

Notice of Meeting

Communities, Environment and Highways Select Committee



Date & time
Monday, 5
December 2022 at
10.00 am

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

Contact
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Chief Executive
Joanna Killian

We're on Twitter:
@SCCdemocracy



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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Kunwar Khan on kunwar.khan@surrey.gov.uk

Elected Members

Catherine Baart (Earlswood & Reigate South), Stephen Cooksey (Dorking South & the Holmwoods), Colin Cross (Horsleys), John Furey (Addlestone), David Harmer (Waverley & Western Villages), Jonathan Hulley (Foxhills, Thorpe & Virginia Water) (Vice-Chairman), Andy MacLeod (Farnham Central) (Vice-Chairman), Jan Mason (West Ewell), Cameron McIntosh (Oxted), John O'Reilly (Hersham) (Chairman), Becky Rush (Warlingham), 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: 6 OCTOBER 2022

(Pages 5
- 18)

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

3 DECLARATIONS OF INTEREST

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

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

NOTES:

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

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

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 (29 November 2022).
2. The deadline for public questions is seven days before the

meeting (28 November 2022)

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

5 YOUR FUND SURREY UPDATE (Pages 19 - 32)

Purpose of the report: This report presents an update on Your Fund Surrey and is presented for scrutiny.

6 SCRUTINY OF 2023/24 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2027/28 (Pages 33 - 88)

Purpose of report: Scrutiny of 2023-24 Draft Budget and Medium Term Financial Strategy to 2027-28 of areas within the remit of this Select Committee.

7 SURREY STRATEGY FOR ACCOMMODATION, HOUSING AND HOMES (Pages 89 - 124)

Purpose of report: This report outlines the background to and drivers for the initiation of a county-wide housing, accommodation and homes strategy and sets out the initial findings of a baseline assessment exercise, upon which key priorities and action will be derived, through a partnership-based, collaborative deliberation programme.

8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME (Pages 125 - 152)

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: 8 FEBRUARY 2023

The next public meeting of the Committee will be held on 8 February 2023 in the Council Chamber, Woodhatch Place, Reigate.

**Joanna Killian
Chief Executive**

Published: Friday, 25 November 2022

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Thank you for your co-operation

MINUTES of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held at 10.00 am on 6 October 2022 at Council Chamber, Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF

These minutes are subject to confirmation by the Committee at its meeting on 5 December 2022

Elected Members:

- Catherine Baart
- * Stephen Cooksey
- Colin Cross
- * John Furey
- * David Harmer
- * Jonathan Hulley
- * Andy Macleod (Vice-Chairman)
- * Cameron McIntosh
- * John O'Reilly (Chairman)
- * Lance Spencer
- * Keith Witham

(* = present at the meeting)

34/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Colin Cross.

35/22 MINUTES OF THE PREVIOUS MEETING: 14 JUNE 2022 [Item 2]

The minutes of the Communities, Environment and Highways Select Committee held on 14 June 2022 were formally agreed as a true and accurate record of the meetings.

36/22 DECLARATIONS OF INTEREST [Item 3]

Cameron McIntosh declared an interest in Item 2, A County Deal Update report and left the meeting for this item

37/22 QUESTIONS AND PETITIONS [Item 4]

None received.

38/22 A SKILLS PLAN FOR SURREY [Item 5]

Witnesses:

Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth
Michael Coughlin, Executive Director of Partnerships, Prosperity and Growth

Jack Kennedy, Head of Economy and Growth

The Cabinet Member for Transport, Infrastructure and Growth summarised the role of skills development in securing economic and inclusion outcomes, aligning with Surrey County Council's (SCC) strategic focus on '*Growing a sustainable economy from which everyone can benefit*' and underlying principle of '*no-one left behind*'.

Key points raised during the discussion:

1. The Chairman asked how the success of this ambitious agenda would be assessed and would there be the capacity to amend the strategy if required. The Cabinet Member for Transport, Infrastructure and Growth confirmed the Skills Plan, which would be shared with the Communities, Environment and Highways Select Committee, would include measures against each objective adding that the document would continually be updated to reflect changing skill requirements going forward. The Executive Director of Partnerships, Prosperity and Growth noted longer term difficulties, particularly where the Council was not the direct deliverer of programmes and noted three strategic aims over the longer term: the number of people accessing opportunities; the levels of qualifications and skills improving; and ensuring that businesses remain within Surrey and are able to recruit from within the County due to an increase in residents entering employment. The Chairman requested that the Communities, Environment and Highways Select Committee see a copy of the Cabinet paper. **Action - Cabinet Member for Transport and Growth/ Executive Director of Partnerships, Prosperity and Growth**
2. A Member asked if basic skills for those that had missed a formal education would be included in the plan. The Cabinet Member for Transport, Infrastructure and Growth confirmed that basic skills would be addressed through the lifelong learning element via Surrey's maintained schools with this offer being extended to academy schools.
3. A Member queried how future skill requirements could be predicted. The Cabinet Member for Transport, Infrastructure and Growth explained that input regarding future skills from business leaders and companies would be reflected in the future Skills Plan. The Executive Director of Partnerships, Prosperity and Growth added that businesses and education providers were brought together through the Surrey Skills Forum enabling direct conversations around short and long-term requirements.
4. A Member, in referring to paragraph 9 of the report, queried how residents facing barriers could enter and progress through the skills and employment system in practice. The Executive

Director of Partnerships, Prosperity and Growth reiterated the focus of SCC to convene and facilitate contact between education providers, businesses and residents with a view to simplifying navigation of the scheme.

5. A Member said that there was a lack of guidance for young people not planning to go to university. The Executive Director of Partnerships, Prosperity and Growth explained that the Skills Plan paper addressed the gap – caused by the predilection of young people going to university –with discussions taking place with both Local Enterprise Partnerships (LEPs) around an enhanced career service to provide the alternative guidance required.
6. A Member said that more detail could be provided on how the Council could lead from the front on the Skills Plan. The Cabinet Member for Transport, Infrastructure and Growth confirmed that as an employer, the Council had a good set of training programmes and a number of apprenticeships, however, there were challenges around offering jobs on completion of qualifications –continued work with businesses was required to ensure opportunities were available following training. The Cabinet Member for Transport, Infrastructure and Growth added that a focus to signpost people in the right direction and design apprenticeships for people to access at an earlier age than currently happens was key to leading from the front.
7. A Member requested clarification around actions that had already been taken in areas such as the Enterprise M3 (EM3) Principal Skills Hub and timelines, noting that knowledge of this information would avoid a duplication of efforts. The Executive Director of Partnerships, Prosperity and Growth said that the government dictated the national context around skills and a requirement for local skills improvement programmes, led by employer representative bodies would be produced by May or June 2023. The Local Enterprise Partnerships (LEPS) would be brought together by the footprint of the Local Community Investment Plan (LCIP) reaching across the east of Surrey. In addition, a summary plan bringing together residents, business and providers has been initiated to fully reflect the needs of the County and allow greater coherence.
8. The Executive Director of Partnerships, Prosperity and Growth said that the information included in the paper was deliberately open ended to allow for members' feedback and comments to be reflected in the report to Cabinet. He offered to bring the final policy back to the Communities, Environment and Highways (CEH) Select Committee for scrutiny after this. The Chairman welcomed the opportunity for the Communities, Environment and Highways Select Committee to scrutinise the final policy in

2023. Action – Executive Director of Partnerships, Prosperity and Growth

9. A Member was concerned at the lack of indicative costs and information around the level of senior management required in the paper. The Executive Director of Partnerships, Prosperity and Growth said that recruitment was underway for a specific skills post to work alongside the Head of Economy and Growth; a role dedicated to skills. An application for transformational funding had been submitted to support the roll out and development of the skills plan and resources were in place to drive the plan forward.
10. A Member asked if investment zones to support the Council's Skills Plan had been explored following the recent announcement from the government? The Leader of the Council confirmed the intention to submit three proposals for investment zones with approval being sought from the local planning authority by the 14 October 2022 expression of interest deadline.
11. The Chairman, in referring to paragraph 17, queried if schools could be expected to meet the expectation of providing meaningful encounters to develop the skills uplift. The Cabinet Member for Transport, Infrastructure and Growth said that whilst the signs were encouraging, difficulties were expected around transporting students to businesses with SCC planning to undertake work to facilitate these journeys.

Resolved:

The Communities, Environment and Highways Select Committee:

1. Agrees that private sector employers (large, medium and small) should take the lead in improving skills with important roles for public sector organisations (Universities, Schools, National Health Service (NHS), Surrey County Council, districts and boroughs etc.) but these need robust definition and clarity of their input.
2. Accepts the ambitions of the Plan and the eventual Local Skills Improvement Plan (LSIP) but needs assurance that a robust performance measurement system and timeline (where appropriate) will be put in place to monitor progress and to adjust the strategy if evidence so requires.
3. Appreciates the inevitably limited role that Surrey County Council will play in the plan but argues that its practical role as one of the key procurers and deliverers of services, as well as of strategic leadership be better defined.

4. Requests that the final version to Cabinet on 25 October 2022 addresses the aforementioned points.

Cameron McIntosh left the meeting at 11.07am for this item due to an interest in item 6, A County Deal Update

39/22 A COUNTY DEAL UPDATE [Item 6]

Witnesses:

Tim Oliver, Leader of the Council
Michael Coughlin, Executive Director of Prosperity, Partnerships and Growth

Key points raised during the discussion:

1. The Leader of the Council introduced the report, outlining the new government's approach to County Deals and an expectation that the proposal would remain unchanged –Surrey County Council would continue to pursue a Tier 2 deal.
2. The Vice Chairman sought clarification on the draft core proposals included in the paper, particularly in terms of the Lead Climate Change Authority which is not currently in existence and asked how this would relate to other work within borough and district councils' responsibilities. The Leader of the Council explained that the Cabinet Member for the Environment would cover the Surrey Council Climate Change strategy in the following agenda item, however one aspect of the County Deal was to gain more control locally and discussions were ongoing with districts, boroughs and parish councils to decide how to maximise these opportunities.
3. The Chairman, in reference to paragraph 23, voiced concerns at the inadvertent tone of the sentence 'the power to compel partners to cooperate'. The Leader of the Council agreed to change the wording to 'the power to encourage partners to cooperate'. **Action – Executive Director of Partnerships, Prosperity and Growth.**
4. A Member sought reassurances that current policies implemented by the last Secretary of State would remain relevant. The Leader of the Council said that no changes were expected in terms of the government's policy in relation to devolution and there remained a commitment from the current Secretary of State with the paper going to the House of Lords unamended and passing through parliament following the Select Committee stage on 20 October 2022.

Resolved:

The Communities, Environment and Highways Select Committee:

The Select Committee appreciates this further update following its June 2022 meeting at which substantive recommendations were made and subsequently accepted by Cabinet.

Cameron McIntosh returned to join the meeting at 11.58

40/22 ASSESSMENT OF THE GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN [ITEM 7]

Witnesses:

Marissa Heath, Cabinet Member for Environment

Paul Deach, Deputy Cabinet Member for Environment

Katie Stewart, Executive Director of Environment, Transport and Infrastructure

Caroline McKenzie, Director of Environment

Katie Sargent, Environment Group Commissioning Manager

The Cabinet Member for Environment introduced the report highlighting the insulation of homes and the installation of renewables in homes as priorities, reiterating that whilst there were areas that needed further progress, the value of collaborative working prior to the paper going to Cabinet in November was clear.

The Deputy Cabinet Member for Environment explained that recent work with the communications team was intended to optimise the message going out to residents to reinforce the greener futures message and maximise behaviour change.

Key points raised during the discussion:

1. The Vice Chairman, in reference to the lack of national funding for transport issues noted in paragraph 11, was concerned about the new government having a lack of enthusiasm for greener futures agenda. The Cabinet Member for the Environment said that the aim was for the agenda to continue locally, regardless of national reprioritisation, and the focus was for the Council to remain at the forefront of the agenda by lobbying for alternative sources of funding and ensuring resources were available to bid for funding opportunities.
2. A Member, in reference to the Cabinet Member for Environment's comment around alternate sources of funding noted that the same was said a year ago and reiterated that action was required. The Environment Group Commissioning Manager explained that progress was being made with the implementation of different finance mechanisms and added that as an example, the development of a power purchase

agreement to enable rental roof style schemes with schools could be replicated for use on commercial, industrial and agricultural buildings to generate income and help fund decarbonisation measures going forward.

3. A Member was concerned at the time taken to bring information forward to the Greener Futures Reference Group on these finance options. The Director of Environment whilst noting the concern, explained the complexity of the mechanisms and the need gather evidence and build on trust to encourage private sector finance.
4. A Member queried how the format of the report could be adjusted to reflect that despite reductions being achieved, emissions were rising faster than the trajectory the county needs to stay on track to meet its net zero ambitions. The Cabinet Member for Environment committed to add a record of this information to future reports. **Action- Cabinet Member for Environment**
5. A Member queried when the next base data update could be expected. The Environment Group Commissioning Manager confirmed that data was released annually.
6. A Member requested an update regarding the progress of delivery in respect of the Light emitting diode (LED) streetlight replacement programme and the roll out of Electric Vehicle (EV) chargepoints pilot project, particularly given the risk and concerns over the lack of capacity of third-party providers to deliver some objectives. The Executive Director of Environment, Transport and Infrastructure confirmed that the LED streetlighting programme was on track and was an area where SCC was making significant energy savings. An investment of £30 million in this programme was providing an annual saving of £1.3 million and a commitment was made to provide the Select Committee with a written update regarding this. Following the agreement of terms by the Select Committee's EV Reference Group, the procurement for EV chargepoints had been issued and was in the final stages of tendering. It was expected that a proposal of a decision on procurement would be taken to Cabinet in November 2022 with a meeting of the Select Committee to follow shortly after. **Action – Executive Director of Environment, Transport and Infrastructure**
7. A Member asked for an update following a question raised at full Council in December 2021 regarding carbon literacy training and asked about progress in delivering that training for officers and the progress in Member training. The Environment Group Commissioning Manager confirmed that the Corporate Leadership Team had received the carbon literacy training and

that this would be rolled out further, with sessions taking place every two months. The Environment Group Commissioning Manager committed to providing the committee with numbers of staff that have received training. **Action – Environment Group Commissioning Manager**

8. A Member queried the reason that paragraph 9 of the report showing a green RAG (Red, Amber Green) status for sustainable warmth was rated as red in the introduction provided by the Cabinet Member for Environment. The Member concluded that as the figures show, although good progress had been made, the Council was not delivering against its targets for 2025, 2030 and 2050 which should be reflected in the ratings. The Cabinet Member for Environment noted the continuing progress for sustainable warmth within funding constraints and explained that targets were being met as an authority, however there were broader challenges around what was happening in privately rented and privately owned homes that remained a challenge. The Member reiterated the importance of realistic information around targets was shared with residents.
9. A Member, in reference to a comment made in the previous item made by the Leader of the Council regarding investment zone applications to be submitted by 14 October 2022, asked if the removal of environmental controls would undermine the Council's Climate Change policy and was there any clarity around the Government's intentions around environmental controls in these Investment Zones. The Cabinet Member for Environment agreed with the speculative nature around environmental controls and confirmed that submissions by the Council would reiterate that the environmental agenda must not be undermined.
10. A Member suggested that information shared with residents could be more straightforward, for example the LED streetlight programme could be expressed as a percentage of the total. The Cabinet Member for the Environment welcomed the suggestion and agreed that clear messages to residents were fundamental to encourage behaviour change.
11. The Chairman asked if the commitment remained for a carbon budget to be delivered alongside the financial budget. The Cabinet Member for Environment confirmed this was the case.
12. The Chairman asked if there was confidence that essential behavioural changes required to meet the 2025, 2030 and 2050 targets would happen. The Cabinet Member for Environment said that there was confidence in the team to bring a clear vision and develop the integration of behaviour change but challenges were expected and support from the government and others was

required. The Council needed to further develop communications with residents to impart information regarding the benefits of changes and the support available to residents to implement those changes.

13. A Member suggested a measurement of where residents are currently in personally changing their behaviours and relaying this information back to them as a way of improving communication of the message. The Cabinet Member for Environment agreed to take away the suggestion for consideration. **Action – Cabinet Member for Environment.**

14. A Member asked if greener construction skills were being addressed as part of the Skills Plan for Surrey. The Cabinet Member for Environment confirmed that the Skills Plan for Surrey would be focusing on greener construction skills.

Resolved:

The Community, Environment and Highways Select Committee:

1. Welcomes the substantive progress already achieved, particularly at Surrey County Council level, made over the last 12 months to meet our net zero carbon target by 2030. It commends the work of officers and the active involvement of the Greener Futures Member Reference Group.
2. Supports the proposed amendments to the Delivery Plan contained in Paragraph 16. The intention to work even closer with Surrey's Districts and Broughs is applauded.
3. Is concerned that the new government's commitment (both in policy and funding) to climate objectives may be waning (energy crisis, de-regulation to promote growth, and possible public spending reductions) may seriously impede Surrey as a whole from achieving net zero by 2050, despite vigorous lobbying by the Council and others. The Strategy may have to be adapted should these fears be realised.
4. Recognises that significant behavioural change by residents on vehicle usage, low carbon measures and active/sustainable travel has yet to take place and that while the Council itself inevitably can only play a limited role, it should intensify its efforts in this regard.
5. Reiterates its support for Carbon budget to be developed alongside the Council's financial budget.
6. Appreciates that RAG status to measure the success of a project within the constraints applied to that project is helpful for internal management purposes. However, asks that in case of Climate

Change the RAG status against the 2025, 2030 and 2050 targets be included in all future reporting to make it more useful for external communication and understanding.

41/22 PUBLIC RIGHTS OF WAY TRAFFIC REGULATION ORDER POLICY REVIEW [ITEM 8]

Witnesses:

Marisa heath, Cabinet Member for Environment

Katie Stewart, Executive Director of Environment, Transport and Infrastructure

Caroline McKenzie, Director of Environment

Daniel Williams, Lead Countryside Access Officer

Key points raised during the discussion:

1. The Chairman asked what the practical consequences were of changes being introduced due to the new policy. The Cabinet Member for Environment explained that taking action around issues on a particular byway would be easier to take forward. The Director for Environment added that although most residents would not notice the changes, as the policy only affects a proportion of the county where BOATs are in existence, those affected would find the process much simpler and easier to navigate.
2. A Member asked if any communications for residents were planned regarding this policy change. The Cabinet Member for Environment agreed to take the suggestion away. **Action – Cabinet Member for Environment**
3. A Member queried if the budget and resources would be increased as a result of the policy changes. The Director for Environment explained that the budget and resources had been increased slightly to absorb any issues and the impact of the policy change would be monitored going forward.
4. A Member noted that the report did not reference any consultation with parish councils and sought reassurance regarding their role within this decision-making process. The Director for Environment said that a full consultation had not been required as the change in policy reflected a change to legislation; however consultations would continue with each stakeholder group as required.
5. A Member requested that on completion of the process, a short briefing document be sent to the parish councils and local resident groups of the affected areas to explain the new processes. The Cabinet Member for Environment agreed to

provide the briefing note on completion of the process. **Action – Cabinet Member for Environment**

6. A Member queried the decision-making process and the opportunity for councillors' input following the abolition of local and joint committees. The Cabinet Member for Environment said that a paper referencing the transfer of powers would be going to full Council.

Resolved:

The Community, Environment and Highways Select Committee:

1. Supports the proposed policy.
2. Asks for communication plan to raise awareness about the changes.
3. Requests for a short briefing document for parishes to inform and support them.

42/22 HEALTHY STREETS DESIGN FOR SURREY [ITEM 9]

Witnesses:

Katie Stewart, Executive Director of Environment, Transport and Infrastructure
Caroline Smith, Planning Group Manager
Deborah Fox – Champkins, Placemaking Group Manager
David Milner, Create Streets
Nicholas Boyes-Smith, Create Streets

Key points raised during the discussion:

1. The Chairman asked if an expanded view to be expected from the Council in its input relating to new planning applications as a consequence of this new guidance. The Planning Group Manager reiterated that the Council remained a consultee in respect of planning applications and did not make the decisions. The Transportation Development Planning Group would assess all new planning applications against the new guidance and if from a Highways point of view, as per the national planning policy framework, the Council considered that an application was not well designed, this would be made clear to a relevant borough council for them to consider when they come to their conclusion.
2. A Member asked if small features such as parklets could be retro fitted using Integrated Transport Scheme (ITS) allocations. The Executive Director of Environment, Transport and Infrastructure confirmed that the service was committed to

working with Members through the ITS and other schemes and sources to effectively bring these measures into existing projects.

3. The Vice Chairman welcomed the paper noting that coordination with borough and other councils would be required in relation to the Design Code. The Planning Group Manager said that design codes would be required for all Local Authorities and the Council had successfully bid to the Department for Levelling Up Housing and Communities last year to be a Design Code path finder to develop a web tool for this guidance. The digital guidance currently being trialled, would allow the districts and boroughs to use this for their own street design and design codes.
4. A Member said the Design Code would benefit from a strong Recommendation that utilities were not placed in roadways. David Milner Deputy Director, Create Streets, noted the code on page 79 of the report which states that 'most utilities will be routed under pavements, so paving systems must be easy to lift and reinstate without the need for specialist contractors or materials. The Executive Director of Environment, Transport and Infrastructure added that this code combined with the benefits of a new lane rental scheme to allow direct engagement with the utilities companies at a strategic level.
5. A Member noted that paragraph 26 mentioned that advice will be made available to residents so that they can see design consideration for themselves and asked how this would be achieved. The Planning Group Manager confirmed that formal responses were currently available to all on the borough and district website. The funding received to create the Design Code web tool would develop the process to make it more accessible and easier to understand for all involved and would be an improvement on current accessibility of information.
6. A Member asked how this policy overlaps with the Government's Office for Place and queried if engagement with developers had taken place. The Planning Group Manager gave reassurances that engagement was taking place with developers, the Surrey Development Forum and local and national builders.

Resolved:

The Community, Environment and Highways Select Committee:

1. Strongly commends and supports the new Healthy Streets for Surrey design guide.

2. Requests that Districts and Boroughs consider including Healthy Streets for Surrey design guide as part of their Supplementary Planning Guidance.

43/22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 10]

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

44/22 DATE OF THE NEXT MEETING: 9 NOVEMBER 2022 [Item 11]

The Committee noted its next meeting would be held on 9 November 2022.

Meeting ended at: 12.35

Chairman

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MONDAY, 5 DECEMBER 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 capital fund, focused on bringing community led projects to life. Funding was made available over a five-year period to support capital projects that fit with the aims of Surrey's Community Vision 2030. The fund also supports our priorities of empowering communities and ensuring that no one is left behind.
2. An update report on the Fund was presented to Community, Environment and Highways (CEH) Select Committee in March 2022. Following consideration of the report, committee members asked officers to address the following three key areas:
 - a) Select Committee strongly advocates that the rate of progress dramatically accelerates in the next two years and calls on the Cabinet to institute immediate action to ensure delivery with an update report (in 9 months) to the Select Committee.
 - b) Select Committee expects the process for small bids to be 'short-form' in scope to encourage applications as intended in July 2020 and expediate the entire process so intended delivery gathers pace.
 - c) Select Committee urges improvement in Member engagement by YFS team and the Council (including proactive communication with local Divisional Members about projects/applications in their area including relevant boroughs and districts).
3. This report sets out the progress of the Fund and responds to the points above.

General update on Your Fund Surrey

4. Since its launch, over 250 applications have been received. 18 applications have been discussed at Advisory Panel and 16 community projects funded, totalling over £4 million. Another two projects worth over £1.2 million will be discussed at the December Advisory Panel. A list of all the funded projects is included in Annex 1: Applications funded to date.
5. The benefits to the community of the funded projects are starting to be realised and, in some cases, are far beyond those envisaged in the initial applications. Communities are increasing their connections, working together with local businesses and new facilities are seeing greater numbers and diversity of people taking part. We are also seeing evidence of charities and General Practitioners (GPs) signposting vulnerable residents to the new community projects demonstrating the extensive worth of these community projects.
6. There are over 110 live applications worth in excess of £61 million. This includes applications at the idea submission stage, those preparing their full submission documents and those in the final assessment phase. It is anticipated that £10 million of the Fund will be spent by the end of the financial year, funding in excess of 30 projects. It is important to note the process is led by the applicant which will influence when applications will be ready for review.
7. Over 10 per cent of live applications are in excess of £1 million and 30 per cent of projects over £500,000. We expect this to rise further with the current inflationary pressures. The majority of these large projects are very complex in nature, sometimes involving multiple organisations, leases, land ownership, planning permission and different funders.
8. Officers work with applicants to develop their applications. Considerable time is spent on the large projects to review their finances and commercial business plans to ensure that the projects are financially stable and all risks have been assessed. Time is also taken to ensure that all the necessary permissions and other funding streams are in place to ensure the project is deliverable.

