p>We assess the finances; accounts; other funding evidence; quotes; resources; constitution; partnerships and wider community alongside all other documentation;</p> <ul style="list-style-type: none"> i. Are volunteers included in the project proposals? ii. Has the project achieved other funding towards the project? iii. Are there any support networks or partnerships? iv. Is there a suitable organisation structure in place to deliver, manage and maintain the project? v. Is the project financially and commercially viable and value for money? 	17.5

Question	Criteria details	Scoring guidance (score 1-5)	Weighting
3. What are the long-term benefits?	Please outline how using the funding will have lasting benefits, for at least five years going forward, explaining who will benefit and how they will benefit.	<p>We assess the needs assessment; evaluation plan; community engagement (including letters of support); financial information; management and maintenance plan alongside all other documentation;</p> <ul style="list-style-type: none"> i. Is it clear and evidenced who will benefit and how? ii. Is the evaluation relevant? iii. Are the benefits sustainable for at least 5 years? iv. Has adequate engagement been undertaken to corroborate who will benefit and how? v. Are >5 aims of the Community Vision for Surrey in 2030 met by this project? 	17.5
4. Does it make a positive difference to people's lives?	Show us how the project will make a positive difference to peoples' lives and the wider community. This could include improving people's health and wellbeing, the environment around them or helping people to come together.	<p>We assess the support for the project; the needs assessment; surveys; CPB report; engagement undertaken, alongside all other documentation;</p> <ul style="list-style-type: none"> i. Are the community needs clear and evidenced? ii. Evidence of engagement with wider community. Assess the broadness of groups benefitting and/or any specific under-represented groups. Is the project adding something new and extending to the wider community? iii. Consider the amount of project support iv. Has the project made connections with other relevant organisations and/or partnerships? v. Any negative comments and/or objections? Are they significant enough to warrant a zero score in this criteria? 	17.5

Question	Criteria	Scoring Guidance Score (1-5)	Weighting
5. Has the environmental impact of the project been considered?	Show that the project will encourage sustainable practices and activity and that long term won't have a negative impact on the environment.	<p>We assess the evaluation plan; the project plan and risk assessment and the management and maintenance plan alongside all other documentation to assess environmental impact;</p> <ul style="list-style-type: none"> i. In construction ii. In use iii. Sustainability considered over project lifecycle and sustainable practices proposed? iv. Any environmental enhancements or innovation? v. Any negatives? Are they significant enough to warrant a zero score in this criteria? 	17.5

This page is intentionally left blank

Your Fund Surrey Decision Tracker

Advisory panel	Final Officer recommendation in consultation with Advisory panel	Decision maker (date)	Decision Report	Latest position
15 December 2021	The delegated decision maker approves the award of funding to project CF110 Limpsfield Way Walk and Cycle route, for £49,509.	Marie Snelling - Executive Director of Customer and Communities (20 December 2021)	Surrey County Council - Decision - Your Fund Surrey Application - Limpsfield Way Walk and Cycle Route CF110 (surreycc.gov.uk)	Provisional offer dispatched Payment terms being agreed
20 October 2021	The delegated decision maker approves the award of funding to project Normandy Community Shop and Cafe Limited, for the full amount requested £518,354.	Cabinet (30 November 2021)	Decisions Tuesday 30-Nov-2021 14.00 Cabinet.pdf (surreycc.gov.uk)	Provisional offer dispatched Payment terms being agreed
22 September 2021	The delegated decision maker approves the award of funding to project CF105 Weybridge Men's Shed, for the full amount requested £30,000.	Marie Snelling - Executive Director of Customer and Communities (5 October 2021)	Surrey County Council - Decision - Your Fund Surrey - October 2021 (surreycc.gov.uk)	Funding agreement sealed First payment made Project in delivery

22 September 2021	The delegated decision maker approves the award of funding to CF159 Claygate Recreation Ground Trust - Inclusive Community Clubhouse access and Family Garden project, for the full amount requested of £35,000.	Marie Snelling - Executive Director of Customer and Communities (5 October 2021)	Surrey County Council - Decision - Your Fund Surrey - October 2021 (surreycc.gov.uk)	Funding agreement sealed Payment made Project grand opening April 2022
-------------------	--	---	---	--

TUESDAY 8 MARCH 2022

OUTLINE BUSINESS CASE FOR THE RE-PROCUREMENT OF WASTE TREATMENT AND DISPOSAL SERVICES – UPDATE ON DIRECTIONS OF TRAVEL

Purpose of report:

To seek feedback on the Outline Business Case (OBC) approach for the re-procurement of waste treatment and disposal contracts which are to commence in September 2024.

Introduction:

1. Surrey County Council is the statutory Waste Disposal Authority (WDA) responsible for the transfer, treatment and disposal of all household waste collected within Surrey.
2. The current waste disposal contract managed by SUEZ is due to expire in September 2024, therefore, the council needs to procure new arrangements to take effect from that date.
3. The purpose of this paper is to seek feedback on the current approach and timeline for the re-procurement and the emerging Outline Business Case (OBC) which will include decisions for Cabinet on:
 - Overall aims of the contract: what we are trying to achieve
 - The delivery model: whether services are delivered in-house or outsourced
 - Contract structure: the number of contracts and contractors, whether to have one contract and supplier as per the current situation or to disaggregate into a number of smaller contracts and what those smaller contracts be made up of
4. The OBC is expected to go to Cabinet by May with the full Procurement Strategy going to the Communities, Environment & Highways (CEH) Select Committee in June, and Cabinet in July. Feedback will be requested from CEH Select Committee on the OBC at the Committee meeting on 8 March.

Background:

5. SUEZ Recycling and Recovery Surrey LTD (hereon, SUEZ) on behalf of Surrey County Council manage approximately 500KT (kiloton) of waste each year. The

current waste disposal delivery model is a 25-year integrated Private Finance Initiative (PFI) contract and covers the transfer, treatment and disposal of all household waste collected within Surrey. This includes: the disposal of the recyclable material for nine of the districts and borough councils; residual waste collected by all 11 authorities via five waste transfer stations and a bulking facility and the provision of 15 community recycling centres. There is also an amount of commercial waste collected by these authorities that the county council arranges the treatment and disposal of. Figure 1 illustrates the current system.

6. The cost of the current contract with SUEZ is approximately £64 million per annum.

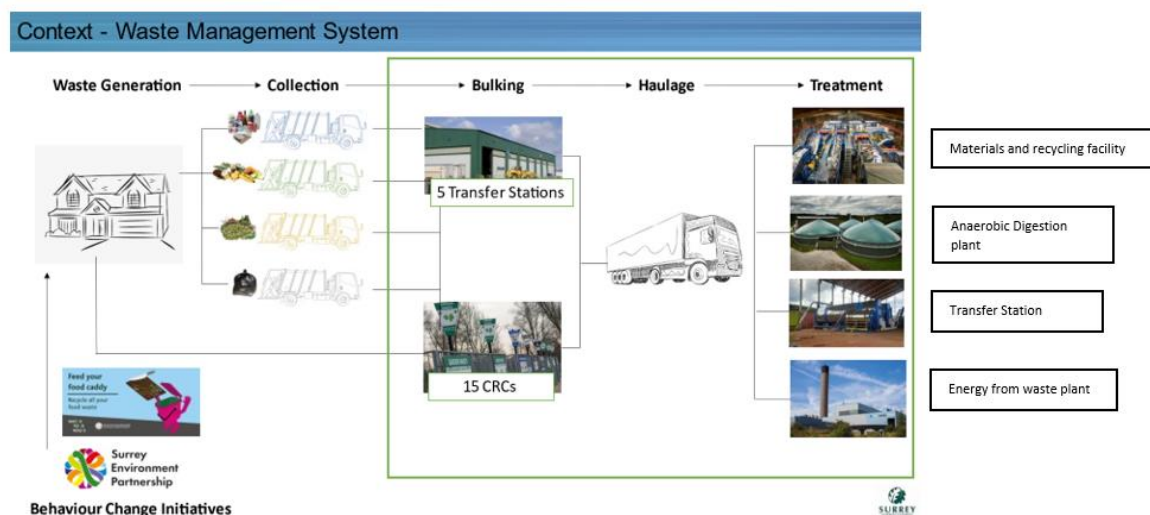


Figure 1. Current Waste Management System, area outlined in Green is Surrey County Council (SCC) functions, with everything to the left being district and borough functions.

7. In addition, SUEZ have developed the Eco Park at Shepperton which comprises an anaerobic digestion (AD) plant for 40 KT/A (kiloton per annum) of food waste and a gasification plant for 56 KT/A of residual waste together with a recyclable bulking facility and community recycling centre. The AD plant has been commissioned and is now processing all of Surrey's food waste. The gasification plant remains in commissioning.

Strategic Policy Context

8. The Government's Resources and Waste Strategy, 2018 (RWS) (the legal foundation of which is the Environment Bill 2021) was published in 2018 and has been the subject of two public consultations. Whilst the RWS has not been finalised yet, there are several key aspects of the national strategy which are expected, and which will impact on local government's delivery of these services:
 1. A target of zero avoidable waste by 2050
 2. The phasing out of avoidable plastics
 3. New targets for waste and recycling

4. A target to stop food waste to landfill by 2030
 5. Reform of the Packaging Recovery Note (PRN) system
9. The Strategy's ambition for waste management is as follows: *Rethink our current approach to waste, to create a system centred on circular economy principles that seeks to prioritise the reduction of waste creation, encouraging innovative approaches to waste reutilisation and recycling - throwing away will become a last resort.* The targets associated with this ambition are:
1. 75 per cent of packaging reused or recycled by 2030;
 2. 70 per cent of all local authority collected waste reused, composted or recycled by 2030, and
 3. Zero per cent of waste sent to landfill and 50 per cent reduction in food waste generated by 2030.
10. The options considered within the Outline Business case aim to contribute to, or enable, the delivery of solutions to meet these targets and ambitions, as well as be flexible enough to accommodate changes mandated through the Government's Waste and Resources Strategy when known.

Outline Business Case development (work to date)

Governance and scrutiny

11. A Rethinking Waste Programme Board has been set up to oversee the procurement of the new waste contract(s). Membership of the Board includes finance, procurement and legal colleagues and is chaired by the Executive Director for Environment and Transport, Katie Stewart. The Deputy Chief Executive and s151 Officer, Leigh Whitehouse, also sits on the Board to provide additional assurance for the Council.
12. The Board approved the Initial Business Case for the re-procurement on 18 February 2021 and has since provided a strategic steer for the development of the OBC.
13. A Member Seminar on the Rethinking Waste Programme took place on 22 November 2021 and updates were presented to the Council's Major Projects Board in June 2021 and January 2022 seeking feedback on the proposed approach.
14. Further scrutiny of the development of the procurement strategy to be discussed at the Committee meeting on 8 March.

Engagement and Research

15. There has been significant engagement with Surrey's districts and boroughs to ensure future arrangements enable efficient working between disposal and collection activities. The feedback from this engagement, which included a desire to reduce wait times at transfer stations, will be incorporated into the contract specification.

16. Findings from this engagement found that districts and boroughs would like to see frictionless working, particular in relation to transfer stations and their operation. Additionally, there was county wide support for a Surrey-based Materials Recycling Facility. A detailed summary of engagement with districts and boroughs is included in **Annex 1**.
17. In addition, engagement was also carried out with peer Waste Disposal Authorities seeking opportunities for collaboration and where possible, insight on service design and procurement based on their recent experience. Although procurement timelines did not facilitate any immediate collaboration opportunities, relationships with these authorities are now developed and will be used to explore such options in future as opportunities arise. Further, the feedback from the experience of other disposal authorities made clear the benefit of disaggregating the contract into smaller lots. The evidence taken from engagement meetings with peer Waste Disposal Authorities is included at **Annex 2**.
18. Initial market engagement has been undertaken in conjunction with the Council's corporate procurement team to inform future service structure, contract durations, contract disaggregation and risk allocation to ensure best value can be derived from the services being procured. This will be followed up with detailed market engagement in the spring.
19. Additional work has also been undertaken to:
- gather data on current and future waste volumes and composition, existing market capacity for treatment and disposal in Surrey and the potential need for new infrastructure
 - develop an options appraisal on future delivery model, based on current market conditions, examining a range of potential models and using detailed market analysis. This included a policy review to establish the implications of the emerging Government Waste and Resources Strategy on the service and an assessment of existing waste treatment capacity and infrastructure to identify possible gaps and constraints. The work was undertaken by specialist waste industry consultants Eunomia. Due to the nature of the information contained within the report, this information is confidential at this stage of the procurement process.
 - establish the carbon impact baseline of Surrey County Council's waste service which in turn will provide a benchmark against which to set future targets and measure performance. The output from this piece of work undertaken by consultants Ricardo is included at **Annex 3**.
 - assess the possible impact of the current Eco Park dispute and any necessary mitigating action, which is ongoing.

20. In addition, the Council's Contract and Advisory team were commissioned to undertake a value for money review on the current integrated contract with SUEZ to identify areas for improvement in future contracts and to provide feedback for the final strategic options appraisal that will be contained within the Outline Business Case. This included considering the relative merits of taking all or part of the service in-house and whether disaggregation of the service would be more efficient than an integrated contract. The output from the value for money review is included at **Annex 4**. The Strategic Options Appraisal Report can be found at **Annex 5**.

Outline Business Case – Current Approach

21. The Outline Business Case (OBC) will set out the proposed approach to the re-procurement: what we want to achieve through the re-procurement; the proposed delivery model; and the possible contract structure. The initial thinking around each of these elements has been given below. The approach will be refined following further engagement with districts and boroughs and more in-depth market research.

Aims of the re-procurement: what are we trying to achieve?

22. Proposed aims include:

- Adoption of a circular economy model - to minimise waste, increase reuse and recycling, maximising the value of resources
- Resource recovery is maximised from residual waste
- Waste to landfill is negligible
- Provide flexibility in the structure of contracts procured for change and innovation
- Allocate and manage service delivery risks optimally
- More value for money, reduced costs
- Provide improved budget certainty
- Reduced carbon impact of waste disposal
- Ensure contracts deliver optimal social value

Proposed Delivery Model

23. The OBC will propose how the service will be delivered and whether any elements of the service can be delivered in house. The initial view is that it is unlikely that an in-house model would offer value for money or the flexibility the service will need over coming years, nor that we will have the resources or expertise to deliver any of the services in-house, and that there is sufficient interest from the market to ensure outsourcing that is value for money can take place. However, this will be further informed by more detailed market engagement which is planned to take place in February and March 2022 before the OBC is finalised and considered by Cabinet by May 2022.

Contract Structure

24. The OBC will also propose the contract structure and number of procurement lots. Experience from our existing long-term integrated contract, as well as market engagement and other evidence, is being used to inform and develop this aspect of the proposed model.
25. Current thinking, based on experience from the existing contract, a technical options appraisal by specialist waste contractors and initial market engagement is that the preferred approach would be to disaggregate the current contract into a number of separate contracts. This will allow us to open up the services to greater competition, and enable greater transparency, particularly around value for money. It will also enable greater flexibility around change and ensure that risks are allocated to those best placed to manage them.
26. Some of the specific reasons for a disaggregated contracts approach as compared to a fully integrated contract are summarised below:
 - There are very few contractors who will be able to deliver all aspects of an integrated contract, limiting competition during procurement and potentially affecting the resilience of the contract during its term. Disaggregation of contracts therefore will mitigate these risks and may also – as an added benefit – foster greater participation by Small and Medium Enterprises (SME).
 - Smaller contracts underpinned by less complex commercial models should improve transparency of the management of those services and create an environment conducive to collaboration and at the same giving more control to SCC in managing those contracts to best effect.
 - Upcoming legislation will require flexible arrangements to be built within contracts in order to adapt to change in line with future demands. Larger, integrated contracts are built on guaranteed volumes of waste delivered to facilities and focus on return on investment for the contractor. By contrast, smaller, disaggregated contracts will offer greater flexibility and controls for SCC.
 - In light of the procurement objective to deliver social value, a larger, integrated contract may reduce the range of opportunities that might be made available through the contract to deliver social value considerations. With smaller contracts to manage distinct service areas, SCC will be better able to design services and contracts to encourage local participation.
27. Finally, the OBC will identify how the existing contract will be disaggregated and how each of the contracts will be procured. The service's initial proposals for disaggregation are set out below; however, again, this will be further refined through the market engagement that will take place in February and March 2022:

- **Residual waste** - Multiple Lots using Competitive Dialogue (CD) or Competitive procedure with negotiation (CPN), with the procurement of treatment capacity using a variety of treatment facilities and technologies likely. May include haulage within the scope of the contract
- **Food waste** - Single Lot using Competitive Dialogue (CD) or Competitive procedure with negotiation (CPN) process. Options for the management of excess food waste collected by districts and boroughs beyond the capacity at the Eco Park will be decided following market engagement
- **Kerbside dry recycling-** Multiple Lots using open/restricted procedure Options for numbers of lots, approach to risk sharing as well as extent of haulage requirements and whether separate contracts are required will be determined following market engagement.
- **Community Recycling Centre (CRC) and Waste Transfer Station (WTS) operation-** Single lot using CD or CPN. Approach to risk sharing for sale of recyclable materials will be determined following market engagement.
- **Garden waste** – Multiple lots using open/restricted procedure. Market engagement will determine numbers of lots
- **Street cleaning waste** – Single lot using open/restricted process.
- **Bulky, fly-tipped & hazardous waste** - Single lot using open/restricted process but may be combined with either residual waste or CRC and WTS contract following feedback from market engagement.

28. Due to the ongoing dispute with SUEZ, the way in which the Eco Park and the facilities on it will be treated in the procurement is still under consideration.

29. New infrastructure, or improvements to existing infrastructure where needed, will be considered outside of the re-procurement, but provision will be made within the procurement to facilitate any future need.

Procurement stages and timetable

Timeline

30. The OBC will be presented to Cabinet by May for approval. Cabinet will be asked to endorse a preferred option and proposed approach to the procurement.

31. Officers will then develop the Procurement Strategy which will set out a robust governance and control framework for the proposed procurement of contracts and ensure the procurement has clear definition and direction. This will be presented to Cabinet in July and Cabinet will be asked to endorse the proposed routes to procurement for the future contracts

- 32. It is expected that the procurement for the elements being procured via Competitive Dialogue will commence in September 2022 with final business cases going to Cabinet between July and September 2023 for approval prior to award of contracts.
- 33. The procurement for the elements being procured via Restricted Procedures will commence on a phased basis commencing in the spring of 2023 with final business cases going to Cabinet in between October-December 2023 for approval prior to award of contracts.
- 34. A PowerPoint slide showing the high-level procurement timeline is included at **Annex 6**.

Risks and Issues

- 35. The proposed timetable allows adequate time for procurement and mobilisation of contracts to ensure a smooth transition when our current contract expires in September 2024, but this is a complex process and will need to be carefully managed.
- 36. The current situation around the Eco Park will need to be managed carefully to ensure that it dovetails with the future procurement of services. The service is planning for a number of different outcomes.
- 37. The way that the service reprocures the new services, in terms of types of contract, contract lengths, and numbers of lots will be informed by the further market engagement that will take place during February and March 2022 and therefore the direction of travel outlined in this report and the conclusions below may need to be amended in the final Outline Business Case presented to Cabinet by May.
- 38. Taking a disaggregated approach will need additional resource both in terms of the procurement process but also in relation to the future management of the contracts and how this resource need will be met needs to be considered in the OBC.

Conclusions:

- 39. Engagement to date with districts and boroughs, peer Waste Disposal Authorities and the market, along with detailed research and analysis by specialist waste industry consultants, support the initial assessment by the service that an outsourced model and disaggregated contracts will be the most effective approach to deliver on the proposed aims and objectives of this procurement.
- 40. However, this is a step change from the Council's existing model and requires careful planning and consideration to ensure the benefits are fully realised, and resources are in place to deliver. As such, the approach will be refined following further, more in-depth engagement with districts and boroughs and the market.

Recommendations:

41. Communities, Environment and Highways Select Committee are asked to:

- Provide feedback on the proposed approach to the OBC
- Agree avenues for future engagement with regards to the final OBC and the Procurement Strategy

Next steps:

The next steps for the OBC are as follows:

- OBC Approval by Cabinet by May
- Completion of a detailed Procurement Strategy for Cabinet Approval by July
- Conclusion of market engagement in the summer of 2022 prior to commencement of procurement projects

Report contact

Richard Parkinson – Resource and Circular Economy Group Manager,
Richard.parkinson@surreycc.gov.uk

Alan Horton – Rethinking Waste Programme Manager: Alan.horton@surreycc.gov.uk

Dr Jade-Ashlee Cox-Rawling – Rethinking Waste Programme Manager:
Jade.CoxRawling@surreycc.gov.uk

Sources/background papers

Annex 1 – Evidence from engagement with Districts and Boroughs

Annex 2 – Evidence from engagement with other Waste Disposal Authorities

Annex 3 – Carbon Baseline Report

Annex 4 – Value for Money Baseline Assessment & Improvement Opportunities

Annex 5 – Strategic Options Workshop Appraisal Report

Annex 6 – High Level Procurement Timeline

This page is intentionally left blank

Evidence from Engagement with District & Boroughs

Attendees from Surrey County Council:

- Richard Parkinson – Resource and Circular Economy Group Manager, Richard.parkinson@surreycc.gov.uk (RP)
- Alan Horton – Rethinking Waste Programme Manager: Alan.horton@surreycc.gov.uk (AH)
- Dr Jade-Ashlee Cox-Rawling – Rethinking Waste Programme Manager: Jade.CoxRawling@surreycc.gov.uk (JAR)

Meeting Objectives

Surrey County Council (JAR/RP/AH) conduct individual meetings with operational leads at districts and boroughs to:

- Update them on the Rethinking waste programme
- Discuss current key operational issues
- Identify how these may be overcome through the reprocurement
- Identify other opportunities to be explored in programme optioneering.

Summary of Outcomes

Summary of Key Themes	Key Actions for RTW Programme
<p>Transfer station, direct delivery /tipping points - must be considered for new contract as any changes to this will affect collection rounds.</p> <p>Capacity for Surrey County Council (SCC) sites to take commercial wastes – link to consultations / authorities who have introduced new commercial services.</p> <p>Capacity at transfer stations - Have experiences in the past where unloading times have been excessive.</p> <p>Opportunities for cross boundary tipping points, use of Household Waste Recycling Centres (HWRC).</p> <p>Opportunities for digitisation at transfer stations.</p>	<p>Infrastructure capacity mapping completed. Tipping destinations to be considered as part of specification and service design.</p> <p>Engagement with neighbouring Waste Disposal Authority (WDA) completed.</p> <p>To be included in optioneering, likely form part of bigger assessment of data needs of SCC. This also needs to be considered in the context of the Surrey Environment Partnership Integrated Waste Management Data System (SEP IWMDS) tool and team.</p>

Consideration of process and outlets for difficult to manage materials , examples included: tyres, oils, chemicals, abandoned vehicles. Better opportunities to share information.	Materials and outlets mapping completed. As well as initial market engagement.
Dry Mixed Recycling (DMR) – More detail on rejection at Materials Recovery Facilities (MRF) , and exploration of opportunities to have pre-sort at transfer stations .	DMR Contract development underway for pre-2024 which will resolve this issue. Consideration must be given to this in specification development for DMR. Template contracts from now can be used. To be explored with market and during specification development, as this can cause wider issues for space, cost, risk and contamination improvement work.
Supportive of Surrey Wide MRF - but require understanding of operation models and seriousness of SCC to pursue.	MRF recommendations, Infrastructure Strand, different timeline to procurement.