Analysis of applications throughout the County

9. Deprivation is measured nationally by Lower Layer Super Output Areas (LSOAs). All LSOAs in Surrey have been ranked across the whole of the County and then split into 10 equal parts ('deciles'), where the MOST deprived is decile 1 and the LEAST deprived is decile 10.

10. As can be seen in the charts in Annex 2: Geographic split of applications, for both applications and successful projects we are seeing proportionately more YFS activity from the county's most deprived areas (deciles 1-5 represent the 50 per cent most deprived areas in the county). Chart 1 shows that over 10 per cent of all live applications are from the most deprived 10 per cent of LSOAs in the county and over 60 per cent come from the most deprived 50 per cent in the county.
11. Chart 2: Geographic split of applications, shows that although no funding has yet been awarded to the most deprived 10 per cent of the county, 50 per cent of funding has been allocated to projects in the most deprived 30 per cent. The newly recruited Community Link Officers (CLOs) are proactively supporting the 21 key neighbourhoods, as defined by the Health and Wellbeing Board, to encourage applications in these areas and are working with the voluntary sector to provide assistance.
12. Chart 3: Average value of applications by Surrey Decile, outlines the average value of applications from each of the deciles. As can be seen, there is no correlation between the area of deprivation and the value of application. The largest value applications and funding awarded to-date has come from projects in the third most deprived areas of the county.

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| Select Recommendation (a) Rate of progress |
|---|

13. Since launching the fund, amendments have been made to ensure the process is as simple as possible for applicants, whilst ensuring that a proportionately robust level of governance is in place.
14. A greater number of applications are now being discussed by the Advisory Panel than eight months ago. Some of the projects are complex and there is an expectation from the Advisory Panel and Cabinet to ensure that comprehensive checks and due-diligence are carried out when considerable levels of taxpayers' money is being spent. The YFS team have been working hard with applicants to develop their applications and we expect considerably more full submissions next year.
15. For all applications, we have simplified the forms applicants need to complete and have adapted overall requirements based on the complexity of the projects and/or value. For example, we would require greater information from a project that includes a commercial element, rather than a simple purchase.
16. Applications for projects under £100,000 tend to be less complex. As such, applications under £100,000 are now reviewed and assessed by the Advisory Panel via email rather than waiting for the next scheduled Panel. This has sped up the process in which these applications have received funding. Officers

and/or Members can choose to bring a project <£100,000 to Advisory Panel for discussion if the project is higher risk. To date, two applications have followed this method and we anticipate at least five more applications will follow the email process this financial year.

Recommendation (b) new process for small bids

17. A new funding stream, as part of Your Fund Surrey, will be launched in early 2023. The new fund will be aimed at small, simple capital bids. Examples could include creating a community orchard, purchasing new sports equipment or updating a village hall. The new fund will provide each individual County Councillor with £50,000 to support smaller capital projects within their divisions.
18. The aim of the new funding stream is to:
 - Support smaller capital projects which might otherwise not have met the YFS criteria
 - Make the process quicker and more easily accessible for smaller organisations
 - Ensure every community across Surrey benefits from YFS funding
19. The application process for the new fund will follow the current Members' Community Allocation (MCA) process which was chosen as members and communities are already familiar with it.
20. The new fund recognises that County Councillors have local knowledge and insight and can direct funding to where it is most needed. The fund is set to run until March 2025, giving Members time to engage with their communities and prioritise the requests. The fund amounts to £4,050,000 for 81 councillors.
21. A briefing note has been sent out to all Members and a report is being prepared for approval by Cabinet in December.

Recommendation (c) enhanced communication with Members

22. A range of improvements have been made since the previous select committee report. Members are now contacted by the YFS team as soon as an application comes in from their division and their views on the project sought.
23. Divisional Members are encouraged to write a supportive statement in the report to Advisory Panel and are invited to the Panel to present the benefits of the projects. This is proving invaluable and has helped with decision making as

each Member understands their area and can articulate the need. All Members are also encouraged to visit projects in their areas.

24. The following events have been held for Members:

- A YFS stall was held at Woodhatch before Full Council on 25 May 2022. All YFS Officers were available and the session was open to Members who wanted to know more about the YFS process or individual applications. Leaflets were available for Members to take and hand out in their communities.
- A Member Development Session on Community Engagement was held on 15 June 2022. The YFS team held a drop-in session before and after the event for Members to come and talk about their applications.
- The YFS team were present at the Member Transport Session on 29 September 2022
- An interactive session was due to be held at the Member Development event on 31 October 2022, but unfortunately this event has been postponed until the new year

25. The Community Link Officer (CLO) team is now in place and the CLOs are looking for opportunities in their communities and updating Members. The CLOs are kept aware of what applications have been made and what potential new enquiries and projects are in the pipeline.

26. Monthly updates are provided to Members through the Member portal, the dedicated channel on the county council's Teams account. Following feedback, the monthly reports have been updated to include information broken down by individual borough and district. The spreadsheet also details individual projects' aims, projected costs and the amount of funding requested.

| |
|---------------------------|
| Planned next steps |
|---------------------------|

27. A report is being prepared for December's Cabinet meeting. This report will seek agreement on the principles of the new Member capital fund. Subject to agreement, the new fund will be launched in early 2023.

28. CLOs will continue to develop their relationships with their local Members, hold events with local residents and identify community needs. Particular focus will be on supporting the most deprived areas of the county.

29. A new marketing campaign is being planned for the new year with a refreshed focus. The campaign will focus on the different funding streams available, how

to access them and for communities to consider projects that would make a big difference to their neighbourhoods, whether large or small.

30. The YFS process will continue to be iterative with amendments and simplifications being made to the process on an ongoing basis.

Conclusions:

31. Progress has been made against each of the recommendations from the previous select committee and community benefits are being realised. Work is still ongoing to ensure that the application process is as simple as possible for applicants, whilst ensuring the Council is satisfied that the project is financially viable and deliverable. This work will continue as we launch the new members' fund.

Recommendations:

32. To consider the report and provide any additional recommendations that would support the Fund.

Next steps:

33. Officers in conjunction with Cabinet Member for Communities and Community Safety to consider recommendations arising from the Communities, Environment & Highways Select Committee meeting on 5 December 2022.

Report contact

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Annexes

Annex 1: Applications funded to date

Annex 2: Geographic split of applications

Sources/background papers

Refer to previous select committee report [Report \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

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Annex 1: Applications funded to date

| | Name of project | Division | Ward | Surrey Decile | Description of project | Value of funding | Outline of some benefits |
|---|--|-----------|-------------------------------------|---------------|---|------------------|--|
| 1 | CF102 – Claygate Community Pool | Elmbridge | Hinchley Wood, Claygate and Oxshott | 7 | Addition of a roof and improved heating systems to existing school swimming pool. | £363,500 | <ul style="list-style-type: none"> • Facility is now for the wider community, not just pupils at the school • The new roof ensures the facility can be used year-round • Reduced ongoing running costs through sustainable green energy |
| 2 | CF104 - Normandy Community Shop and Café | Guildford | Worplesdon | 3 | The building of a community shop and café. | £518,354 | <ul style="list-style-type: none"> • Creation of sustainable and accessible local shopping facility • Volunteering opportunities help with mental health and wellbeing • Project enhances sense of community |
| 3 | CF105 - Weybridge Men's Shed | Elmbridge | Weybridge | 9 | The creation of two wooden garages to house workshops for the project. | £30,000 | <ul style="list-style-type: none"> • Provision of a facility to help reduce loneliness, social isolation and depression • The work carried out in the workshop can provide a sense of fulfilment and enhance self-esteem • Projects created are used to enhance the local community, for example equipment in local playgrounds |
| 4 | CF110 - The Limpsfield Way walk and Family cycle route | Tandridge | Oxted | 3 | Creating a walking and cycle way through Limpsfield Common. | £49,509 | <ul style="list-style-type: none"> • The new paths encourage sustainable travel and improved accessibility for residents • Paths connect villages to help with isolation and support local businesses • Family cycle path encourages residents and children to be more active |

| | | | | | | | |
|----|--|------------|-----------------------------------|---|--|----------|--|
| 5 | CF114 - Pirbright Community Amateur Sports Pavilion | Guildford | Worplesdon | 7 | Build a brand-new sports pavilion. | £300,000 | <ul style="list-style-type: none"> • Facility will improve the sports skill level in the area and encourage more residents to take part in sport • Facility will provide greater opportunities and access for women and girls in sport • Low running costs due to sustainable green energy. |
| 6 | CF115 - Thorpe Green Community Fitness & Public Amenities Project | Runnymede | Foxhills, Thorpe & Virginia Water | 6 | Extend and improve car park, create a fitness area and electric car charging points. | £68,000 | <ul style="list-style-type: none"> • Create improved access and accessibility to outdoor green space • Fitness area will provide an opportunity for residents to improve their health and wellbeing |
| 7 | CF139 - Ten Picnic Table on a Lovely Village Green | Tandridge | Warlingham | 4 | Purchase and install 10 recycled picnic tables. | £10,146 | <ul style="list-style-type: none"> • Benches will act as a focal point in the village and be an area where people can meet • Supports local business as people have somewhere to sit if they purchase food and/or drink |
| 8 | CF142 - WR Sports Club Extension to Clubhouse | Spelthorne | Staines South and Ashford West | 2 | Clubhouse and bar extension. | £300,000 | <ul style="list-style-type: none"> • Creation of a more usable and accessible space for residents • Provide a central meeting point in the area where additional clubs and events can be held |
| 9 | CF149 - Rebuilding Ripley Village Hall | Guildford | Horsleys | 2 | Build 3 village hall community rooms. | £586,396 | <ul style="list-style-type: none"> • Provide a new facility as existing hall was no longer fit for use • New community rooms will be used by a wide range of groups and clubs • Provides a local meeting place for residents |
| 10 | CF159 - Inclusive Community Clubhouse access and Family Garden project | Elmbridge | Hinchley Wood, | 5 | Creation of a family garden. | £35,000 | <ul style="list-style-type: none"> • Encourage families and residents to enjoy nature and be outside • Improve biodiversity |

| | | | | | | | |
|----|---|--------------------|------------------------------|----|--|----------|--|
| | | | Claygate and Oxshott | | | | |
| 11 | CF161 - Thursley Road Recreation Ground Borehole Irrigation | Waverley | Waverley Western Villages | 10 | Irrigate the recreation ground to better serve the community. | £16,740 | <ul style="list-style-type: none"> • Ensure that the recreation ground can be used throughout the year • By being accessible year long, improve activity levels of residents. |
| 12 | CF171 – Leatherhead and Dorking Gymnastics Club | Mole Valley | Leatherhead and Fetcham East | 4 | Build a new gym, sensory room and reception area. | £500,000 | <ul style="list-style-type: none"> • New facility will enable increased participation in gymnastics • Facility fully accessible for people with disabilities • Inclusive centre |
| 13 | CF211 - Regeneration of the Old Woking Community Centre | Woking | Woking South | 3 | Refurbish and repair building and install new electric and gas systems. | £982,389 | <ul style="list-style-type: none"> • Environmentally friendly building with reduced carbon footprint • Provides a local, improved meeting space for residents |
| 14 | CF251 - South Park Community 3G Pitch | Reigate & Banstead | Earlswood and Reigate South | 2 | Build a 3G community pitch. | £150,000 | <ul style="list-style-type: none"> • Creating a new facility in the community • Encourage more residents to take up sport • Ensures that the facility can be used year-round and is not weather dependent |
| 15 | CF333 – Disability Challengers - Surrey Hills Inspired Inclusive Playground | Guildford | Guildford South East | 8 | Equipment and groundworks of new accessible playground | £99,000 | <ul style="list-style-type: none"> • New facility for some of the most vulnerable residents in the County • Facility will encourage inclusivity |
| 16 | CF226 Walton Tree Canopy | Elmbridge | Walton South and Outlands | 9 | Creation of a woodland space for forest schools, allotments and other community initiatives. | £53,675 | <ul style="list-style-type: none"> • Supports the Council's greener initiatives • Encourages local residents to be outdoors and learn about nature • Volunteering opportunities for local residents. |

Annex 2: Geographic split of applications

Chart 1: Percentage of live applications by Surrey Decile

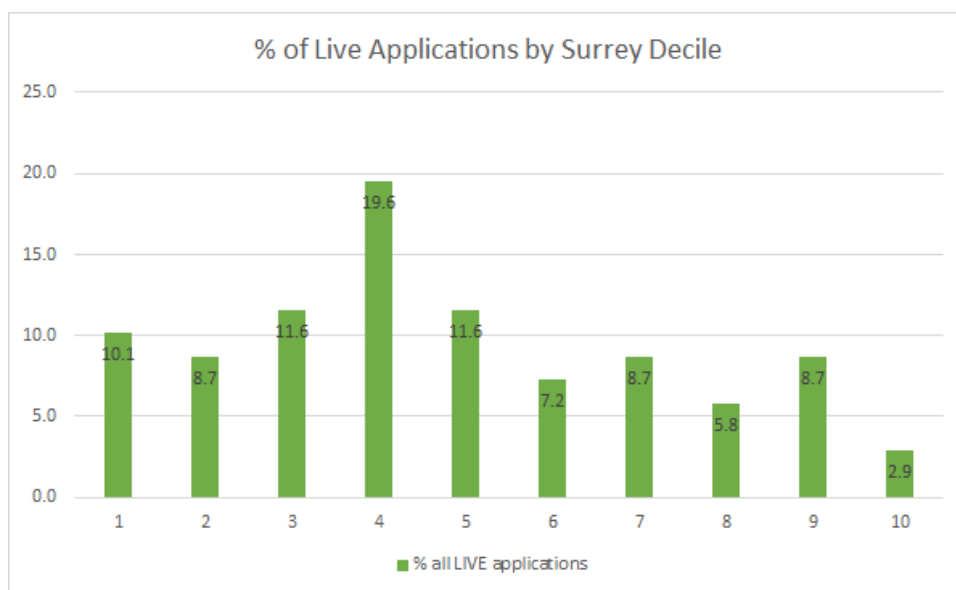


Chart 2: Percentage of funded applications by Surrey Decile

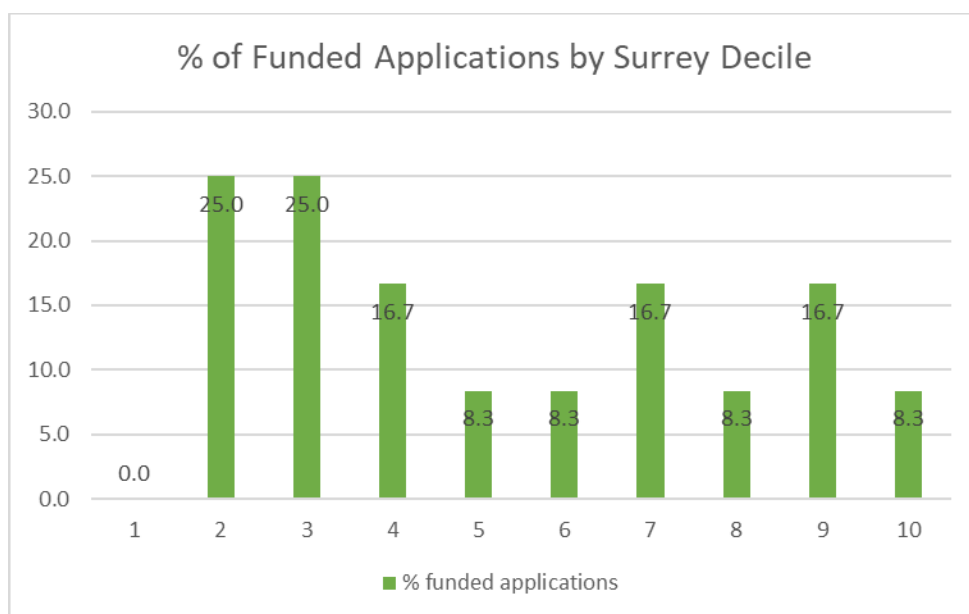


Chart 3: Average value of applications by Surrey Decile

| Status | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------|---------|---------|-----------|---------|---------|-----------|---------|---------|---------|---------|
| Idea Submission | 637,475 | 510,000 | 1,112,600 | 620,385 | 586,000 | 1,589,444 | 168,000 | 208,333 | 490,000 | 151,500 |
| Full Submission | 136,000 | 267,000 | 1,054,394 | 200,000 | 999,000 | - | 310,000 | 137,667 | 360,478 | - |
| Awarded Funding | - | 345,465 | 516,751 | 255,073 | 35,000 | 68,000 | 331,750 | 99,000 | 43,000 | 16,740 |

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MONDAY, 5 DECEMBER 2022

**SCRUTINY OF 2023/24 DRAFT BUDGET AND MEDIUM-
TERM FINANCIAL STRATEGY TO 2027/28**

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

Introduction:

1. Attached is a summary of the 2023/24 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for the Environment, Transport and Infrastructure Directorate (ETI), Surrey Fire & Rescue Service (SFRS), the Prosperity Partnerships and Growth Directorate (PPG) and elements of the Customer and Communities Directorate (C&C) relating to this Select Committee.
2. The [2023/24 Draft Budget and MTFS to 2027/28](#) was presented to Cabinet on 29 November 2022. The Final Budget for 2023/24 will be approved by Cabinet in January 2023 and full Council in February 2023. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included. There will be no movements in the Draft Budget position until the provisional Local Government Finance Settlement is published, which is expected later in December 2022, and the implications are considered.
3. The production of the 2023/24 budget has been developed through an integrated approach across Directorates, Corporate Strategy and Policy, the Twin Track programme, Transformation and Finance, ensuring that revenue budgets, capital investment and transformation plans are all aligned with each Directorate's service plans and the corporate priorities of the organisation.

Context:

4. Local Government funding remains highly uncertain, with a number of factors likely to result in significant changes to our funding position over the medium-term. Funding for 2023/24 is not yet clear, although the Autumn Statement provides the first official indications of this. The anticipated consultation on changes to local government funding over the summer did not occur due to the

prime ministerial leadership contest. Through the fiscal event/mini budget on 23 September 2022, government also made us aware that there will not be a new spending review which could have taken into account the vastly different levels of inflation experienced compared to what was assumed when the current one was announced last year. On 17 November 2022, the Chancellor of the Exchequer made further fiscal announcements through his Autumn Statement. A number of these were of direct relevance to our services and financial strategy, including the delay to the implementation of Adult Social Care Reforms, additional funding for schools and social care and changes to the levels of Council Tax rises that are allowable before a referendum, all of which have an impact on the Council's budget position. This provided important pointers to what we might see in the Local Government Finance Settlement, and assumptions have been updated based on estimates of the impact, however the first opportunity to understand in detail the direct impact of funding arrangements for the Council will be with the provisional Settlement itself, which is expected in late December 2022, with a final settlement in January 2023. Until this is available, significant uncertainty on funding remains.

5. The overall outlook for 2023/24 is one of significant challenge, with budget envelopes remaining relatively static in the face of substantial increases in the cost of maintaining current service provision and increased demand. Despite a small increase in the projected levels of funding, pressures anticipated for 2023/24 are significantly higher than in recent financial years. These pressures relate to a number of factors culminating simultaneously, namely high levels of inflation, Europe's energy crisis, workforce and labour shortages, high interest rates and the ongoing impact of the pandemic. The Council continues to see large increase in demand for services, particularly within Adults and Childrens' social care and the impact of the cost-of-living crisis on residents is expected to further increase demand for key services.
6. Although good progress has been made over the last few months, there remains a provisional budget gap for 2023/24 of £14.4 million, driven primarily by significant inflation, policy changes and the need to maintain the delivery of priority services experiencing significant demand pressures. The gap will require further actions to close, which will be extremely challenging, given the level of pressure forecast, and may require the Council to adopt measures that postpone the achievement of our ambitions. The extent to which further efficiencies will need to be identified, will be dependent upon the Local Government Finance Settlement in December, and confirmation of District and Borough Council Tax Bases in January.
7. As well as a focus on closing the gap for 2023/24, we need to be prepared for what will continue to be a difficult financial environment over the next few years. Tackling this gap will require a fundamentally different approach, given the level of efficiencies required, to avoid adversely impacting services from 2024/25 onwards. Work has already begun, with cross-Directorate transformation

opportunities being identified that focus on delivering priority objectives within constrained funding.

Engagement:

8. In 2021, we carried out in-depth research with residents to understand their priorities for how the council should spend its money. Residents indicated that they were willing to accept increases in Council Tax and the Adult Social Care Precept if it was for the purpose of protecting services that work with some of the most vulnerable people in Surrey. The engagement demonstrated that resident priorities align with those of the council, with top priorities for residents including Social Care for people of all ages, Waste services and Fire and Rescue. There was also support for more investment in preventative services and for placing those residents most at risk of being left behind in Surrey at the heart of decision-making. Residents wanted a more active role in what happens in their localities.
9. These results continue to provide a robust foundation from which to shape budget decision-making and, in 2022, have been complemented by a lighter touch approach to engagement. In May 2022, we held three virtual focus groups exploring themes including factors that make a good place to live and what local area improvements residents would like to see irrespective of who is responsible for their delivery. The groups also discussed services particularly important to resident households and in need of more support from Surrey County Council. They highlighted:
 - Making sure people get access to the services they need
 - Helping people cope with the rising cost of living
 - Community safety / managing crime / anti-social behaviour
10. Additionally, in August 2022, a cost-of-living survey was asked of the Surrey Health and Wellbeing Panel which looked at areas including the challenges they have faced in the previous three months (1 May 2022 – 31 July 2022) and if they had had to alter their behaviours. This survey will be repeated in winter to see if there has been any further change.
11. We have also engaged closely with members, staff and partners to shape this Draft Budget and plan to continue engagement until early into the new year as the budget is finalised. This includes launching an open survey in November 2022 seeking views on the Draft Budget, how resources are proposed to be spent and the impact on our communities.
12. Impacts of budget proposals, both positive and negative, are considered by services in a variety of ways, including through services' own consultation and engagement exercises and the use of Equality Impact Assessments (EIAs). EIAs are used to guide budget decisions and will be included in the final Budget

paper alongside an overview of the cumulative impact of proposed changes. At Surrey, we consider impacts not just on the nine protected characteristics, but also other vulnerable groups, for example, those at socio-economic disadvantage, Gypsy, Roma and Traveller communities, those experiencing homelessness, and so on. An overview of impacts of efficiencies pertinent to the areas covered by this committee are included in Annex 1.

Budget Scrutiny

13. Annex 1 sets out the budget proposals for ETI, SFRS, PPG and C&C, including the latest calculated revenue budget requirement compared to the current budget envelopes based on the Council's estimated funding, the service budget strategy, information on revenue pressures and efficiencies and a summary of the Capital Programme. Each Select Committee should review in the context of their individual Directorates, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.
14. Members should consider how the 2023/24 Draft Budget supports the Council in being financially stable whilst achieving Directorate and Corporate priorities and the Council's Vision for 2030. The budget aims to balance a series of different priorities and risks with options on investment, efficiencies and increases in the rate of Council Tax. It is appropriate for the Committee to consider how successful the budget is in achieving this.

Conclusions:

15. The provisional Local Government Finance Settlement in December, to be finalised in January 2023, will clarify the funding position for the Council. Once funding is clear, Directorate pressures, efficiency requirements, the level of Council Tax and the Capital Programme will be finalised.

Recommendations:

16. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be reflected in the Final Budget Report to Cabinet in January 2023.

Next steps:

17. Between now and February 2023, when the budget is approved by full council, officers and Cabinet Members will work closely together to close the current budget gap; challenge and refine assumptions and finalise the development of the Capital Programme.

18. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting on 31 January 2023.
-

Report contact

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Annexes:

Annex 1: 2023/24 Draft Budget Report and Medium-Term Financial Strategy to 2026/27 – Scrutiny Report for ETI, SFRS, PPG and C&C.

Sources/background papers

- 2023/24 Draft budget and medium-term financial strategy report to Cabinet 29 November 2022. [Draft Budget Report to Cabinet](#)

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**Communities, Environment & Highways Select Committee
2023/24 Draft Budget Report and Medium-Term Financial
Strategy (MTFS) to 2027/28**

5 December 2022

Annex 1



**SURREY
COUNTY COUNCIL**

Introduction – 2023/24 Draft Budget and Medium-Term Financial Strategy

Purpose and content

Set out to Select Committee the 2023/24 Draft Budget and MTFs, including:

- 2023/24 budget gap
- 2023/24 – 2027/28 summary position
- Detailed Directorate progress

The process to date

- Establish Core Planning Assumptions and funding projections
- Significant Member engagement (Cabinet, scrutiny, opposition party, All Member Briefings)
- Monthly iterations to Corporate Leadership Team
- Cabinet / Corporate Leadership Team (CLT) Away Day
- Convert the assumptions into the Draft Budget position
- Identify efficiencies to contribute towards closing the gap for 2023/24 and the medium-term
- Draft budget presented to Cabinet 29 November with a gap to close before final budget

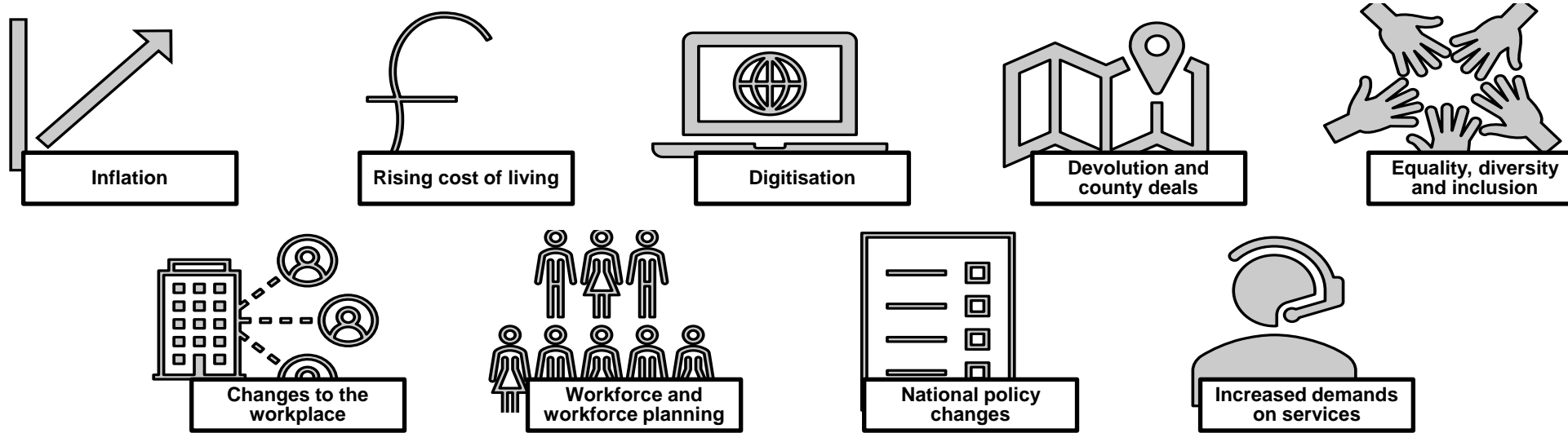
Next Steps

- Refine funding assumptions based on December local government settlement
- Finalise efficiency proposals and consider options to close the gap
- Finalise the 2023/24 – 2027/28 Capital Programme
- Consultation with residents on draft proposals and Equality Impact Assessments
- Final Budget to Cabinet in January 2023 & Council February 2023



Strategic Context

A number of drivers are influencing our operating context, including:



Delivering priorities, ensuring no one is left behind

Our Organisation Strategy sets out our contribution to the 2030 Community Vision.

Our **four priority objectives** and guiding principal that **no one is left behind** remain the central areas of focus as we deliver **modern, adaptive and resident-centred services for all.**



Budget consultation and engagement

Extensive multi-method **consultation and engagement exercise in autumn 2021** is a key source of evidence for decisions on where and how the council spends its money over the medium-term:

- Raised awareness of our priorities, budget context and views on the need to transform services and develop new approaches to service delivery
- Identified residents' informed spending preferences
- Tested spontaneous and informed attitudes towards service changes and residents' roles in supporting change.

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Further sources of insight from e.g.

- Cost of living survey (Surrey Health and Wellbeing Panel)
- Joint Neighbourhood Qualitative Research exploring residents views on council services
- Directorate-led engagement with resident representative groups

In addition, **a survey on the draft budget and the options to close the budget gap is currently live** and open to all residents and businesses in Surrey. The results will feed into the final budget report. Please continue to promote this opportunity widely



SURREY
COUNTY COUNCIL

2023/24 Draft Budget

The table shows the overall picture for the Council for 2023/24 against estimated funding

Pressures, efficiencies and funding will continue to iterate over December

In particular, funding estimates are subject to clarification as our understanding of Government Funding, Council Tax and Business Rates estimates continue to develop

Local Government Finance Settlement expected before Christmas

| | Base Budget 2022/23 £m | Initial allocation of Funding Change £m | Budget Envelope 2023/24 £m | 2023/24 Indicative Requirement £m | Draft Budget Gap £m |
|--|---------------------------|--|-------------------------------|--------------------------------------|------------------------|
| Adult Social Care | 401.7 | 8.5 | 410.2 | 434.5 | 24.2 |
| Public Service Reform | 34.4 | 0.0 | 34.4 | 34.4 | 0.0 |
| Children, Families & Lifelong Learning | 221.8 | 4.7 | 226.5 | 250.0 | 23.5 |
| CFL - High Needs Block - DSG | 27.2 | - | 27.2 | 5.0 | (22.2) |
| Comms, Public Affairs & Engagement | 2.0 | 0.0 | 2.0 | 2.1 | 0.0 |
| Surrey Fire & Rescue Service | 33.2 | 0.7 | 33.9 | 38.6 | 4.7 |
| Customer & Communities | 16.9 | 0.4 | 17.2 | 17.4 | 0.2 |
| Environment, Transport & Prosperity, Partnerships & Growth | 141.7 | 3.0 | 144.7 | 153.1 | 8.4 |
| Resources | 76.8 | 1.6 | 78.4 | 79.4 | 1.0 |
| Total Directorates | 957.2 | 19.1 | 976.2 | 1,016.2 | 40.0 |
| Central Income & Expenditure | 81.9 | 8.1 | 89.9 | 64.3 | (25.6) |
| Total - Our Council | 1,039.0 | 27.1 | 1,066.1 | 1,080.5 | 14.4 |

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The draft budget includes net pressures of £125 million, with efficiencies of £84 million and an anticipated increase in funding of £27 million, leaving a net gap of £14.4 million.

Detailed pressures and efficiencies are set out in subsequent slides

Specific Factors Impacting 2023/24 and the MTFs to 2027/28

Inflation

- Ongoing impact of above budgeted level of inflation in 2022/23
- Continued high inflation assumed throughout 2023/24, impact on Council, suppliers & partners
- Pay Inflation – either as a result of national policy (eg Fire) or in order to attract and recruit to key roles

Policy Changes

- Significant anticipated gap between costs and available funding re Adults Social Care Reform
- Discharge to Assess – continuation of policy change enacted during pandemic, removal of funding

Cost of Living Crisis

- Impact on residents felt by the Council in increased demand for services
- Unlikely to have currently felt the full effects, entering an anticipated difficult winter

Ongoing Demand Pressures

- Significant current year overspends forecast in Home to School Transport (demand & inflation led)
- Demand pressures associated with unaccompanied asylum seekers & children's placements
- Forecast continued demand in other services including Adults social care and children with disabilities

Medium Term Impact of Covid-19

- Ongoing impact on service demand as a result of the pandemic
- Behavioural change means income has not recovered to pre-Covid levels in some services (eg libraries)

Funding Uncertainty

- Uncertainty and/or delayed funding announcements risk unnecessary additional efficiencies
- Uncertainty over Fair Funding Reform impacts on ability to effectively plan for the medium term

2023/24 Draft Efficiency Programme

- Efficiencies are rated on risk of acceptability/achievability – **£7.7 million categorised as red**
- Stretch targets for efficiencies are included to ensure full ambition is quantified – corporate contingencies are in place to manage the risk of delivery
- It is often the case that more efficiencies are classified as red/amber at the draft budget stage vs the final budget, given timing and progress in activities to deliver

| | Green £m | Amber £m | Red £m | Total £m |
|--|-------------|-------------|------------|-------------|
| Adult Social Care | 7.6 | 11.0 | 1.3 | 19.8 |
| Public Service Reform and Public Health | 0.0 | 0.0 | 0.0 | 0.0 |
| Children, Families and Lifelong Learning | 0.2 | 5.6 | 4.7 | 10.5 |
| DSG High Needs Block | 0.0 | 22.2 | 0.0 | 22.2 |
| Environment, Transport and Infrastructure | 0.7 | 2.8 | 0.0 | 3.5 |
| Surrey Fire & Rescue Service | 0.6 | 0.4 | 0.0 | 1.0 |
| Customer and Communities | 0.0 | 0.9 | 0.0 | 0.9 |
| Prosperity, Partnerships and Growth | 0.1 | 0.0 | 0.0 | 0.1 |
| Communications, Public Affairs & Engagement | 0.0 | 0.0 | 0.0 | 0.0 |
| Resources | 1.1 | 3.5 | 1.7 | 6.3 |
| Central Income and Expenditure (incl additional ASC funding) | 0.0 | 19.3 | 0.0 | 19.3 |
| Total efficiencies | 10.3 | 65.7 | 7.7 | 83.6 |

Indicative Funding Assumptions

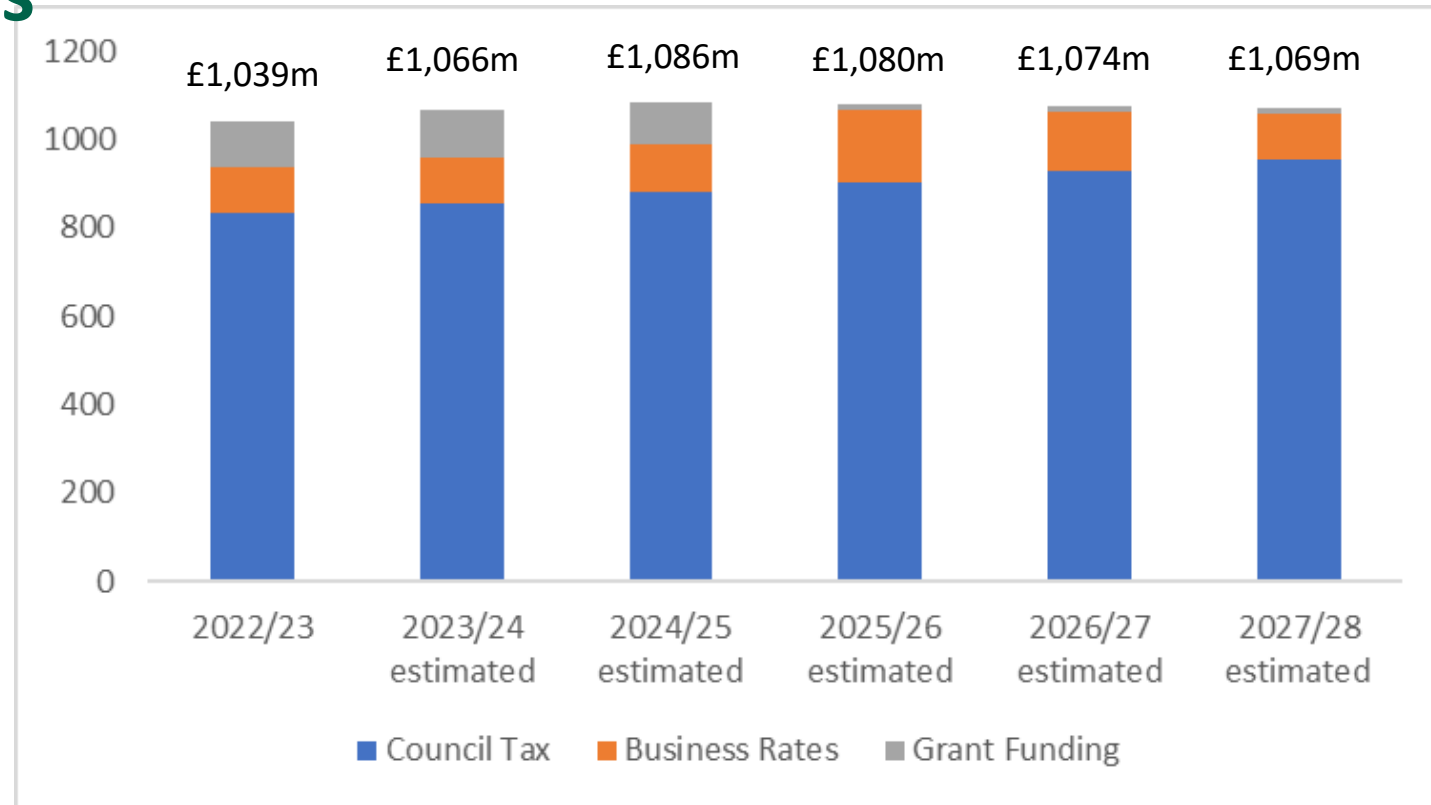
Council Tax & Business Rates

- Draft Budget assumes a 1.99 per cent increase in Council Tax across all financial years of the MTFS
- Currently no increase in the Adult Social Care (ASC) Precept is assumed
- Other changes in Council Tax income rely on assumptions around local factors. For example, tax base changes, reliefs and premiums.
- Confirmation of District and Borough Council Tax bases are received in January.
- Factors that influence the amount of business Rates retained (growth and pooling arrangements) and reliefs are determined by central government.

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Grant Funding

- Based on assumptions about Central Government decisions – provisional Local Government Finance Settlement in December.
- Currently assuming a roll forward of 2022/23 grant allocations in 2023/24.
- Additional ASC funding announced in Autumn



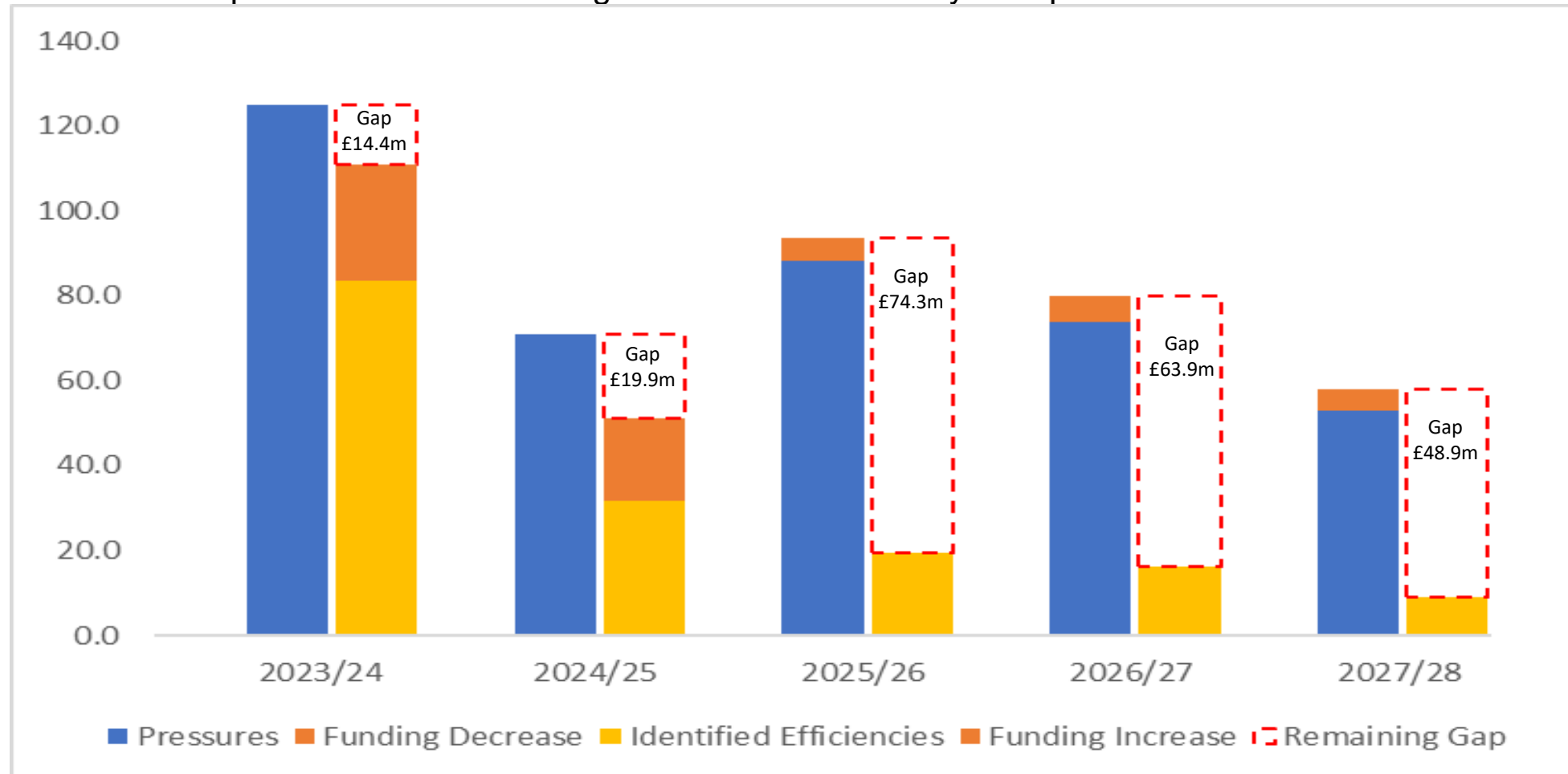
Medium Term Funding

The most significant influence on the Council's medium term funding is the long-awaited implementation of Fair Funding Reforms, which are likely to see Surrey's funding drop significantly over the medium-term.

With no indication from government as to their current plans for this reform and recent economic turmoil, our planning assumptions assume that reform is now more unlikely before the next General Election (included from 2025/26).

2023-28 Medium Term Financial Position

- Directorates are tasked with costing the core planning assumptions and developing Directorate scenarios to arrive at pressures and efficiencies for the MTFS from 2023/24 to 2027/28 to include alongside the Draft Budget
- Draft estimates of likely funding over the medium-term from Council Tax, Business Rates and Government Grants have been developed – these will need to be updated for funding announcements expected in December.
- **There is an estimated budget gap of £221 million by 2027/28.** The gap widens from 2025/26 as a result of the estimated impact of both Fair Funding Reforms and the delayed implementation of ASC Reforms



Options to close the Draft Budget Gap of £14.4m

Additional Government Funding

- Significant uncertainty over Government funding both for 2023/24 and into the medium term
- Autumn Statement provided indication of additional funding for ASC and Education, no certainty on amounts until December Local Government Settlement

Identification of Additional Efficiencies

- Directorates continue to look for further deliverable efficiencies.
- List of 'alternative measures' developed which would likely result in service delivery reductions - would be required if no further funding was identified

Use of Reserves

- Worked hard to re-build depleted reserve levels to improve financial resilience
- Current level of reserves is considered appropriate given assessment of the risk environment
- Any use of reserves should be for one-off expenditure rather than to meet ongoing budgetary pressures.

Increase Council Tax

- Current budget assumptions are a 1.99 per cent increase, based on historical referendum level
- Autumn Statement announced ability for Councils to raise Council Tax (CT) by up to 3 per cent per year from April 2023 and an additional 2 per cent ASC Precept
- Any increase equates to c£8 million for every 1 per cent rise

Draft Capital Programme 2023 - 2028

- The draft capital programme for 2023/24 – 2027/28 equates to £1.9 billion - £1.1 billion approved programme and an additional £0.8 billion in the pipeline.
- The programme is deemed affordable and while it represents an increase in the revenue borrowing costs both in absolute terms and as a percentage of the net revenue budget (to c8 per cent by 2027/28), it brings us in line with other similar sized authorities.
- The impact of inflation on schemes has led to a number of programmes needing to re-scale / value engineer proposals to ensure affordability within pipeline budget envelopes.
- These will need continued focus as we approach the final budget setting stage and throughout 2023/24 to ensure the impact is mitigated.
- The capital programme cannot continue to increase at this rate in perpetuity. If we continued to invest at these levels then the revenue pressure would become unsustainable and unaffordable.
- Therefore, from **2026/27 a 'cap' on unfunded borrowing of £40 million per annum** has been recommended. This is currently achieved in the Draft programme proposed, but needs to be maintained between the draft and final budget iterations.
- A review of profiling of capital schemes to ensure deliverability will be undertaken before the Final Budget is presented to Cabinet in January 2023 and Full Council in February 2023.



Directorate Positions

- **Environment, Transport & Infrastructure**
- **Surrey Fire & Rescue Service**
- **Customer & Communities**
- **Partnerships, Prosperity & Growth**



Environment, Transport & Infrastructure

Summary of Services Provided by Directorate

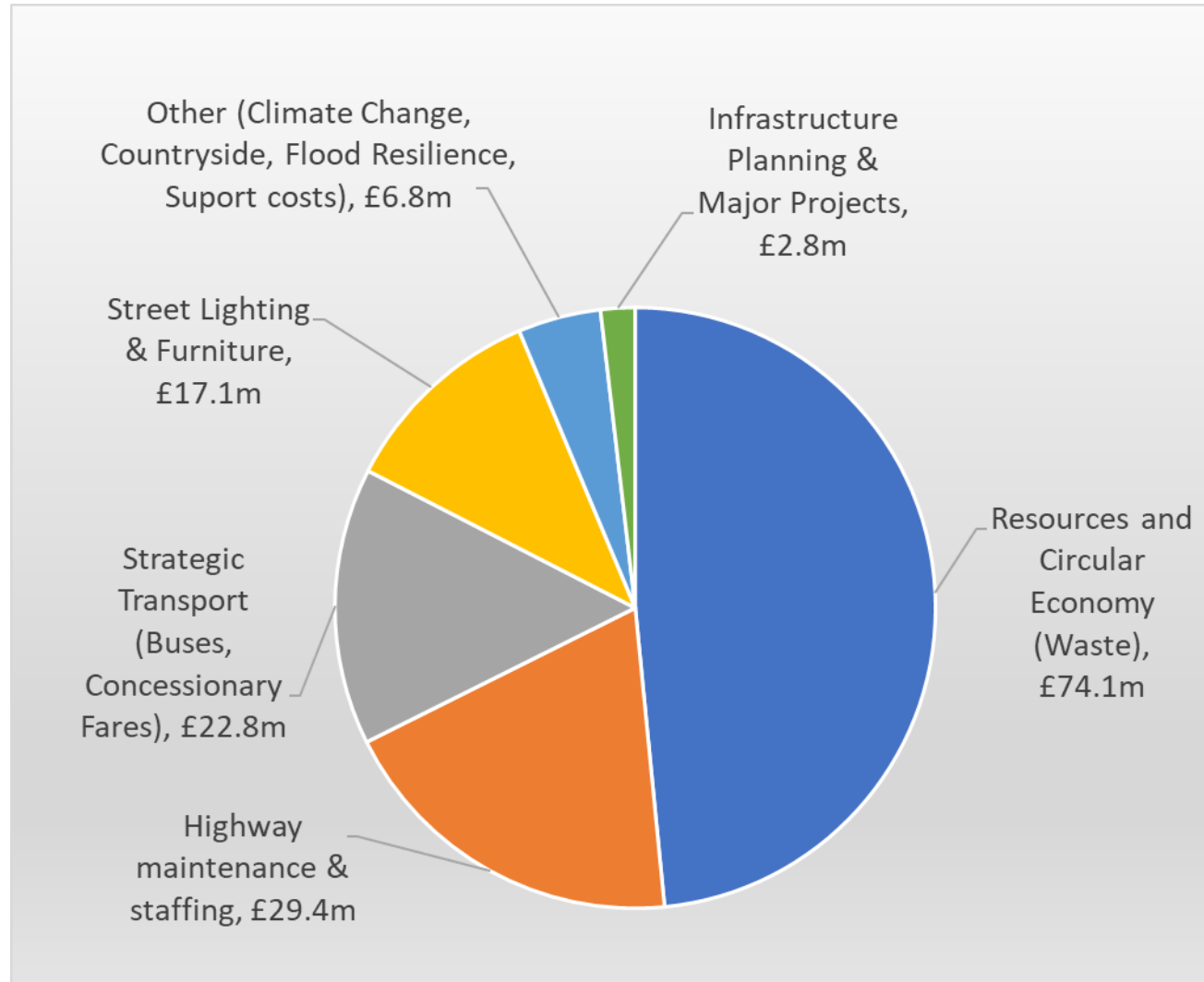
Environment Transport & Infrastructure (ETI) provides many “universal services” to residents, i.e. services which many/all residents access including waste management and highways. Key service areas include:

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

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



How is the service budget spent – breakdown of major services



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

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

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



Service strategy headlines for 2023-28 MTFS

Over the period of the Medium Term Financial Strategy, ETI's key priorities are to:

- Continue to build upon the new Directorate organisation design - embedding the new Highways and Greener Futures structures, coupled with further reviews of our Waste and Planning functions;
- Strengthen our financial sustainability to provide value for money to communities by leveraging available funding opportunities, identifying new commercial opportunities, opportunities for partnership working, innovating service delivery and developing our Greener Futures Finance Strategy;
- Embed and optimise Ringway as the new Highways contract provider, improving quality of works across the county, continuing to identify opportunities to innovate and work more effectively, and delivering against carbon reduction outcomes including immediate adoption of a minimum 11 per cent Electric Vehicle (EV) fleet with commitment to reach net zero by 2030;
- Strengthen engagement with customers and communities through delivery of our Customer Enquiry Improvement Plan and establishing the cross cutting Greener Futures Engagement and Behaviour Change Working Group;
- Working with key partners and members, finalise the design of our future waste services and conclude the waste contract dispute;
- Deliver the Council and county's carbon emission reduction targets in line with our Climate Change Delivery Plan. With 46% of Surrey's emissions resulting from Transport, a key part of delivering these targets will be supported by delivery of the Surrey Transport Plan, EV network rollout and Bus Back Better plans;
- Deliver the capital programme including the River Thames flood alleviation scheme in partnership with the Environment Agency, and £70 million of capital schemes identified in phases 1-3 of the Surrey Infrastructure Programme and develop the pipeline for future schemes;
- Implement a new governance model to better support delivery of the Climate Change Delivery Plan and Surrey Infrastructure Plan;
- Continue to maximise external funding toward revenue and capital activities, including grants, income and developer contributions; and
- Working across Surrey County Council (SCC) and with local authority and voluntary, community and faith sector partners, support residents in immediate crisis as a result of fuel poverty, and enable mitigation of impacts by improving the energy efficiency of homes across the county.