Evidence from engagement with other Waste Disposal Authorities

Hampshire County Council (HCC) 9 April 2021

- Current contracts end 2030.
- Two Materials Recovery Facility (MRF) coming to end of life.
- Feasibility progressing for MRF at Eastleigh. If this proceeds the existing MRFs will be re-purposed.
- Veolia have submitted an application for an Energy from Waste (EFW) plant in Alton. This is a purely commercial venture and Veolia will be seeking material if the project proceeds.
- Only one district and Portsmouth City Council collect food waste.
- HCC have an appetite for a Local Authority owned food waste facility. Currently 50 – 70 Kilo tonnes per annum (Ktpa)
- Need more transfer station capacity, particularly in the North of the county (e.g. Rushmoor)
- Hampshire have a mattress shredder. Works well. HCC are looking at the possibility of offering capacity to other Waste Disposal Authorities (WDA).
- Developer contributions are enabling the development of a new Community Recycling Centre (CRC) 'super site' in Aldershot, enabling the closure of two existing CRCs.
- Hampshire use a booking system for CRCs.

West Sussex County Council (WSCC) 16 April 2021

- WSCC are part of the ADEPT waste group.
- WSCC are considering moving to separate food from current Mechanical Biological Treatment (MBT) arrangements. **This may mean that they are seeking Merchant Capacity for Residual Waste at the same time as SCC.**
- Considering modifying existing MBT to take food waste only anaerobic digestion (AD). This may result in excess capacity. Very short timeframe for moving from black bag at MBT to separate food waste.
- These plans are contingent on districts and boroughs moving to separate food waste collections.
- WSCC have no contractual interest in Ford EFW. May be possibilities for anchor tonnages.
- WSCC residual is approx. 200Ktpa.

Kent County Council (KCC) 28 July 2021

- KCC operate a 'vast array' of contracts (over 30).
- Household Waste Recycling Centres (HWRC) split into three contracts geographically.

- Management of sites is left to the operators. KCC take an 'intelligent client' approach. Robust Key Performance Indicators (KPIs) underpin the contracts. Contracts encourage high recycling rates and landfill diversion.
- KCC take the risk on materials pricing from HWRC material. They track the markets and sell direct.
- Have a team of six contract compliance officers who manage all aspects of HWRC operation.
- KCC prefer to manage relationships within their supply chains themselves. This enables KCC to gain a good understanding of the market which in turn assists strategic planning.
- KCC fund their own infrastructure development projects.
- Use Microsoft Power BI for data management. Require all contractors to upload data with penalties for inaccuracies and late data provision.
- KCC advised that SCC should consider where waste haulier(s) could base their fleet.
- The KCC waste team employs 25 staff.

East Sussex County Council (ESCC) 26 August 2021

- ESCC send most of their DMR to Crayford MRF where they receive 75 per cent of the **actual** price achieved for recyclables netted off the processing cost. They had been advised that Viridor were selling Crayford MRF but apparently NOT to Biffa. ESCC saw this as a potential opportunity for acquisition by a consortium of WDAs.
- ESCC MRF in Brighton principally serves Brighton and Hove County Council. This facility has potential capacity for 60Ktpa but currently handles 22-24Ktpa using a single shift arrangement
- The ESCC MRF operates on a glass out basis. Veolia clean material at the MRF and obtain high prices. However, contamination is 'quite high'.
- Consultancy has been commissioned to establish what more could be done with the MRF, particularly considering Pots, Tubs and Trays (PTT). ESCC would like the MRF to work harder. The site occupies a small footprint and will never have sufficient capacity to take all of ESCC's DMR
- ESCC pay Veolia for DMR on banded prices per tonne. However, they receive half of the income generated by the MRF.
- Veolia are treating bulky waste including mattresses at Light Brothers' facility in Lewes. SCC to speak to Light Brothers to establish whether they could assist SCC with Bulky Waste
- The EFW plant used by ESCC (Newhaven) has capacity of 240Ktpa. ESCC and Brighton & Hove provide 190Ktpa. The plant operates two lines and is moving to a three-week close down every 24 months for maintenance.
- ESCC do not currently process food waste separately from Residual. EFW capacity will increase when food is collected separately
- There are no AD facilities available to ESCC in East Sussex. An In Vessel Composter (IVC) is currently taking all ESCC green waste but is ready to accept food waste. ESCC envisage treating 15-25Ktpa of food waste in the

short to medium term. The IVC may have insufficient capacity to meet this demand and ESCC envisage seeking 5Ktpa of market capacity for food waste.

- ESCC are very keen on collaboration. However, current contract with Veolia runs out to 2033. DMR sits outside of this contract
- Veolia run ESCC CRCs and WTSs. Veolia own the material collected at CRCs. ESCC take half of the income generated from these materials. ESCC pay Veolia a management fee for each CRC. Veolia manage and market all materials collected at CRCs.
- ESCC would like involvement in another MRF to handle their DMR (The MRF in Brighton is too small). They would be open to offering surplus capacity at such a facility commercially.
- ESCC would be interested in examining future data management options with SCC
- Reuse shops are located on all ESCC CRC sites. However, they don't receive any income from these

This page is intentionally left blank



Waste Services Carbon Modelling

Report for Surrey County Council

DRAFT

Customer:

Surrey County Council (SCC)

Customer reference:

ED15762

Confidentiality, copyright and reproduction:

This report is the Copyright of Surrey County Council and has been prepared by Ricardo Energy & Environment, a trading name of Ricardo-AEA Ltd. The contents of this report may not be reproduced, in whole or in part, nor passed to any organisation or person without the specific prior written permission of Surrey County Council. Ricardo Energy & Environment accepts no liability whatsoever to any third party for any loss or damage arising from any interpretation or use of the information contained in this report, or reliance on any views expressed therein, other than the liability that is agreed in the said contract.

Contact:

Rachel Espinosa, 30 Eastbourne Terrace,
London, W2 6LA, UK

T: +44 (0) 1235 753 498

E: Rachel.espinosa@ricardo.com

Author:

Ioanna Kyriazi

Approved by:

Rachel Espinosa

Signed



Date:

04/02/2022

Ref: ED 15762

Ricardo is certified to ISO9001, ISO14001, ISO27001 and ISO45001

Executive summary

To be completed following client review of this DRAFT report.

Table of Contents

Executive summary	iii
Table of Contents	iv
Glossary	v
1 Background	1
2 Methodology	2
2.1 Model	2
2.1.1 Development	2
2.1.2 Assumptions	3
2.1.3 Transport	4
2.1.4 Operations	4
2.1.5 Waste Processing Emissions	5
3 Results	6
3.1.1 Tonnes Modelled	6
3.1.2 Overall Emissions	11
3.1.3 Emissions per tonne	14
4 Recommendations for reducing the GHG emissions generated from waste management activities	20
5 Conclusions	21
Appendices	Error! Bookmark not defined.
A1 Model description	22
A1.1 Transport	22
A1.2 Operations	23
A1.3 Waste Processing Emissions	23

Glossary

Abbreviation	Definition
BEIS	Department for Business, Energy and Industrial Strategy
CAT	Carbon Assessment Tool
CO ₂ -eq	Carbon Dioxide equivalent
CRC	Community Recycling Centre
DD	Direct Delivery
DMR	Dry Mixed Recycling
EfW	Energy from Waste
GHG	Greenhouse Gas
MRF	Materials Recovery Facility
PAMS	Newspapers and Magazines
PTTs	Pots Tubs and Trays
SCC	Surrey County Council
TS	Transfer Station
WEEE	Waste Electronic and Electrical Equipment
WRAP	Waste and Resources Action Programme
WRATE	Waste and Resources Assessment Tool for the Environment

1 Background

Surrey County Council (SCC) is a county council in the South East of England, encompassing the 11 district and borough councils of: Elmbridge Borough Council, Epsom and Ewell Borough Council, Guildford Borough Council, Mole Valley District Council, Reigate and Banstead Borough Council, Runnymede Borough Council, Spelthorne Borough Council, Surrey Heath Borough Council, Tandridge District Council, Waverley Borough Council and Woking Borough Council.

Each council provides a comprehensive range of kerbside collection services for Dry Mixed Recycling (DMR), source segregated food waste, garden waste (charged opt-in service), charged bulky waste collections and residual waste. Although all these materials are collected at the kerbside by the councils, residents can also deposit these and other materials at one of fifteen Community Recycling Centres (CRCs) located across the County.

SCC's integrated waste management contract expires in September 2024 and SCC have commenced a programme to reprocure waste services within the county. The scope of services includes the operation of five waste transfer stations, fifteen community recycling centres and the transportation and treatment of all waste collected at those facilities. The 'Rethinking Waste' programme has as a principal objective, the re-procurement of waste services, however the scope and desired outcomes of the project go beyond that and are as follows:

- To ensure a circular economy model is adopted to minimise waste and maximise the value of resources
- To minimise the amount of waste produced
- To reduce the carbon impact of waste collection and disposal
- To reduce the illegal dumping of waste by fly tipping
- To increase the amount of waste that is recycled or reused
- To reduce the amount of waste sent to landfill
- To maximise the resource recovery of residual waste, and
- To ensure that service costs represent best value for money

SCC wishes to understand the scale and relative breakdown of greenhouse gas (GHG) emissions, (measured in CO₂-eq) arising from their existing waste contract services and has commissioned Ricardo Energy & Environment to complete a high-level carbon assessment. The system boundaries for this study consist of the activities within the management responsibility of SCC as the waste disposal authority, which include:

- the operation of the transfer stations
- the operation of CRCs
- the transport of waste and material streams
- processing and final treatment of the waste received at these sites.

In addition to the assessment, the team has identified the carbon emissions hotspots and recommended mitigation measures for the carbon intensity of the activities, which

could form part of a future procurement. The model used to assess the emissions will be provided to SCC, so that it can be updated in the future.

2 Methodology

The methodology focused on developing a model that robustly and transparently quantifies the baseline carbon emissions from the defined waste services.

The model development phase involved the design, development and testing of an excel-based tool that calculates the carbon emissions of the transport and processing of waste, as well as carbon emissions arising from the operations of the transfer stations and CRCs within the control of SCC, based on input data provided by the council and a set of agreed assumptions.

2.1 Model

2.1.1 Development

Ricardo developed a bespoke model for SCC, referred to in this report as the Carbon Assessment Tool (CAT). The CAT has been built according to the following specifications, which were developed in liaison with SCC and according to the specific requirements. As mentioned above, the primary aim of the model is to allow SCC to assess the carbon emissions arising from their current waste contract services. SCC should be provided with the functionality to update the model as and when required, with the latest actual data available to them. The following list sets out the key requirements for the design of the model:

- A. The model should accept input data such as quantity of waste, distances travelled, and vehicles used at the level of detail that is readily available to SCC. This input data should be easy to update.
- B. The model should use evidence-based assumptions and include references. These references should be easy to update, such as the origin of the carbon factors to allow for these updates to be made.
- C. The model should calculate the emissions related to the transport and processing (recycling, treatment and disposal) of the following materials:
 - i. Collected at kerbside:
 - a) Garden waste
 - b) Food waste
 - c) Residual (black bag) waste
 - d) Kerbside commingled dry recycling (further broken down into individual materials)
 - ii. Collected in CRCs:
 - a) Batteries and accumulators wastes
 - b) Chemical wastes
 - c) Discarded equipment (excluding discarded vehicles, batteries and accumulators wastes)
 - d) Glass wastes
 - e) Household and similar wastes
 - f) Metallic wastes, ferrous
 - g) Metallic wastes, mixed ferrous and non-ferrous

- h) Mineral waste from construction and demolition
- i) Other mineral wastes
- j) Paper and cardboard wastes
- k) Rubber wastes
- l) Textile wastes
- m) Used oils
- n) Vegetal wastes
- o) Wood wastes
- p) Plastic wastes

The model should calculate the quantity of relative carbon emissions attributable to the material streams managed, by associated process and the quantity of relative carbon emissions for the transport of the material streams. It should also present the emissions in graphs that facilitate the identification of the emissions hotspots in terms of processes and materials.

2.1.2 Assumptions

The model contains several assumptions that have been used to complete the calculations. Appendix A1 provides these assumptions in full detail, Table 1 highlights the key assumptions used.

Table 1: Key Modelling Assumptions

Item	Assumption	Function	Source
Residual waste destination	All residual waste assumed to be sent to EfW plants located within 100 miles from the transfer station or CRC.	Used to calculate emissions from transporting residual waste to the final destination and for the residual waste treatment solution.	Agreed in discussion with SCC
Final destinations post-MRF	For the distances from the MRFs to the final destinations, the destination where most of the tonnage was sent on average between October 2020 and June 2021 was selected as the sole destination.	Used to calculate emissions from transporting recyclables to their final destination.	DMR Destination List file provided by SCC
Trips	The trips to the facilities are assumed to be one-way for shipping and round trips for road transport.	Used to calculate transport emissions.	Assumption based on previous experience
DD & TS Distances	A weighted average was used for the distances where multiple destinations exist.	Used to calculate DD & TS transport emissions.	Agreed in discussion with SCC
CRC Distances	Materials from CRCs sent to transfer stations were assumed to travel 50 miles to their final destination	Used to calculate some of the CRC transport emissions.	Agreed in discussion with SCC

Item	Assumption	Function	Source
Operations	Transfer stations and CRC fuel consumption in operations is based on data from WRATE.	Emissions from operations	WRATE
Operations	Where emissions were reported for CRCs and transfer stations as one value, the average emission factor (tonnes CO ₂ -eq/tonne waste) was calculated for CRCs and applied to these values. These emissions were then deducted from the total emissions to calculate the emissions from transfer stations.	Emissions from operations	Data provided by Suez
Material Bulk Densities	WRAP's bulk density report, WRAP's Kerbside Analyser Tool (KAT), online sources (CRC materials)	Used to calculate the volume taken up by the waste quantities, by material, and thus the number of vehicle loads required.	WRAP
Vehicle Specifications	WRAP's Kerbside Analysis Tool and Department of Transport	Used to calculate fuel consumption, as well as number of vehicle loads.	Department of Transport
Fuel Emission Factors	UK Government Emission Factors	Used to calculate emissions from fuel consumption.	UK Government
Material Processing Emission Factors	Scottish Carbon Metric Note: this includes emissions from collection, transport, treatment and offsets, known as 'avoided emissions'.	Used to calculate emissions from waste processing.	Zero Waste Scotland
Electricity Grid Emission Factors	BEIS Factors	Used to calculate emissions from electric vehicles (in the future).	BEIS

2.1.3 Transport

The operational boundaries of SCC include the bulk transport of materials collected in the five transfer stations and fifteen CRCs to their final treatment destinations. Using the inputs, as outlined in Appendix 0, the model calculates the total mileage travelled for the transfer of each material collected at kerbside, from each transfer station and CRC, the total fuel consumption and the resulting carbon emissions. The Tool then displays results in tables and charts, as shown in section 3.

2.1.4 Operations

The operation of the five transfer stations and fifteen CRCs is within the scope of services provided by SCC. To account for the emissions from the operation of these sites, the model uses the annual electricity and fuel consumption. The results are

presented in totals and by material stream for each facility. The Tool then displays results in tables and charts, as shown in section 3. The calculation is presented in detail in Appendix 0. For the results presented in section 3, emissions provided by the sites' operator are used instead of electricity and fuels consumption.

2.1.5 Waste Processing Emissions

Waste processing emissions relate to the energy and fuels used to handle, sort and process the materials for recycling and treatment purposes i.e. post collection treatments such as MRFs, EfW plants, composting and landfill sites. Emissions primarily originate from fuels such as diesel and burning oil used by plant and equipment on site (scope 1 emissions) and from the import of electricity purchased from the national grid (scope 2 emissions). The Scottish Carbon Metric factors used to calculate processing emissions for each material include 'avoided emissions' and thus result in negative emissions for many materials. From a carbon accounting perspective, these avoided emissions would not be able to be counted in SCC's carbon footprint calculation, as they would form part of SCC's Scope 3 emissions. They have been used in this project to provide a high-level perspective of the contribution recycling makes in reducing the need for raw materials and energy to manufacture products from scratch.

Ricardo's CAT calculates waste processing emissions based on the final destination the user has selected. The calculation is presented in detail in Appendix 0. The Tool then displays results in tables and charts, as shown in section 3.

3 Results

The CAT model provides two forms of outputs: total emissions and emissions per tonne of waste. The total emissions section provides an overview for SCC to examine which components are most responsible for SCC's overall carbon footprint (hotspots), within the scope of this project. Whereas the emissions per tonne section allows SCC to compare materials on a like-for-like basis to determine which materials have larger footprints.

3.1.1 Tonnes Modelled

The tonnes entered into the model are shown in Table 2 and Table 4 below. These quantities are presented to provide context to the results in the following sections. In addition, Table 3 presents the composition of the kerbside collected materials. Residual waste makes up 43 per cent of the total, while recycling contamination averages 3 per cent of the total, or 11 per cent of the dry recyclable stream.

Waste Stream	Elmbridge BC	Epsom & Ewell BC	Guildford BC	Mole Valley DC	Reigate & Banstead BC	Runnymede BC	Spelthorne BC	Surrey Heath BC	Tandridge DC	Waverley BC	Woking BC	Total
Plastic bottles	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Plastic films	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Mixed Plastic	1%	1%	1%	1%	1%	1%	1%	2%	1%	2%	2%	1%
Recycling Contamination	3%	4%	5%	3%	2%	2%	2%	4%	5%	2%	3%	3%
Garden waste	22%	16%	22%	23%	15%	12%	12%	18%	18%	16%	21%	18%
Food waste	9%	8%	9%	9%	10%	9%	8%	12%	10%	10%	11%	10%
Residual waste	42%	47%	39%	40%	45%	52%	52%	38%	37%	42%	44%	43%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 4: CRC Tonnages Modelled

Waste Stream	Bond Road CRC	Bourne Mill CRC	Chaldon Road CRC	Lyne Lane CRC	Martyns Lane CRC	Nan-hurst CRC	Ranmore Road CRC	Swift Lane CRC	Wilton Road CRC	Witley CRC	Charlton Lane CRC	Earlswood CRC	Epsom CRC	Leatherhead CRC	Slyfield CRC	Total
Batteries and accumulators wastes	0	11	3	12	28	2	4	3	7	25	37	32	22	26	17	227
Chemical wastes	0	4	2	0	0	0	0	0	0	4	1	-	1	4	7	24
Discarded equipment (excluding discarded vehicles, batteries and accumulators wastes)	21	234	43	180	477	23	12	20	243	361	615	594	408	462	837	4,527
Glass wastes	-	-	-	-	-	-	-	-	-	-	-	-	1	0	0	2

Waste Stream	Bond Road CRC	Bourne Mill CRC	Chaldon Road CRC	Lyne Lane CRC	Martyrs Lane CRC	Nanhurst CRC	Ranmore Road CRC	Swift Lane CRC	Wilton Road CRC	Witley CRC	Charlton Lane CRC	Earlswood CRC	Epsom CRC	Leatherhead CRC	Slyfield CRC	Total
Household and similar wastes	11	871	608	1,523	2,279	1	2	14	1,828	1,783	3,200	2,779	1,519	2,321	1,518	20,257
Metallic wastes, ferrous	2	12	4	10	30	-	1	2	13	15	12	16	8	14	6	145
Metallic wastes, mixed ferrous and non-ferrous	14	298	105	306	713	53	33	27	418	476	798	787	353	612	370	5,363
Mineral waste from construction and demolition	-	-	-	-	14	-	-	-	7	22	26	26	46	48	33	223
Other mineral wastes	-	-	-	-	64	-	-	-	-	49	-	1	93	119	3	329
Paper and cardboard wastes	17	236	102	335	506	59	35	42	375	418	829	484	259	581	338	4,615
Rubber wastes	-	-	-	0	1	-	-	-	1	3	28	22	3	6	14	79
Textile wastes	4	50	22	45	80	15	7	9	62	86	115	116	81	126	58	875
Used oils	1	11	4	11	15	2	1	1	10	15	14	20	8	10	6	128
Vegetal wastes	103	1,224	430	1,446	2,113	328	224	347	1,989	2,151	2,132	2,260	1,400	1,975	861	18,982

Waste Stream	Bond Road CRC	Bourne Mill CRC	Chaldon Road CRC	Lyne Lane CRC	Martyrs Lane CRC	Nanhurst CRC	Ranmore Road CRC	Swift Lane CRC	Wilton Road CRC	Witley CRC	Charlton Lane CRC	Earlswood CRC	Epsom CRC	Leatherhead CRC	Slyfield CRC	Total
Wood wastes	34	683	361	884	1,896	122	83	104	1,170	1,228	2,369	2,008	1,365	1,715	1,048	15,070
Plastic wastes	-	-	-	-	-	0	-	-	-	-	-	-	-	-	-	0
Mineral waste from construction and demolition	-	-	-	-	271	-	-	-	135	206	300	264	154	251	171	1,753
Total	207	3,634	1,682	4,752	8,487	605	401	569	6,259	6,842	10,474	9,407	5,721	8,272	5,287	72,599

3.1.2 Overall Emissions

Figure 1 provides an overview of the total GHG (measured in CO₂-eq) emissions arising from the waste management services provided by SCC. Burdens, or emissions, are presented in blue as positive values, while avoided emissions, or gains, are presented in green as negative values. The transfer emissions amount to approximately 17,000 tonnes CO₂-eq, largely due to the export of materials. The CRC and transfer station operations amount to 1,000 tonnes CO₂-eq, while the treatment of the materials collected at kerbside and in the CRCs amount to approximately -39,000 tonnes CO₂-eq. Apart from the residual waste, the recycling contamination and the chemical wastes processing, the other materials provide savings, as recycling results in avoided emissions calculated from the avoided extraction and manufacturing of raw materials into new products. These emissions total -21,000 tonnes CO₂-eq, which is equivalent to diverting 46,000 tonnes of household waste from landfill.