Year on year expenditure

ETI net expenditure



Across 2018-2022 ETI expenditure has increased in line with market costs and demand for services, including the impacts of Covid-19 on services including waste and public transport. In future years there is a gap between the calculated requirement and budget envelope driven mainly by non-pay inflation, requiring significant changes to keep spending within currently estimated resources in the medium term.



2023-28 MTFS Budget Summary for Environment, Transport & Infrastructure

| Environment, Transport & Infrastructure | | | | | | | |
|--|---------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
| | £m | £m | £m | £m | £m | £m | £m |
| Brought forward budget | 141.7 | 141.7 | 153.1 | 155.8 | 158.3 | 161.8 | |
| Pressures | | 14.9 | 4.8 | 3.0 | 3.8 | 3.9 | 30.4 |
| Identified efficiencies | | (3.5) | (2.2) | (0.6) | (0.3) | (0.3) | (6.8) |
| Total budget requirement | | 153.1 | 155.8 | 158.3 | 161.8 | 165.4 | |
| Change in Directorate net budget requirement | | 11.4 | 2.7 | 2.5 | 3.5 | 3.6 | 23.6 |
| Opening funding | | 141.7 | 144.7 | 146.0 | 143.7 | 141.6 | |
| Share of funding change and borrowing costs | | 3.0 | 1.3 | (2.3) | (2.1) | (1.5) | (1.6) |
| Funding for Year (Budget Envelope) | | 144.7 | 146.0 | 143.7 | 141.6 | 140.1 | |
| Year on Year - reductions still to find | | 8.4 | 1.4 | 4.8 | 5.6 | 5.1 | 25.2 |
| Overall Reductions still to find | | 8.4 | 9.8 | 14.6 | 20.2 | 25.2 | |

The 2023/24 ETI budget requirement is driven by pressures of £14.9 million including contract and pay inflation, and additional resources to meet demand and deliver Council priorities, such as the introduction of a young person's travel scheme and funding to address ash dieback. These are partially offset by efficiencies totalling £3.5 million including improved waste market prices for recyclables, reduced concessionary travel, and smaller efficiencies including contract management and fees and charges. Once changes in funding are included this results in a gap of £8.4 million when compared to currently estimated funding, which will be reviewed once the Provisional Local Government Finance Settlement is published (expected in December).

This gap increases in future years primarily as a result of inflation and estimated changes to the Council's funding in future years.

Summary of Budgeted Pressures

| Pressure | Description | 2023/24 | Total |
|---|---|-------------|-------------|
| | | £m | MTFS £m |
| Non-Pay Inflation | Expected inflationary increase in contract and related costs. Assumes additional 6.8% catch-up for 22/23, 7.3% for 23/24, 2% thereafter. | 11.7 | 22.6 |
| Pay inflation | Estimated costs of pay inflation | 1.5 | 5.4 |
| Environment - Waste - CRC charges | Government is expected to remove ability to charge for DIY materials. Change may not be immediate, and cost will depend on the volume of materials returning to CRCs. | | 1.1 |
| Environment - Waste team capacity | Review the waste management team structure in line with future contract changes | | 0.6 |
| Highways & Transport - Young person's travel scheme | Estimated cost of half price travel scheme for under 20s | 0.5 | 0.5 |
| Highways & Transport - works IT system | Replacement system | 0.5 | 0.4 |
| Prior year efficiency | Prior year "marginal gains" have not been delivered | 0.4 | 0.4 |
| Highways & Planning - Legal support | Additional ongoing resource to support ETI services | 0.2 | 0.2 |
| Highways & Transport - active travel | Maintaining new active travel infrastructure to heightened design standards | | 0.1 |
| Environment - Countryside - ash dieback | Dealing with ash dieback impact on countryside trees, e.g. where they effect public rights of way | 0.2 | 0.0 |
| Environment - Waste volumes | The 2021/22 MTFS reflected increased volumes, e.g. due to home-working, which are assumed to reduce over the period. | | (0.7) |
| Environment - Staffing | Partial reduction in additional resources to support delivery of Greener Futures and Rethinking Waste | | (0.1) |
| Environment - Waste contract reprocurement | Reprocurement costs, to the extent they are not expected to be met from other sources including Transformation Funding. | | 0.0 |
| Total Pressures | | 14.9 | 30.4 |

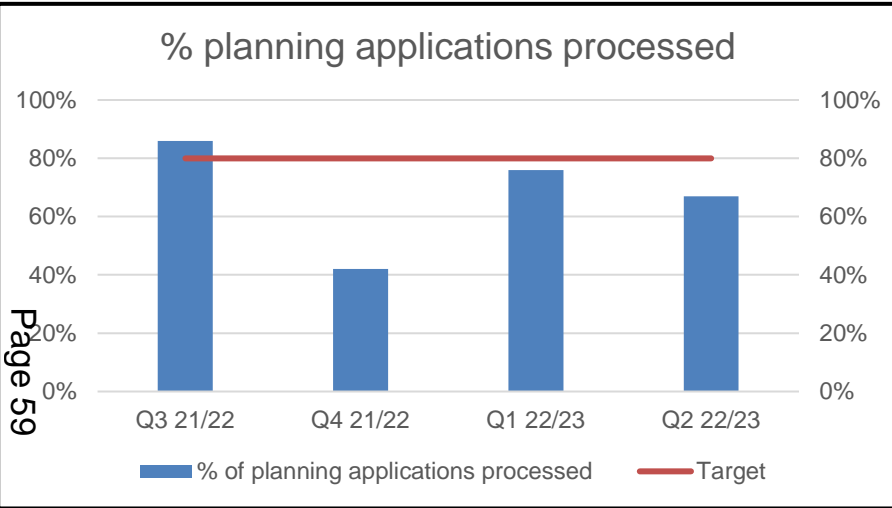
Planned Efficiencies

| Efficiency | Description | 2023/24 £m | Total MTFS £m | RAG Rating |
|--|---|---------------|---------------------|---------------|
| Environment - Waste - DMR prices | DMR prices continue to provide a benefit, although historically have been volatile. | (2.0) | (2.0) | A |
| Maximising our income | Council-wide cross cutting project to review income, e.g. from fees & charges | (0.2) | (1.0) | A |
| Environment - Waste - Rethinking waste | Review of waste operating model and assess the implications of Government strategy - including extended producer responsibility, deposit return scheme, recycling credits, infrastructure | | (1.0) | A |
| Making the most of our contracts | Council-wide cross cutting project to improve contract management | (0.2) | (0.6) | A |
| Highways & Transport - concessionary fares volumes | Volumes are lower than budgeted | (0.6) | (0.6) | A |
| IPMP - Planning income and developer funding | Review developer funding (e.g. S106) to identify schemes already delivered, review application of planning fees to cover relevant costs | (0.4) | (0.4) | A |
| Highways & Transport - expanding on-street parking and charging | Continuing expansion of on street parking charging through parking reviews etc. | (0.3) | (0.5) | A |
| Street lighting LED conversion | Energy savings as street lights are converted to LED | (0.3) | (0.3) | G |
| Highways & Transport - moving traffic offences | Estimated contribution to highway costs | 0.0 | (0.5) | A |
| Highways & Transport - savings & pressures identified during 2022/23 | Net position following a number of number of budget adjustments to reflect different savings and pressures. | (0.2) | (0.2) | G |
| Highways & Transport - insurance claims | Reduction in overall cost of insurance claims | (0.1) | (0.1) | G |
| Environment - Countryside - various | Events on the countryside estate, income from property investment, and development of the Basingstoke Canal Centre campsite. | (0.1) | (0.1) | A |
| Highways & Transport - bus lane enforcement | Expansion of current bus lane enforcement measures to improve reliability of public transport services | 0.1 | (0.1) | A |
| Highways & Transport - commercialisation & innovation | Advertising on the Highway. Large and Small format | (0.0) | (0.3) | A |
| IPMP - Planning fees | Income from Planning Performance Agreements and charges for discretionary services | (0.0) | (0.1) | G |
| Environment - Waste - growth in reuse shop income | Continue to expand reuse shop offer at Community Recycling Centres | (0.1) | (0.1) | G |
| Highways & Transport - one off funding (reversal) | Reversal of one-off 22/23 grant funding and income | 1.0 | 1.0 | A |
| Total Efficiencies | | (3.5) | (6.8) | |

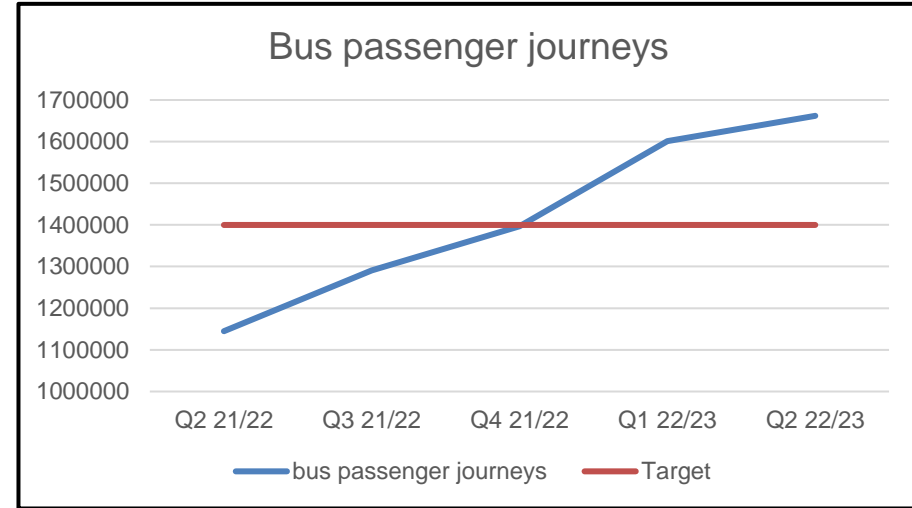
How are impacts of prior year decisions/efficiencies measured?

ETI provides many universal services which many/all residents access that are not specifically user or need led. The efficiency plans for recent budgets, and this coming budget, focus on internal changes to process, improvements in delivery or income generation and changes in market rates or in contract management. It should be noted that the majority of ETI spend is committed to strategic contracts.

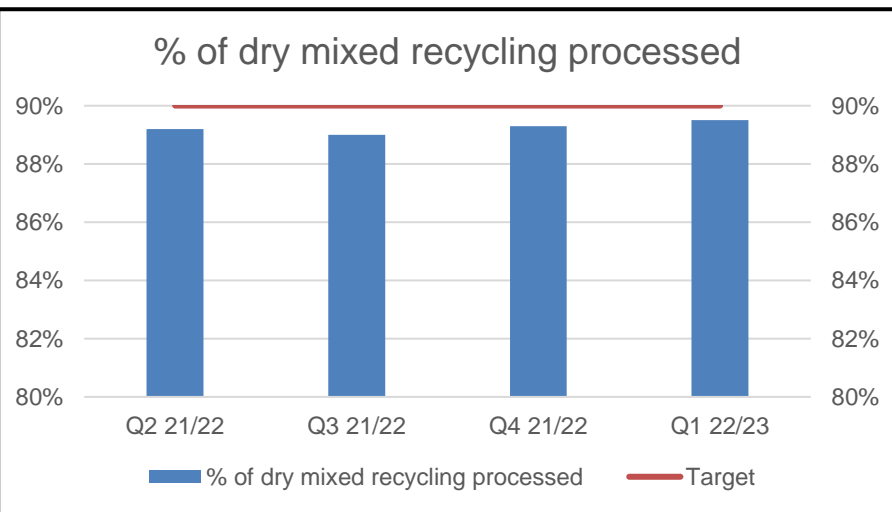
Key operational performance indicators are tracked to monitor the impact of efficiencies on service delivery and residents with some examples below.



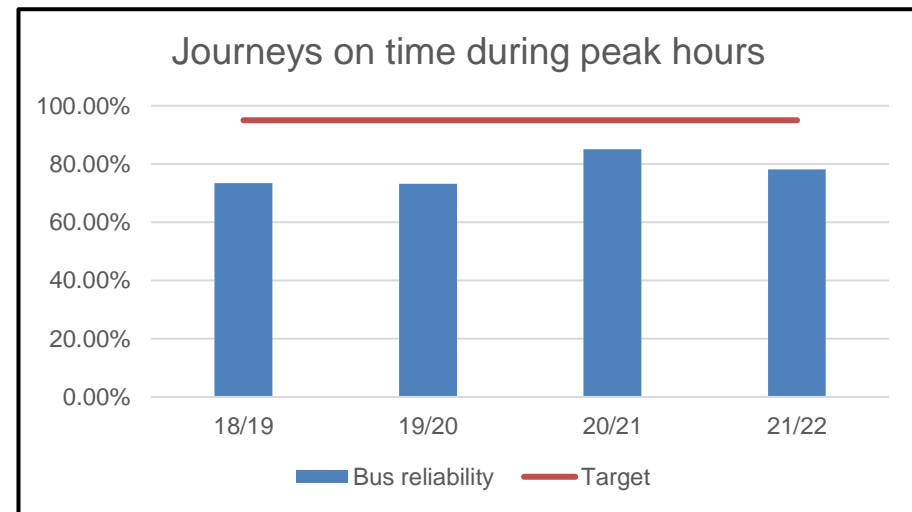
Planning application fees are being reviewed to increase income generation so being resourced to process applications is key. Recent processing timescales highlight this as an area of improvement which is being addressed.



Overall bus passenger numbers are improving from the pandemic but spend on concessionary fares was lower than expected highlighting the need to consider as part of Bus Service Improvement Plan.



Dry Mixed Recycling (DMR) prices continue to provide a benefit so tracking the % that can be processed (vs contamination) is important.



Income from bus lane enforcement is an identified efficiency in the MTFS which will also bring about improvements in bus reliability.

Draft Capital Programme - Budget

The Capital Programme is comprised of the Budget (schemes which are developed and ready to proceed) and the Pipeline (schemes requiring further development and subject to business case approval). The Proposed Capital Budget for ETI totals £576 million over five years, funded from a number of sources including grants and borrowing. In addition the Land & Property capital budget includes provision for Salt Barns

| Service | Project | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 | Total Budget £000 | Supports Greener Futures |
|------------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|--------------------------------|
| H&T | Highway Maintenance | 71,310 | 29,500 | 29,500 | 29,500 | 29,500 | 189,310 | |
| IPMP | Surrey Flood Alleviation - River Thames | 8,000 | 8,000 | 30,000 | 50,000 | 50,000 | 146,000 | Y |
| H&T | Bridge/Structures Maintenance | 13,192 | 10,167 | 10,167 | 10,167 | 10,167 | 53,860 | |
| IPMP | A320 North of Woking and Junction 11 of M25 | 35,681 | - | - | - | - | 35,681 | |
| Environment | Surrey Flood Alleviation - Wider Schemes | 3,553 | 5,969 | 4,920 | 3,784 | 3,112 | 21,338 | |
| H&T | Ultra Low Emission Vehicles - Buses | 16,250 | - | - | - | - | 16,250 | Y |
| H&T | Local Highways Schemes | 11,839 | 1,000 | 1,000 | 1,000 | 1,000 | 15,839 | |
| H&T | Traffic signals | 3,230 | 2,915 | 2,915 | 2,915 | 2,915 | 14,890 | |
| IPMP | SIP: A308 Modernisation | 1,425 | 3,770 | 3,795 | - | - | 8,990 | |
| H&T | Ultra Low Emission Vehicles - bus priority | 1,800 | 2,000 | 2,600 | 2,500 | - | 8,900 | Y |
| H&T | Flooding & drainage | 1,744 | 1,707 | 1,707 | 1,707 | 1,707 | 8,572 | |
| H&T | Safety Barriers | 2,306 | 1,510 | 1,510 | 1,510 | 1,510 | 8,346 | |
| H&T | Ultra Low Emission Vehicles - Community Transport - Third Sector | 3,000 | 2,839 | - | - | - | 5,839 | Y |
| H&T | External funding | 869 | 1,200 | 1,200 | 1,200 | 1,200 | 5,669 | |
| H&T | Active Travel Tranche 3 | 5,443 | - | - | - | - | 5,443 | Y |
| H&T | Illuminated Street Furniture | 1,950 | 1,900 | 500 | 500 | 500 | 5,350 | |
| H&T | Drainage Asset Capital Maintenance/Improvements | 1,003 | 1,000 | 1,000 | 1,000 | 1,000 | 5,003 | |
| Environment | Public Rights of Way | 740 | 740 | 740 | 740 | 740 | 3,700 | Y |
| H&T | Highway Maintenance - Signs | 475 | 400 | 400 | 400 | 400 | 2,075 | |
| H&T | School road safety schemes | 1,000 | 1,000 | - | - | - | 2,000 | Y |
| H&T | Road safety - speed management | 1,000 | 1,000 | - | - | - | 2,000 | |
| H&T | Road Safety Schemes | 228 | 200 | 500 | 500 | 500 | 1,928 | |
| IPMP | Farnham Infrastructure Programme Town Centre - Quick Wins | 1,823 | - | - | - | - | 1,823 | Y |
| H&T | Ultra Low Emission Vehicles - RTPI for buses | 350 | 450 | 550 | - | - | 1,350 | Y |
| H&T | Surrey Quality Bus Corridor Improvement | 725 | 400 | - | - | - | 1,125 | Y |
| All | Schemes below £1m | 2,558 | 461 | 405 | 405 | 405 | 4,234 | Y |
| Total ETI | | 191,494 | 78,128 | 93,409 | 107,828 | 104,656 | 575,515 | |

Draft Capital Programme - Pipeline

In addition to the budget, the proposed ETI Capital Pipeline is comprised of schemes under development and subject to final business cases. As with the capital budget, the pipeline is funded from a number of sources including grants and borrowing. The ETI capital pipeline totals £402 million across the five year MTFs. The largest of these (schemes over £1 million) are shown below. In addition the Land & Property capital pipeline includes provision for highway depots.

| Service | Project | Total Budget £000 | Supports Greener Futures |
|------------------|---|----------------------|--------------------------------|
| IPMP | Surrey Infrastructure Plan | 127,553 | Y |
| IPMP | Farnham Infrastructure Programme A31 Hickley Corner | 114,865 | |
| Environment | Greener Futures - net zero 2030 | 45,385 | Y |
| Environment | Greener futures - Net Zero 2050 target | 30,000 | Y |
| Environment | Materials Recovery Facility | 21,000 | Y |
| IPMP | Farnham Infrastructure Programme Town Centre | 17,000 | Y |
| H&T | Ultra Low Emission Vehicles - Bus Companies | 15,900 | Y |
| Environment | CRC Improvements (Slyfield) | 12,300 | Y |
| IPMP | Local Cycling & Walking Infrastructure Plans (LCWIPS) | 10,500 | Y |
| IPMP | Electric Vehicle Infrastructure | 5,000 | Y |
| H&T | Local Enterprise Partnerships (LEP) Funded Schemes | 1,409 | |
| All | Schemes below £1m | 975 | Y |
| Total ETI | | 401,887 | |



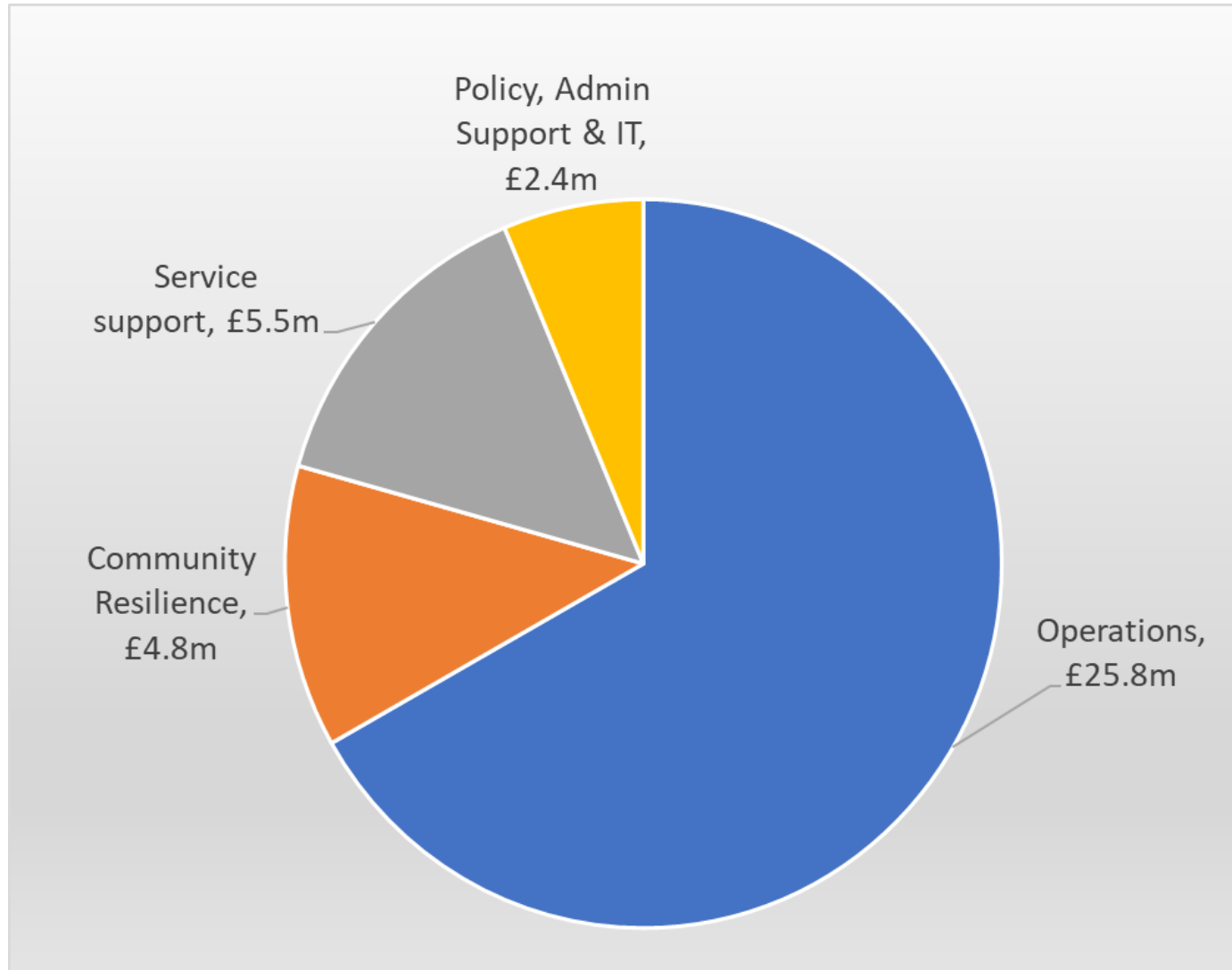
Surrey Fire & Rescue Service

Service strategy headlines for 2023-28 MTFS

The Surrey Fire and Rescue Service (SFRS) is a statutory service which aims to make Surrey a safer place to live, work, travel and do business. In recent years, in response to now His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HIMCFRS), SFRS has put in place a major improvement programme which is set out in the Making Surrey Safer Plan (MSSP) 2020-24. A big part of the MSSP is about improving how we deliver prevention and protection activities, helping to prevent emergencies from happening in the first place.

Partnership working is key to the success of the MSSP, starting within Surrey County Council with Adult Social Care and Integrated Commissioning, Children, Families and Lifelong Learning and Public Health services, to help prioritise support to our most vulnerable residents. SFRS also aim to work better with other emergency services, District and Borough Councils and closer working with businesses to support the Surrey economy.

How is the service budget spent



The Fire service budget is primarily linked to employee costs (£40 million) offset by grants and income, e.g. from collaboration activities.

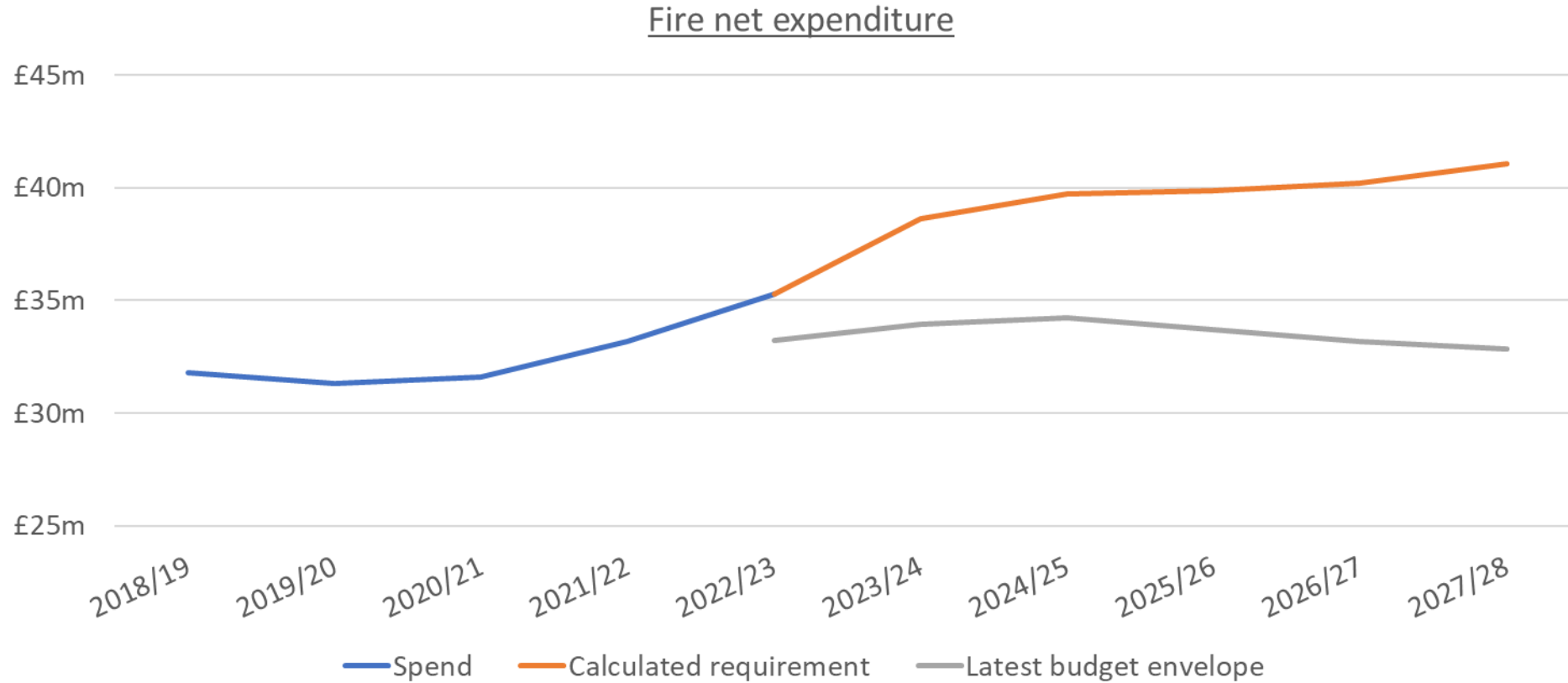
Key service areas are:

- Operations: front line response, control centre and Fire service management
- Community Resilience: business and community safety and prevention
- Service Support: logistics (e.g. vehicle maintenance), learning & development, occupational health
- Policy, Admin & Support: including Chief of Staff, Incident Management Team (IMT) and pension administration

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



Year on year expenditure



Across 2018-2021 Surrey Fire & Rescue costs increased primarily due to inflation, offset by Making Surrey Safer Plan efficiencies of £2 million across 2020-2022. In 2022/23 spend has increased as a result of recruitment and staffing issues following London Fire Brigade recruitment, and other cost increases including fuel and communications. These pressures impact on future budget requirements resulting in a gap between the calculated requirement and budget envelope, requiring significant changes to keep spending within currently estimated resources in the medium term.



2023-28 MTFS Budget Summary for Surrey Fire & Rescue Service

| SFRS | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|--|---------|-------------|-------------|-------------|-------------|-------------|--------------|
| | £m | £m | £m | £m | £m | £m | £m |
| Brought forward budget | 33.2 | 33.2 | 38.6 | 39.7 | 39.9 | 40.2 | |
| Pressures | | 6.4 | 1.2 | 0.2 | 0.6 | 0.9 | 9.3 |
| Identified efficiencies | | (0.9) | (0.2) | 0.0 | (0.4) | 0.0 | (1.5) |
| Total budget requirement | | 38.6 | 39.7 | 39.9 | 40.2 | 41.1 | |
| Change in Directorate net budget requirement | | 5.4 | 1.1 | 0.2 | 0.3 | 0.9 | 7.8 |
| Opening funding | | 33.2 | 33.9 | 34.2 | 33.7 | 33.2 | |
| Share of funding change and borrowing costs | | 0.7 | 0.3 | (0.5) | (0.5) | (0.3) | (0.4) |
| Funding for Year (Budget Envelope) | | 33.9 | 34.2 | 33.7 | 33.2 | 32.9 | |
| Year on Year - reductions still to find | | 4.7 | 0.8 | 0.7 | 0.8 | 1.2 | 8.2 |
| Overall Reductions still to find | | 4.7 | 5.5 | 6.2 | 7.0 | 8.2 | |

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The Fire service’s 2023/24 budget requirement is driven by pressures of £6.4 million including: anticipated national pay inflation, increased costs across the service including fuel & vehicles, training and communications, and additional costs associated with recruitment and resilience including staffing numbers, measures to aid retention and learning & development. These pressures are partially offset by efficiencies totalling £0.9 million including a reduction in overtime and utilisation of grant and capital funding. Once changes in funding are included this results in a gap of £4.7 million when compared to currently estimated funding, which will be reviewed once the Provisional Local Government Finance Settlement is published (expected in December). The gap increases in future years primarily as a result of anticipated pay inflation and estimated changes to the Council’s funding in future years.



Summary of Budgeted Pressures

| Pressure | Description | 2023/24 | Total |
|--|--|-------------|-------------|
| | | £m | MTFS £m |
| Pay inflation | Estimated costs of pay inflation | 2.67 | 6.13 |
| Fire - Non Pay inflation | Expected inflationary increase in costs | 0.23 | 0.51 |
| Training | Increase volume and cost of providing training due to level of BAU staff turnover | 0.29 | 0.29 |
| Fleet costs | Increased costs of operating vehicles | 0.20 | 0.20 |
| Reduction in income | Costs no longer covered through secondments | 0.20 | 0.20 |
| Over the border response | Use of neighbouring Fire authorities to attend Surrey incidents where closer | 0.16 | 0.16 |
| Airwave communications system | Grant not kept pace with costs & grant reduction | 0.25 | 0.25 |
| Fire Pension Ill Health Charges | Requirement for all officers to meet fitness requirements leading to more ill health retirements. Assumption costs will reduce, but may need smaller residual funding. | 0.25 | 0.00 |
| Recruitment & resilience: incentive package | Incentive package incl. skills (e.g. HGV), notice periods | 0.20 | 0.20 |
| Recruitment & resilience: temporary staffing increase | Multi skilled, agile group to provide cover, 12FTE to end of 2024 | 0.64 | 0.00 |
| Recruitment & resilience: management of annual leave | Centralise coordination of staff deployment and annual leave | 0.05 | 0.00 |
| Recruitment & resilience: learning & development | Increase L&D team establishment | 0.09 | 0.09 |
| Recruitment & resilience: new protection skills | Enhance watch commander protection skills to meet new requirements, e.g. post-Grenfell legislation changes. | 0.01 | 0.01 |
| Recruitment & resilience : removal of operational vacancy factor | Requirement to be over operational establishment to allow time to recruit and train staff to be operational. Expected to be 1-2 years to reach this level. | 0.40 | 0.80 |
| 140 day plan | Short term changes required within service | 0.38 | 0.10 |
| Transformation programme continuation | Transition to BAU | 0.34 | 0.34 |
| Total Pressures | | 6.36 | 9.29 |

Planned Efficiencies

| Efficiency | Description | 2023/24 £m | Total MTFS £m | RAG Rating |
|--|---|---------------|---------------------|---------------|
| Automatic Fire Alarm (AFA) Policy | Further expand the Automatic Fire Alarm (AFA) Policy by stopping response to all or some AFA Incident Types. Needs to link to revised Making Surrey Safer Plan (MSSP) | (0.01) | (0.01) | A |
| Animal Rescue Incidents | Stop responding to all or some Animal Rescue Incidents. Needs to link to revised MSSP | (0.01) | (0.01) | A |
| Utilisation of Grants | Protection grant & Building Regulation grant. Funding partly used to fund establishment posts | (0.31) | (0.31) | A |
| Fire investigation | Options being assessed. Rationalisation of posts. | | (0.12) | A |
| Capitalisation of staff time: Engineering & operational development | Recharge time bringing fleet into operational use to capital. Plus operational development post | (0.16) | (0.16) | G |
| Corporate subscription | Institute of Fire Engineers. Take advice through NFCC liaison instead | (0.06) | (0.06) | G |
| Fire Cadets | Stop scheme after current cohort completes. (avoids pressures from expanding scheme) | | 0.00 | G |
| Utilise new training facilities. Expand L&D to external partners. | Linked to development of Wray park training facilities. Use by other FRS and/or private organisation. New facilities designed for use by two teams at same time. | | (0.25) | A |
| Expand the use of new Logistics (Engineering) facilities to other users | Linked to development of Wray park workshop facilities. Use by other in services or external partners | | (0.10) | A |
| Anticipated reduction in overtime requirement following additional recruitment | Linked to increased staffing for centralised team | (0.35) | (0.35) | A |
| Stop operational staff rotations | Reduces training requirements | (0.05) | (0.10) | G |
| Total Efficiencies | | (0.94) | (1.46) | |

SFRS - Impacts of prior year decisions/efficiencies

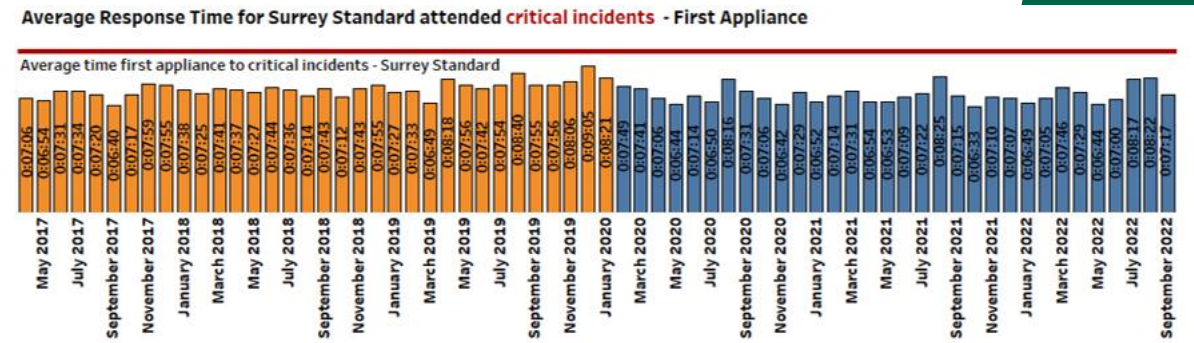
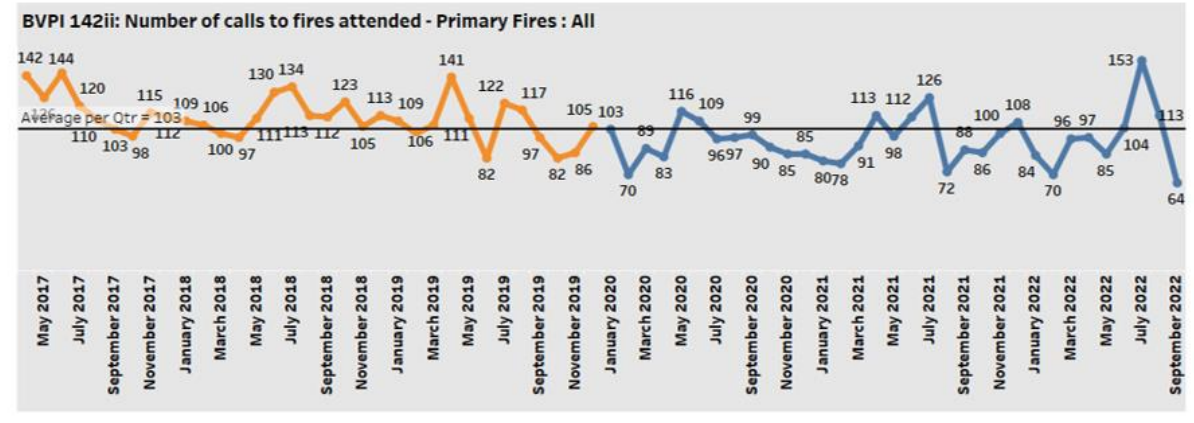
Implementation of our Community Risk Management Plan, the Making Surrey Safer Plan resulted in a net saving of **£2 million**. £3.3 million was taken out of the Response Model and invested into prevention and protection activities. The Response Model changes saw a move from 24 hour to day crewing at seven fire stations which is in line with the requirements identified in the Making Surrey Safer Plan.

The numbers of fires attended post Making Surrey Safer Plan has seen an overall decrease with some seasonal variation. This may be attributable to the increase in prevention and protection activities.

This includes increases in safety messages from our communications team, increase in Safe and Well Visits and a new initiative of Business Safe and Well Visits. By promoting safety messages, the community will be safer and be more aware of fire and other emergency leading to the drop we see in this data.

Throughout the period of change, the average response times have remained below current targets and broadly similar across the period taking into account seasonal variations. This demonstrates that with the changes made, the community continues to receive a strong response when they are in need.

| | 20/21 | 21/22 | total |
|---|-------|-------|-------|
| | £'m | £'m | £'m |
| Change to response Model | 2.1 | 1.2 | 3.3 |
| Investment in Business and community Safety | -1.6 | -0.3 | -1.9 |
| Mobilising - collaboration with West Sussex | 0.6 | | 0.6 |
| | 1.1 | 0.9 | 2.0 |



Impacts of prior year decisions/efficiencies

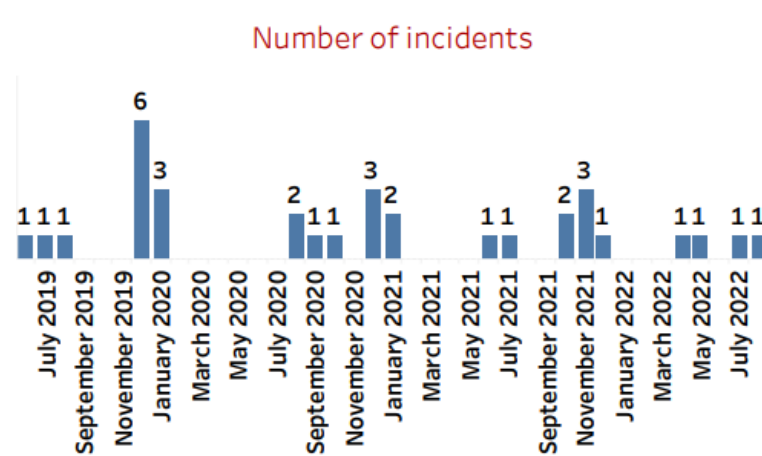
Through the data period, the number of fires have remained consistent and follow seasonal variations. When compared to those fires where a Safe and Well Visit was conducted this shows that those residents are safer and having fewer fires. These visits are predominately to the most vulnerable.

Further work is required to reduce the number of fires for those who may not have had access to a Safe and Well Visit. This will be done through targeted communications and the new home fire safety check (Safelincs) recently added to Surrey Fire and Rescue Service webpages.

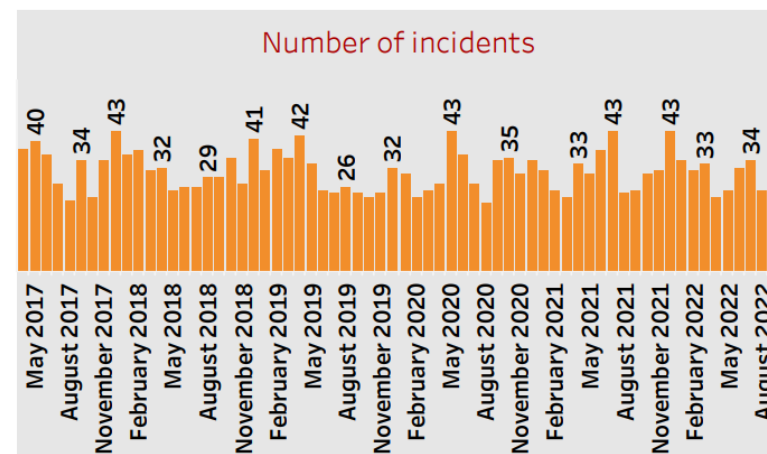
The rate of fires where a fire alarm is present has remained fairly constant over the data period and demonstrates where greater prevention messages need to be targeted to help stop fires.

When this is compared to the number of fires where a Safe and Well Visit has been completed, this shows that these households have fewer fires and are therefore safer. Having a smoke alarm does not prevent you from having a fire but having a Safe and Well Visit just might!

Residents had previously received SAWV



Alarm system was present



Draft Capital Programme

The Proposed Capital Programme for the Surrey Fire & Rescue Service totals £23 million over five years, including Trading Standards purchases managed through Fire, as set out below:

| Project | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 | Total Budget £000 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|
| Surrey Fire - Purchase of New Fire Engines & Equipment | 6,619 | 6,170 | 2,286 | 2,771 | 2,771 | 20,617 |
| Fire - Making Surrey Safer – Community Resilience | 456 | 456 | 456 | 456 | 456 | 2,280 |
| Trading Standards Replacement Vehicles | 45 | | | | | 45 |
| Surrey Fire & Rescue Service | 7,120 | 6,626 | 2,742 | 3,227 | 3,227 | 22,942 |

In addition the Land & Property capital programme makes provision for investment in Fire sites including vehicle workshops, training facilities and fire stations.



Customer & Communities



SURREY
COUNTY COUNCIL

Summary of Services Provided by Directorate

Customer and Communities delivers critical day-to-day universal services and operations that have a wide reach and strong public profile, while also shaping and driving several connected key strategies and transformation programmes that are central to the successful achievement of the Surrey County Council (SCC) Organisation Strategy, 2030 Community Vision and Surrey Health and Wellbeing Strategy. Libraries and Registration are both statutory services.

The Directorate is at the forefront of shaping and delivering the Council's priority ambition of empowering communities. Supporting the development of thriving communities is essential to delivering a greener future, driving a sustainable local economy, and tackling health inequalities - and strong and active communities are a crucial ingredient in enabling more people to live independently for longer.

The Directorate includes the following services:

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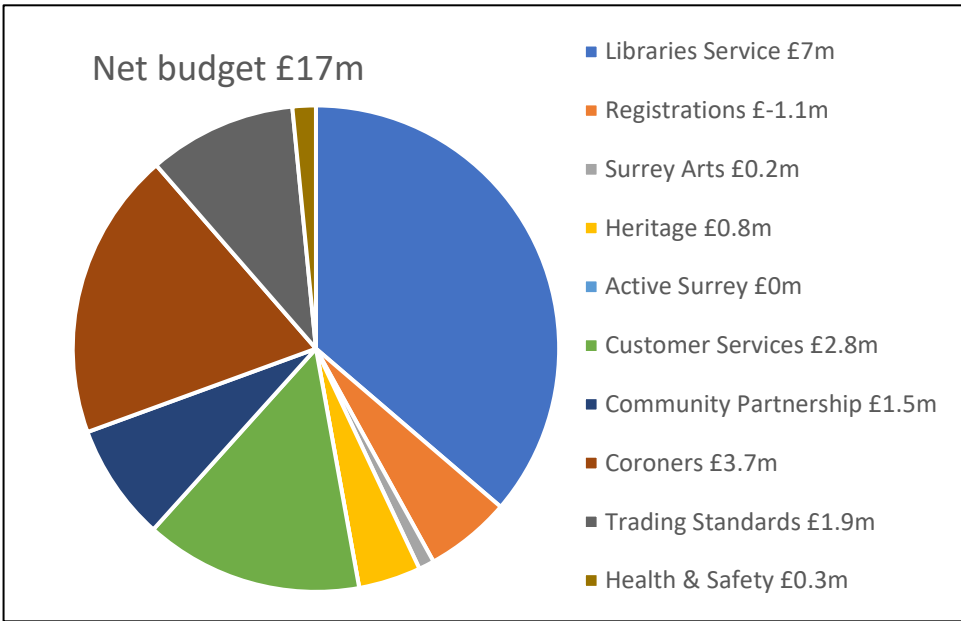
- Community Partnership and Engagement;
- Customer Services
- Libraries, Arts, Active Surrey and Heritage;
- Registration & Nationality Services;
- Coroners;
- Trading Standards and Health & Safety.

The Directorate is delivering key transformation programmes that continue to adapt and improve services to meet the changing needs of our residents and ensure financial sustainability:

- Customer Experience;
- Libraries and Culture Transformation;
- Enabling Empowered Communities.

How is the service budget spent – breakdown of major services

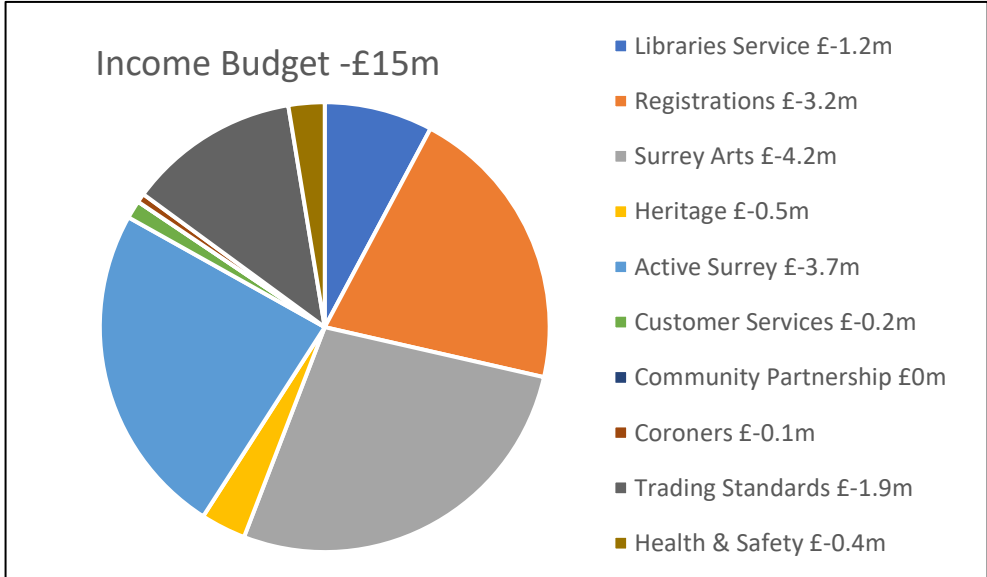
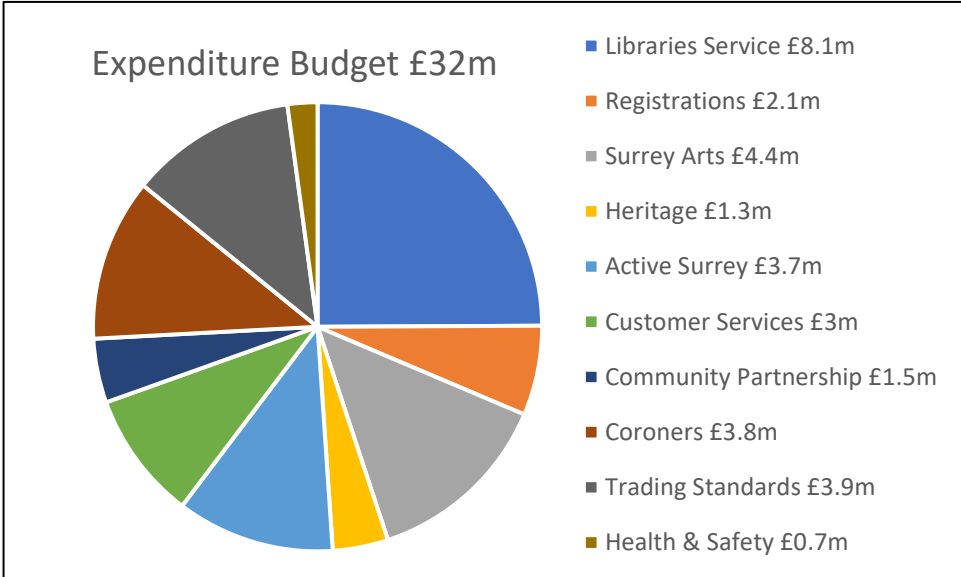
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The 2022/23 net budget is £17 million, this is £32 million of expenditure reduced by £15 million of income.