Figure 1: Total emissions, tonnes CO₂-eq

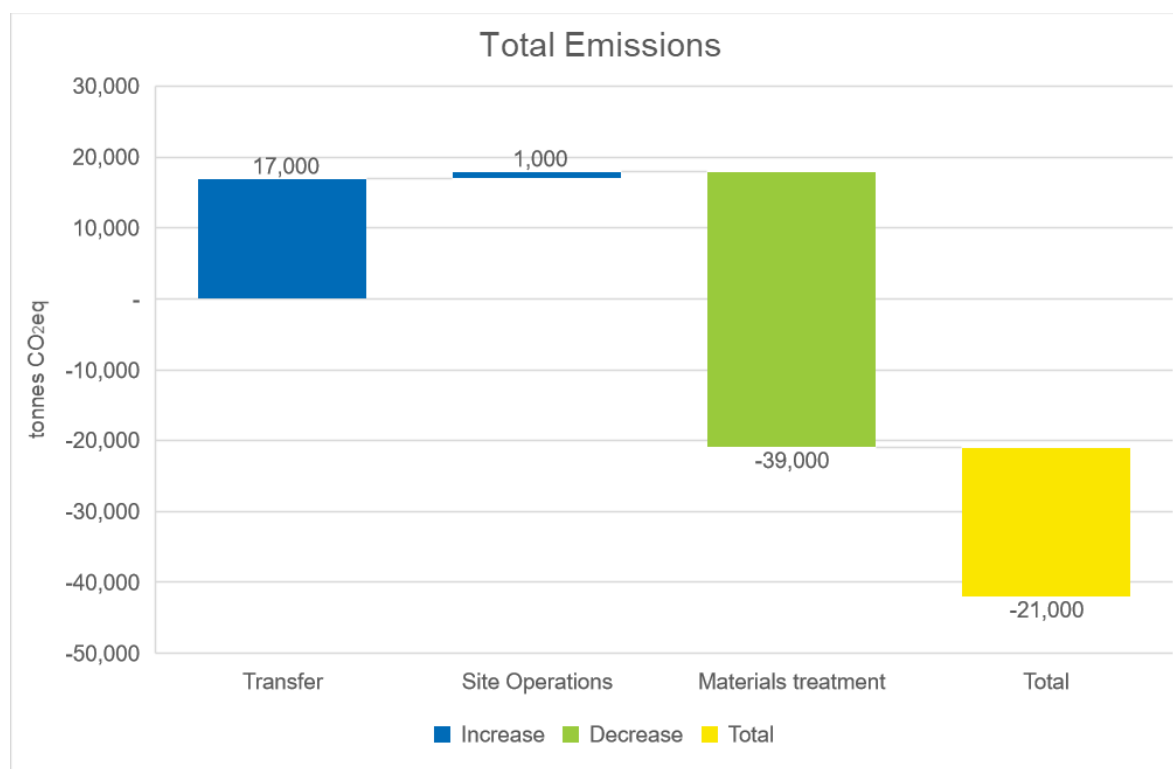


Figure 2 provides an overview of the emissions by kerbside collected material. Management of residual waste and recycling contamination shows a significant positive (detrimental) and high level of emissions (81,415 tonnes CO₂-eq), which is due to the use of EfW and landfill, as 6.4 per cent of the kerbside collected residual waste is landfilled. There are also positive (detrimental) emission values from the transfer of kerbside collected paper and card, due to the shipping of these materials to Turkey, India and Malaysia. These emissions amount to almost 10,000 tonnes CO₂-eq. However, these emissions are counterbalanced by the savings from recycling¹, in particular the recycling of paper, card, glass and metals.

¹ Materials treatment/ Processing includes recycling.

Figure 2: Kerbside collected materials emissions, tonnes CO₂-eq

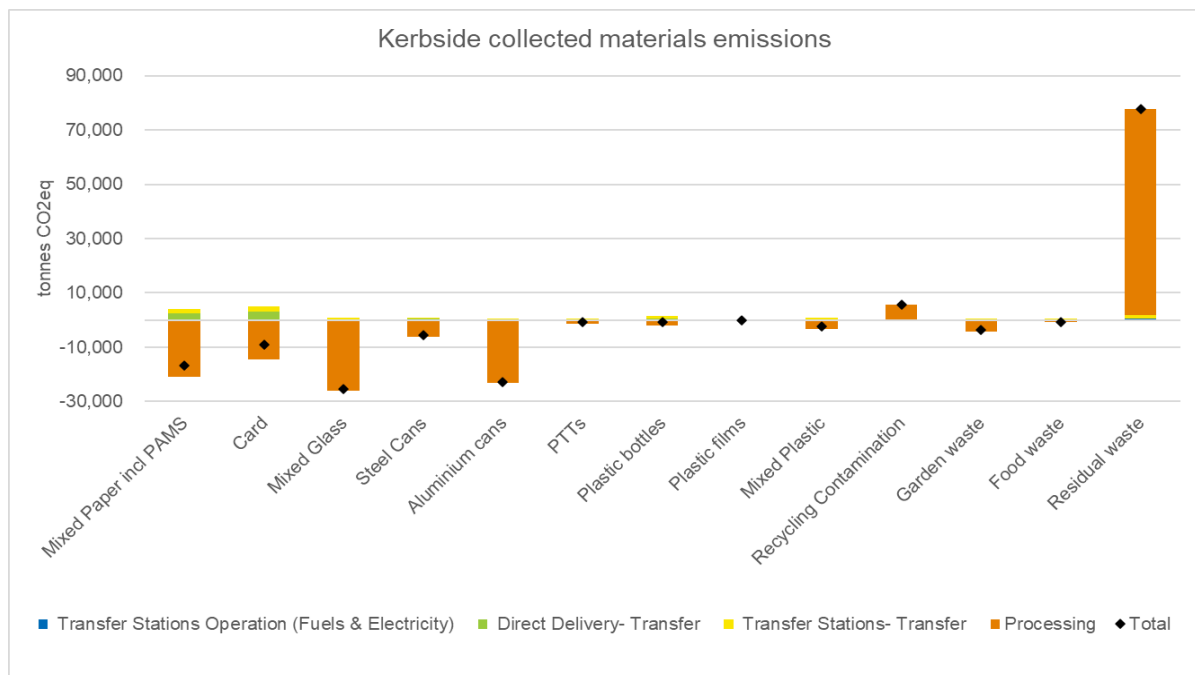
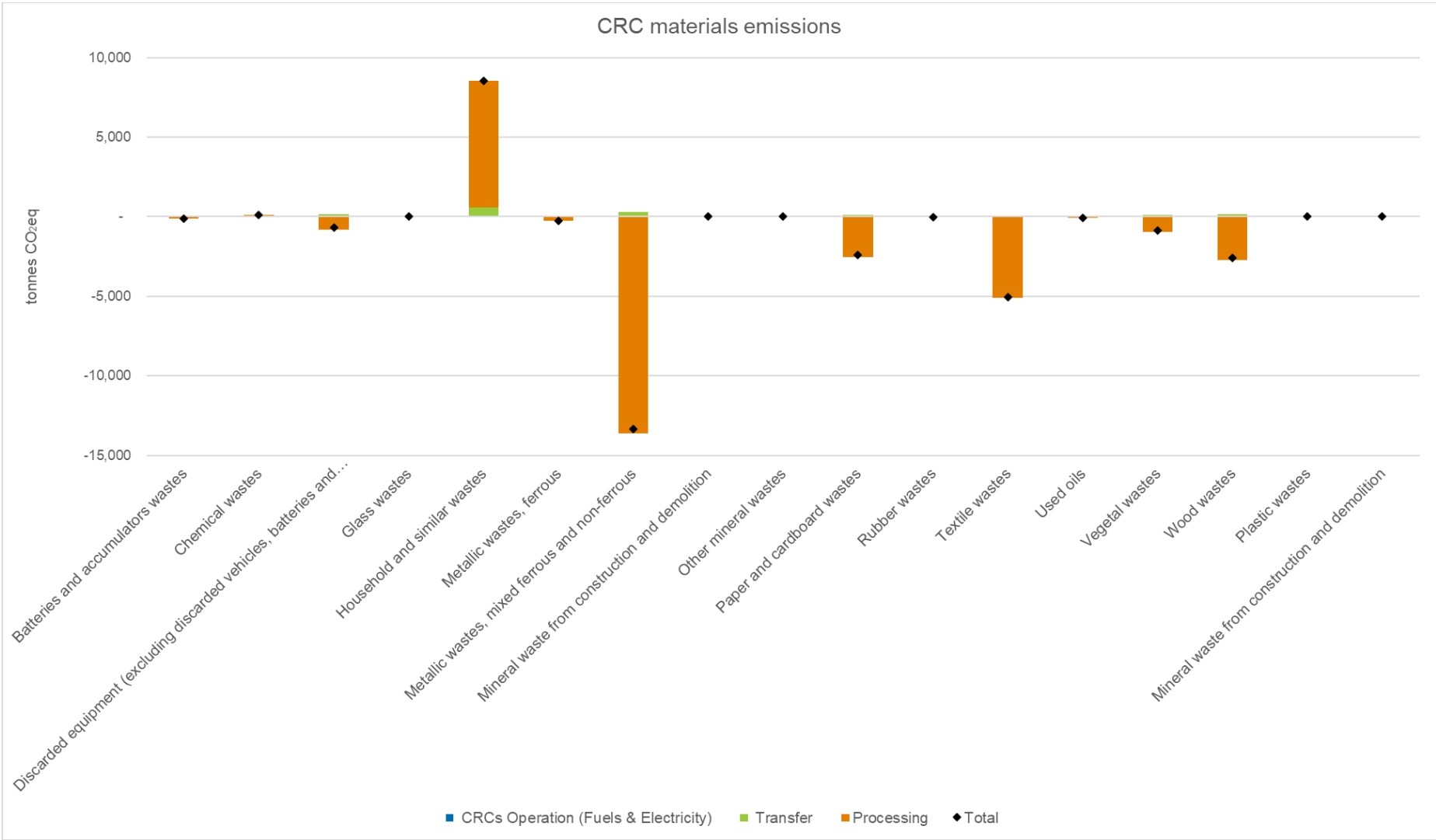


Figure 3 presents the emissions from each material type collected at the CRCs. The most predominant materials are the household and similar wastes, mentioned as 'residual waste from CRCs' from this point onwards, mixed metals, paper and card, textiles, vegetal and wood wastes due to their tonnages.

Figure 3: CRC materials emissions, tonnes CO₂-eq



3.1.3 Emissions per tonne

In order to gain a better understanding of the emissions hotspots and the most impactful materials and processes, it is important to examine the emissions per tonne. Figure 4 and Figure 5 **Error! Reference source not found.** present the processing and transfer emissions for the kerbside collected materials. In Figure 4 **Error! Reference source not found.**, it can be seen that the largest savings occur from recycling metals, in particular aluminium cans, which saves almost 10,000 kg CO₂-eq per tonne managed, while recycling contamination and residual waste generate the most emissions per tonne. It is worth noting that the emissions from food and garden waste are smaller than 100 kg CO₂-eq/ tonne and hence, not visible in the graph. Conversely, Figure 5 shows that the transfer of plastic bottles results in the highest emissions per tonne. This occurs because plastic bottles have low bulk density and the material is usually transported over large road distances within the UK, as seen in Table 5. The same applies to PTTs and steel cans, which have the second highest emissions. Plastic films are also transported over long distances within the country, but due to their low volume, their impact is not equally significant. Conversely, food, garden and residual waste streams have the lowest transport emissions, because much is directly delivered to the processing facilities and the rest travels relatively short distances.

It should be noted that exported materials (paper, card, aluminium cans) do not have the highest emissions, due to their density (paper in particular) and the large tonnages that cargo ships can transfer. Even though shipping is fuel intensive, the allocation of the emissions to each tonne transferred results in lower emissions when bulk transfer and longer distances are considered. By combining the results from Figure 5 and Table 5, it is evident that the transport mode is not the only factor for high transport emissions. It appears that transfer emissions depend more on the mileage rather than the means of transport, but also on the physical characteristics of the material, as the more bulky the waste stream, the more trips that are required.

Figure 4: Processing emissions for kerbside collected materials, kg CO₂-eq/ tonne

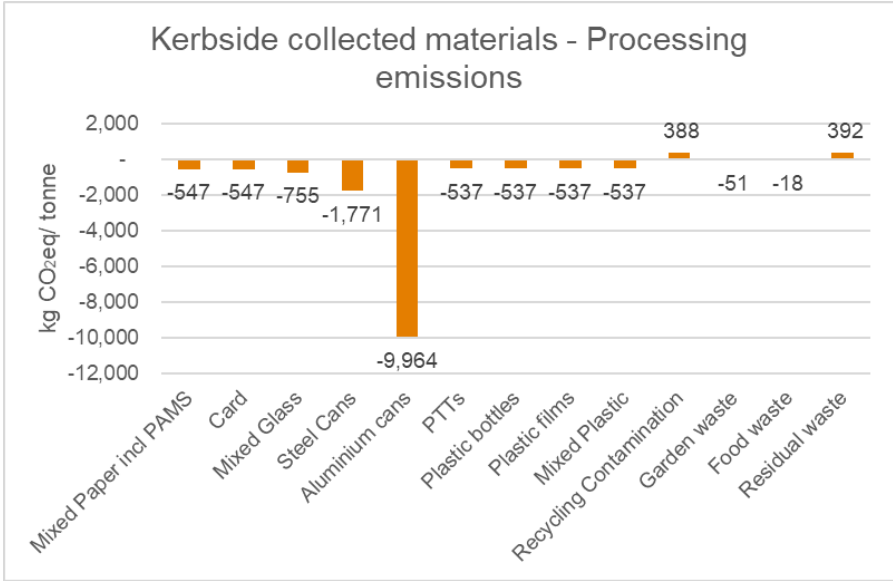


Figure 5: Transfer emissions for kerbside collected materials, kg CO₂-eq/ tonne

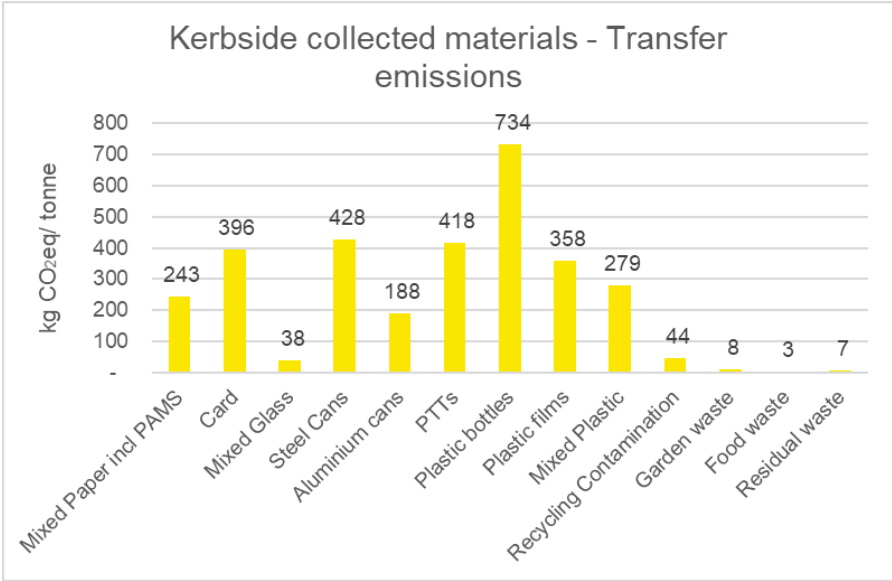


Table 5: Average mileage and percentage of shipping per material

	Average mileage (miles/tonne)	% Shipped abroad
Mixed Paper incl PAMS	16	38%
Card	45	92%
Mixed Glass	13	0%
Steel Cans	141	0%
Aluminium cans	47	20%
PTTs	148	0%
Plastic bottles	246	0%

	Average mileage (miles/ tonne)	% Shipped abroad
Plastic films	319	0%
Mixed Plastic	92	0%
Recycling Contamination	15	0%
Garden waste	4	0%
Food waste	1	0%
Residual waste	4	0%

Figure 6 presents the emissions per tonne of waste from CRCs, which are largely dominated by the processing emissions. Chemical wastes, along with mineral waste from construction and demolition, are the only materials for which recycling results in additional emissions. For mineral waste from construction and demolition, this can be attributed to the recycling process and especially the washing stage and fuel demand. On the contrary, textile wastes achieve the largest savings, together with metals, due to the avoided emissions from the production of virgin materials, which are energy and material intensive.

Figure 6: Emissions per tonne for CRC materials

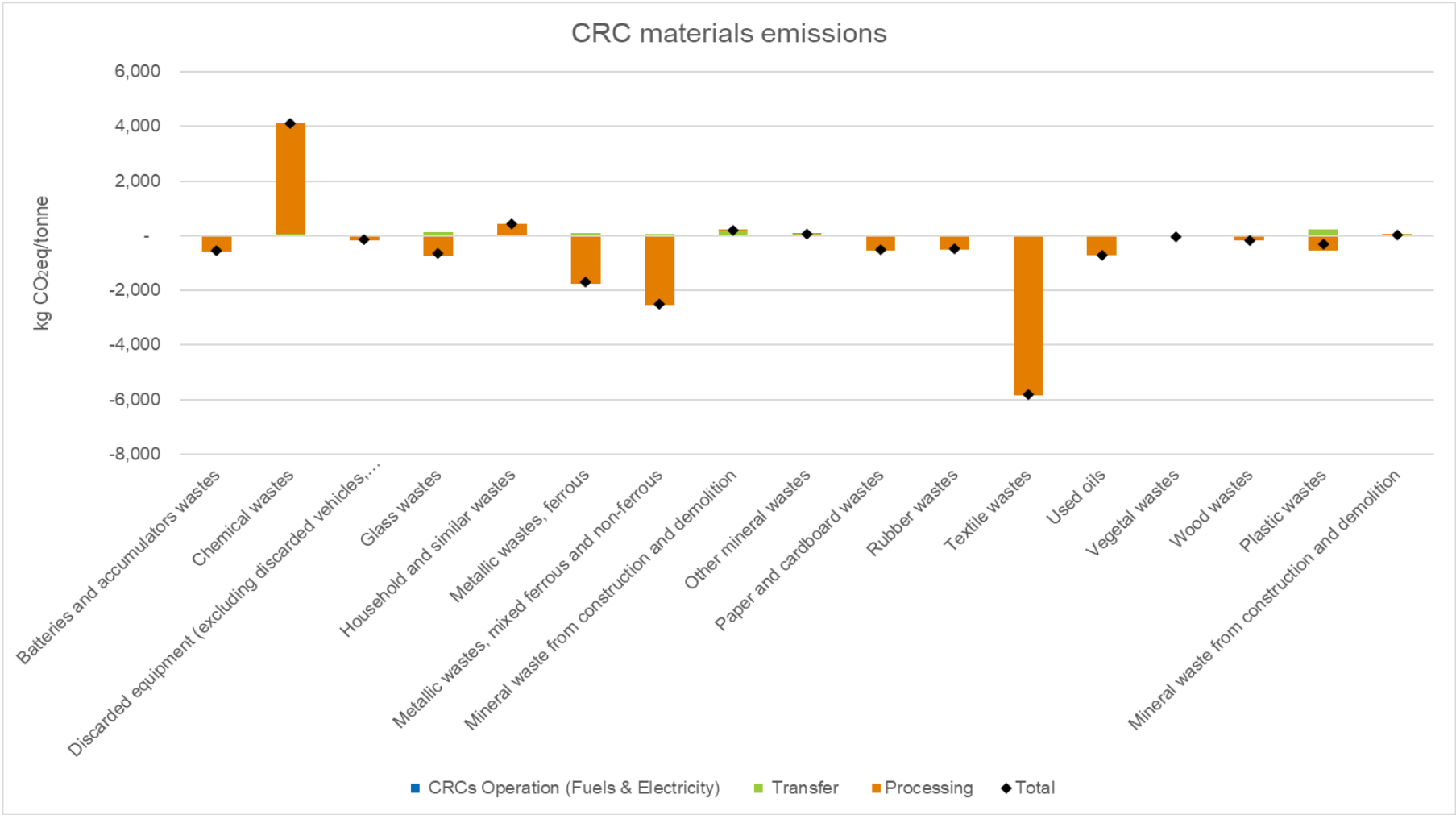
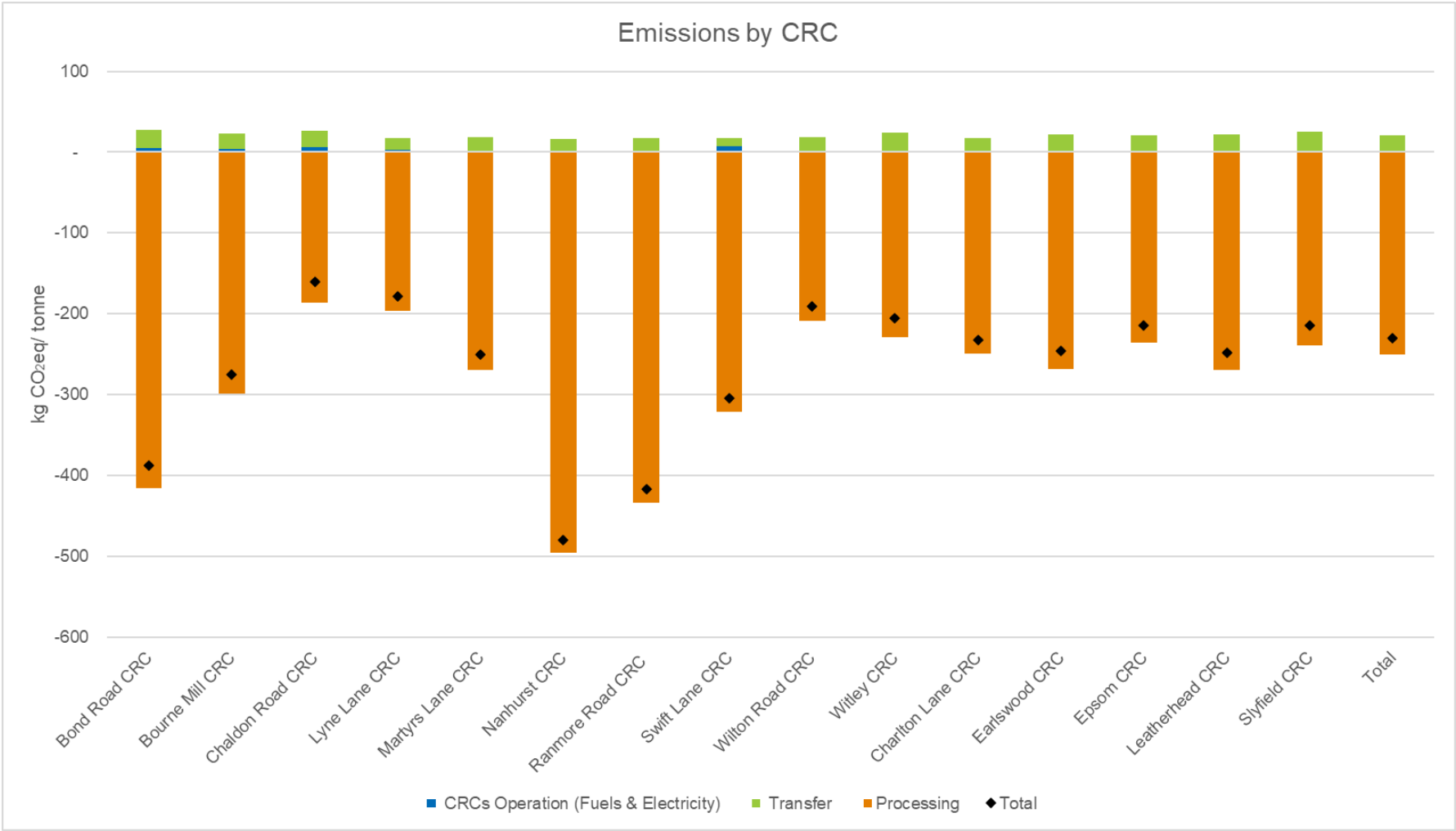


Figure 7 presents the emissions per tonne for each CRC. The results are driven by the composition of materials handled at the facilities. CRCs with large amounts of household and similar wastes, or residual waste, that is sent mostly to EfW plants will have an overall higher emission factor. This is because residual waste tonnages lead to higher emissions because the emission factor

for EfW or landfill has a positive value of 388 kg CO₂-eq per tonne. While CRCs with high recyclables tonnages will have lower emissions, since the emission factors include avoided emissions, The Nanhurst CRC is the site with the lowest emissions per tonne because there was only one tonne of household and similar wastes collected. On the contrary, the Chaldon Road CRC had the highest emissions per tonne because household and similar wastes made up more than a third of the waste on site.