The Registrations service has a negative budget as it recovers more income than the direct costs in the directorate, the direct running costs of venues are held in the Resources directorate.

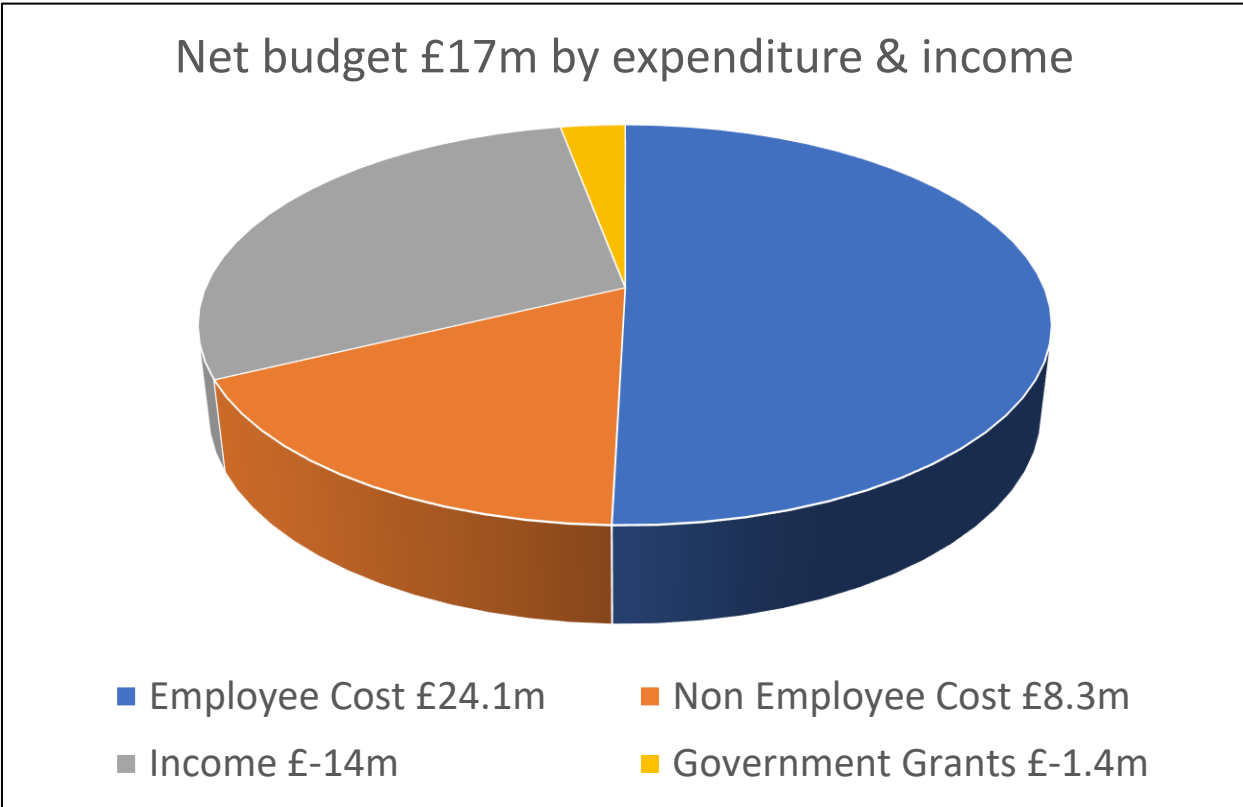
The Trading Standards budget is a joint budget with Buckinghamshire, £1.9 million is the net Surrey element.



How is the service budget spent – subjective breakdown of spend

- The largest expenditure is staffing and, of this, a higher proportion than the council averages are paid at the lower grades. Together this explains the high level of pressures relating to pay inflation as the 2022/23 pay award increased the lower graded staff by more than the higher grades;
- As shown in the previous slide the directorate generates high levels of income and has faced significant challenges due to Covid, however levels are on track to reach pre pandemic levels in 2023/24;
- The non-staffing expenditure includes the purchase of library books, the temporary body storage facility running costs and member allocations;
- Surrey Arts is part funded by grant from Department for Education through Arts Council.

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Service strategy headlines for 2023-28 MTFS

The overall approach to the financial constraints next year and over the medium term is guided by:

Maintaining delivery of agreed strategic priorities

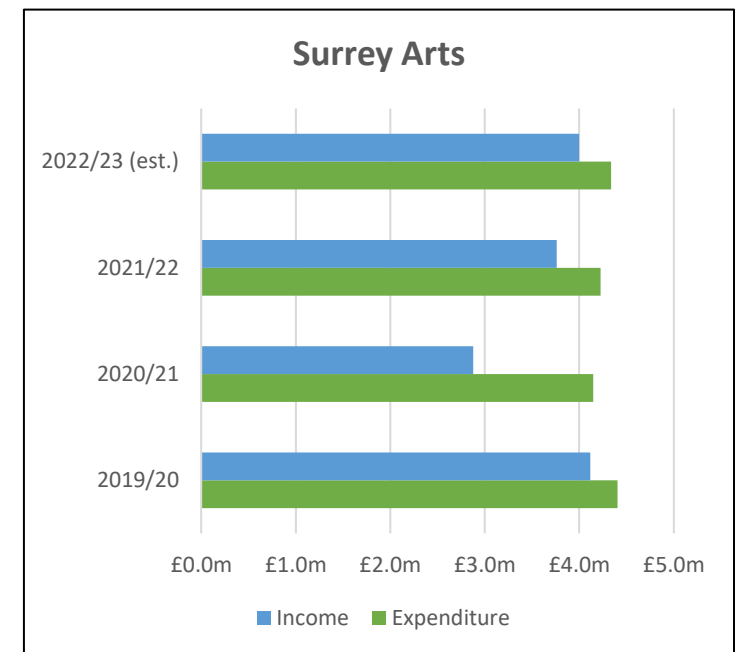
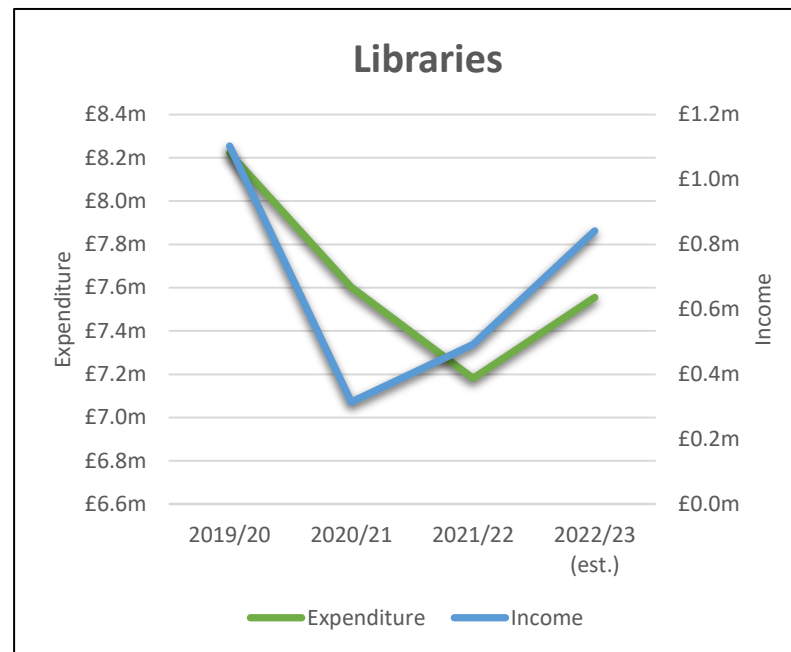
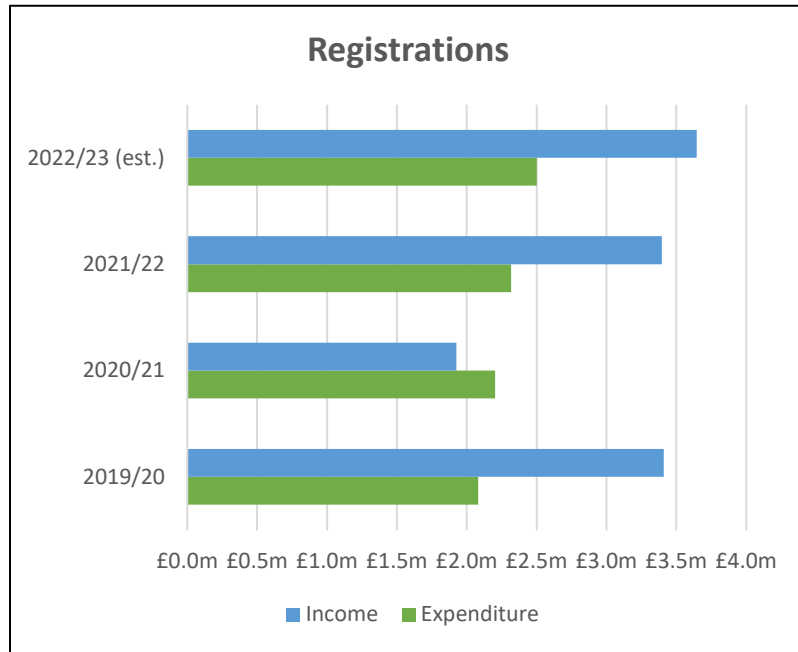
- specific direction on service levels and coverage
- establishing and extending new approaches as part of a wider transformation of the council's operating model (e.g., new approach to local engagement, community capacity building, extending the customer model, maximising impact of universal services)

Proposing a mix of operating efficiencies, increased income and targeted reductions that do not significantly impact the strategic direction and / or can be mitigated

Over the medium term embed changes to our operating model (as referenced above) that will support the council to achieve wider efficiencies and also cost avoidance through enhanced prevention and community capacity building



Trend Analysis



As shown in the charts the level of income reduced significantly in 2020/21 due to the Covid pandemic but is returning to similar levels achieved in 2019/20.

Registrations expenditure is mainly fixed but when there is a higher volume of ceremonies carried out in a year due to customer demand (creating income), there will be a corresponding increase in expenditure due to the additional staff required, as is shown by the increase in expenditure this year. The Registration & Nationality Service registers c18,000 births, c11,000 deaths and delivers c3,300 marriages and civil ceremonies per year. In terms of volumes, this places SCC in the top 3 local authorities for birth and top 5 local authorities for death registrations nationally.

Libraries transformation has delivered significant efficiencies of £3.5 million since 2018/19.

2023-28 MTFS Budget Summary for Customer & Communities

| Customers & Communities | | | | | | | |
|--|---------|-------------|-------------|-------------|-------------|-------------|------------|
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
| | £m | £m | £m | £m | £m | £m | £m |
| Brought forward budget | 16.9 | 16.9 | 17.4 | 18.0 | 18.6 | 19.2 | |
| Pressures | | 1.6 | 0.8 | 0.8 | 0.8 | 0.9 | 5.0 |
| Identified efficiencies | | (1.0) | (0.3) | (0.2) | (0.2) | (0.2) | (1.9) |
| Total budget requirement | | 17.4 | 18.0 | 18.6 | 19.2 | 20.0 | |
| Change in Directorate net budget requirement | | 0.6 | 0.5 | 0.6 | 0.6 | 0.7 | 3.1 |
| Opening funding | | 16.9 | 17.2 | 17.4 | 17.1 | 16.9 | |
| Share of funding change and borrowing costs | | 0.4 | 0.2 | (0.3) | (0.3) | (0.2) | (0.2) |
| Funding for Year (Budget Envelope) | | 17.2 | 17.4 | 17.1 | 16.9 | 16.7 | |
| Year on Year - reductions still to find | | 0.2 | 0.4 | 0.9 | 0.9 | 0.9 | 3.3 |
| Overall Reductions still to find | | 0.2 | 0.6 | 1.5 | 2.4 | 3.3 | |

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The directorate is facing significant pressures this year, mainly relating to the Coroners service which recently transferred into the directorate and additional pressures relating to income where usage of Libraries and Surrey Arts has not returned to pre pandemic levels yet.

For 2023/24 The Coroners pressures are recognised as a corporate issue and Libraries and Surrey Arts have reviewed likely income and direct costs to manage within existing budget envelopes next year. The main pressure facing the directorate is pay inflation leading to a need to deliver £1.8 million of efficiencies.

The next two slides set out the pressures and proposed efficiencies which result in a budget gap of £0.2 million.

Summary of Budgeted Pressures

| Pressure | 2023/24 £m | Total MTFS £m |
|--|-----------------------|--------------------------|
| Non-pay inflation | 0.02 | 0.48 |
| Pay Inflation | 1.49 | 4.49 |
| Agreed phased reduction in Coroners funding from Surrey Police | 0.13 | 0.13 |
| Trading Standards Income - reducing previous year pressure | -0.03 | -0.11 |
| Total budgeted pressures | 1.61 | 4.99 |

Planned Efficiencies

| Efficiency Proposal | | 2023 /24 £m | Total MTFS £m | 2023 /24 RAG |
|-----------------------------|--|-------------------|---------------------|--------------------|
| Income Strategy | Generate additional income with a particular focus on additional service offers through Registrations plus inflationary uplifts to fees and charges | -0.4 | -1.2 | |
| Service & Cross directorate | Drive efficiencies and reduce costs whilst largely maintaining strategic direction and service delivery. This includes: <ul style="list-style-type: none"> - Reducing staffing costs through digitalisation and scheduling optimisation of registration services - Staff restructuring in Trading Standards - Not mediating non urgent highways calls through the contact centre - Reducing business support post the introduction of MySurrey. - Reducing spend on Community partnered libraries | -0.5 | -0.7 | |
| One-off funding | Watts Gallery - agreed repayment of loan | -0.1 | 0.0 | |
| Total | | -1.0 | -1.9 | |

Customer and Communities

Impacts of prior year decisions/efficiencies

- There was one efficiency from 2022/23 relevant to this Select Committee, however the efficiency did not need an Equality Impact Assessment (EIA) so no impact analysis is needed
- For 2023/24 if there are any efficiencies that need an (EIA) they will be tracked so impact analysis can be provided next year.



Draft Capital Programme

Caterham Hill Library is part of the capital programme budget as it's business case has been approved and there are three other schemes in the pipeline. These are dependent on further business cases in order to be included in the capital programme.

1. Investment to enable the libraries transformation programme. This is a five-year programme of work to modernise library settings across Surrey to;
 - enable libraries to meet the changing needs of communities,
 - support wider strategic priorities,
 - ensure library assets fit and sustainable for the future.

Weybridge Library refurbishment

Permanent Mortuary

In addition Sunbury Library is part of the Land & Property Hubs Scheme.



Partnerships, Prosperity & Growth



SURREY
COUNTY COUNCIL

Summary of Services Provided by Directorate & Service strategy headlines for 2023-28 MTFS

The Directorate plays a key leadership role in convening and developing lasting and effective relationships and partnerships with key organisations locally, regionally and nationally and in driving forward the Council's ambitions and Economic Growth Strategy for Surrey through convening and facilitating innovative programmes of work.

Relationships and partnership work with Government departments and officials, national agencies, national and regional representative bodies, District and Borough Councils, other authorities, County organisations and local bodies contribute to the achievement of the Community Vision 2030 and all four of the Council's strategic priorities. This is most obviously manifested in the proactive planning, preparation, positioning and activity in relation to Government policy and programmes, such as the forthcoming Levelling Up White Paper and potential to secure a County Deal in a subsequent round.

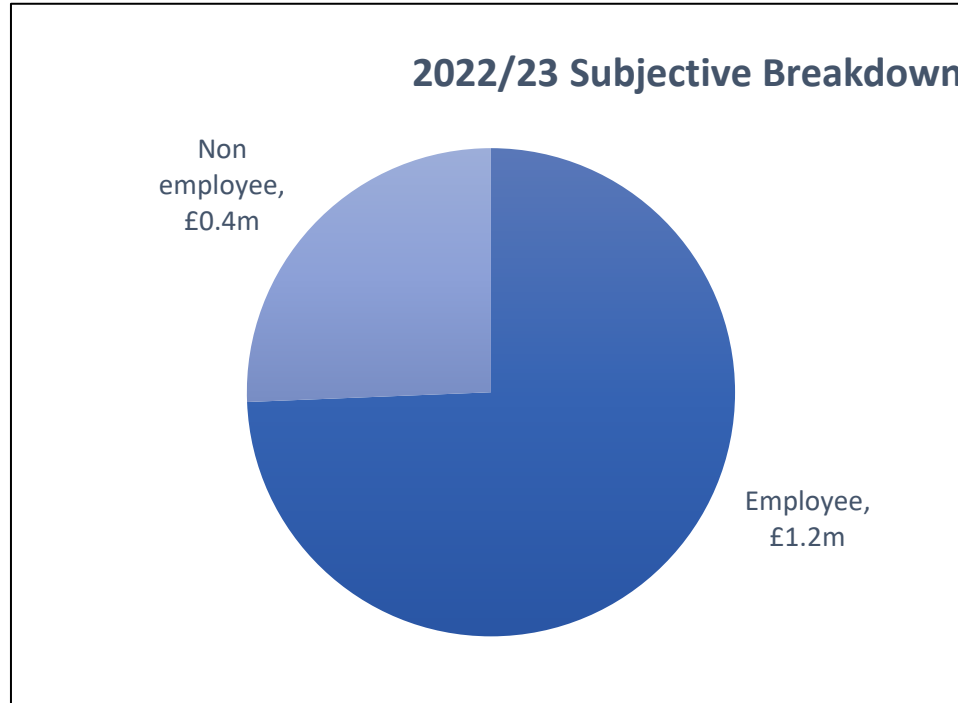
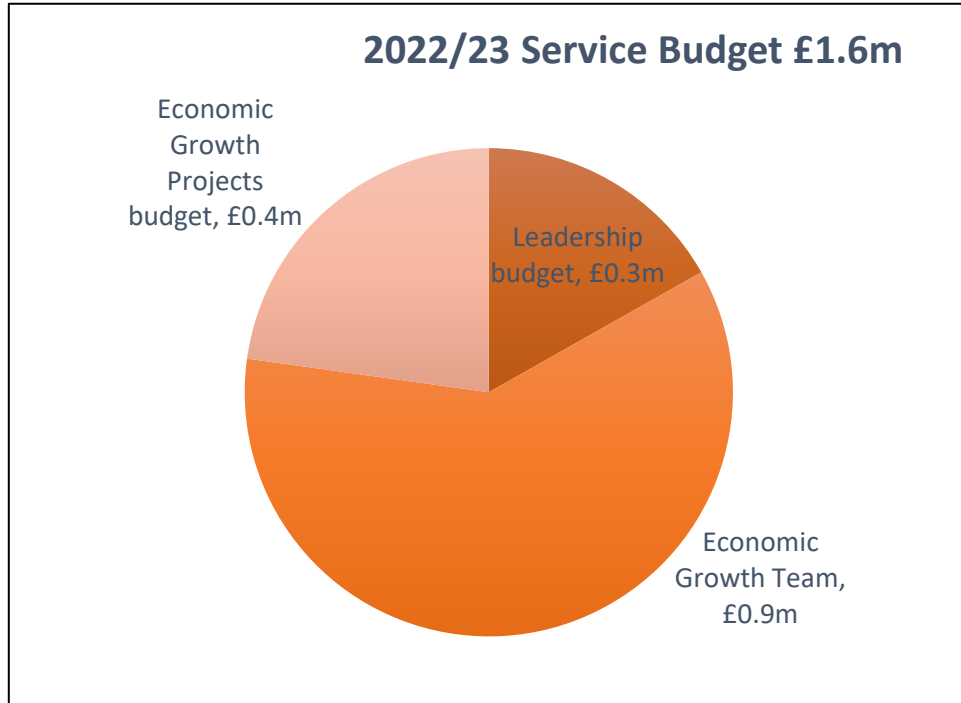
The Directorate sets out the path to 'Growing a sustainable economy from which everyone can benefit', identifying four main themes/opportunities for the County's post Covid-19 resilience and growth, including:

- Delivery of Surrey's Inward Investment Programme and promotion of the Surrey Story;
- Convening and place leadership to reimagine Surrey's High Streets for the future;
- Skills for growth: maximising opportunities through skills development for the future; and
- Delivery of key Infrastructure across Surrey, including gigabit capability, highways and transport, and business networks and partnerships.

Specific interventions are already being taken forward to drive a more innovative, inclusive, and productive economy. These include the launch of the Surrey Skills Plan, a new Surrey-specific approach to inward investment, a strategic, community-led approach to placemaking, the development of a county-wide accommodation, housing and homes strategy and a programme of work to improve full fibre digital connectivity in Surrey.



How is the service budget spent – breakdown of major services & subjective breakdown of spend



The majority of the budget is staffing and there is £0.4 million budget for projects to deliver economic growth.

2023-28 MTFS Budget Summary for Partnerships, Prosperity & Growth

| Partnerships, Prosperity & Growth | | | | | | | |
|--|---------|------------|------------|------------|------------|------------|--------------|
| | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
| | £m | £m | £m | £m | £m | £m | £m |
| Brought forward budget | 1.6 | 1.6 | 1.6 | 1.6 | 1.7 | 1.7 | |
| Pressures | | 0.2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.3 |
| Identified efficiencies | | (0.1) | 0.0 | 0.0 | 0.0 | 0.0 | (0.1) |
| Total budget requirement | | 1.6 | 1.6 | 1.7 | 1.7 | 1.8 | |
| Change in Directorate net budget requirement | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.2 |
| Opening funding | | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 | |
| Share of funding change and borrowing costs | | 0.0 | 0.0 | (0.0) | (0.0) | (0.0) | (0.0) |
| Funding for Year (Budget Envelope) | | 1.6 | 1.6 | 1.6 | 1.6 | 1.5 | |
| Year on Year - reductions still to find | | 0.0 | 0.0 | 0.1 | 0.1 | 0.1 | 0.3 |
| Overall Reductions still to find | | 0.0 | 0.0 | 0.1 | 0.2 | 0.3 | |

The Directorate has a balanced position.

Summary of Budgeted Pressures & Efficiencies

| Pressure | 2023/24 £m | Total MTFS £m |
|---------------------------------|---------------|------------------|
| Non-pay inflation | 0.04 | 0.08 |
| Pay Inflation | 0.05 | 0.20 |
| Post to deliver Surrey Story | 0.07 | 0.07 |
| Total budgeted pressures | 0.16 | 0.34 |

| Efficiency Proposal | 2023/24 £m | Total MTFS £m | 2023/24 RAG |
|--------------------------|---------------|------------------|----------------|
| Contain price inflation | -0.02 | -0.02 | |
| Increased vacancy factor | -0.01 | -0.01 | |
| Cease funding for LEP | -0.08 | -0.08 | |
| Total | -0.11 | -0.11 | |

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MONDAY, 5 DECEMBER 2022

SURREY STRATEGY FOR ACCOMMODATION, HOUSING AND HOMES

Purpose of report: This report outlines the background to and drivers for the initiation of a county-wide housing, accommodation and homes strategy and sets out the initial findings of a baseline assessment exercise, upon which key priorities and action will be derived, through a partnership-based, collaborative deliberation programme.

Background and Introduction

Background

1. As part of the development of the County's Economic Strategy statement during 2021, the One Surrey Growth Board raised the critically important issue of housing and its impact on Surrey's economy. It was noted that whilst a number of different bodies, organisations and agencies played significant roles in the planning, delivery, management and improvement of housing, there was no one, overarching, unifying strategic approach across the county.
2. In parallel, the Surrey Delivery Board comprising Council Leaders and Chief Executives from across Surrey, at their meeting in April 2022, agreed to the commissioning of research and analysis to create a 'baseline assessment' to better understand the challenges and opportunities experienced with housing and accommodation, that could be used to identify shared priorities and the basis of a future Accommodation, Housing, and Homes Strategy.
3. In addition, the Adult Social Care Reform White Paper 'People at the Heart of Care' (Dec 2021) states that Integrated Care Partnerships (ICPs) would play a 'critical role' in driving the necessary integration of housing within health and care, both through the development of local strategies and in the delivery of services. The White Paper confirmed investment to embed the strategic commitment in all local places to connect housing with health and care and drive the stock of new supported housing. The White Paper also set out the ambition to 'make every decision about care a decision about housing' and to give more people the choice to live independently and healthily in their own homes for longer, by allowing local authorities to integrate housing into local health and care strategies, with a focus on boosting the supply of specialist housing and funding improved services for residents.