Figure 7: Emissions per tonne by CRC



4 Recommendations for reducing the GHG emissions generated from waste management activities

Section 3 gives an overview of the processes and materials that contribute most to the carbon emissions associated with the waste services SCC provides. Ricardo suggests the following measures to reduce the carbon intensity of waste management activities:

1. For the kerbside collected materials:
 - a. Minimise landfilling of residual waste, as currently 6.4 per cent of kerbside collected residual waste and 8.8 per cent of residual waste from CRCs is landfilled (6.7 per cent of total residual waste, 2.7 per cent of total waste arisings).
 - b. Reduce the residual waste tonnages or divert to recycling to minimise the emissions associated with sending these materials to EfW facilities, as residual waste account for 43 per cent of the waste collected at kerbside within the boundaries of SCC. Encouraging citizens to increase source segregation and informing them of the environmental and financial benefits of recycling would help SCC and its WCAs increase recycling rates and reduce residual waste tonnages.
 - c. Minimise recycling contamination and ensure that any non-targeted materials that are collected are recycled and not disposed of. The first part of this measure can be achieved in conjunction with the measure above. However, it relies on close liaison with MRF operators and agreement around their sorting configurations and outputs.
 - d. Investigate ways to reduce emissions from the transfer and transport of recyclable materials. If reprocessing facilities close to Surrey are not available, ensuring that better planning of trips is considered to make use of empty vehicles on the 'return' or 'onward' journey, which could cut associated road emissions by almost half. In practice this means making full use of 'round trips', ensuring that vehicles are not returning empty.
 - e. Ensure that as much material as possible is recycled within the UK. It is not known whether SCC can directly influence this decision, as the dry recyclable materials are first sent to MRFs, but as seen in Figure 1, transport emissions account for the largest part of the total emissions.
2. For the CRCs:
 - a. Reduce the residual waste from CRCs tonnages or divert to recycling to minimise the emissions associated with sending these materials to EfW facilities and landfill. This can be achieved either in combination with measure 1b above or by undertaking more separation onsite at each CRC.
 - b. Investigate ways to reduce emissions from the transfer and transport of recyclable materials. If reprocessing facilities close to Surrey are not available, ensuring that better planning of trips is considered to make use of empty vehicles on the 'return' or 'onward' journey, will result in cutting road emissions by almost half. In practice this means making full use of 'round trips', ensuring that vehicles are not returning empty.

5 Conclusions

SCC's carbon footprint for the material streams managed amounts to a total of -20,837 tonnes CO₂-eq, which includes avoided emissions accrued from the contribution of recycling activity. Of this total figure, the majority (17,388 tonnes CO₂-eq) of the emissions arise from transport, as transport activities, including shipping of waste outside of the UK, are fuel-intensive. The remainder (-39,143 tonnes CO₂-eq) of emissions are generated from processing the materials, with site operations accounting for 918 tonnes CO₂-eq. It is worth highlighting that both the processing emissions and the total emissions have negative values, since the recycling of the materials result in higher 'avoided emissions' than those generated through transport and processing activity.

For recycling from kerbside collections, the materials that result in the largest gains through 'avoided emissions' are aluminium and steel cans, glass and paper. The materials that result in GHG emission burdens are residual waste, due to the emissions from EfW and plastic bottles, due to the emissions from transport.

For CRCs, the materials that result in the largest gains (avoided emissions) are textiles, metals and used oils, while the materials that result in GHG emission burdens are chemical wastes, residual waste and construction and demolition waste, due to their processing emissions.

The carbon intensity of the waste management activities included in this analysis can be reduced by reducing landfilling, diverting residual waste, rationalising the transport of bulk recyclable materials to processing facilities and avoiding the generation of the waste streams with the highest emission factors.

It should be noted that, in order to undertake this analysis, Ricardo applied assumptions where uncertainties arose or where data was missing. It is advised that SCC satisfies itself that these assumptions are reasonable and appropriate.

A1 Model description

A1.1 Transport

Ricardo has designed the CAT to calculate transport emissions using the following process:

1. The user enters information on the following items for each waste stream:
 - a. Waste / material quantities (tonnes)
 - b. Waste streams sent from the councils to transfer stations, tonnages in transfer stations and transfer station used by each council (if applicable)
 - c. Recycling composition
 - d. Waste / material destinations (primary, secondary, tertiary, and final destinations), in three different tabs, depending on the source (Direct Delivery, Transfer Station or CRC).
 - e. Vehicles used for each section of the journey, in three different tabs, depending on the source (Direct Delivery, Transfer Station or CRC).
 - f. One-way distances for each section of the journey (including the functionality to select whether the trip is one-way or a round-trip), in three different tabs, depending on the source (Direct Delivery, Transfer Station or CRC).
2. [Optional] The user modifies assumptions:
 - a. Vehicle specifications (including capacity in tonnes, volume and fuel efficiency)
 - b. Material bulk densities, to take account of material volumes
 - c. Fuel emission factors, to calculate CO₂-eq emissions
3. The model computes the following calculations for each waste stream:
 - a. The tonnages of DMR collected at kerbside and handled in transfer stations.
 - b. The number of trips required to transport the materials to their destinations, using trip data, the waste quantity data, bulk density assumptions, vehicle selection data and vehicle specification assumptions, in three different tabs, depending on the source (Direct Delivery, Transfer Station or CRC).

Note: the model calculates the number of trips required on a weight and volume basis and selects the higher value, as the vehicle could be limited by weight (for more dense waste streams) or volume (for less dense waste streams).
 - c. The total mileage travelled in each section of the journey, using the number of trips and the distance data, in three different tabs, depending on the source (Direct Delivery, Transfer Station or CRC).
 - d. The total fuel consumption for each section of the journey from the three sources, using the total mileage calculation and the vehicle specification assumptions.
 - e. The total carbon emissions from the fuels using the total fuel consumption and the emission factor assumptions.

A1.2 Operations

To account for the emissions from the operation of the transfer stations and CRCs, the model follows this process:

1. [Optional] In the “Lists” tab, Table 2d, the user specifies if the operation of the transfer station is within the scope of services.
2. The user enters information on the following items:
 - a. The annual electricity consumption in the CRCs and transfer stations.
 - b. The type of fuel used in these sites.
 - c. The annual fuel consumption in these sites.
3. [Optional] The user modifies assumptions:
 - a. Fuel emission factors, to calculate CO₂-eq emissions
4. The model computes the following calculations:
 - a. Emissions from electricity and fuel consumption per CRC and per material.
 - b. Emissions from electricity and fuel consumption per transfer station and per material.

A1.3 Waste Processing Emissions

Ricardo’s CAT calculates waste processing emissions using the following process:

1. The user enters information on the following items for each waste stream:
 - a. Waste / material quantities (tonnes)
 - b. Waste streams sent from the councils to transfer stations, tonnages in transfer stations and transfer station used by each council (if applicable)
 - c. Recycling composition
 - d. Waste / material destinations (primary, secondary, tertiary, and final destinations), in three different tabs, depending on the source (Direct Delivery, Transfer Station or CRC).
2. [Optional] The user modifies assumptions:
 - a. Material processing emissions factors
3. The model computes the following calculations:
 - a. The carbon emissions for each material going to each type of destination.



T: +44 (0) 1235 753000
E: enquiry@ricardo.com
W: ee.ricardo.com

This page is intentionally left blank

Surrey Waste Service

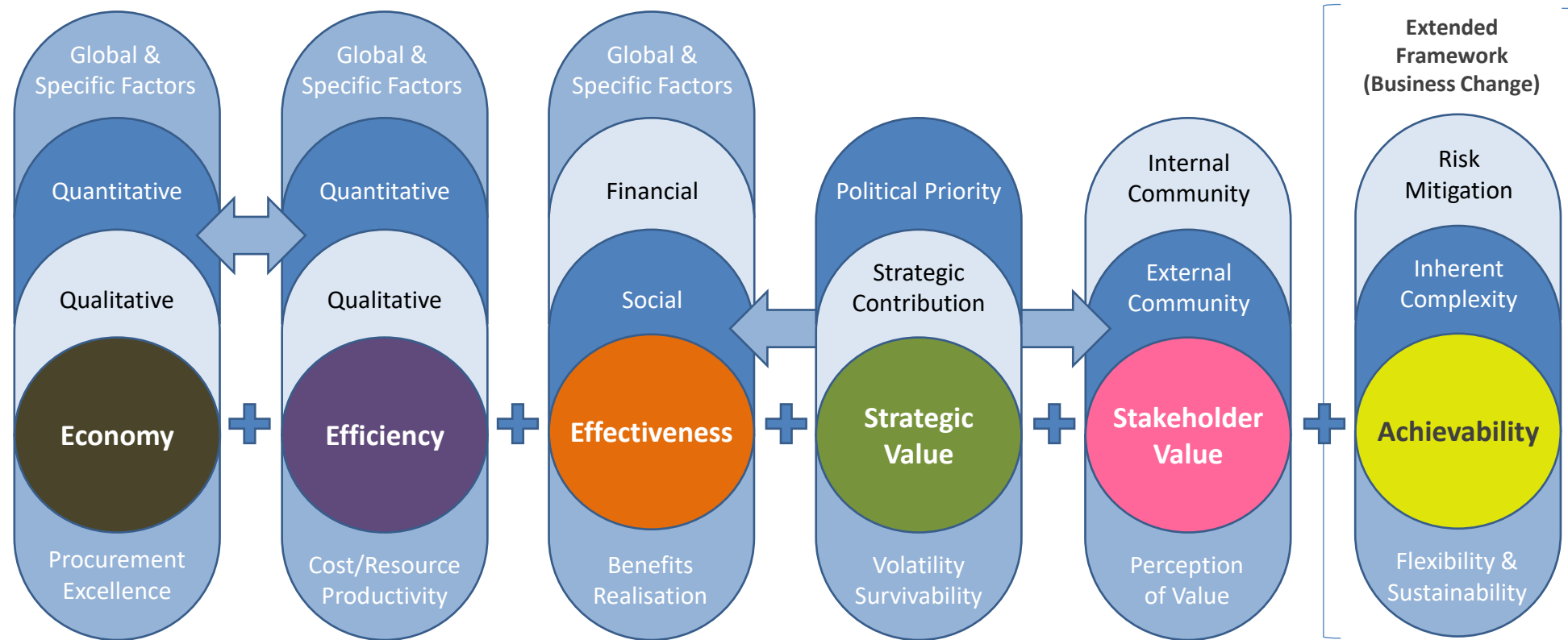
Value for Money Baseline Assessment & Improvement Opportunities

Contents

- **VfM Position Analysis**
 - Approach
 - Service Overview
 - VFM Overall Conclusions
 - Current Reality
- **Improvement Opportunities**
 - Overall Priorities for Improvement
 - Economy
 - Efficiency
 - Effectiveness
 - Strategic Value
 - Stakeholder Value
- **Next Steps**

Value for Money Analysis

Identifying & Proving “Best Value” Services: The Framework Applied



Research Programme (CVRC, 2011) ©Proving, Farquharson & Wilson 2011

Baseline VfM Assessment

- **VfM “shallow dive” analysis.**
 - Consolidated stakeholder scoring.
 - Maximum scores ([Score] and [Confidence]) restricted as no evidence sought.
 - Based on the perceptions of stakeholders at the point of scoring.
- **Detailed scoring guidelines and protocols were shared with all stakeholders prior to the Workshop**
- **Each factor was scored according to:**
 - **Performance** – Stakeholders’ views as to the current performance
 - As the workshop was completed using a ‘shallow dive’ approach the extremes of ‘Excellent’ and ‘Poor’ were avoided other than by exception.
 - **Confidence** – Stakeholders’ confidence in their assessment of current performance
 - **Opportunity** – Stakeholders’ assessment of the opportunity for improvement

Value Analyser™: VfM Baseline Assessment

The Only Calibrated VfM Toolkit for Local Authorities

AutoSave (OFF) Value Analyser 11 (TF 19b Working).xslm - Value Analyser™ Simon Wilson

File Home Insert Page Layout Formulas Data Review View Developer Help Power Pivot Tell me what you want to do

M21 Satisfactory [50]

Value Analyser™

Toolbox...

Assessment Title Sample County Council

Assessment

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)	Opportunity	Priority	Factor Total	Dimension Total	Assessment Total
100	Economy	Commissioned / Outsourced Service Contract											
101	Economy	Management / Professional Staff	100	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]	75	11.7	37.5	2.53	0.61
102	Economy	Front Line Staff	100	Satisfactory [50]	50	Medium [50]	50	Probably [75]	75	14.1	25.0	1.69	0.41
103	Economy	Sub-Contractors	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100	20.3	18.8	1.27	0.30
104	Economy	Professional Services including IT/IS	20	Satisfactory [50]	50	Medium-High [75]	75	Possibly [50]	50	1.6	37.5	0.51	0.12
105	Economy	Other Costs (Where Applicable)	60	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100	12.2	18.8	0.76	0.18
106	Economy	Transactional / Internally-Contracted Costs (Where Applicable)											
107	Economy	Annual Retainers (Cost Justification & Cost Stability)	10	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25	0.3	56.3	0.38	0.09
108	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	80	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]	75	12.2	18.8	1.01	0.24
109	Economy	Internal Costs											
110	Economy	Management	100	Satisfactory [50]	50	Medium-High [75]	75	Probably Not [25]	25	3.9	37.5	2.53	0.61
111	Economy	Staff	100	Satisfactory [50]	50	Medium [50]	50	Probably [75]	75	14.1	25.0	1.69	0.41
112	Economy	Contract Cost Management	0									0.00	0.00
113	Economy	Professional / Consultancy Services	60	Requires Improvement [25]	25	Medium-High [75]	75	Possibly [50]	50	6.1	18.8	0.76	0.18
114	Economy	IT / IS Services, Equipment & Software	20	Satisfactory [50]	50	Medium [50]	50	Probably Not [25]	25	0.9	25.0	0.34	0.08
115	Economy	Materials & Consumables	60	Satisfactory [50]	50	Medium-High [75]	75	Possibly [50]	50	4.7	37.5	1.52	0.36
116	Economy	Vehicles / Equipment	60	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25	1.6	56.3	2.28	0.55
117	Economy	Depots / Offices	40	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]	75	6.1	18.8	0.51	0.12
118	Economy	Other Operating Costs	20	Satisfactory [50]	50	Medium-High [75]	75	Probably Not [25]	25	0.8	37.5	0.51	0.12
119	Economy	Cost of Risk (Where Applicable)											
120	Economy	Cost of Compensation (Including CEs / Functional FTP Events)	60	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100	12.2	18.8	0.76	0.18
121	Economy	Cost of Risk (Anticipated)	70	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100	14.2	18.8	0.89	0.21
122	Economy	Cost of Risk (Emergent)	80	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]	75	12.2	18.8	1.01	0.24
123	Economy	Revenue Generation (Where Applicable)											
124	Economy	Income / Services Trading	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100	20.3	18.8	1.27	0.30
125	Economy	Grant / Investment Winning	80	Satisfactory [50]	50	Medium-High [75]	75	Definitely [100]	100	12.5	37.5	2.03	0.49
126	Economy	Economy Improvement Plan (Savings Plan)	60	Good [75]	75	Medium [50]	50	Definitely [100]	100	9.4	37.5	1.52	0.36
127	Economy	Delivery of Service Within Budget	100	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]	75	11.7	37.5	2.53	0.61
200	Efficiency	External Resource Efficiency (Commissioned / Outsourced Service Contract)											
201	Efficiency	Productivity of Management	60	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]	75	9.1	18.8	0.91	0.18

Assessment

XY Chart Bubble Chart Column Chart

Ready

VfM Dimensions & Factors

Auto-Calculated Improvement Priority

VfM Factor Weightings

Factor Opportunity

Factor Score (Based On Scoring Guidance)

Factor Confidence

Detailed Factor Scoring Guide - Example

101 Commissioned/ Outsourced Service Contract Management / Professional Staff	
Description	An assessment of the total cost (to the client) of the provider's management team, including specialised and professional resource.
Weighting	High (100)
Scoring	
Excellent	The rates paid are below market rates and/or the equivalent internal cost. A lean management / professional team is deployed relative to the level of roles and responsibilities undertaken and the form and value of the contract. This has been evidenced by a procurement exercise within the last two years or by other forms of external benchmarking and validation.
Good	The rates paid are at market rates and/or the equivalent internal cost. The management / professional team deployed is commensurate with the level of roles and responsibilities undertaken and the form and value of the contract. Some external benchmarking has been undertaken to validate this.
Satisfactory	The rates paid are at or are slightly above market rates and/or the equivalent internal cost. Some spare capacity exists within the management team deployed. This is acknowledged by the provider and there are robust plans in place to reduce surplus capacity.
Requires Improvement	The rates paid are above market rates. The size of the management team is excessive relative to the roles and responsibilities undertaken. This is acknowledged by the provider but there are no robust plans in place to reduce surplus capacity.
Poor	The rates paid are significantly above market rates. The size of the management team is excessive relative to the roles and responsibilities undertaken. The provider does not acknowledge this and there are no plans in place to address the over-capacity.

Each factor is supported by a detailed scoring guide that defines the characteristics of VfM performance from 'Excellent' to 'Poor'

Workshop Attendees

- Richard Parkinson – Resource & Circular Economy Group Manager
- Frank Smith – Commercial Programme Director
- Jade-Ashlee Cox-Rawling – Rethinking Waste Programme Manager
- Alan Horton – Rethinking Waste Programme Manager
- Harriett Harvey – Strategic Procurement Manager
- Jodi Johnson Waste & Contract Project Officer
- Lee Redmond – Head of Contract & Commercial Advisory
- Ian Gaitley – Senior Contract & Commercial Advisor
- Jasweer Bhamra – Contract & Commercial Specialist

Surrey Waste - Overview

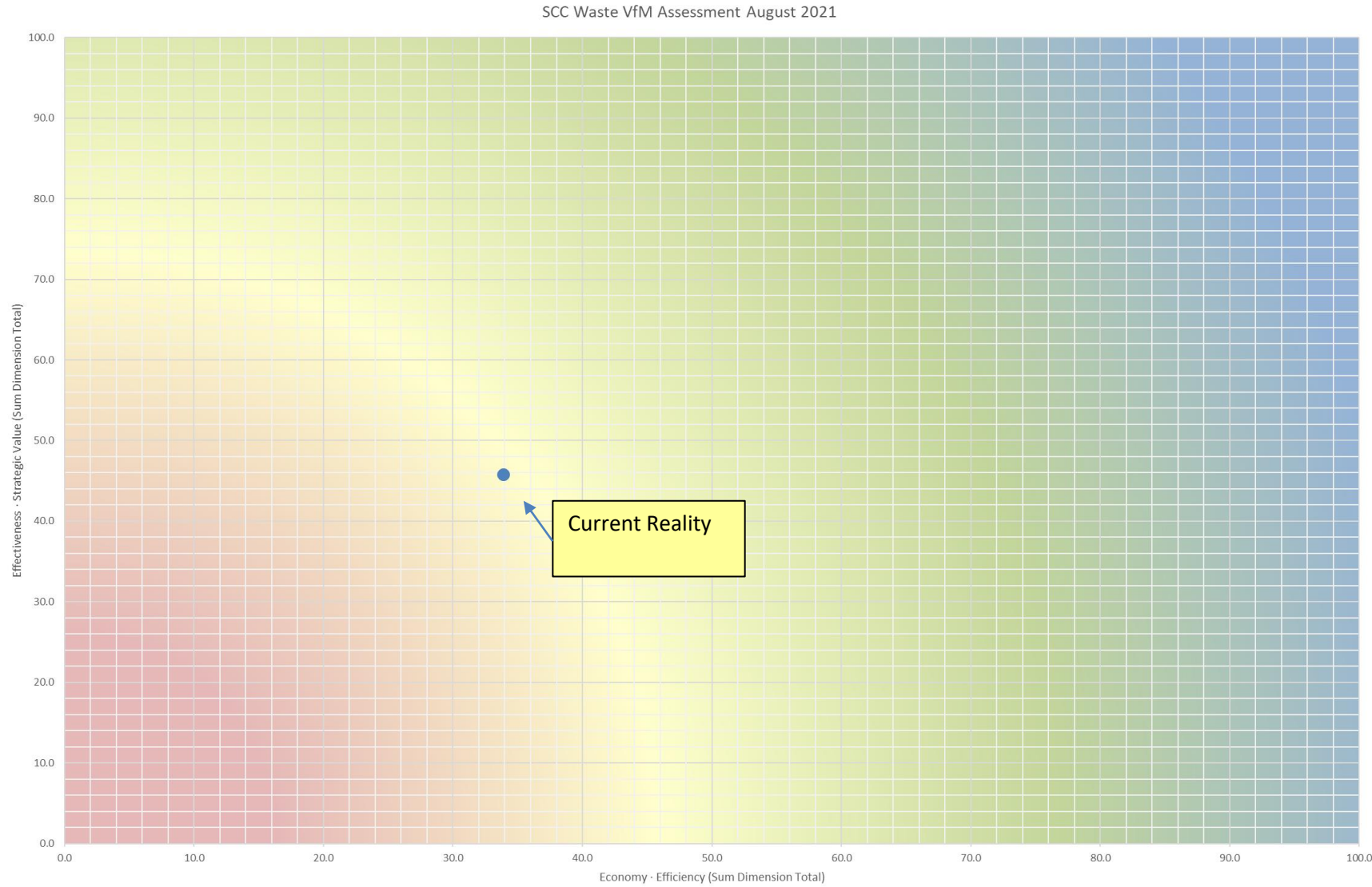
- To manage the waste collected, Surrey County Council (SCC) has a network of 15 Community Recycling Centres (CRCs) and 5 Transfer Stations within the county operated under a 25 year (Private Finance Initiative) contract with Suez Surrey which commenced in 1999.
- The CRCs play an important and public facing part of SCC's high performing household waste management system.
- The programme area has a net annual budget of approximately £68m.
- On Surrey's behalf, Suez operate and maintain 15 CRC's, four Waste Transfer Stations and the Ecopark facility.
- SCC's 11 district and borough councils are responsible for collecting household waste, and as a waste disposal authority Surrey County Council is responsible for disposing of the waste.
- Suez manage and dispose of approximately 232 Kilotonnes (KT) of residual waste each year. 212KT are sent to Energy from Waste facilities via several offtake contracts and approximately 20KT are sent to landfill although the use of landfill is avoided where possible.
- Around 55.1 per cent of household waste in Surrey is collected at the kerbside, and there is scope to collect much more recycling this way.
- 72,599 tonnes of household waste was collected and recycled at the CRCs in 2020/21 (this includes some non-household waste such as rubble which is chargeable).
- SCC operates a waste charging scheme at nine of its larger CRCs for the disposal of waste arising from the construction, alteration or repair of home and gardens and tyres.
- SCC also operates a van permit scheme to deter unauthorised use of the CRCs. The annual charge for a permit is £8.50 which allows up to 12 visits per annum. The five smaller sites do not accept vans.

Value for Money – Overall Observations

- Surrey County Council's Waste contract with Suez appears to deliver a lower than satisfactory level of value for money currently.
- While Value for Money may be questioned, there is a consensus that operationally, the contract runs well and is well managed by Suez. This is also reflected in the results of customer satisfaction surveys.
- Within the dimensions of economy, efficiency, effectiveness and stakeholder value, a number of areas of potential improvements have been identified and these should be considered in any future iteration of the contract.
- Those attending the workshop were open and honest and demonstrated a high level of awareness and deep level of knowledge relating to the contract itself and all of the market forces influencing this area.
- The service delivered is generally aligned to the strategic objectives of SCC although it is recognised that the contract was established long before the current organisational objectives.
- Annual spend is largely based on the volumes of waste collected by the 11 Waste Collection Authorities and is heavily influenced by the behaviour of Surrey's residents. Mechanisms are in place to forecast demand and escalate risks are in place but improvement in this area will require collaboration with waste collection partners.
- The Service acknowledges that in some areas there are high levels of dissatisfaction and frustration with specific aspects of the current contract structure. Many of these are explored further in this report.

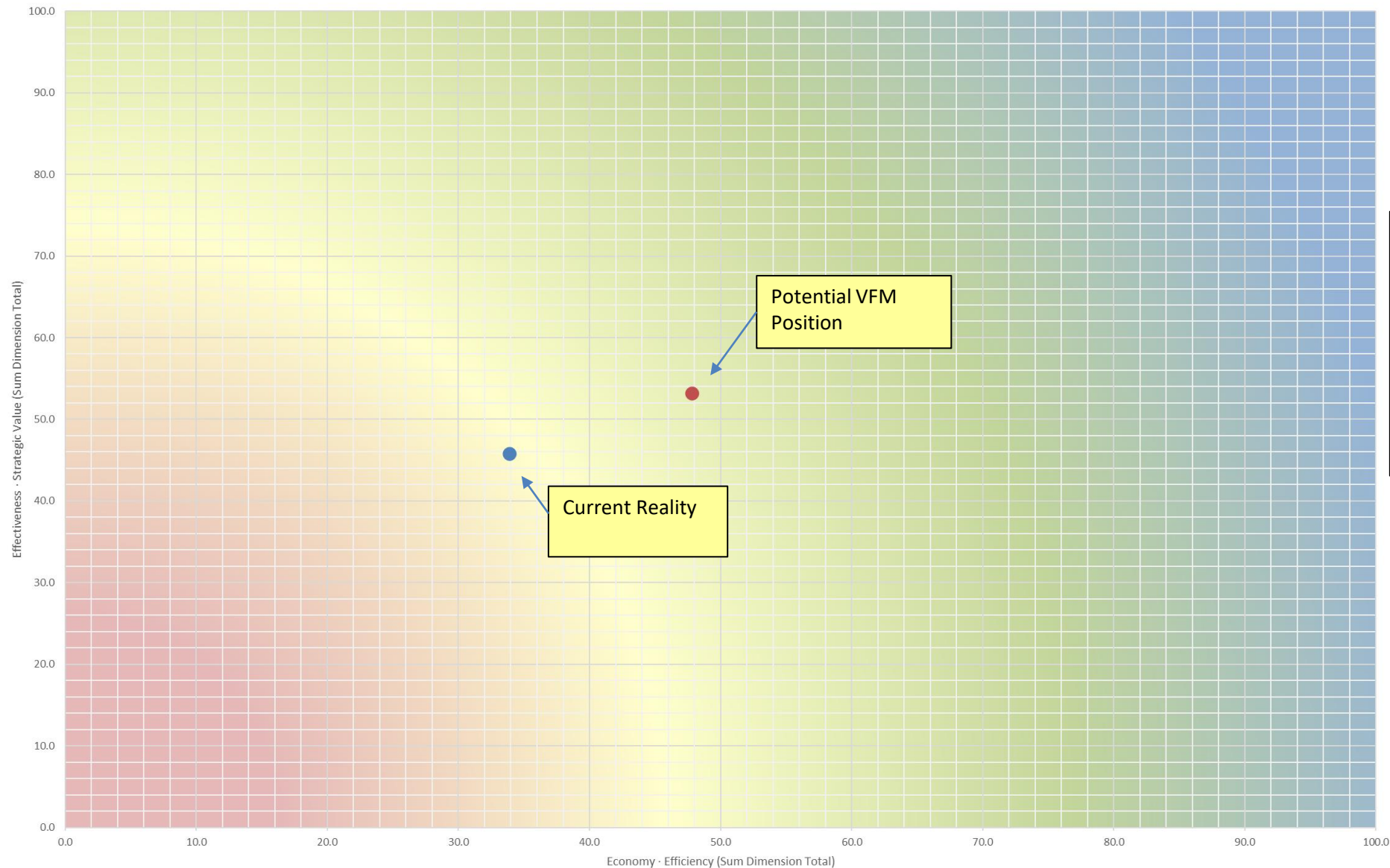
Surrey Waste VfM - Current Reality

(Confidence Adjusted)



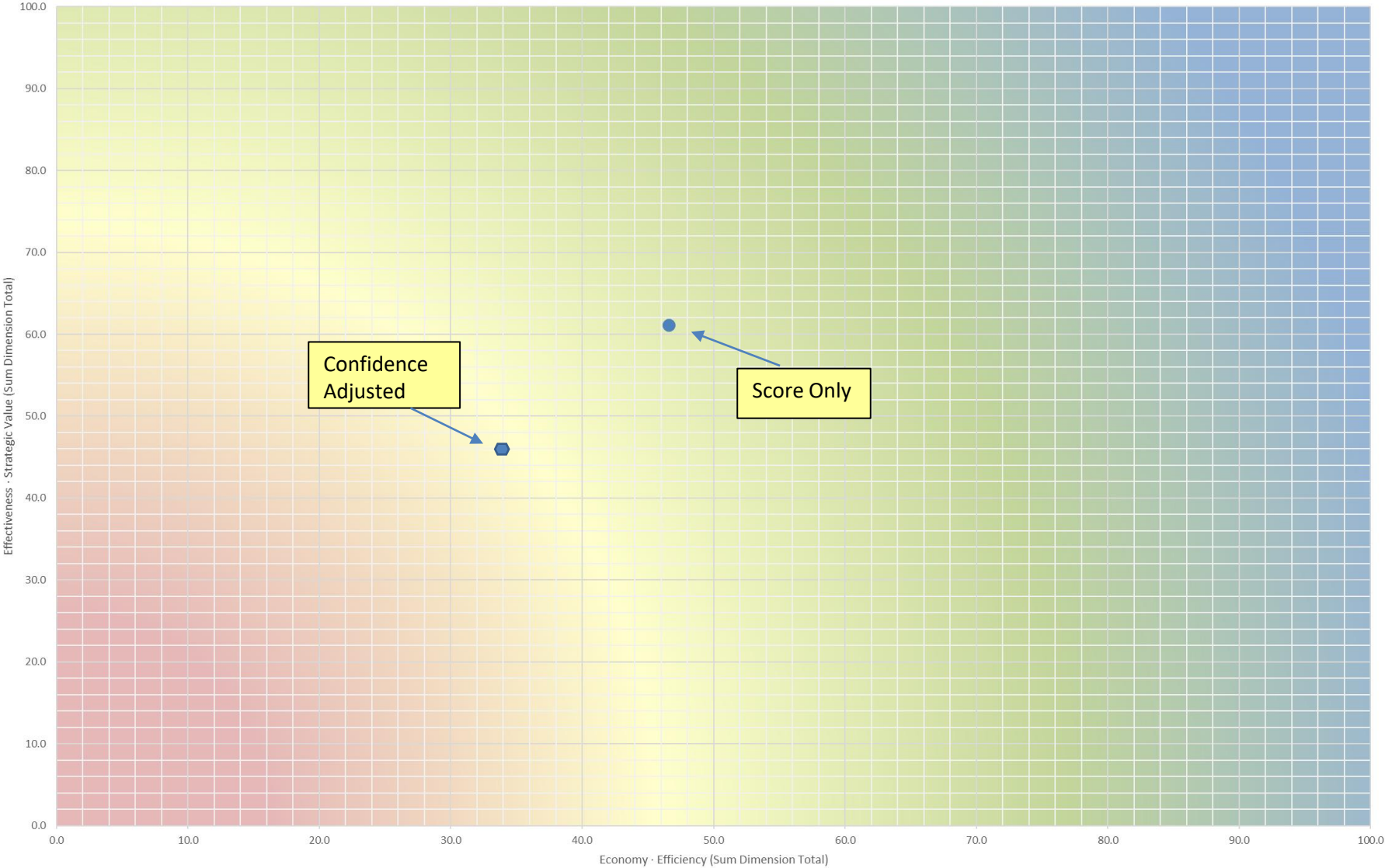
VfM - Current Reality and Potential Incremental Improvement (Confidence Adjusted)

SCC Waste VfM Assessment August 2021



“Potential VFM Position” is the position that could be achieved by realising a one step improvement in each factor currently scored as ‘Satisfactory’, ‘Requires Improvement’ or ‘Poor’

SCC Waste VfM Assessment August 2021



What this shows us is where the reality would be if we had a higher level of confidence in our answers.

The 'Score Only' shows where we would be if indeed our perception was a reality.

Improvement Opportunities

Value for Money Assessment

Top Priorities for Improvement- Across the 3 E's

ID	Dimension	Factor Name	Priority
109	Economy	Cost (and Ease) of Termination	25.0
110	Economy	Ease of Contract Renegotiation (Contract Changes / Variations)	25.0
112	Economy	PFI Contract (Overall Margin within Agreed Terms)	25.0
203	Efficiency	Service Agility (Demand Responsiveness)	25.0
105	Economy	Performance Benchmarking (Costs, Charges, Revenue)	20.3
106	Economy	Capital Cost of Facilities (PFI / Interest / Depreciation)	20.3
202	Efficiency	Contract Flexibility & Scalability	20.3
228	Efficiency	IT / IS Management	20.3
108	Economy	Allocation of Risk	18.8
114	Economy	Cost of Service (Clarity / Benchmarked / Performance)	18.8
116	Economy	Cost of Service (Clarity / Benchmarked / Performance)	18.8
131	Economy	Dry Mixed	18.8
134	Economy	Cost of Contamination	18.8
140	Economy	EFW	18.8
229	Efficiency	Information Analysis & Reporting Management	16.3
101	Economy	Contract & Performance Transparency	15.6
102	Economy	Contract Clarity & Understanding (Charging Mechanisms)	15.6
104	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	15.6
312	Effectiveness	Environmental Benefits / Targets	15.6

Economy Dimension: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)
100	Economy	PFI Contract						
101	Economy	Contract & Performance Transparency	100	Satisfactory [50]	50	Medium-High [75]	75	Definitely [100]
102	Economy	Contract Clarity & Understanding (Charging Mechanisms)	100	Satisfactory [50]	50	Medium-High [75]	75	Definitely [100]
103	Economy	Annual Retainers (Cost Justification & Cost Stability)	0					
104	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	100	Satisfactory [50]	50	Medium-High [75]	75	Definitely [100]
105	Economy	Performance Benchmarking (Costs, Charges, Revenue)	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]
106	Economy	Capital Cost of Facilities (PFI / Interest / Depreciation)	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]
107	Economy	Contract & Service Accountability & Ownership	100	Excellent [100]	100	Medium-High [75]	75	Probably Not [25]
108	Economy	Allocation of Risk	100	Requires Improvement [25]	25	High [100]	100	Definitely [100]
109	Economy	Cost (and Ease) of Termination	100	Poor [0]	0	High [100]	100	Definitely [100]
110	Economy	Ease of Contract Renegotiation (Contract Changes / Variations)	100	Poor [0]	0	High [100]	100	Definitely [100]
111	Economy	ECO Park Development Project	0					
112	Economy	PFI Contract (Overall Margin within Agreed Terms)	100	Poor [0]	0	High [100]	100	Definitely [100]
113	Economy	Transfer Stations						
114	Economy	Cost of Service (Clarity / Benchmarked / Performance)	100	Requires Improvement [25]	25	High [100]	100	Definitely [100]
115	Economy	Household Waste & Recycling Centres (HWRC / CRCs)						
116	Economy	Cost of Service (Clarity / Benchmarked / Performance)	100	Requires Improvement [25]	25	High [100]	100	Definitely [100]
117	Economy	Internal Operating Costs						
118	Economy	Staff Cost						
119	Economy	Management	100	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]
120	Economy	Staff / Agency	100	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]
121	Economy	Contract Cost Management	0					
122	Economy	Legal / Professional / Consultancy Services	60	Satisfactory [50]	50	Medium [50]	50	Probably [75]
123	Economy	Other Operating Costs						
124	Economy	Vehicles / Fuel	100	Satisfactory [50]	50	High [100]	100	Possibly [50]
125	Economy	Equipment	0					
126	Economy	Central Depots / Offices	0					
127	Economy	Other Operating Costs, including training	0					

Economy Dimension: VFM Scorecard cont.

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)	Opportunity
128	Economy	Disposal Costs							
129	Economy	Reuse	100	Good [75]	75	Medium-High [75]	75	Probably [75]	75
130	Economy	Recycling							
131	Economy	Dry Mixed	100	Requires Improvement [25]	25	High [100]	100	Definitely [100]	100
132	Economy	Food	100	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]	75
133	Economy	Green	100	Good [75]	75	Medium-High [75]	75	Possibly [50]	50
134	Economy	Cost of Contamination	100	Satisfactory [50]	50	Medium [50]	50	Definitely [100]	100
135	Economy	Treated (Recovery)							
136	Economy	Anaerobic Digester Gate Fee	0						
137	Economy	Fixed	0						
138	Economy	Variable	0						
139	Economy	Disposal							
140	Economy	EFW	100	Requires Improvement [25]	25	High [100]	100	Definitely [100]	100
141	Economy	Landfill	100	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25
142	Economy	Other Disposal Costs	40	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]	75
143	Economy	Recycling Credits	100	Good [75]	75	Medium-High [75]	75	Possibly [50]	50
144	Economy	Cost of Risk (Where Applicable)							
145	Economy	Service Failure	60	Good [75]	75	High [100]	100	Probably Not [25]	25
146	Economy	Compensation Events (incl. Accidents, Damage)	60	Good [75]	75	High [100]	100	Probably Not [25]	25
147	Economy	Cost of Risk (Anticipated)	60	Good [75]	75	Medium-High [75]	75	Possibly [50]	50
148	Economy	Cost of Risk (Emergent)	60	Satisfactory [50]	50	Medium [50]	50	Possibly [50]	50
149	Economy	Revenue Generation (Where Applicable)							
150	Economy	Income / Services Trading	100	Satisfactory [50]	50	Medium [50]	50	Probably [75]	75
151	Economy	Grant / Investment Winning	0						
152	Economy	Economy Improvement Plan (Savings Plan)	60	Good [75]	75	Medium [50]	50	Definitely [100]	100
153	Economy	Delivery of Service Within Budget	100	Satisfactory [50]	50	Medium-High [75]	75	Possibly [50]	50

Economy Factors: Top Priorities for Improvement

ID	Dimension	Factor Name	Priority
109	Economy	Cost (and Ease) of Termination	25.0
110	Economy	Ease of Contract Renegotiation (Contract Changes / Variations)	25.0
112	Economy	PFI Contract (Overall Margin within Agreed Terms)	25.0
105	Economy	Performance Benchmarking (Costs, Charges, Revenue)	20.3
106	Economy	Capital Cost of Facilities (PFI / Interest / Depreciation)	20.3
108	Economy	Allocation of Risk	18.8
114	Economy	Cost of Service (Clarity / Benchmarked / Performance)	18.8
116	Economy	Cost of Service (Clarity / Benchmarked / Performance)	18.8
131	Economy	Dry Mixed	18.8
134	Economy	Cost of Contamination	18.8
140	Economy	EFW	18.8

The improvement priorities relating to efficiency can be found on the following slide

Cost & Ease of Termination:

By design, PFI contracts are not designed to be terminated and so attempts to do so are often a lengthy and costly activity. Termination clauses used in any future contract should be thoroughly considered in terms of cost, impact and ease.

Ease of contract renegotiation:

This is a poorly scoring area. The willingness of the partner to engage in adopting change is critical, but the design and complexity of the current contract have not allowed changes to be easily implemented. This is an area for improvement in the future by introducing change mechanisms that are clear, flexible and fair for both parties.

PFI Contract (Overall Margin within Agreed Terms)

The overall margin is perceived to be too high and anecdotally, poor value for money compared to other waste services. Transparency of both costs and margins have always been an area of concern and so any contract redesign would need to ensure that an appropriate level of transparency is factored in.

Performance Benchmarking (Costs, Charges, Revenue)

Regular benchmarking between SCC and other similar sized authorities would benefit the service and having a provision within future contracts for regular and permitted benchmarking and market testing for appropriate waste streams would ensure SCC's costs are within an acceptable tolerance.

Capital Cost of Facilities (PFI / Interest / Depreciation)

The cost of capital through Suez, relating to SCC's waste facilities, has always been expensive. The next procurement should consider keeping the capital cost of developing infrastructure separate to the main service provision to allow the authority seek capital investment at a more competitive rate.

Allocation of Risk

The allocation of risk is unbalanced and the cost of risk included in the financial model is significant. The operational risk sits with the contractor which is the correct position but the risk surrounding the infrastructure is less well apportioned. Risk allocation within the contract is not always clear and so often leads to ambiguity. Allocation of risk appears to be sub-optimal and there is a high degree of agreement amongst participants that this could be improved going forward.

Cost of Service (Clarity / Benchmarked / Performance) [WTSs and CRCs]

The cost of running the WTSs and CRCs appears to be on the high side when compared to other sources. However, it needs to be borne in mind that this is a 25 year contract and that the cost of managing facilities is not always clear and obvious. It would be fair to say that the numbers in the financial model do not translate in reality. Whilst an obvious statement, investing in more contract management resources, including contract management technology would improve the monitoring and management of the contract and potentially benefit delivery costs.

Efficiency Dimension: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)	Opportunity
200	Efficiency	PFI Contract							
201	Efficiency	Control of Services Provided	100	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25
202	Efficiency	Contract Flexibility & Scalability	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100
203	Efficiency	Service Agility (Demand Responsiveness)	100	Poor [0]	0	Medium-High [75]	75	Definitely [100]	100
204	Efficiency	Service Innovation (Agile Implementation)	60	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100
205	Efficiency	Quality & Maintenance of Service Assets / Infrastructure	60	Satisfactory [50]	50	Medium [50]	50	Possibly [50]	50
206	Efficiency	Skills & Experience (required to manage Contact)	60	Good [75]	75	Medium-High [75]	75	Probably [75]	75
207	Efficiency	Collection Procedures							
208	Efficiency	Service Efficiency							
209	Efficiency	Consistency of Collections	0						
210	Efficiency	Timing of Collections	0						
211	Efficiency	District Co-operation & Collaboration	100	Requires Improvement [25]	25	Medium-High [75]	75	Possibly [50]	50
212	Efficiency	Boundary Collection Management	0						
213	Efficiency	Vehicle Optimisation / Configuration (Multiple Types of Collection)	0						
214	Efficiency	Transfer Station							
215	Efficiency	Facility Productivity & Throughput	100	Satisfactory [50]	50	Medium [50]	50	Possibly [50]	50
216	Efficiency	Facility Configuration	100	Satisfactory [50]	50	Medium-High [75]	75	Probably Not [25]	25
217	Efficiency	Household Waste & Recycling Centres							
218	Efficiency	Scope & Range of Waste / Recycling Accepted	100	Good [75]	75	Medium-High [75]	75	Possibly [50]	50
219	Efficiency	Service / Facility Productivity & Throughput	100	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25
220	Efficiency	Waste Disposal							
221	Efficiency	Efficiency of Sorting	100	Satisfactory [50]	50	Medium [50]	50	Possibly [50]	50
222	Efficiency	Scale of Contamination	100	Satisfactory [50]	50	Medium [50]	50	Probably Not [25]	25
223	Efficiency	Overall Efficiency Performance							
224	Efficiency	Service Sustainability	100	Requires Improvement [25]	25	Medium-High [75]	75	Possibly [50]	50
225	Efficiency	Service Agility (Response to Legislation, Environmental & Political Demands)	100	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]	75
226	Efficiency	Stakeholder Management (Internal / External)	100	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25
227	Efficiency	LA Partner Management	100	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25
228	Efficiency	IT / IS Management	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100
229	Efficiency	Information Analysis & Reporting Management	80	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100

Efficiency Factors: Top Priorities

Page 141

ID	Dimension	Factor Name	Priority
203	Efficiency	Service Agility (Demand Responsiveness)	25.0
202	Efficiency	Contract Flexibility & Scalability	20.3
228	Efficiency	IT / IS Management	20.3
229	Efficiency	Information Analysis & Reporting Management	16.3
204	Efficiency	Service Innovation (Agile Implementation)	12.2
225	Efficiency	Service Agility (Response to Legislation, Environmental & Political Demands)	11.7
211	Efficiency	District Co-operation & Collaboration	10.2
224	Efficiency	Service Sustainability	10.2

The improvement priorities relating to efficiency can be found on the following slide

- **Service Agility (Demand Responsiveness)**

In an operational context, Suez respond well and are agile in response to managing unexpected volumes or difficult waste streams. They take pride in this and it generally works well. However, there are concerns around the responsiveness to management requests for data or information and this can often lead to delays in projects not directly related to operational service delivery.

- **Contract Flexibility & Scalability**

As with many old style PFI contracts, their design does not readily enable them to flex in line with changing needs or to increase or decrease the scale without a significant and costly variation. Forecasting the changes likely to occur during the lifetime of any future contract will be key to building in the mechanisms needed to vary the contract in a more agile way.

- **IT / IS Management Service Sustainability –Service Optimisation**

Much of the data and information used by the service is provided in and managed through the use of Excel spreadsheets. This is not an efficient way of working and so more appropriate technologies should be explored to enable officers to more effectively manage and monitor performance. Systems used by all key partners is not integrated and this leads to a greater volume of manual checks and validation.

- **Information Analysis & Reporting Management**

Data received from waste processors and partners is not presented in a consistent format. This leads to a significant amount of manual validation and formatting. In future, we should seek to ensure data is received in a common format to reduce the time taken to receive, process and analyse it.

- **Service Innovation (Agile Implementation)**

Suez have, from time to time, initiated some innovation but they could be doing more. Their ability or willingness to do this has been lessened by the removal of some of the Suez commercial team but also, the mechanism in place for sharing the benefits of service improvements is not sufficient to incentivise Suez to promote innovation. Put simply, they do not promote improvements that would benefit SCC more than they would benefit themselves. If a future contract is to encourage and drive innovation, a suitable mechanism for sharing the benefits will need to be in place to incentivise both parties.

Effectiveness Value Dimensions: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)
300	Effectiveness	Scope & Scale of Reuse	100	Satisfactory [50]	50	Medium [50]	50	Possibly [50]
301	Effectiveness	Scale of Recycling	100	Good [75]	75	Medium-High [75]	75	Probably [75]
302	Effectiveness	Scope of Recycling	100	Good [75]	75	Medium-High [75]	75	Probably [75]
303	Effectiveness	Scale of Contamination	100	Satisfactory [50]	50	Medium-High [75]	75	Possibly [50]
304	Effectiveness	Scale of Disposal						
305	Effectiveness	Incineration						
306	Effectiveness	Energy Recovery	100	Good [75]	75	Medium-High [75]	75	Possibly [50]
307	Effectiveness	Landfill	100	Good [75]	75	Medium-High [75]	75	Possibly [50]
308	Effectiveness	Scale of Fly-tipping	0					
309	Effectiveness	Instances of Fly-tipping	100	Satisfactory [50]	50	Medium-High [75]	75	Possibly [50]
310	Effectiveness	Fly-tipping Tonnage	100	Satisfactory [50]	50	Medium-High [75]	75	Possibly [50]
311	Effectiveness	Management of difficult / unusual waste streams	60	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]
312	Effectiveness	Environmental Benefits / Targets	100	Satisfactory [50]	50	Medium-High [75]	75	Definitely [100]
313	Effectiveness	Regulatory Compliance (TEEP) / Permits	100	Good [75]	75	Medium-High [75]	75	Probably Not [25]
314	Effectiveness	Overall Customer Satisfaction	100	Good [75]	75	High [100]	100	Possibly [50]
315	Effectiveness	Level of Customer Complaints	100	Good [75]	75	High [100]	100	Possibly [50]
316	Effectiveness	Reputation Benefits / Dis-Benefits	60	Satisfactory [50]	50	Medium-High [75]	75	Definitely [100]
317	Effectiveness	Services Development / Innovation	60	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]
318	Effectiveness	Capture and delivery of Social Value	80	Good [75]	75	Medium-High [75]	75	Probably [75]

Effectiveness Factors: Top Priorities

ID	Dimension	Factor Name	Priority
312	Effectiveness	Environmental Benefits / Targets	15.6
300	Effectiveness	Scope & Scale of Reuse	9.4
316	Effectiveness	Reputation Benefits / Dis-Benefits	9.4
311	Effectiveness	Management of difficult / unusual waste streams	9.1
301	Effectiveness	Scale of Recycling	8.2
302	Effectiveness	Scope of Recycling	8.2

- **Environmental Benefits / Targets**

Contractor performs well but there are no environmental KPIs included in contract. Consideration of Social Value and Sustainability criteria should be made alongside financial benefits in any future contracts. A better understanding of the service's carbon impact would help to set a baseline on which to base future carbon reduction strategies.