4. Arising from these discussions and identification of the need for a more strategic approach, advisors (Inner Circle Consulting) have been commissioned to i) undertake an initial broad baseline assessment of a wide range of housing, accommodation and homes matters, to support a better understanding of the accommodation and housing environment and the resources available, ii) conduct an engagement and deliberation programme, to establish where greater collaboration and partnership working may be most fruitful and iii) to derive a common set of strategic priorities for action.

Introduction

5. Surrey County Council is ambitious for Surrey and has identified four priority objectives for Surrey: growing a sustainable economy so everyone can benefit; tackling health inequality; enabling a greener future; and empowering communities. Good quality, sustainable housing can make a significant contribution to all four of these objectives.
6. The places where people live and the housing conditions they are born into, have a fundamental bearing on their life chances. Housing is a fundamental determinant of individuals' wellbeing, along with employment, health and quality relationships. Housing conditions, accessibility and mix are key determinants of a thriving and sustainable workforce and economy. Housing also links strongly to poverty/fuel poverty and the cost of living and climate change and net zero ambitions.
7. It is apparent that a significant number of Surrey's residents, businesses, authorities and the economy face contextual and strategic challenges around accommodation and housing. These include:
 - *Contextual* - an aging population, areas of economic decline, congestion, cost inflation, health inequalities and increasing demand for services
 - *Affordability* - despite positive average wage rates, high land values, property prices, and rents, translates into some of the worst affordability rates in the country
 - *Supply* - the extent of Green Belt and other protected land designations places significant constraints on the availability of land for housing and specialist accommodation
 - *Inequality, social inclusion and social mobility* - despite relatively high levels of affluence across the county, there are still areas of significant comparative deprivation where life expectancy, health, child poverty, employment, skills, educational attainment and housing etc, are significantly behind what is being achieved by communities living just a few miles away
 - *Maximising the positive impact of available accommodation and homes* - making best use of the housing allocation system only addresses part of the issue, with a continued requirement to find even better ways to align the total supply of accommodation and housing with the most pressing social and economic needs of the area,
 - *Securing inward investment* – increasingly Government investment is away from the relatively affluent South East, into more traditionally deprived parts of the country

- *Climate change, net zero and 20-minute neighbourhoods* – and the positive contribution that housing can make to these policy objectives.
8. In considering these issues, it is apparent that an evidenced, joined-up, county-wide partnership strategic approach to housing, accommodation and homes would be beneficial in providing ambition, focus, direction, and alignment across the whole Surrey housing system. It is anticipated that a collaborative partnership approach to the delivery of strategic priorities will benefit residents and employers, over time, through improved housing affordability brought about by addressing collectively the supply of housing and accommodation, reduced homelessness within the local area, an improved range of housing types and quality of provision and conditions, a positive impact for the Surrey workforce and economy with the potential for additional investment being made in priority areas and housing issues, and improved performance across the County's housing in terms of climate change, and net zero carbon ambitions.
 9. Acknowledging the complexity and potential sensitivity, the recommendations seek to secure endorsement at this stage of the engagement, assessment and analysis of the current position, to provide a common platform of awareness and understanding of the key issues, in order to drive strategic priorities for action and improved delivery and outcomes, over time, in pursuit of ensuring more residents in Surrey live in secure, affordable, and sustainable housing, are able to fulfil their full potential and make their best contribution to economic, civic and community life.

| |
|------------------------------------|
| <p>A strategic approach</p> |
|------------------------------------|

10. Alongside District and Borough Councils, Registered Social Landlords, Developers, investors and regional and national agencies (e.g. Homes England), the County Council plays an important role as part of the housing system in Surrey, for example:
 - Delivering and maintaining much of the large-scale enabling infrastructure that businesses and residents require including transport, digital infrastructure, waste facilities and schools
 - Promoting economic growth across the county requires appropriate housing growth as part of a place-based approach to attracting investment and job opportunities
 - Public health working in partnership with others has a key role in addressing homelessness, which came to the fore during the Covid-19 pandemic.
 - The Greener Future programme and ambitions support new homes being designed and provided to mitigate and adapt to climate change, to be energy and water efficient, and have regard to low carbon waste and flood management
 - As a care and support organisation the Council works with and shapes the market to ensure the housing offer meets the needs of residents throughout their lifetime and with partners to ensure a joined-up approach to preventing homelessness
 - The Council's work to alleviate poverty (e.g. income, food, fuel) across the county, has highlighted the requirement for a housing strategy to ensure that a

holistic approach is taken to tackling poverty, in view of the enormous role housing plays in determining whether someone lives in poverty

- In the direct provision of residential housing stock and through a draft 'housing delivery strategy' for Build to Rent housing, which includes the initial identification of four development sites
- as a strategic leader on large scale housing and regeneration programmes, driving new and innovative thinking about types of housing, investment and investment vehicles and the connection between place and people and inclusive communities.

11. In addition to the above, the County Council is well-placed to commission a county-wide strategy and convene and engage partners in its delivery.

Scope of the baseline assessment

12. In order to prioritise and address the above issues, a partnership approach to developing a collaborative strategy across Surrey has been initiated, the first stage of which is to establish a shared baseline assessment of the current position in respect of a wide number of elements of housing and accommodation. The scope of the work commissioned covers the following:

- a strategic housing market assessment
- Social Housing provision and the experience of tenants
- Low-cost Housing, including for essential workers
- Increasing the positive contribution of accommodation and housing to wider determinants of health, including enabling more older people to continue to live safely and independently in their own home
- Social Care provision, for older people (e.g. Sheltered Housing, Extra Care, residential care)
- Increasing the contribution that accommodation and housing is able to make to addressing deprivation and promoting greater social mobility
- Those with special housing needs, e.g. young people in care
- The key role of and inter-relationship between housing and health
- Homelessness and rough sleeping
- Affordability, accessibility and demand within the housing market, aligned with labour market and economic factors
- The contribution of housing in Surrey to the Climate Change agenda, either through new builds or retrofit programmes
- Increasing the scope to deliver the concept of 20 minute neighbourhoods in more areas, with the significant quality of life and climate change benefits that this brings.
- Innovative approaches to the identification of key opportunity sites across the county, investment strategies, unlocking land and funding, speeding up delivery of affordable housing, supporting the vulnerable etc.
- Increasing the opportunities to secure inward investment from Government, Homes England, and attract inward investment from businesses
- Approaches to increasing the overall supply of accommodation and housing

13. Within this broad and comprehensive remit, full account has been taken of the sovereignty of Borough and District Councils and their statutory powers, including housing and the responsibility for planning decisions, agreeing local planning policy, and the leadership of the Local Plan process. The County Council's Lead Cabinet Member for Housing, Sinead Mooney, has held meetings with District and Borough lead Housing and Planning Members, at which the baseline assessment and emergent strategy and their roles and issues have been discussed. District and Borough Leaders have expressed concern at the speed at which the County is progressing the strategy and have agreed not to accept the offer of a meeting with Inner Circle Consulting at this stage.
14. It is anticipated that by working in partnership with a range of others that have a contribution to make to housing, homes and accommodation in Surrey, residents will see and experience benefits over time, in respect of:
- improved affordability brought about by addressing collectively the supply of housing and accommodation,
 - reduced homelessness within the local area
 - improved range of housing types and quality of provision and conditions,
 - a positive impact for the Surrey workforce and economy with the potential for additional investment being made in priority areas and housing issues and
 - improved performance across the County's housing in terms of climate change, net zero ambitions and 20-minute neighbourhoods.

Baseline assessment

The results of the extensive research and engagement programme to build the baseline assessment of housing, accommodation and homes in Surrey, undertaken by Inner Circle Consulting as advisors for this work since July 2022, is set out in Annex 1.

Deliberative engagement programme

The next stage in the preparation of the strategy is to engage with a wide range of partners on the Baseline Assessment to build as far as possible a consensus around the strategic priorities for action. A series of discursive workshops have been held during the autumn, involving a wide range of representative stakeholders and interested parties with a final step being a Housing, Accommodation and Homes Summit to be held on the 8 December, prior to a final draft strategy being brought to Cabinet early in 2023.

Recommendations:

That the Communities, Environment and Highways select committee:

1. Note the consultative research work undertaken in partnership, to establish a strategic baseline assessment of accommodation and housing across the county

2. Scrutinise and comment on the evidence presented and conclusions reached in the baseline assessment, with particular focus on identifying strategic priorities for lobbying, and/or individual agency or collective action, that can be taken into account in preparing a strategy,
3. Agree to a further report, setting out Accommodation and Housing Strategic needs and priorities, coming to the Committee in early 2023.

Report contact

Michael Coughlin, Executive Director, Partnership, Prosperity and Growth.

Contact details

07974 212290. Michael.coughlin@surreycc.gov.uk

Annexes

Annex 1 – Inner Circle Consulting Summary report: Housing. Homes & Accommodation Strategy

Sources/background papers

Scope of commission for Inner Circle Consulting (as summarised in the report).

Annex 1



22nd September 2022

Summary report: Housing, Homes & Accommodation Strategy

SURREY

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| 2.0 | Research Methodology |
| 3.0 | Understanding Demand and Need |
| 4.0 | Common Themes |
| 5.0 | Next Steps |

1.0

Who we are

Inner Circle Consulting is an award-winning project and management consultancy, working across Local Government and the wider public sector on strategy, programme management, project delivery and leadership.

We were commissioned by Surrey County Council, with the scope agreed by the Surrey Delivery Board, to prepare an evidence base for a Housing, Homes & Accommodation Strategy for Surrey.

This is a summary slide deck, focused on the key issues that emerged from the data analysis and stakeholder interviews over the summer.

Sitting behind it is an extensive qualitative and quantitative evidence base, which will be updated this autumn with updated census data.

1.1

Project
Scope

This is a broad, contextual piece of work looking across the county and all 11 districts and boroughs, complementing the detailed in-depth work and analysis already carried out by those local authorities into their own local housing need, demand and supply.

This project was tasked at looking at evidence in five key areas:

1. Affordability of housing & accommodation
2. Supply of housing & accommodation
3. The interface with health and deprivation
4. The interface with inward investment
5. Climate change & 20-minute-neighbourhoods

Research Methodology

Inner Circle has taken an iterative approach to this work: starting with an intensive period of quantitative data gathering on key areas of inquiry, supported by a high-level review of local authority policy and strategy, supplemented with a significant number of stakeholder interviews to help build a comprehensive and contextual evidence base.



Research approach, scope and initial stakeholder list agreed with the project steering group.



Desktop research and data gathering from publicly available sources to minimise resource demands on partners.



Over 30 one-to-one stakeholder meetings to hear first-hand from broad range of perspectives from local government, wider public sector and private sector.



Fortnightly feedback and review with the steering group on progress and emerging issues.

2.1

Research Methodology, continued

Light-touch: not burdening districts and boroughs with lengthy data requests.

Use of existing, transparent data to form the evidence base, with caveats for timeliness.

Looking for breadth, for trends, for commonalities, rather than seeking to replicate existing district and borough level reports and strategies specific to their geography and population.

Following the leads: taking an open approach to what participants wanted to talk about within the scope of the project, and closing down lines of enquiry that would stray beyond it.

Honest: Stakeholder interviews were conducted on the basis of anonymity to secure frank and honest contributions from a wide range of perspectives across the county.

2.2

Research Methodology: Sources

The qualitative and quantitative data used to form the full evidence base considered:

Housing Demand: Numbers on LA housing registers; Number of statutorily homeless households placed in temporary accommodation; rough sleeper estimates; Looked After Children Placements; Care Leaver Housing Demand; Student Household numbers and as a percentage of housing stock; demographics on ethnicity; extra care housing shortfall; Supported Independent Living housing shortfall; net domestic migration; refugee, asylum and supported migration demand; percentage of households with school age children; age demographics.

Affordability: indices of multiple deprivation; IMD barriers to housing and services; median house price; median income; ratio of earnings to house prices; weekly rent data for: social housing, supported housing, affordable housing, private rented housing; Help to Buy loan numbers and value; 10 year provision of affordable homes as a number and percentage of total stock.

2.3

Research Methodology: Sources, continued

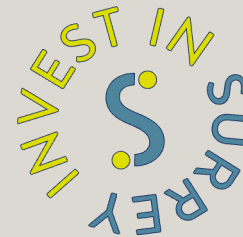
Supply: Major and minor dwellings permissioned; percentage of successful planning appeals; planning applications and decisions; planning permissions decided in time; supported housing stock; sheltered housing stock; private housing as a share of all stock; 10 year supply of homes as a number and percentage of all stock; Housing Delivery Test Data; shape of the RSL market; lettings into social and affordable housing; SIL pipeline; Disposals from RSLs; Net affordable homes; summary of policy documents (housing strategies, local plan evidence bases).

Health and Inequality: Over and Under-occupation data; older age population; extra care rent levels; LA housing stock decency levels; Health and Wellbeing policy review.

20-Minute neighbourhoods: Density per LSOA; Policy review from TCPA work on 20 minute neighbourhoods.

Climate: Climate policy review; climate emergency declarations; climate action plan review; fuel poverty data; energy efficiency data.

A selection of the stakeholders who participated in interviews for this project:



The evidence is very clear that across Surrey there is very strong demand for all types of housing, homes and accommodation. There is particularly strong demand for affordable housing, and social housing.

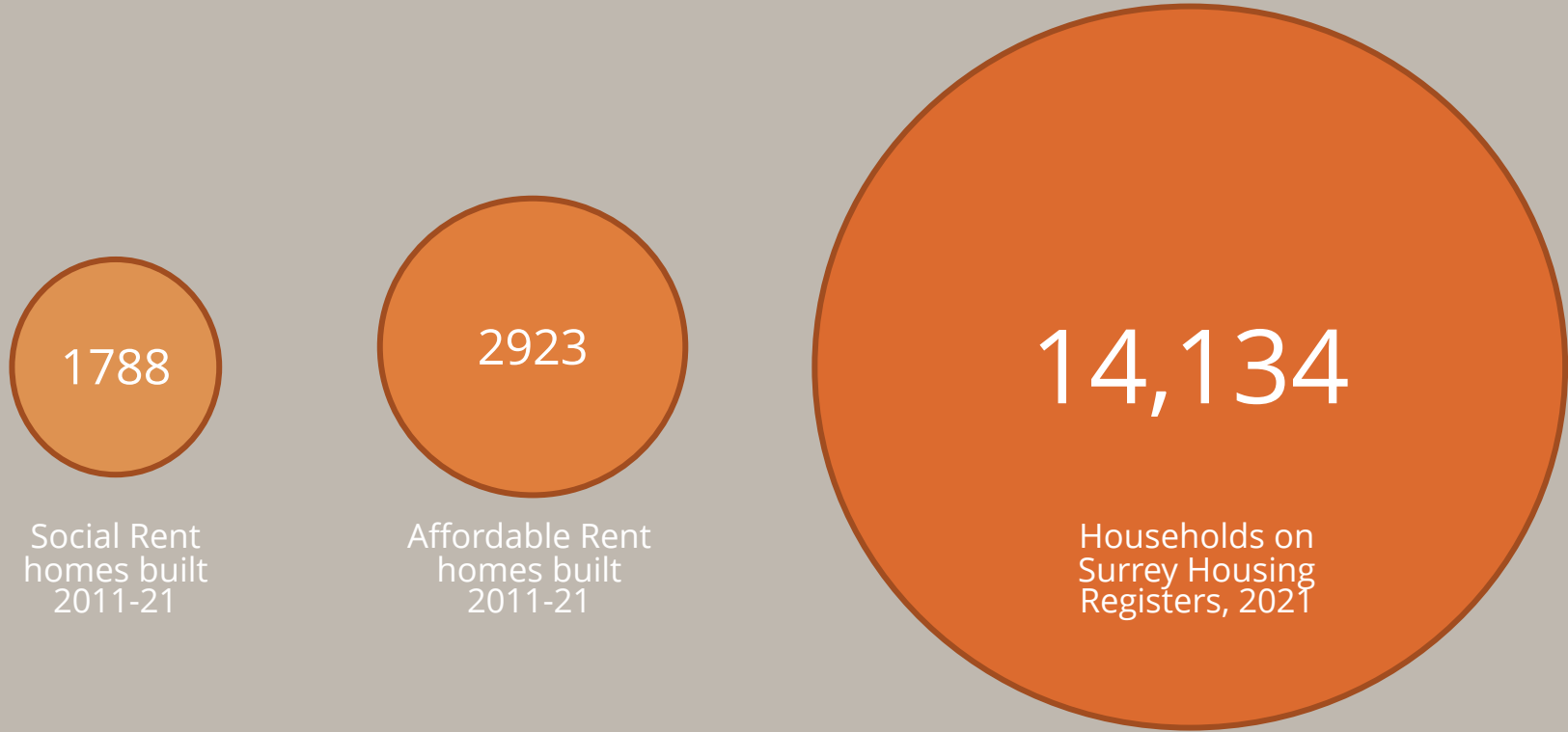
There is a rising problem with homelessness, which local authorities have been facing for some time.

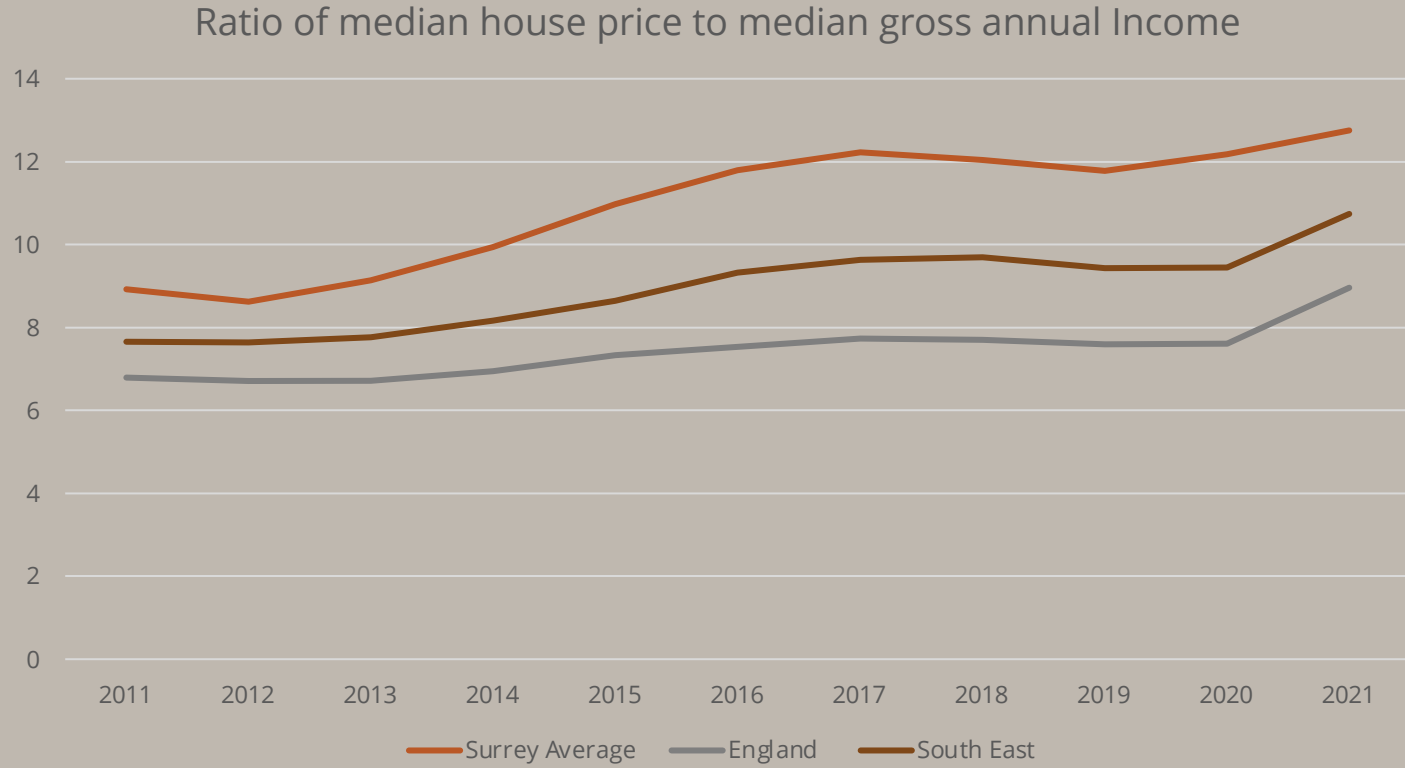
Internal migration is positive but much lower in relation to comparator areas, despite the anecdotal evidence of people leaving London as a result of the Covid-19 pandemic. Raises question as to Surrey's attractiveness compared to Kent, Hampshire and Sussex.

There are areas of shortage for specialised older people's housing of the right quality and type for today's older people, while at the other end of the spectrum there is a steady increase in the number of children in care with half of these needing to be placed out of county. SCC is seeking to increase fostering placements to see more children-in-care accommodated within Surrey.