- **Scope & Scale of Reuse**

We could do more was the consensus. Reuse shops are on some of the waste sites and options are being explored as to whether some products can be repaired and refurbished to either achieve a higher value or provide some other kind of community benefit. Consideration could be made of whether reuse shops have a viable presence on the high street where there is no space available on waste sites.

Strategic Value Dimensions: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)	Opportunity
400	Strategic Value	To meet the requirements of the Defra Resources & Waste Strategy	0						
401	Strategic Value	Ensure Service Availability & Reliability	100	Good [75]	75	Medium-High [75]	75	Possibly [50]	50
402	Strategic Value	Deliver an Affordable & Sustainable Services	100	Requires Improvement [25]	25	Medium-High [75]	75	Possibly [50]	50
403	Strategic Value	A circular economy model to minimise waste and maximise value of resources	60	Good [75]	75	High [100]	100	Possibly [50]	50
404	Strategic Value	Reduced carbon impact of waste collection and disposal	90	Satisfactory [50]	50	Medium [50]	50	Possibly [50]	50
405	Strategic Value	Alignment with Surrey's 2030 Community Vision, 2050 Place Ambition, and Climate Change Strategy	100	Satisfactory [50]	50	Medium [50]	50	Possibly [50]	50
406	Strategic Value	Increase reuse and recycling and reduce the volume of waste produced	100	Good [75]	75	Medium [50]	50	Probably [75]	75
407	Strategic Value	Ensure Regulatory Compliance	100	Good [75]	75	High [100]	100	Probably Not [25]	25

Page 146

Generally, the Waste team's objectives are aligned with the 2030 vision and all other strategies cascade from this although the waste contract precedes the establishment of the current SCC strategic objectives

Two strategic objectives that require focus are;

Deliver Affordable & Sustainable Services – We have already highlighted in this report how both sustainability and achieving value for money require improvement.

Reduced carbon impact of waste collection and disposal - Whilst no evidence was presented on the contract's current carbon impact, we can assume that due to the volume of haulage involved in both the collection and transportation of waste and the disposal methods used for the majority of SCC's residual waste that the carbon impact is significant in proportion to SCC's overall impact. This should be explored further and if possible, baselined in order to prepare a strategy for carbon impact reduction in any future contract.

Stakeholder Value Dimension: VFM Scorecard

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence (Text)	Confidence	Opportunity (Text)	Opportunity
500	Stakeholder Value	Politicians (Leader)	90	Requires Improvement [25]	25	Medium-Low [25]	25	Probably [75]	75
501	Stakeholder Value	Portfolio Holder	100	Requires Improvement [25]	25	Medium-Low [25]	25	Probably [75]	75
502	Stakeholder Value	Politicians (Cabinet & Scrutiny)	90	Requires Improvement [25]	25	Medium-Low [25]	25	Probably [75]	75
503	Stakeholder Value	Politicians (Other)	80	Requires Improvement [25]	25	Medium-Low [25]	25	Probably [75]	75
504	Stakeholder Value	Other Councils							
505	Stakeholder Value	Districts	80	Satisfactory [50]	50	Medium-High [75]	75	Probably [75]	75
506	Stakeholder Value	Parishes and Town Councils	0						
507	Stakeholder Value	Neighbouring Authorities	40	Satisfactory [50]	50	Low [0]	0	Probably [75]	75
508	Stakeholder Value	Officers							
509	Stakeholder Value	CEO & Corporate Team Management	100	Requires Improvement [25]	25	Medium-High [75]	75	Probably [75]	75
510	Stakeholder Value	In-Function	100	Requires Improvement [25]	25	Medium-High [75]	75	Definitely [100]	100
511	Stakeholder Value	In Other Dependent Functions	80	Satisfactory [50]	50	Low [0]	0	Possibly [50]	50
512	Stakeholder Value	Community Engagement Groups	80	Satisfactory [50]	50	Low [0]	0	Possibly [50]	50
513	Stakeholder Value	Commercial Operators / SME's	80	Requires Improvement [25]	25	Medium-Low [25]	25	Probably [75]	75
514	Stakeholder Value	Re-Use Partners	60	Satisfactory [50]	50	Low [0]	0	Possibly [50]	50
515	Stakeholder Value	Utilities Organisations	0						
516	Stakeholder Value	Developers	0						
517	Stakeholder Value	DeFRA	80	Satisfactory [50]	50	Low [0]	0	Possibly [50]	50
518	Stakeholder Value	Other Waste-related Organisations / Agencies	60	Satisfactory [50]	50	Low [0]	0	Possibly [50]	50
519	Stakeholder Value	LEP	60	Satisfactory [50]	50	Low [0]	0	Possibly [50]	50
520	Stakeholder Value	General Public	100	Good [75]	75	Medium-High [75]	75	Probably [75]	75
521	Stakeholder Value	Regulators	80	Good [75]	75	Medium-High [75]	75	Probably Not [25]	25
522	Stakeholder Value	Special Interest Groups	80	Satisfactory [50]	50	Low [0]	0	Probably Not [25]	25

Working better with partners – Whilst this a sweeping statement, it is clear that SCC will be reliant on the cooperation of Strategic Partners, other Waste Authorities and residents if it is to affect the significant change needed to maximise the benefits for tax payers. The scores achieved in this area clearly demonstrate that our relationships with current partners and customers requires improvement to enable SCC to deliver better outcomes in the future.

Collaboration and engagement with these partners should begin at the earliest opportunity so that the greatest level of alignment is achieved before the new contract specifications are designed.

Conclusions and Next Steps

Conclusion

In normal circumstances, now that we have identified areas that can be improved we would move into the **Improvement Planning** phase. Here we would seek to refine the specific challenges and areas for improvement that should be prioritised in order to achieve the desired results.

When undertaking this exercise however, it has been clear that we are not seeking to make fundamental changes to how things work today, but are trying to establish or clarify areas of concern that will require concentrated effort to design an improved service for the future.

For all high scoring factors, the team should now set objectives for each that clearly define the benefits to be gained and begin to consider strategies for achieving these.

Next Steps

Once identified, the Contract & Commercial Advisory team (CCA) have tools that can be used to capture and prioritise potential solutions and strategies to form an outline plan for future service design. The CCA team can be made available to support in this ongoing work and are ready to commit the resources needed to achieve it.

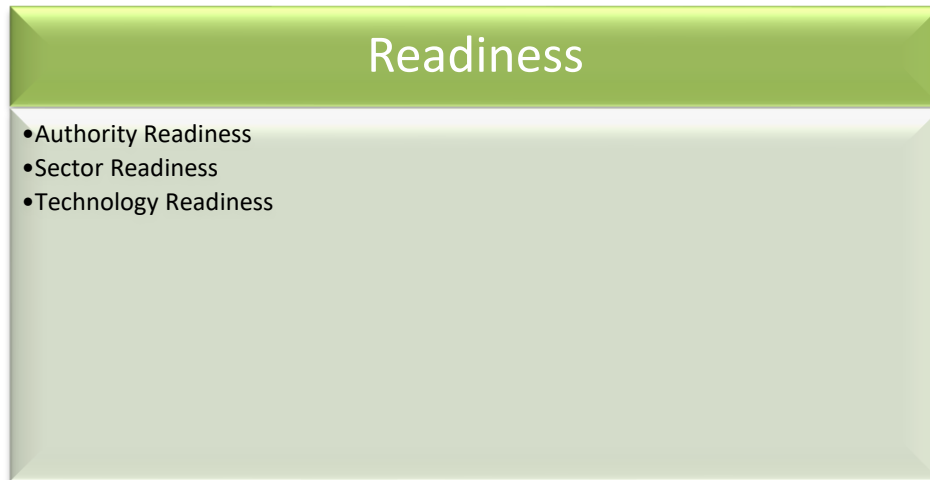
Brief details of that process are on the next slide.

Improvement Planning Options

Improvement planning involves a deep dive into identified challenges and service shortfalls within each of the VfM dimensions. For all high scoring factors, the team will be asked to consider business changes that may (subject to further qualification) deliver an overall improvement. These business changes may include, *inter alia*:

- Managerial & Operational Structures
- People
- Processes
- ITD Systems and Technologies
- Market / Partners / Stakeholder Engagement
- Financial Controls and Risk Allocation

Potential solutions to bring about the required improvement in each area will be scored and ranked based on **Readiness** and **Achievability** factors.



End of Document

Strategic Options Appraisal Workshop Report

Title	Strategic Options Appraisal Workshop Report
Domain	Surrey County Council
Exercise	Future Waste Services Delivery Options Review
Workshop Date & Time	17 January 2022 at 1:00pm
Location	Virtual
Version	1.4

Contents

Background	2
The Process	3
Assessment Criteria	3
Workshop Participants	4
Options presented for review:	4
Options Appraisal Findings	5
Option 1: To consider the insourcing of the entire service	5
Option 2: To determine whether an integrated contract or separate contracts for each waste element are most appropriate.	6
Option 3: If disaggregation is most desirable/effective/efficient, which elements are capable of being insourced?	7
The Ecopark	9
Other Considerations	10

Background

Waste disposal in Surrey is currently under a 25-year Private Finance Initiative (PFI) contract with Suez Surrey which commenced in 1999. The current contract is due to end in on 19 September 2024. The programme area has a net annual budget of approximately £68 million.

Suez manage and dispose of approximately 232 Kilo tonnes (KT) of Surrey's residual waste each year. 212KT are sent to Energy from Waste (EfW) facilities via several offtake contracts and approximately 20KT are sent to landfill although the use of landfill is avoided where possible.

Suez have developed an Eco Park at Shepperton which comprises an anaerobic digestion (AD) plant for 40 Kilo tonnes per annum (KT/A) of food waste and a gasification plant for 56 KT/A of residual waste together with a recyclable bulking facility and community recycling centre. The AD plant has been successfully commissioned and is now processing all of Surrey's food waste and the gasification plant remains in commissioning.

To manage the waste collected, Surrey County Council (SCC) has a network of 15 Community Recycling Centres (CRC), four Waste Transfer Stations (WTS) and a bulking facility within the county.

The CRCs play an important and public facing part of SCC's high performing household waste management system.

SCC's 11 district and borough councils act as waste collection authorities (WCA) and are responsible for collecting household waste from Surrey's residents. As a waste disposal authority (WDA), Surrey County Council is responsible for disposing of all waste arising.

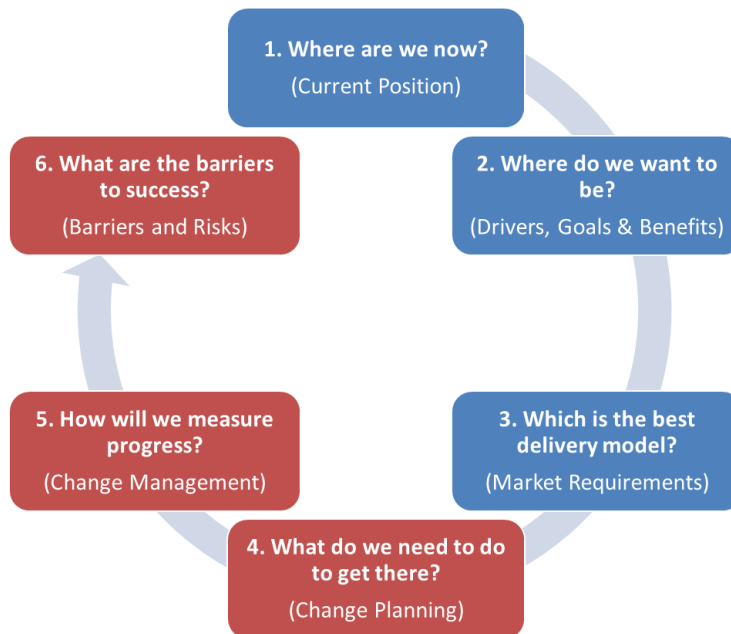
55.1 per cent of all household waste in Surrey is recycled but it is acknowledged that there is scope to increase this.

72,599 tonnes of household waste were collected and recycled at the CRCs in 2020/21 (this includes some non-household waste such as rubble, which is chargeable).

SCC operates a waste charging scheme at nine of its larger CRCs for the disposal of waste arising from construction, alterations or repairs to homes, gardens and tyres.

The Process

Figure 1: Future Service Delivery Options – Scope of Review



The appraisal workshop was facilitated by members of the Contract & Commercial Advisory Team (CCA). In this workshop, participants were asked to assess potential future delivery models against several factors.

The role of the CCA team is primarily to facilitate the workshop and provide an appropriate level of challenge to the views and opinions presented. The level of confidence in those opinions is assessed and a consensus of opinion is established.

Assessment Criteria

Below is a summary of some of criteria used to assess the viability of the options presented.

- Strategic Alignment
- Strategic Objectives
- Political Alignment
- Economy
- Efficiency
- Effectiveness
- Complexity
- Capability
- Affordability
- Cultural Alignment
- Deliverable within available time scales
- Risk & Risk Allocation
 - Reputational
 - Operational

- Legal
- Financial
- Stakeholder Acceptance
- Technology Readiness
- Authority Readiness
- Market Readiness
- Opportunity
 - Savings
 - Revenue generation
 - Improves service resilience
 - Confidence
 - Realisation Effort
 - Realisation Risk

Workshop Participants

Richard Parkinson	Resource and Circular Economy Group Manager
Alan Horton	Rethinking Waste Programme Manager
Jade-Ashlee Cox-Rawling	Rethinking Waste Programme Manager
Jodi Johnston	Waste Services Commercial Officer
Nick Wallace-Jones	Waste Service Design Specialist
Harriett Harvey	Strategic Procurement Manager
Ian Gaitley	Senior Contract & Commercial Advisor
Jasweer Bhamra	Contract & Commercial Specialist
Lee Redmond	Head of Contract & Commercial Advisory
Freya Rose	Eunomia Consultant
David Pietropaoli	Head of Procurement at Eunomia

Options presented for review:

1. To consider the insourcing of the entire service.
2. To determine whether an integrated contract or separate contracts for each element of the service are most appropriate.
3. If disaggregation is most desirable/effective/efficient, which elements are capable of being insourced?

Distinct service areas presented for review:

- Residual Waste
- Dry Mixed Recycling (DMR)
- Garden Waste
- Food Waste
- CRCs, WTSs & Haulage
- Street Sweepings
- Bulky, Fly Tipped, Hazardous

Options Appraisal Findings

Option 1: To consider the insourcing of the entire service

Generally, it was felt that SCC does not possess the infrastructure required to dispose of the various waste streams itself. Nor would it be possible to design and build the necessary infrastructure before September 2024. The scale of the investment and resources required to design, procure, build and commission facilities such as composting, Material Recovery Facilities (MRFs), Energy from Waste facilities (EfW), Street Sweepings etc are simply not possible within the timescales available and would be heavily influenced by external forces such as the availability of capital, planning conditions and environmental permits for which there is no assurance we would secure them.

The matter of risk and risk allocation was discussed. Based on direct experience and from the experiences of other local authorities, who owns the risk of failing to manage and dispose of waste is a critical consideration. This is especially true with regards to residual waste (black bag waste not sent for recycling). Environmental permits applied to facilities are heavily constrained and Surrey today, does not have the capacity within its infrastructure to give assurance that these permits would not be breached. Today, Surrey's WTSs, managed by Suez, have the capacity to hold approximately one day's collected waste. However, if an issue arises, Suez can make use of other waste facilities within its control to reduce the risk of breaching permits or increasing costs. This level of flexibility and resilience will not be available to SCC should it insource the service. If, due to circumstances out of its control (such as a technical failure at an EfW facility), Surrey was unable to dispose of this waste, it could find itself in breach of its permits, risking the application of financial penalties or having to dispose waste urgently at higher financial and environmental cost. It was agreed that the risk of managing waste streams should sit with the party best placed to manage it.

Access to disposal capacity within the regional market is also an important consideration. Private contractors collect far greater volumes of Local Authority and commercial waste from a wide range of sources. These volumes enable them to secure guaranteed capacity at waste facilities and preferential prices with it; SCC's waste volumes, while appearing to be considerable, are small by comparison. As a result, there is no guarantee that SCC could secure capacity at appropriate facilities and the public contract regulations would prevent SCC from being able to negotiate commercial terms in the way a private contractor could.

The costs of the required resources are also a factor here. Commercial operators have teams of centralised resources that operate across multiple contracts. This makes their operation efficient and more cost effective. If insourced, SCC would not benefit from this scale and so some elements are likely to cost more than if outsourced.

Conclusion: To this end, it is widely accepted that insourcing both the management and disposal of waste is not a realistic option at this time.

It is however, recognised that, in the time available, it would be possible to insource the contract management element of the service. This would therefore enable the council to move away from a single contractor who also acts as an 'integrator' to a series of contracts with different providers managed by an in-house team.

Option 2: To determine whether an integrated contract or separate contracts for each waste element are most appropriate.

Several key themes emerged as the group explored what it wanted to achieve in a future contract. These included:

- Increased transparency
- Greater flexibility
- Encouraging Small/ Medium Enterprises (SME) to participate
- Reduced risk
- More control
- Reduced cost from sub-contracting

A discussion ensued to evaluate whether an integrated or a dis-aggregated contract would help us achieve these goals.

Increased transparency – within the current integrated contract, there is a distinct lack of transparency in some areas. By having smaller contracts, underpinned by less complex commercial models, SCC should be able to both improve transparency and create an environment conducive to collaboration. This has also been the experience of Kent County Council (KCC) who have adopted a similar approach in recent years.

Greater flexibility – The waste market, the habits of residents and a new strategic direction due from government, means that SCC needs far more flexibility than in the past. SCC will require flexible arrangements with providers, to adapt and vary the contract scope in line with future demands. Larger, integrated contracts are often built on guaranteed volumes and revenues over time and their focus on the overall return on investment often reduces flexibility. This has certainly been the case with Suez. It is believed that smaller, dis-aggregated contracts will offer greater flexibility.

Encouraging SME's to participate – Supporting and growing the local economy is a key strategic objective for SCC. A larger, integrated contract will not guarantee that Surrey residents and providers will benefit. With smaller contracts to manage distinct waste streams, SCC will be able to design services and contracts that encourage local participation.

Reduced risk – Sudden supplier failure poses a significant risk. This has been observed in recent years with the collapse of the Carilion group in 2017. Smaller contracts, with multiple parties, should reduce SCC's exposure to risk and the impact of any one failure will not disrupt the service provided by others.

More control – By disaggregating the service areas, it is likely that SCC would take on the contract management role and would increase the level of direct control of

each service. This approach of course, comes with its own risks and is reliant on being able to recruit and retain staff with the required levels of skill and experience.

While most of the opinions above come from the extensive experience that was in the workshop, much of this is also supported by the results of recent market testing.

Conclusion: The consensus was that disaggregating the service into distinct separate contracts, would yield the best results at this time.

Option 3: If disaggregation is most desirable/effective/efficient, which elements are capable of being insourced?

Residual Waste

There are several key considerations when it comes to the treatment of residual waste but the overriding factor here is that SCC simply does not have the infrastructure required to treat the current volumes of waste collected.

Decision: Outsource

Dry Mixed Recycling (DMR)

As with residual waste, the key factor with DMR is that SCC does not have the MRF facilities needed to sort and treat the 110 – 130KT/A collected by the WCAs. There is however a strong desire to explore the development of SCC owned facilities moving forward. This will be subject to financial and planning constraints and so cannot be committed to ahead of the end of the existing contract. To that end, short to medium contracts should be sought with commercial processors for the treatment of DMR to allow SCC the time to explore the development of its own facilities.

Other lesser considerations include the fact that some WCA's deliver direct to local processors. Any future arrangement would need to ensure we do not adversely affect the WCA operation.

Also, SCC would need to 'trade' our recyclable on the open market. This will take an element of skill and commercial acumen that it does not possess today.

Decision: Outsource (for the time being)

Garden Waste

While the process of treating garden waste (aka green waste) is far less complex than that of an EfW or MRF, the reality is that the treatment methods available are not always popular. In vessel composting, while more efficient and less intrusive for residents, a significant investment would be required to build an in-county facility. Less costly methods, such as open windrow composting, are simpler in principle but are often objected to by residents because of the resulting odour. SCC has secured what appears to be a comparatively beneficial commercial arrangement with local processors in the South East of England and the consensus was to continue this arrangement but be open to developing its own facilities in the future.

Decision: Outsource

Food Waste

Food waste, collected by WCAs, is currently treated through the anaerobic digester (AD) at the Ecopark and so the two are intrinsically linked. SCC needs to maintain the level of feedstock into the AD to keep it at optimum capacity and so whoever operates the AD moving forward, they would no doubt seek to secure this volume. Who manages the AD moving forward is subject to other discussions and is out of scope for this exercise. A consideration for future exploration is who owns the risk should the volume of food waste collected exceed the processing capacity of the AD?

Decision: Outsource

CRCs, WTSs & Haulage

As described earlier, there are several risks that relate to the failure to correctly manage residual waste within the constraints of the applicable environmental permits. Some of this risk today is mitigated by accessing capacity at third party transfer stations facilitated by Suez. Access to excess capacity and building contingencies into future arrangements is a key consideration.

It is important that the risk is managed by the party best placed to manage it and the consensus is that outsourcing this risk is a priority.

These three elements have been 'bundled' together as they share several synergies. Not least the fact that they often operate from the same physical locations and so segregating them would pose a significant operational challenge and probably cost.

The efficiency of the operation between these three elements is also key. The level of coordination and cooperation needed is significant and so a single operator is preferred to manage this interface and reduce the risk of a breakdown in communication contributing to service failure.

While this appears on the surface to be three operational services, to underpin them, SCC would need to procure circa 30 additional contracts as outlets for each of the collected waste stream (metal, woods, hardcore, Waste Electrical and Electronic Equipment etc), and other to enable the processing of waste such as the requirement for a qualified chemist to catalogue hazardous material. This is not insurmountable but should be factored in.

The complexity, cost and contingencies needed for SCC to own, operate and maintain a fleet of vehicles would be considerable and should not be underestimated. Private hauliers are perceived to be better able to manage the fleet, the drivers and administer licenses such as Operator License (O-license).

In conclusion, the team do feel that with the appropriate level of effort and resources, this element could be operated by SCC as an insourced service (as it was prior to 1999). However, the complexities of managing the human resources needed to cover the service over multiple locations, the investment required in fleet, machinery and safety equipment and the experience needed to do this safely and well, is currently beyond SCC's capability. CRCs particularly, are SCC's 'shop window' into waste for

residents and it is vitally important that the public see these facilities operating efficiently and effectively. In addition, evidence from other waste disposal authorities has indicated that the cost differential between outsourcing and insourcing is marginal.

Decision: Outsource

Street Sweepings

Street sweepings are collected by WCAs and delivered to agreed locations, often WTSs. They often comprise of aggregates and leaf litter collected from Surrey's streets. While this is a reasonably uncomplicated treatment process, SCC does not possess the facilities needed to process it. SCC has favourable terms with a local provider, which it would seek to continue, albeit recognising this would be subject to competition. SCC is open to considering the development of its own capability if a business case supports it. Until this time, continuing with a short to medium term contract with a private contractor is the preferred option.

Decision: Outsource

Bulky, Fly Tipped, Hazardous

This area is the catch-all for those waste streams that do not obviously sit elsewhere. There is no decision made or action required immediately but there are some considerations that need to be addressed so that any decisions can be incorporated into any future strategy and resulting procurement. These include:

- Bulky, Fly Tipped & Hazardous waste could all feasibly be incorporated into the CRC/WTS contract or alternatively into the residual waste contract.
- Adapting to future legislation, which is likely to introduce requirements to prevent fire retardant material being sent to land fill. This would include the material used to make bulky household furniture, such as sofas.
- SCC could invest in developing a facility that would treat bulky waste to enable it to be treated by more conventional methods such as recycling or energy from waste. This could include stripping mattresses down to their component parts or shredding bulky items into a more manageable form and sent for energy recovery.
- Expanding the re-use offer to upcycle and sell items, either directly or through a form of franchise or partnership agreement as seen in neighbouring counties.
- As we know that WCAs often struggle to collect and manage fly tipped waste, could SCC provide a chargeable service to manage this on their behalf. This could stretch to cover waste tipped on private land.
- Consider other small contracts such as 'Road Kill' to ensure nothing is missed when services are designed and specifications are drawn up.

The Ecopark

While out of scope for this exercise, it should be noted that the existence of the Ecopark facility could potentially have an impact on parts of our future service design. It is widely accepted that both the AD and the gasifier, located at the Ecopark, are very complex to manage and the impact of who owns these facilities or

when/if they will be handed back to the authority to manage, could have a significant impact on some of the waste streams, especially residual waste and food waste. It could also impact on the amount of bulking capacity available to the authority. There are several variable factors that need to be considered and not all are within the authority's control. This makes it very difficult to plan for or include in this review of the future service model(s). It should however, be a constant factor considered until its future is resolved.

Other Considerations

Below are several points that were raised during the workshop. They do not feature heavily in the current decision-making process but are important enough to capture for consideration at the appropriate time.

- If CRCs, WTS & Haulage are outsourced, SCC needs to consider the mechanism residents will use to contact the appropriate agent to raise concerns/complaints and how these enquiries will be managed and escalated.
- Guarantees on waste tonnages in any future waste contract, should be carefully considered and modelled and allow for fluctuations caused by changes in legislation or the behaviour of residents.
- Excess waste capacity management is an important factor. Experience shows that Suez, on our behalf, regularly make use of other facilities at its disposal to meet peaks in demand. This should be considered further and contingencies built into future contracts.
- The MRF, currently operated by Grundon in Leatherhead, is not guaranteed to operate beyond 2025. This will particularly affect Mole Valley DC, who currently direct deliver their DMR, if a suitable alternative is not in place by then.
- The design of the contract management team required to manage the contract as is currently considered, should happen as soon as possible. Once designed, consideration needs to be made as to when to begin budgeting for its introduction.
- Due to the long exit of the existing contract and mobilisation of whatever is put in its place, there will be an overlap of costs, probably starting on early 2023 which needs to be budgeted for.
- The effort needed to mobilise multiple replacement service contracts to replace one integrated contract, should **NOT** be underestimated. SCC is fortunate to have a neighbour in Kent County Council who has been through a similar process in recent years and all effort should be made to learn from their experience, as well as others who can be identified.
- SCC needs to consider the timing of events and the potential impact on future specifications. For example, potentially, a decision will be made about the ownership of the Ecopark. One outcome could see a considerable amount of waste displaced and in need of an outlet. Our proposed service specification and tender documents should be flexible enough to cope with the sudden introduction of additional tonnages.

- Regarding the current condition of our assets, i.e. CRCs, consideration should be made as to whether repairs or developments, beyond what would be expected of Suez when handing back, should be undertaken in advance of a new provider taking ownership.
- The level of Procurement resource needed to support the outsourcing of disaggregated contracts increases significantly from that needed for a single integrated service and needs to be budgeted and planned for.

This page is intentionally left blank

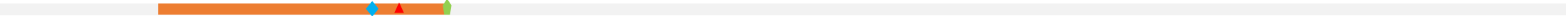


OUTLINE BUSINESS CASE (Nov 21 to Apr 22)



Cabinet endorses the case for change and the preferred option for the delivery of the services in the future

PROCUREMENT STRATEGY (Jan 22 to Jun 22)



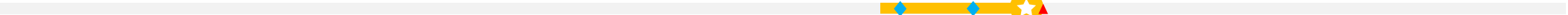
Cabinet endorses the recommendations on contract packaging, selection of procurement procedures, contracts nature, contracts length, contracts award criteria (social value and environmental considerations), strategic elements of service design, procurement timetable, approach to contractual and commercial risk

PROCUREMENT STAGE (1) (Jul 22 to Sept 23)



Implement procurement process using Competitive Procedure with Negotiation and/or Competitive Dialogue

FULL BUSINESS CASE (Sept 23 to Dec 23)



Cabinet approves Full Business Case and contracts award recommendations

MOBILISATION OF CONTRACTS (Dec 23 to Sept 24)

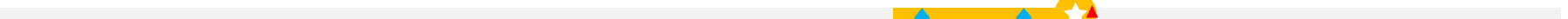


PROCUREMENT STAGE (2) (Apr 23 to Dec 23)



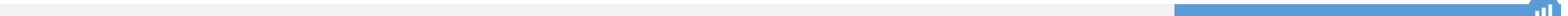
Implement procurement process using Open and/or Restricted Procedures

FULL BUSINESS CASE (Dec 23 to Mar 24)



Cabinet approves Full Business Case and contracts award recommendations

MOBILISATION OF CONTRACTS (Mar 24 to Sept 24)



Please note that the Rethinking Waste Programme Board meets every six weeks to maintain oversight and provide assurance

Recruitment and training for Contract Management commences Summer 2023

- ◆ Major Projects Board – Direction of Travel
- ▲ Select Committee – Scrutiny
- ◆ Cabinet – Decision

This page is intentionally left blank

Tuesday 8 March 2022

ADOPTION OF MOVING TRAFIC ENFORCEMENT POWERS

Purpose of report:

To update the committee about new powers being provided by Government, allowing local highway authorities in England to carry out Moving Traffic Enforcement on the highway network.

Introduction:

1. This year, the Department for Transport (DfT) will allow local highway authorities in England and Wales to apply for new powers to carry out Moving Traffic Enforcement (MTE).
2. The Government sees the new powers as a key tool in reducing congestion and improving air quality, while promoting the attractiveness of active travel, e.g. by keeping vehicles out of cycle lanes and other parts of the road where vehicles are prohibited. In addition, by enabling authorities to use such powers to keep junctions clear, the policy also aims to improve punctuality of bus services contributing to making sustainable travel a more attractive choice. Increasing compliance through targeted enforcement at problem locations, will also bring benefits to the experience of pedestrians including people with sensory impairments, older people, children, those looking after children, as well as carers.
3. This means that traffic enforcement cameras could be used to enforce a variety of highway restrictions on Surrey roads thereby increasing the effectiveness of measures developed in the new Surrey Transport Plan (STP) aimed at improving safety, reducing congestion and upgrading infrastructure for buses, cycles and pedestrians.
4. This report sets out the background, benefits and issues associated with MTE and recommends that we apply for these new powers following the process prescribed by the DfT.

Background

5. The Traffic Management Act 2004 (TMA) introduced civil enforcement of traffic offences in England and Wales (as opposed to enforcement by the police under criminal law). Part 6 of the Act allows local authorities (who are the Traffic Authority) to apply for powers to enforce contraventions such as parking and moving traffic offences. Following its introduction, Surrey County Council decided to adopt Civil Parking Enforcement (CPE) powers which then transferred the responsibility for parking enforcement to us from the police in a phased transition between 2005 and 2008.
6. However, when it was introduced, Part 6 was not fully enacted by Parliament, and local authorities outside London have not been allowed to use cameras to enforce moving traffic offences (e.g. enforcement of banned turning movements, no entry restrictions, stopping in yellow box junctions etc), this responsibility remaining with the police.
7. The DfT have now announced that they will make new regulations during 2022 that would enable local highway authorities outside of London to use these powers. The process is subject to the Parliamentary timetable; however, the current expectation is that statutory operational guidance will be issued in March, followed by the new regulations coming into force in June. To be given these powers, authorities will need to apply to the DfT demonstrating they have selected potential enforcement sites following the prescribed process.
8. Local highway authorities will be able to apply for these new powers from February 2022 onwards, and the DfT is aiming to start making Designation Orders providing the Part 6 powers to successful applicants in the second half of this year.
9. The DfT have issued preliminary guidance about these new powers, which can be used to enforce a range of highway restrictions (including yellow box markings, banned turning movements, parking in cycle lanes etc). A full list of restrictions covered by the new powers are set out in **Annex 1**. The rationale for providing these powers is that they are seen as a key tool in helping deliver transportation and environmental objectives to reduce congestion and improve facilities for buses, cycles and pedestrians, particularly vulnerable road users.
10. Only council areas already designated as civil enforcement areas for parking contraventions (such as Surrey) may be designated as areas for moving traffic enforcement.

11. The DfT are also taking this opportunity to rationalise existing bus lane enforcement legislation and bring it into line with the new MTE processes described in the report.

How could it work in practice?

12. It is expected that the process will be very similar to moving traffic enforcement already being operated by London authorities and Cardiff City Council, and the DfT's early guidance has been based on experience in these areas. The method of enforcement is also similar to that of CPE which operates in Surrey and widely across the UK.
13. There are a wide range of offences that could be enforced under these powers (as shown in **Annex 1**), and potential locations could be anywhere on the highway network within the county (excluding motorways, trunk roads and private roads). In practice, only the video evidence provided by a type-approved camera (i.e. static or mobile in a vehicle) will be sufficient for enforcement purposes.
14. It is anticipated that the benefits of camera enforcement could be utilised for a number of purposes including:
 - **Road Safety Schemes** – in some cases it is not possible to use engineering measures alone to reduce casualties at specific locations and traffic enforcement cameras could be used to reinforce restrictions and prohibitions (e.g. banned turns etc)
 - **Environmental protection** – traffic cameras could be used to enforce (Heavy Goods Vehicles) HGV restrictions or other traffic prohibitions.
 - **Congestion reduction** – cameras could help make yellow box markings and some clearways more effective.
 - **Active travel schemes/cycle lanes** – in some cases camera enforcement maybe required to prevent parking and driving on cycle routes or in pedestrian areas.
 - **Liveable Streets and school zones** – enforcement cameras could be used to enforce new initiatives such as these but still facilitate legitimate access where required.
15. It is anticipated that there will be requests for enforcement cameras at a range of locations from Surrey County Council (SCC) Highways and Transport Teams, Surrey Police, Members, residents, accessibility and cycle groups, amongst other stakeholders. In due course, the Council will be able to set out more detail about the criteria and methods by which a traffic enforcement camera could be

requested as the policy is developed (and when the draft Statutory Guidance is published by the DfT from March).

16. In all circumstances, traffic cameras would only be used to enforce existing or new highway restrictions (and only those listed in **Annex 1**) on the highway that were backed up by a Traffic Regulation Order (TRO) where required. It should be noted the new enforcement powers do not include most parking offences or pavement parking.
17. The DfT have so far set out guidelines that local authorities must follow when deciding where to use traffic enforcement cameras. This is likely to become part of the statutory guidance for the use of MTE powers later in the year. Key requirements include:
 - A survey of the existing road layout particularly road signs and markings to determine if they are visible or potentially confusing to motorists. This should also determine whether the restriction can be readily adhered to.
 - A determination of compliance levels observed or recorded at the location. This could come from a number of sources including accident data, police records or surveys. It would not be necessary or cost effective to install a potentially expensive camera in a location if compliance levels were already generally good.
 - A minimum six week public consultation about the placement and use of each proposed enforcement camera will also be required in advance. This could also pick up feedback and observations from the public/highway users about traffic behaviour at the location and might indicate alternative solutions would be preferable.
18. For new schemes, it is quite possible that an enforcement camera could be installed because it may be integral to making a restriction effective. For example, a new pedestrian zone that had exceptions for loading and deliveries could be regulated by a camera at the entry point. The use of a camera would be part of the initial scheme consultation process, along with the TROs.
19. When an enforcement camera is installed, camera warning signs would also be placed alongside the regulatory restriction signing to improve compliance. Publicity and awareness campaigns should also be planned to suit the circumstances of the situation.
20. This public engagement is intended to communicate the rationale for, and benefits of, moving traffic enforcement to residents and businesses to promote understanding, acceptance and compliance.

21. In addition, it is expected that the DfT will stipulate that warning notices must be sent for a period of six months from the installation of a camera, when motorists commit an offence for the first time. Subsequent offences by the same vehicle/keeper would receive a Penalty Charge Notice (PCN).
22. All camera equipment will need to be type-approved and comply with standards set by the Vehicle Certification Agency. There will also be some practical limitations with their placement, particularly in rural areas because of the need for a mains power supply.

Financial Issues

23. The DfT has determined two bands for the level of penalty charge payable for moving traffic contraventions, in the same way that there are two bands for parking contraventions. Band 1 would see the charge at £60 (reduced to £30 if paid within 21 days) and Band 2 at £70 (reduced to £35 if paid within 21 days). In Surrey, parking charges are set according to Band 2 and so it is recommended that we adopt the same band (£70) for moving traffic contraventions, as it would send out the wrong message to suggest that a moving traffic contravention, such as driving the wrong way along a one way street, is less serious than, for example, parking on a single yellow line. Representations can be made against a PCN to the enforcing council and there will be an adjudication service to arbitrate when there is a dispute in a very similar way that CPE operates.
24. Depending on the location and type of restriction to be enforced, traffic enforcement cameras can cost between £15,000 and £25,000 and up to £700 per month to operate and maintain. There are additional costs associated with dealing with representations against PCNs and adjudication. Some types of restriction might also require more than one camera for effective enforcement.
25. Ideally, traffic enforcement cameras will be self-financing (i.e. the fines will cover the costs associated with operating them), but this will not always be the case. The Council will therefore need to ensure that our site selection policy also considers the business case for the installation and particularly, the financial implications involved.
26. For example, at a site with very poor compliance levels, a camera could potentially be justified and is likely to cover its costs from the fines issued. In time, if compliance improved, the cameras could be moved elsewhere or rotated between different sites as necessary thereby reducing overall costs. In other cases, where a camera is considered necessary but unlikely to be self-financing,

alternate funding will need to be secured. Any surplus income generated as a result of MTE will, by law, need to be allocated towards transport or environmental improvement schemes, in a similar way to parking enforcement surplus.

The application process

27. In order to allow local highway authorities outside London to take on Part 6 powers the DfT will pass new legislation through Parliament, and as mentioned previously, this is likely to happen between March and June 2022. Guidance about the application process for local authorities has been published by the DfT and is as follows:

Application for Part 6 power will be made in the form of an application letter to the DfT confirming it has the authority of the council. The letter will also confirm the authority has:

- a) Consulted the appropriate Chief Officer of Police;*
- b) Carried out a minimum six-week public consultation on the detail of planned civil enforcement of moving traffic contraventions. Consultations should include the types of restrictions to be enforced and the location(s) in question;*
- c) Considered all objections raised and has taken such steps the Council considers reasonable to resolve any disputes;*
- d) Carried out effective public communication and engagement as the Council considers appropriate, for example using local press and social media, and that this will continue up to the start of enforcement and for a reasonable period thereafter;*
- e) Ensured all moving traffic restrictions to be enforced will be underpinned by accurate Traffic Regulation Orders, and indicated by lawful traffic signs and road markings;*
- f) Ensured all the relevant equipment has been certified by the Vehicle Certification Agency specifically for moving traffic contraventions.*
- g) As part of ensuring that TROs and traffic signs are accurate and lawful, applicant local authorities are encouraged to take the opportunity to identify and remove any signs that are either obsolete or no longer necessary, whether or not relating directly to the restriction being enforced.*

28. It will only be possible to submit our application when the Council has completed the steps outlined above. The DfT have confirmed that our application would only need to relate to one or two sites where we initially propose to place enforcement cameras. They will review our application and, if approved, will make a Designation Order that will provide the Council with Part 6 powers. Once the Designation Order has been made, it will be possible to install additional

enforcement cameras without further reference to the DfT subject to following steps a) to g) above for each location.

Site Selection

29. An officer working group has been set up to evaluate the Council's priorities for the deployment of traffic enforcement cameras. Members of the group cover a range of areas including road safety, traffic management & streetworks, local highways, transport planning, passenger transport and parking. The group will be expanded to include officers from the environment team.
30. Considering the variety of potential restrictions that could be enforced with cameras, the highest immediate priority is likely to be those related to road safety or congestion alleviation.
31. An initial evaluation of 'Road Safety Working Group' accident cluster sites across the county indicated that there are not currently any of these locations that would benefit from a traffic enforcement camera, although this could change over time as accident data is analysed and remedial schemes developed. Going forward, traffic enforcement cameras could be considered as part of a range of options that are available to improve road safety. (There is a distinction between traffic enforcement cameras and safety cameras which are used for speed enforcement and at traffic signals to improve red light compliance, both widely used as casualty reduction devices)
32. In terms of congestion alleviation, one of the main benefits of traffic enforcement cameras is that they can be used in conjunction with yellow box markings to help keep junctions clear and prevent blocking and so holding up traffic flows. Consequently, we are in the process of evaluating the effectiveness of yellow box junctions at the busiest and most congested parts of the highway network in Surrey.
33. In April 2021, we introduced a lane rental scheme which operates by imposing a financial penalty for carrying out roadworks on the busiest parts of the highway network at the busiest times of day. Further information [is available here](#). The extent of the lane rental scheme (and the roads where it applies) is clearly defined and was therefore used as the basis for a search area. Junctions with yellow box markings in the area were identified and then, using CCTV coverage where possible, surveys will be undertaken to determine the effectiveness of yellow box markings. These compliance surveys will help indicate where to focus further investigation into the possible use of enforcement cameras.

34. The survey and investigation work is likely to be completed in March, after which time officers will start preparations for a six week public engagement and consultation process about any proposed sites.
35. In terms of the public engagement campaign, this will involve as a minimum, SCC web pages, social media and press releases. This will be developed with our Communications and Engagement Team.
36. It is recommended that the Director for Highways and Transport is delegated the authority in consultation with the Cabinet Member for Transport and Infrastructure, and Local Members to agree the sites that are selected by the investigation and put forward in the Council's camera enforcement application.
37. Subject to a successful application to the DfT in May and approval later this year, the Council will then be able to evaluate further sites following the process set out above. These would be put forward from a range of sources as described above, and the Council's policy on MTE will develop over the coming year and beyond as experience grows.

Procurement Route

38. It is proposed to deliver MTE with the assistance of a contractor who will supply, maintain and operate the majority of the enforcement functions. The Council will, however, need to set up a back office to deal with appeals and representations as well as other responsibilities set out in the statutory guidance.

Conclusions:

40. Moving Traffic Enforcement will enable the council to help achieve some of its Community Vision 2030 objectives, including that:
 - Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities; and
 - Journeys across the county are easier, more predictable and safer.
41. In addition, as part of our organisational strategy, Surrey County Council wants to work in partnership with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities. Traffic enforcement cameras provide an option to assist in making travel and transportation schemes more effective and could be a key tool in helping deliver transportation and environmental objectives to reduce congestion and improve facilities for buses, cycles and pedestrians, particularly vulnerable road users.

Recommendations:

The Select Committee are asked to consider and comment on the following draft recommendations to Cabinet:

- a) To make an application to the DfT for powers to enforce moving traffic contraventions in accordance with Part 6 of the Traffic Management Act 2004.
- b) To delegate the management of operational policy regarding camera site selection and operation to the Director for Highways and Transport in consultation with the Cabinet Member for Transport and Infrastructure;
- c) To delegate the authority to approve future camera enforcement sites to the Director for Highways and Transport in consultation with the Cabinet Member for Transport and Infrastructure and the divisional member
- d) To approve the setting of PCNs to be issued with MTE at the higher level (£70) for moving traffic contraventions.
- e) To agree to receive annual reports on the effectiveness of MTE by the Cabinet Member for Transport and Infrastructure.
- f) To delegate authority to make decisions about the use of any surplus income to the Director for Highways and Transport in consultation with the Cabinet Member for Transport and Infrastructure.
- g) To begin a procurement process to appoint a supplier for 'Civil Enforcement services' with the outcome being reported back to the Cabinet for approval prior to award.

Next steps:

- 42. Subject to Cabinet agreement, officers will continue with the preparation to make an application to the DfT for MTE powers as set out above. A procurement process will also begin that will need further Cabinet approval prior to award of contract.
 - 43. The Council's policy regarding MTE will be developed in line with the statutory guidance to be published this year and feedback from Members.
-

Report contact

David Curl, Parking and Traffic Enforcement Team Manager, Surrey Highways

Contact details

email: david.curl@surreycc.gov.uk

Sources/background papers

Traffic Management Act 2004










Annex 1 – List of Traffic Signs Subject to Moving Traffic Enforcement









List of Traffic Signs Subject to Moving Traffic Enforcement








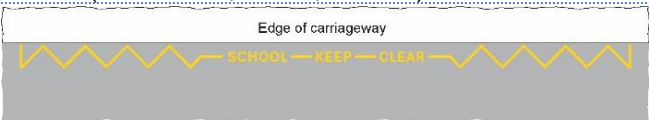

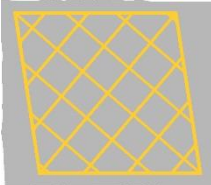
Under Schedule 7 to the Traffic Management Act 2004 (“the 2004 Act”), restrictions indicated by the traffic signs in the table below, as prescribed in the Traffic Signs Regulations and General Directions 2016 (as amended: ‘TSRGD’) are civilly enforceable as moving traffic contraventions. This applies to any permitted variant under TSRGD; for example, diagram 606 when varied to point ahead or to the right.

The 2004 Act does not provide for the list of traffic signs on a selective basis, so all the contraventions will be available to local authorities taking on moving traffic enforcement. However, in line with the general principles of good regulation, any enforcement should be carried out in a way which is transparent, accountable, proportionate and consistent; and should be targeted **only where action is needed**.

Moreover, it should be noted that Ministers have only agreed to implement the Part 6 powers in respect of this existing list of traffic signs, with the exception of the additional diagram 1027.1, to create parity with London.

Description	TSRGD diagram number & location	
Vehicular traffic must proceed in the direction indicated by the arrow	606 (Schedule 3, Part 2, item 1 and Schedule 14, Part 2, item 42)	
Vehicular traffic must turn ahead in the direction indicated by the arrow	609 (Schedule 3, Part 2, item 2)	
Vehicular traffic must keep to the left/right of the sign indicated by the arrow	610 (Schedule 3, Part 2, item 3)	
No right turn for vehicular traffic	612 (Schedule 3, Part 2, item 7 and Schedule 14, Part 2, item 43)	
No left turn for vehicular traffic	613 (Schedule 3, Part 2, item 8 and Schedule 14, Part 2, item 43)	
No U-turns for vehicular traffic	614 (Schedule 3, Part 2, item 6 and Schedule 14, Part 2, item 43)	
Priority must be given to vehicles from the opposite direction	615 (Schedule 3, Part 2, item 9)	
No entry for vehicular traffic (when the restriction or prohibition is one that may be indicated by another traffic sign subject to civil enforcement)	616 (Schedule 3, Part 2, item 10 and Schedule 14, Part 2, item 44)	
All vehicles prohibited except non-mechanically propelled vehicles being pushed by pedestrians	617 (Schedule 3, Part 2, item 11)	

Description	TSRGD diagram number & location	
Entry to and waiting in a pedestrian zone restricted	618.3B (Schedule 8, Part 2, item 1)	
Entry to and waiting in a pedestrian and cycle zone restricted	618.3C (Schedule 8, Part 2, item 2)	
Motor vehicles prohibited	619 (Schedule 3, Part 2, item 12)	
Motor vehicles except solo motor cycles prohibited	619.1 (Schedule 3, Part 2, item 18)	
Solo motorcycles prohibited	619.2 (Schedule 3, Part 2, item 20)	
Goods vehicles exceeding the maximum gross weight indicated on the goods vehicle symbol prohibited	622.1A (Schedule 3, Part 2, item 13)	
One-way traffic	652 (Schedule 9, Part 4, item 5)	
Buses prohibited	952 (Schedule 3, Part 2, item 17)	

Description	TSRGD diagram number & location	
Route for use by buses, pedal cycles and taxis only	953 (Schedule 3, Part 2, item 33)	
Route for use by tramcars only	953.1 (Schedule 3, Part 2, item 36)	
Route for use by pedal cycles only	955 (Schedule 3, Part 2, item 28)	
Route for use by pedal cycles and by pedestrians only	956 (Schedule 3, Part 2, item 29)	
Route comprising two ways, for use by pedal cycles only and by pedestrians only	957 (Schedule 3, Part 2, item 32)	
With-flow cycle lane	959.1 (Schedule 9, Part 4, item 9)	
Contra-flow cycle lane	960.1 (Schedule 9, Part 4, item 6)	
Part of the carriageway outside an entrance where vehicles must not stop when the marking is placed in conjunction with the prescribed upright sign which includes the symbol at Schedule 4, Part 3, item 10	1027.1 (Schedule 7, Part 4, item 10)	
		
Box junction markings	1043 (Schedule 9, Part 6, item 25)	

This page is intentionally left blank

COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE



8 March 2022

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 2022/23 (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:
 - a) To review and agree the Forward Work Programme (Annex A);
 - b) To make any appropriate suggestions for possible amendments including programming of in-depth session and other agenda items; and
 - c) To 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
 Scrutiny Officer | Democratic Services | Law and Governance
 Surrey County Council | Kunwar.Khan@surreycc.gov.uk

This page is intentionally left blank

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
Tuesday 14 June 2022	Scrutiny	Rethinking Waste – Procurement Strategy	Cabinet will be asked to endorse the recommendations on contract packaging, selection of procurement procedures, contracts nature, contracts length, contracts award criteria (social value and environmental considerations), strategic elements of service design, procurement timetable, approach to contractual and commercial risk.	The Committee to provide its feedback.	Growing a sustainable economy so everyone can benefit. Enabling a greener future.	Marisa Heath, Cabinet Member for Environment Alan Horton Programme Manager Katie Stewart, Executive Director – Environment, Transport & Infrastructure Carolyn McKenzie, Director, Environment

	Scrutiny	Environment, Transport & Infrastructure (ETI) Performance Report	ETI are revising the framework under which performance is managed and will also be conducting a 'deep dive' of performance in April to present to Corporate Leadership Team (CLT). Presenting this in June will also enable us to give a full year report for 2021/22.	The Committee to review the performance, provide oversight and feedback.	Empowering communities Enabling a greener future	<p>Matt Furniss, Cabinet Member for Transport & Infrastructure</p> <p>Marisa Heath, Cabinet Member for Environment</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Jo Diggins, Planning, Performance & Improvement Manager</p> <p>Natalie Fiskien, Chief of Staff</p>
	Scrutiny	Minerals & Waste Local Plan	<p>The Minerals and Waste Local Plan is currently out to public consultation until 7 March, results of which will be shared with the Communities, Environment & Highways (CEH) Select Committee.</p> <p>Following this the team will be putting together the preferred options (which will also go out to consultation later in the year).</p>	The Committee to review the progress, consultation response, and provide feedback.	<p>Enabling a greener future</p> <p>Growing a sustainable economy so everyone can benefit.</p>	<p>Matt Furniss, Cabinet Member for Transport & Infrastructure</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Ibrahim Mustafa, Principal Planning Policy Officer</p>

Thursday 6 October 2022			<p>Preferred Options expected later in the year.</p> <p>NB. The Development Plan adoption process will go via Scrutiny, Cabinet and full Council.</p>			<p>Lee Parker, Director, Infrastructure, Planning & Major Projects</p> <p>Caroline Smith, Planning Group Manager</p> <p>Dustin Lees, Minerals & Waste Policy Team Leader</p>
	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 & Infrastructure</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Lee Parker, Director – Infrastructure, Planning & Major Projects</p>
	Scrutiny	Climate Change Delivery Plan	To receive a progress report.	The Committee to review the progress on climate change action plan.	Enabling a greener future.	Marisa Heath, Cabinet Member for Environment

						<p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Carolyn McKenzie, Director, Environment</p>
	Scrutiny	SFRS Inspection Improvement Plan – Update	To receive a progress report.	The Committee to review the progress on the action plan.	Empowering communities	<p>Kevin Deanus, Cabinet Member for Community Safety</p> <p>Steve Owen Hughes, Chief Fire Officer and Director of Community Protection Group</p>
Monday 5 December 2022	Scrutiny	Scrutiny of Draft Budget 2023/24 Draft Budget Report	Select Committee to receive draft budget proposals for 2023/24.	The Select Committee scrutinises the Council's budget proposals, provides feedback and makes recommendations, if required.	Growing a sustainable economy so everyone can benefit.	<p>Becky Rush, Cabinet Member for Finance & Resources</p> <p>Leigh Whitehouse, Deputy Chief Executive & Executive Director of Resources</p> <p>Anna D'Alessandro Finance Director, Corporate & Commercial</p>

						<p>Rachel Wigley, Director Finance, Insights & Performance</p> <p>Mark Hak-Sanders, Strategic Finance Business Partner</p> <p>Nicola O'Connor, Strategic Finance Business Partner</p> <p>Tony Orzieri, Strategic Finance Business Partner</p>
--	--	--	--	--	--	---

Member Reference Groups, Task and Finish Groups						
(Dates)	(Type)	(Issue)	(Purpose)	(Outcome)		Membership:
Aug-Nov 21 (on-going as required)	Pre decision scrutiny and monitoring	Greener Futures Reference Group (GFRG)	<p>To consider and provide pre decision feedback on Climate Change Delivery Plan (CCDP) for 2021-2025 and Surrey Transport Plan (STP).</p> <p>It is suggested by the service that the Greener Futures Reference Group also looks at the following:</p>	To provide comments and steer from the scrutiny's point of view in formulating the Cabinet report.		<p><u>Membership:</u></p> <ul style="list-style-type: none"> • Andy MacLeod – (Chair) • John O'Reilly – ex-officio • Jordan Beech • Stephen Cooksey • Jonathan Hulley • Catherine Baart • Paul Deach • Lance Spencer

Buses Back Better
(previously been to the
Select Committee)

Surrey Transport Plan

Already has been looked at
by the GFRG. Cabinet will
be asked to note the
feedback received from the
statutory consultation on the
draft Surrey Transport plan
and adopt the Surrey
Transport Plan Core
Strategy and give approval
to publish the plan on the
website.

Government's Green
Homes Grant Local
Authority Delivery
(GHGLAD)

Cabinet will be asked to
approve the procurement of
GHGLAD2 and Sustainable
Warmth - Home Upgrade
Grant (HUG) and Local
Authority Delivery (LAD3)
and also receiving Public
Sector Decarbonisation
Scheme 3 (PSDS3) funding
and procurement approach
for delivery agent

NB. Focus of the next
GFRG meeting will be
engagement priorities.

February 2022 (on-going as required)	Pre decision scrutiny and monitoring	Electric Vehicle Reference Group (EVRG)	To provide constructive challenge, support and feedback, culminating in recommendations to ensure that the proposed business model for procurement, the contract specification and the network plan are robust, realistic and deliverable.	To provide comments and scrutiny in relation to the following: 1. Does the current rate of EV uptake and chargepoint provision align to the 2020 forecasts and support the proposed business model? 2. What outcomes should be included in the contract specification, and have we identified the appropriate technical elements? 3. What approach should be taken to build an effective and lasting Chargepoint network plan that engages with residents and the wider public to optimise the locations?		<u>Membership:</u> John O'Reilly (Chairman of the Reference Group) Andy Macleod Lance Spencer Catherine Baart Stephen Cooksey John Furey
To be received in writing/informal briefing sessions/a member seminar						
March 2022 (TBC)	Rural internet speed		All Member seminar by the service, possibly in February/March.			Natalie Bramhall, Cabinet Member for Economic Development and Property

					Dawn Redpath, Director – Economy and Growth
	Surrey County Council response to Surrey's 2050 Place Ambition Consultation	All Member Seminar on 28 February.			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager
	Road Safety & Safety outside schools (not Cabinet)	All Member Seminar on 7 March 2022			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager
	Buses Back Better - An enhanced partnership plan for Surrey	All Member Seminar 14 March.			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance &

					Improvement Manager
	Community Tree Strategy & Tree Programme (not Cabinet)	All Member Seminar 28 March 2022			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager
	Hydrogen Fuel Cell buses	A briefing note to update CEH Committee members. Please also see proposals around Buses Back Better item above. (Date to be confirmed).			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager
	Highway environmental maintenance agreements	A briefing note to update Communities, Environment and Highways (CEH) Select Committee members. (Date to be confirmed).			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager

	Surrey Infrastructure Plan – Part 2	A briefing note to update CEH Committee members. (Date to be confirmed).			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager
	Procurement of new Asset & Works Management IT system	A briefing note to update CEH Committee members. (Date to be confirmed).			Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, Performance & Improvement Manager

Standing Items

- **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
March 2022**

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	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 Transport & Infrastructure
		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 Transport & Infrastructure
	Surrey Climate Change Strategy	The Select Committee recommends that the newly appointed Committee reviews the final delivery plan before the Cabinet takes its decision on 29 June 2021.		Communities, Environment & Highways Select Committee

Annex A

	Surrey Fire and Rescue Service Implementation Of Making Surrey Safer - Our Plan 2020 - 2023	<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 	The Committee received an update report from SFRS ON 21 January 2022.	Communities, Environment & Highways Select Committee
16 September 2021	South Western Railway (SWR) consultation	<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> <ol style="list-style-type: none"> 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. Therefore, it is imperative that SWR develop a high level of flexibility to adjust the timetable at short notice in such circumstances. 	Noted by the Service and incorporated.	Matt Furniss, Cabinet Member for Transport & Infrastructure

		<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>		
--	--	---	--	--

Annex A

	Highway's New Term Maintenance Contract	<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. 	Noted by the Service and Cabinet Member.	Matt Furniss, Cabinet Member for Transport & Infrastructure
--	---	--	--	---

		<p>v. More publicity/communication be considered for social value activities and projects undertaken as part of the new partnership.</p>		
	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> <p>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.</p> <p>ii. Family discount and other concessions (U18s, U16s, etc.) bus fares be considered as part of the Bus Service Improvement Plan (BSIP).</p> <p>iii. Any app for passengers includes information on the location of the expected service and the next available bus on the map.</p> <p>iv. The scope, terms of reference etc. for the Partnership Governance Board and the Stakeholder Reference Group are rigorously defined and delineated</p>	Recommendations noted by the Cabinet/Cabinet Member.	Matt Furniss, Cabinet Member for Transport & Infrastructure

Annex A

		<p>to help ensure the credibility and effectiveness of the Enhanced Partnership.</p> <p>v. Actively pursue the process, wherever possible, to make all Surrey buses to run on non-fossil fuel.</p> <p>vi. Better communication, awareness and publicity campaign as part of the wider Greener Future piece.</p>		
	Safety Cameras in Surrey	<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> <p>i. Any unrealistic expectations among residents are not raised about new average speed cameras.</p> <p>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.</p> <p>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.</p> <p>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.	Matt Furniss, Cabinet Member for Transport & Infrastructure

Annex A

<p>15 December 2021</p>	<p>Scrutiny of 2022/23 Draft Budget and Medium-Term Financial Strategy to 2026/27</p>	<p>Recommendations:</p> <ul style="list-style-type: none"> i. The Select Committee would like to seek assurances from the Cabinet that the final 2022/23 budget has adequate resources allocated to support the high priority action plans and intended outcomes in relation to: <ul style="list-style-type: none"> a) Climate Change and Greener Futures Delivery Plans; b) A shift to Local Transport Plan 4 and active travel; and c) Recommendations of the Greener Futures Reference Group previously presented to Cabinet. ii. Cabinet Member to provide evidence in the final budget to assure the committee that the additional capacity planned for the Planning Enforcement Team is adequate and realises additional revenue in terms of recovered costs. iii. Asks Cabinet to seriously consider a parallel carbon budget (carbon impact of the total budget) in 2023/24 to be set alongside the financial budget so the carbon emission implications of decisions as well as the financial implications can be scrutinised <p>Request for information:</p> <ul style="list-style-type: none"> a) A briefing note specific to this Select Committee's remit, following the finance settlement, be circulated to the Select Committee as soon as possible. 	<p>The recommendations were compiled in a joint Select Committee report to the Cabinet on 18 January 2022 for their consideration.</p>	<p>Matt Furniss, Cabinet Member for Transport & Infrastructure</p> <p>Leigh Whitehouse, Deputy Chief Executive & Executive Director for Resources</p> <p>Anna D'Alessandro Finance Director, Corporate & Commercial</p> <p>Katie Stewart, Executive Director for Environment, Transport & Infrastructure</p> <p>Marie Snelling, Executive Director for Customer & Communities</p> <p>Mark Hak-Sanders Strategic Finance Business Partner</p> <p>Rachel Wigley, Director Finance, Insights & Performance</p>
--------------------------------	---	--	--	---

		b) A service response note about a review of budget efficiency in highways (i.e. resurfacing machine).		
	Economy and Growth: Programme for Growth (Including Levelling Up White Paper and County Deals)	<p>Recommendations:</p> <ul style="list-style-type: none"> i. Enhancement and alignment of the publicly available Key Performance Indicators (KPIs) by the service to better support the Surrey County Council's strategic priority outcome of 'Growing a sustainable economy from which everyone can benefit' – some of the KPIs should have a shorter timescale to assess and monitor progress with a definition of what is meant by 'sustainable growth'; ii. A timely assessment of the implication for the economic growth and greener futures agendas should Surrey not be chosen for a pilot County Deal; iii. A more explicit focus on how the County's ambitious Economic Growth Strategy is an integral component of its equally ambitious Climate Change ambitions (the economic growth is consistent with climate change, greener futures and net zero ambitions of the Council); iv. Identification, awareness and reporting of who is responsible for delivery and monitoring (Paragraph 29 of the report) the impact of the performance; v. A further report to the Communities, Environment and Highways Select Committee to include updates on: 	The Select Committee recommendations were noted by the Cabinet Member and the Executive Director present at the meeting. Subsequently they were formally conveyed to Cabinet on 22 February 2022 and their response can be found here	<p>Tim Oliver, Leader of the Council</p> <p>Michael Coughlin Executive Director Partnerships, Prosperity and Growth</p>

		<ul style="list-style-type: none"> a. Detailed information following the publication of the Levelling Up White Paper; b. LEP review and future course of action; c. Specific information and clarity about the delivery and monitoring aspects, including publicly available key performance indicators to assess and monitor progress; d. How the Council holds economic ambitions and priority objectives and climate change ambitions and priority objectives in balance, to ensure a sustainable economy for Surrey. e. Feedback and lessons about the highways/regeneration pilots (e.g. Horley, Staines, Farnham etc.) f. 5G roll-out and communication with local stakeholders including Members and small businesses; g. Progress on discussion with Hampshire County Council and on Economic Prosperity Board; h. Any other relevant update relating to County Deal, LEP review, economy and growth, including response to aforementioned points 1-4; <p>Request for information/action:</p> <ul style="list-style-type: none"> a) Request for the Cabinet to share reports presented to The Growth Board to the Select Committee. 		
--	--	--	--	--

		b) Officers to share details of the Innovation Loan Fund when they are ready.		
	Surrey Public Mortuary	<p>Recommendations:</p> <ul style="list-style-type: none"> i. Appreciates the progress that has been made in developing the business case, especially the partnership with the Surrey NHS hospital trusts and the University of Surrey; ii. Work in partnership with appropriate local educational institutes to encourage participation, involvement and take up in this discipline; iii. Supports the adoption of Option 4; 	<p>The service noted the recommendations.</p> <p>Future plans will be developed and attendance at further and higher education establishments will be scoped once development of the public mortuary have moved forward.</p>	Steve Owen-Hughes, Director, Community Protection & Emergencies
21 January 2022	Surrey Fire and Rescue Service Report on Her Majesty's Inspectorate of Fire and Rescue Services Inspection Report	<p>Recommendations</p> <ul style="list-style-type: none"> i. Welcomes the notable improvements in the Service's performance as reflected in the Inspectorate's Report and expresses its expectation that progress should accelerate and intensify such that it improves on its performance from the 2021 report at the next inspection. 	An Inspection Improvement Plan is currently in development and will be shared with the Select Committee at the next meeting. Progress will continue to be monitored and the service welcomes the scrutiny that the Select Committee will bring to support continuous improvement.	<p>Kevin Deanus, Cabinet Member for Community Protection</p> <p>Steve Owen-Hughes, Director, Community Protection & Emergencies</p>

		<p>ii. Asks to be informed at regular intervals (bi-annually or sooner if possible) about the timings and components of the Updated Improvement Plan, with the Plan included in the future update to the Select Committee.</p> <p>iii. Urges the Service to address where the ratings declined from good to require improvement.</p> <p>iv. Recommends the Service to have a major focus on further improving and addressing staff concerns and aspirations, and for credible mechanisms to measure success of its initiatives.</p> <p>v. Recommends the Service to continue to explore more effective ways to communicate (including the use of appropriate social media channels) in order to highlight its improvements, achievements, prevention messaging as well as challenges.</p>	<p>The service will be presenting a paper on the Inspection Improvement Plan and progress against the actions to the Select Committee on 6 October 2021.</p> <p>The Inspection Improvement Plan will address all areas requiring improvement. In addition, a plan to continue and develop this work for areas rated 'good' is to be developed further.</p> <p>The service is committed to addressing staff concerns and aspirations. Feedback is collected from engagement sessions with teams within the service, providing updates for staff through the staff newsletter. Both qualitative and quantitative measures are being used to measure success.</p> <p>Surrey Fire and Rescue Service's Communications Team has grown the service's social media channels have grown resulting in an monthly infographic being produced to highlight</p>	
--	--	---	---	--

Annex A

			operational and prevention/protection achievements in the previous month. Communications are continually evaluated.	
	Surrey Electric Vehicle Public Chargepoints Progress and Preferred Procurement Option	<p>Recommendations:</p> <ul style="list-style-type: none"> i. Asks Cabinet Member to consider postponement of the 25 January Cabinet report titled 'Surrey Public Electric Vehicle Chargepoint Procurement Plan' so that issues raised by the Members of the Select Committee can be considered and reflected in the final report presented to Cabinet. ii. Requests a further information update report be presented to the Select Committee meeting at its special meeting on 7 February 2022. 	<p>Following the Select Committee meeting, the wording of the Cabinet report had been revised such that the Chair and Vice Chairs believe it now addresses the concerns raised by the Select Committee and a further information update report will be presented to the Select Committee on 7 February, as requested.</p>	<p>Matt Furniss, Cabinet Member for Transport and Infrastructure</p> <p>Katie Stewart, Executive Director for Environment, Transport & Infrastructure</p>
	Community Recycling Centre Policy Changes	<p>In supporting all three policy changes listed in the report, the Select Committee:</p> <ul style="list-style-type: none"> i. Asks the Cabinet Member to consider joint agreements with neighbouring authorities to facilitate and help residents in using the nearby recycling centres/facilities that might fall under other local authorities; 	<p>The Service will continue to seek opportunities for joint agreements with neighbouring authorities wherever this is possible, in addition to those already in place with West Sussex County Council and the Royal Borough of Windsor and Maidenhead</p>	<p>Marissa Heath, Cabinet Member for Environment</p> <p>Katie Stewart, Executive Director for Environment, Transport & Infrastructure</p> <p>Carolyn McKenzie, Director of Environment</p>

Annex A

		<ul style="list-style-type: none"> ii. To minimise longer travel; environmental impact; and to encourage more recycling, asks the Cabinet member to explore whether the Surrey County Council Recycling Centres should extend their opening times and days to cover the whole week; and consider developing pedestrian access to recycling facilities in future; and iii. Asks that the Service put in place a mechanism whereby local residents can register online to comply with these changes as opposed to only being able to do so onsite - and often only after sitting in a long queue. 	<p>The extension of current opening hours and days will be investigated as part of Surrey County Councils waste contract re-procurement in 2024.</p> <p>Once the proposed system of registrations have taken effect investigations will take place into further development and the possible implementation of a resident registration system using the automatic number plate recognition (ANPR) cameras to monitor use.</p>	
7 February 2022	Local and Joint Committee Highway Function	<p>The Select Committee, in principle, support the recommendations in the draft Cabinet report titled 'Local and Joint Committee (LC/JC) Highway Function' subject to the following areas being addressed:</p> <ul style="list-style-type: none"> i. All references to Community Network Approach (CNA) in the Cabinet report be removed. [Any future CNA proposal needs to be fully developed first with a draft provided to Members for their comments and feedback]. ii. County wide Integrated Transport Scheme (ITS) funding is apportioned using the same methodology used previously which is a top slice of £100,000 to districts and boroughs and 	<p>The recommendations were noted by the relevant Cabinet Members and directorates who were present at the meeting. Recommendations were formally conveyed to the Cabinet on 22 February 2022 who provided their response here</p>	<p>Matt Furniss, Cabinet Member for Transport and Infrastructure</p> <p>Mark Nuti, Cabinet Member for Communities</p> <p>Katie Stewart, Executive Director for Environment, Transport & Infrastructure</p>

Annex A

		<p>then the remaining amount splits between the 81 members, for the transition year only.</p> <p>iii. An information sheet about how the Community Infrastructure Levy (CIL) aspect will be incorporated under the new arrangement be circulated to assist Members, or a detailed report is brought to the Select Committee.</p> <p>iv. Asks residents continuing to have the right to present petitions and questions to Joint Committees/Local Committees on highways matters during the transition period even if the other components (Members' allocations, parking reviews, etc.) are taken out of their jurisdiction.</p> <p>v. Any new proposal must be accessible to all – especially those with no digital/internet access.</p>		<p>Marie Snelling, Executive Director for Customer & Communities</p>
	Surrey Electric Vehicle Public Chargepoints Progress and Preferred Procurement Option	<p>The Select Committee:</p> <p>i. Agrees to the establishment of a Member Reference Group which will be engaged to provide scrutiny support to the procurement exercise, including in helping to define the outcomes to be specified in the procurement and the network plan.</p> <p>ii. Membership of the Member Reference Group.</p>	Agreed	<p>Matt Furniss, Cabinet Member for Transport and Infrastructure</p> <p>Katie Stewart, Executive Director for Environment, Transport & Infrastructure</p>