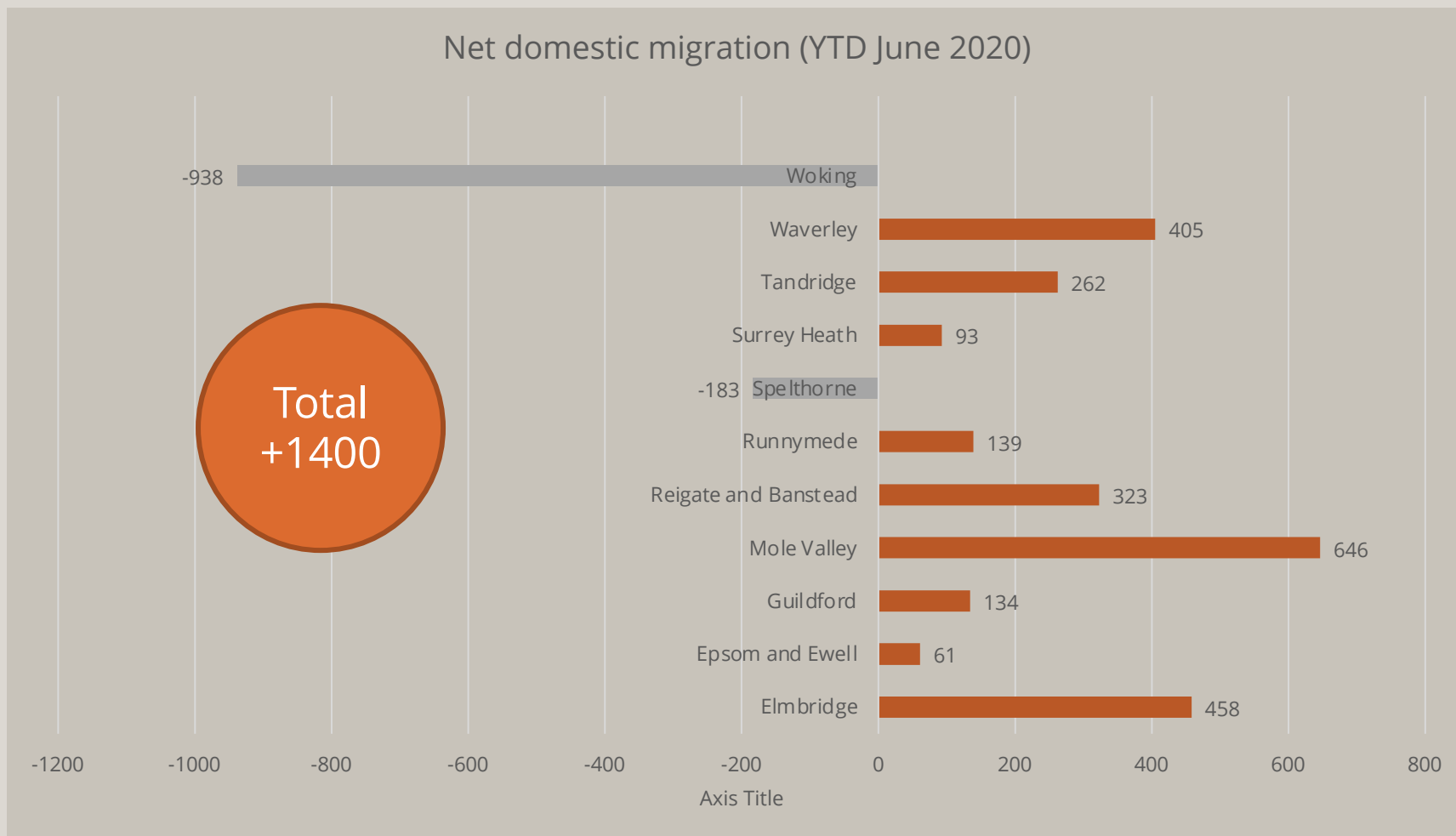
SUPPLY & DEMAND

3.1



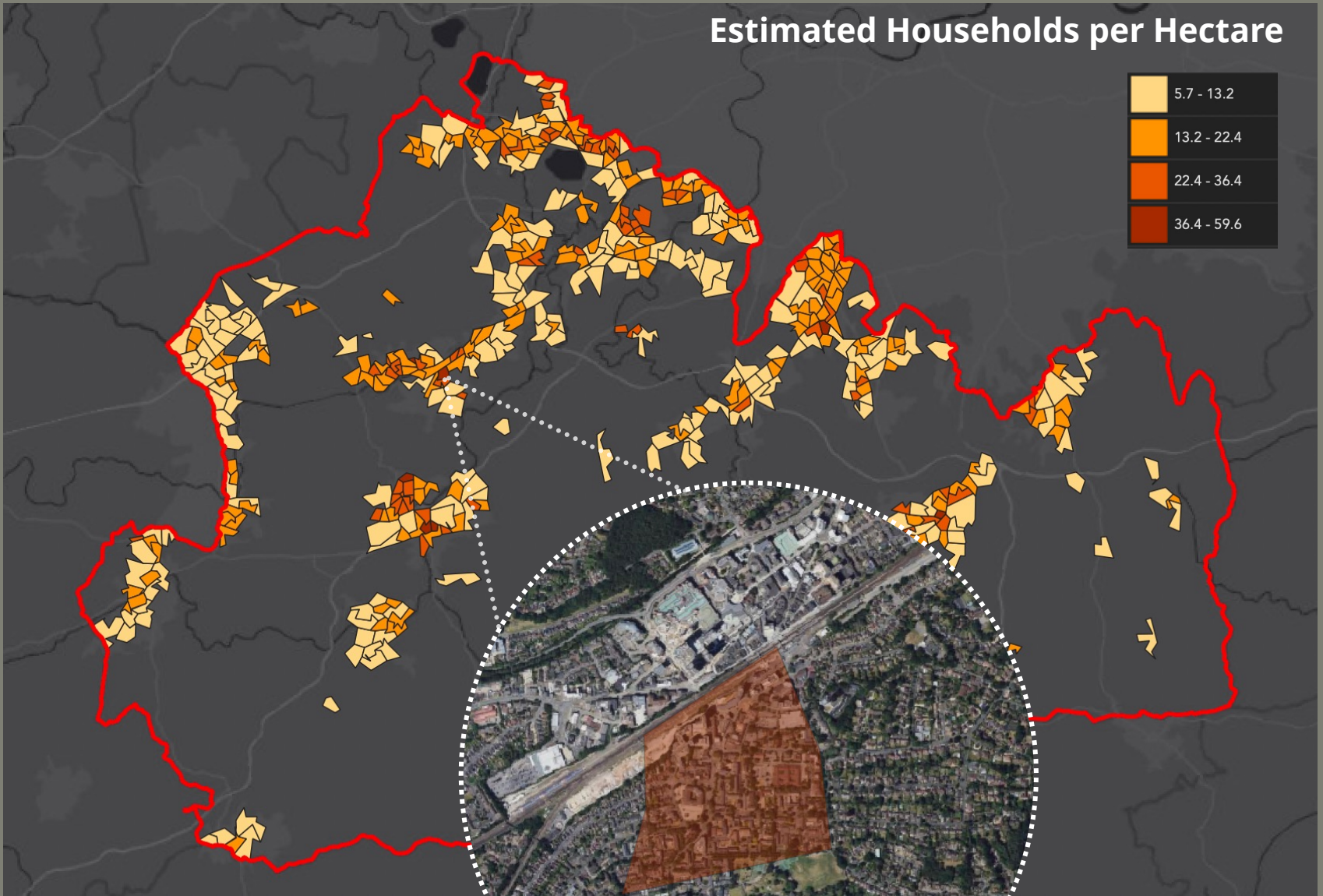


Surrey is not only more unaffordable for private ownership than England or the wider South East, it's also become more unaffordable more quickly, with the ratio rising 50% since 2011, compared to 40% across the wider South East.



Surrey has seen far less net internal migration than comparator counties: in the same year Kent and Hampshire both gained over 6000 net new residents, East and West Sussex combined gained 8000.

| D&Bs | Major PRP (>30%) | Major PRP Name | Proportion of overall local PRP stock owned | Proportion of PRP's portfolio in district |
|-------------------------------|------------------|--------------------------------------|---|---|
| Epsom & Ewell | Yes | Rosebery Housing Association Limited | 65% | 90% |
| Reigate & Banstead | Yes | Raven Housing Trust Limited | 64% | 83% |
| Spelthorne | Yes | A2Dominion South Limited | 86% | 42% |
| Elmbridge | Yes | Paragon Asra Housing Limited | 75% | 23% |
| Surrey Heath | Yes | Accent Housing Limited | 74% | 16% |
| Mole Valley | Yes | Clarion Housing Association Limited | 77% | 3% |
| Guildford | No | N/A | N/A | N/A |
| Runnymede | No | N/A | N/A | N/A |
| Tandridge | No | N/A | N/A | N/A |
| Waverley | No | N/A | N/A | N/A |
| Woking | No | N/A | N/A | N/A |



LSOA (Woking 008E, E01030993) with highest Density has 59.6 households per hectare.

Looking at the quantitative data, the policy review, and the conversations we've had there are a number of key common themes that emerge across Surrey:

- Partnership working
- Affordability
- Support for vulnerable residents
- Land supply
- Delivery Capacity
- Climate response
- Under-occupation
- Ageing population

Running through all of these is the importance of the interface between housing, health and well-being.

PARTNERSHIP WORKING

A theme running through all conversations was about both the desire for greater partnership working across Surrey, and frustration at the unrealised potential in the face of high demand and need.

This was brought home strongly with the praise for the effective partnership between district and borough councils, and Surrey County Council Public Health, during the pandemic in the provision of emergency accommodation for very vulnerable adults between 2020 and 2022. There was also a lot of positivity around work between local authorities on refugee and asylum provision.

However, many participants pointed to a lack of partnership between key players across the county, in relation to the provision of housing and accommodation and that, despite multiple forums for discussion, the scale of opportunity for partnership working was not yet being realised.

A question we heard asked in different ways by a wide range of participants was *“How is the case for investment in housing in Surrey being made? And by whom?”*

There are competing priorities around housing and accommodation in Surrey and there is a clear opportunity for a more joined up and strategic approach to attracting further investment in all types.

In this research we have seen significant amounts of common ground in policy aspiration and in the challenges faced. The foundations for a strong partnership approach to tackling common issues is there.

AFFORDABILITY

Despite the median income levels for the county being higher than the national or regional levels, the house price affordability ratio across the county is also higher than comparator areas and has accelerated by more than the wider South East, suggesting an issue across the board but a particular concern for those earning under the median wage.

Consultation responses suggest this is impacting on filling job roles across a range of sectors, from essential workers to senior level managerial roles. This is supported by the data suggesting the lowest level of in-migration to the county across all its comparator areas (and net population loss in some parts).

Whilst efforts to deliver affordable housing across the county are demonstrable and ongoing; the percentage of the overall stock of the county remains low and far below the supply required to meet demand. The majority of affordable rented housing over the past decade has been at Affordable rather than Social rent, placing this tenure out of reach of many families subject to benefit caps. Private home ownership is particularly high in the county, a historic feature of Surrey but one that is now contributing the lack of supply of affordable housing.

Affordability is, without doubt, a growing national issue but the data and consultation suggests that the situation is particularly pronounced in Surrey, making it a less feasible option for households to move to the county and/or businesses to locate here.

SUPPORT FOR VULNERABLE RESIDENTS

While there was considerable praise for the effective ‘partnership in a crisis’ approach taken by councils during COVID, there was a wider feeling that a system under considerable strain is marked by territorialism.

There was particular frustration expressed that *“housing is picking up the slack”* from a lack of funding or provision for high-needs families or individuals and that problems were being passed around, rather than being resolved in partnership.

This was the one area where it felt that not only was delivery fragmented, but there was no shared sense of purpose or common endeavour that would bring potential partners together out of their siloes. The fraught and pressured environment, that many of the professionals we spoke to operate in, means that there’s limited space or time to address these questions with a strategic long-term view: *“Every day is crisis management now”*.

Given the rate of housebuilding, the cost-of-living crisis and the extant levels of need there is a looming question about how multiple agencies and organisations, all acting within constrained budgets and resource, work better together to maximise what they have for the benefit of residents who need that support.

LAND SUPPLY

From across the county we heard the same response about land. First, that most councils who are seeking to develop don't have much, if any. Second, that there was a feeling that the County Council didn't have a process for working with districts and boroughs on identifying land within their boundaries that could be developable beyond the Call for Sites in the Local Plan process.

From within SCC we heard that the process for identifying land as obsolete was best described as 'iterative', with service areas effectively able to put a hold on land that 'might be needed' in the future. When land was identified as suitable for disposal the County's policy, after 12 years of austerity, is to seek the best return on the land for the public finances.

There is serious appetite from local authorities and RSLs to bring forward land in the public interest, but they are not able to compete with the open market on price.

Stakeholders who work within Surrey and elsewhere across the country described the situation in Surrey as 'unusual' in not having a well-developed partnership around public land held by all local authorities.

We see significant alignment in policy aspirations and strategic ambition around housing from all partners in Surrey, and the potential for a collaborative approach to assets to deliver this agenda.

DELIVERY CAPACITY

From all sectors in Surrey there are outstanding examples of work being undertaken to deliver more homes, of all tenures, meeting a wide range of need and demand in the county.

Several councils have more than exceeded the tests set by government, and were praised by external organisations for having *“grasped the nettle”* on town centre regeneration and brownfield land.

In Spelthorne we were struck by the ambition of the council in setting up Knowle Green Estates, a wholly-owned council delivery company, which has already delivered a range of affordable homes in Spelthorne.

Elsewhere, we’ve seen effective partnerships being put in place between RSLs and Housing Associations, as with Raven and Reigate & Banstead, with a real focus on delivering more genuinely affordable homes.

However, we also see significant risk to capacity across the county:

First, changes in housing associations over recent years have seen many local HAs absorbed into larger national organisations, who some participants felt weren’t so focused on Surrey.

Second, many participants felt that councils who no longer held stock were concerned about *“the sheer administrative burden of getting back into housing: the time, the money, the resource”* which could lead to ‘delivery deserts’ if a siloed approach is pursued.

Third, we heard again and again about the challenges of estate regeneration, particularly for older people’s bedsits from the 1960s and 1970s, given the rules that Homes England operates within to not fund replacement units.

CLIMATE RESPONSE & 20 MINUTE NEIGHBOURHOODS

The response to the climate crisis in this study fell into one of three related areas:

- 1) Changing investment priorities away from new housing development and into retrofit and refurbishment of existing homes.
- 2) Anxiety over climate-based resistance to new homes and new housing.
- 3) A scepticism about what 20-minute neighbourhoods would really mean in decision-making terms.

Priorities for stock-holding bodies, whether councils or housing associations have changed. There is significantly more focus on improving existing stock where possible, and a growing conversation about consolidating stock where that isn't financially possible.

There was concern that the Climate Crisis would become a focal point for opposition to new homes, without a compelling case from the outset about the long-term social, economic and climate benefits of that housing.

Several participants pointed to densification in Woking as a '5 minute neighbourhood' in the making, but questioned what this would mean elsewhere in existing low-density suburbs across much of the county, and whether there was a plan for testing and delivering in practice.

UNDER OCCUPATION & AGEING POPULATION

The data clearly indicates an issue of under-occupation in Surrey which is exacerbating the housing supply problems and reducing the stock available to house families. Again reflective of the regional picture for the south-east but a significant contributing factor to housing supply problems.

Through the consultation undertaken, this is felt to be attributable, at least in part, to the gap in provision of appropriate specialist/extra care/supported housing units that would enable older residents to move out of their family home as well as a lack of suitable accommodation for those looking to downsize.

This anecdotal evidence is supported by the data on ageing population for Surrey which indicates considerable growth. This is not unique to Surrey (and reflects the national picture) but clearly demonstrates pockets of particular growth in older residents within the county and a rate of growth exceeding the national picture in some areas

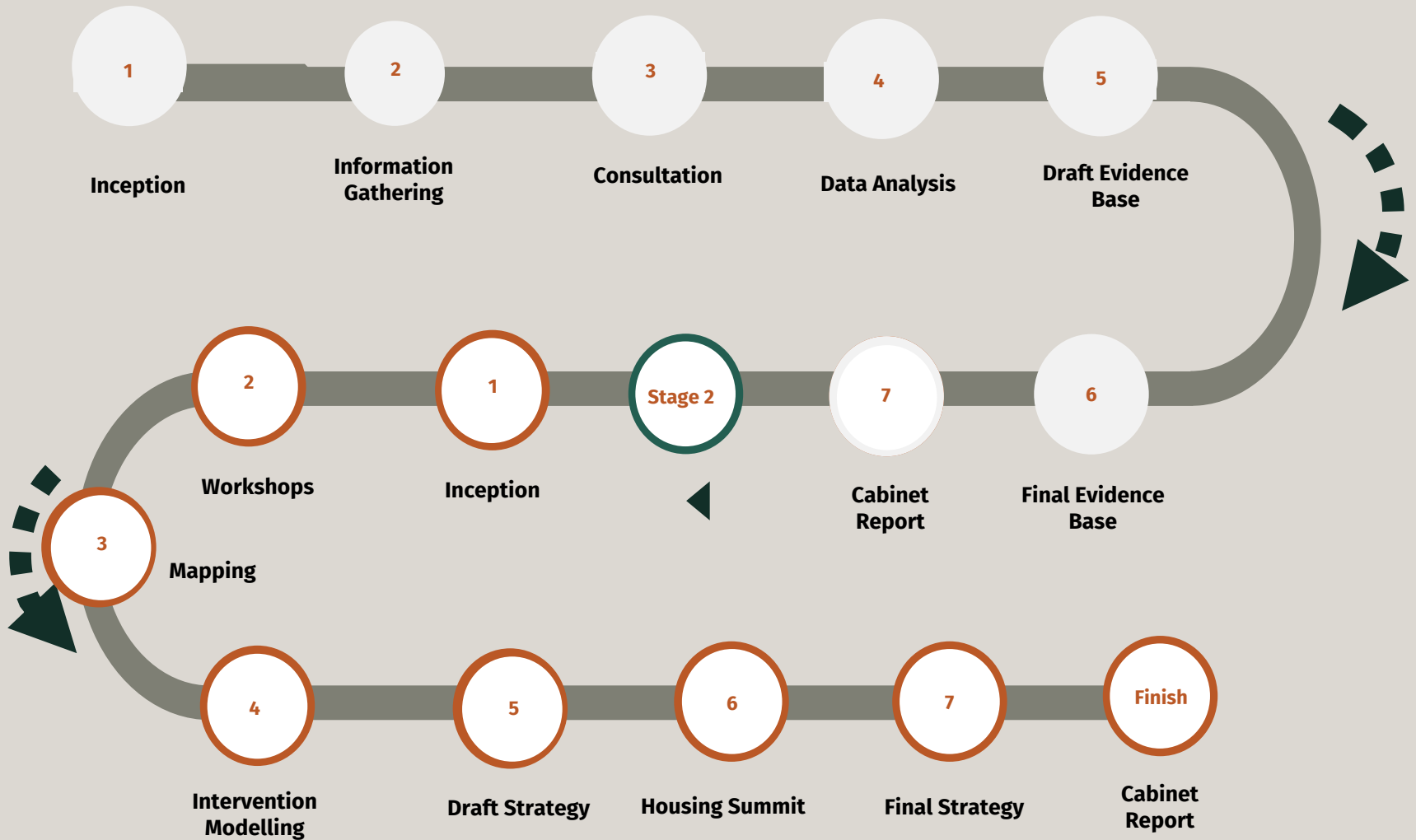
Although this issue is not just one about having the right housing stock but also the right support and incentives in place to encourage a move out of the family home.

This intensive period of evidence gathering and analysis has confirmed the scale of the challenge facing residents, services, businesses and local authorities across Surrey.

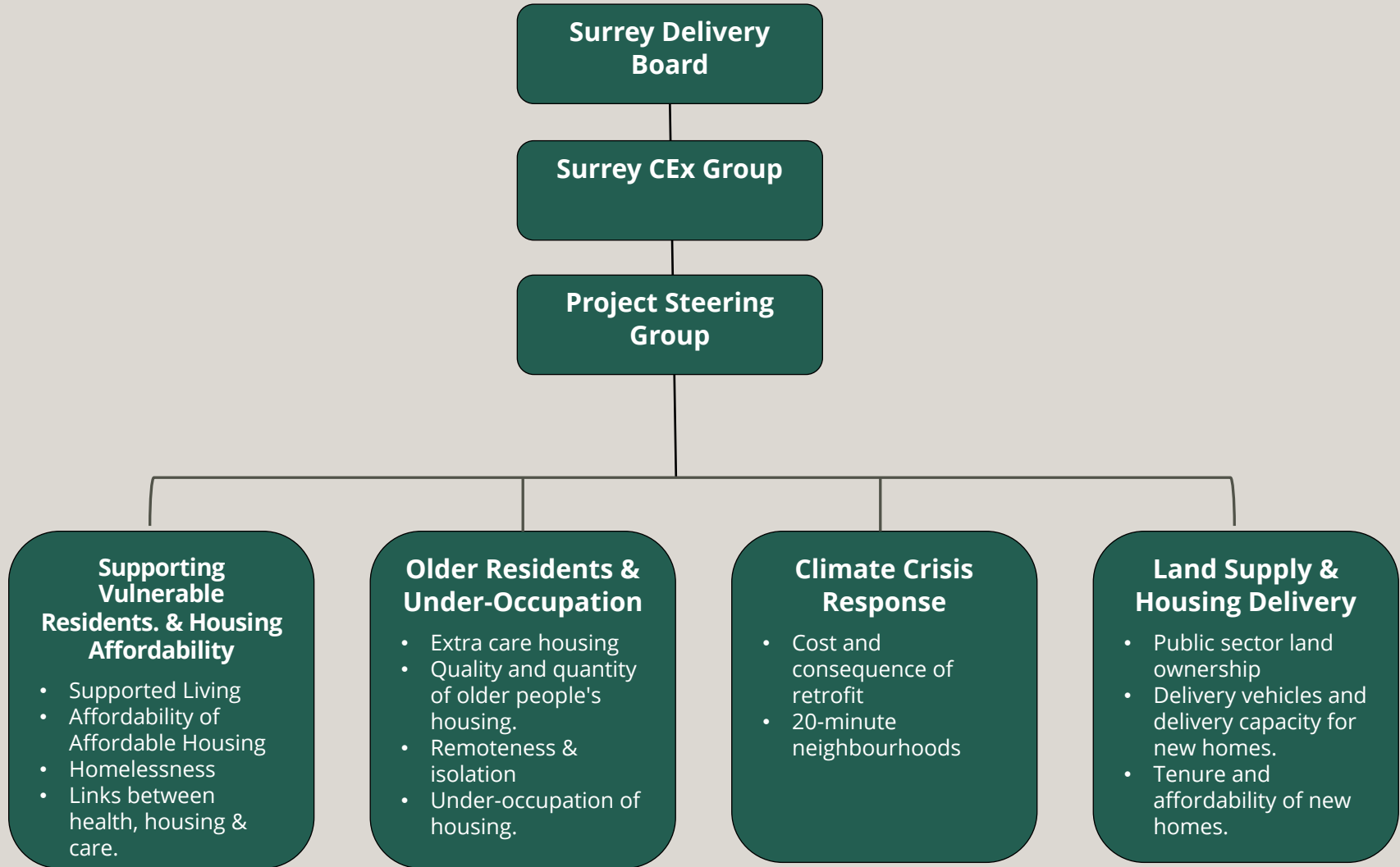
It's also confirmed significant capacity and desire to act to tackle those challenges.

The next phase of work moves us from talking about problems to talking about solutions, and setting out a clear plan of action that partners could take together to practically and pragmatically address the identified challenges.

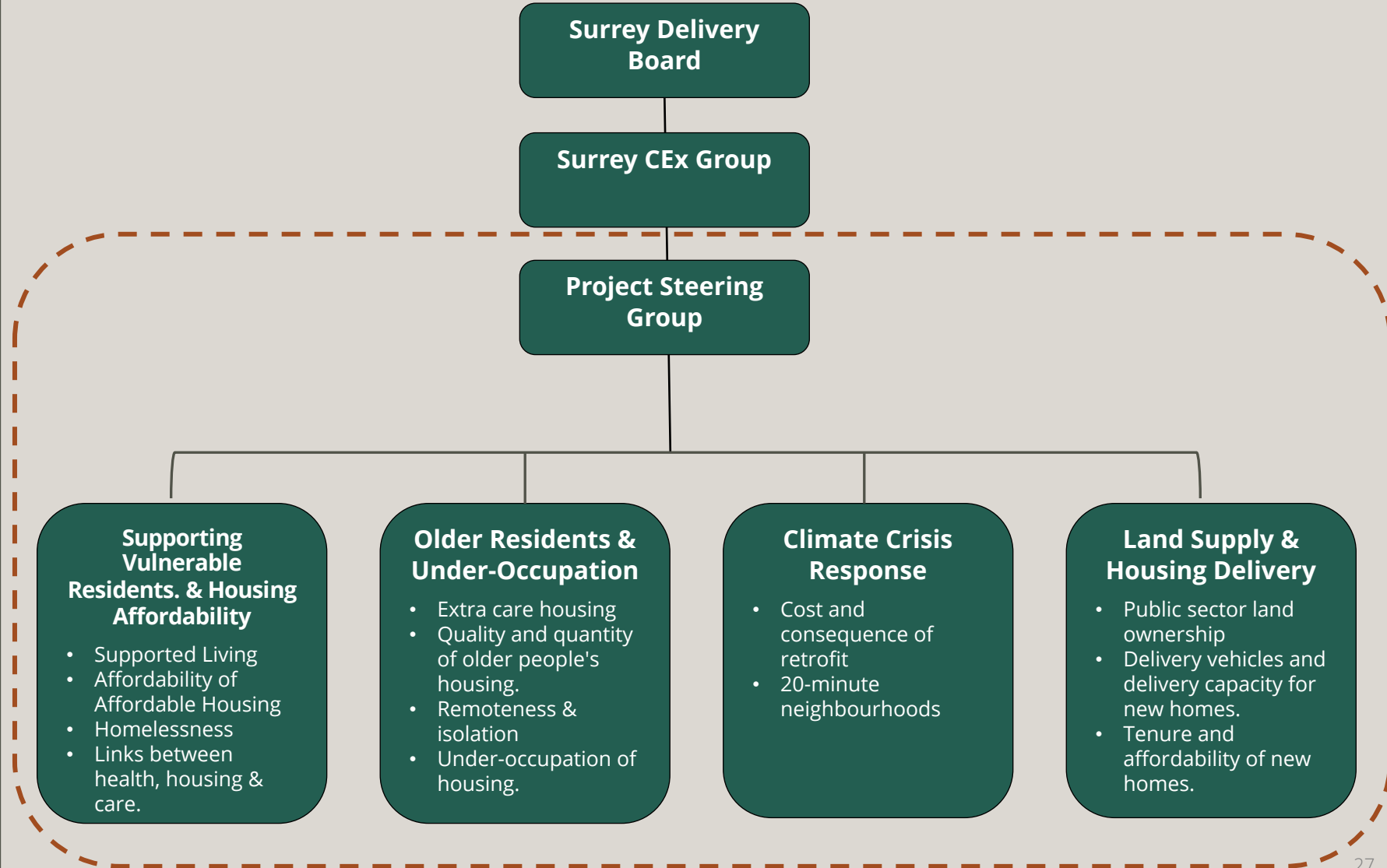
SECOND STAGE – SEPTEMBER - JANUARY



PROPOSED WORKSHOP STRUCTURE - October



PROPOSED SURREY HOUSING SUMMIT – 8th DECEMBER



**Indicative – TBC on conclusion of baseline* ²⁷

ICCRECENT AWARDS



Strategy Award for Hounslow Business Case Project and Climate Award for Birmingham Route to Zero project.



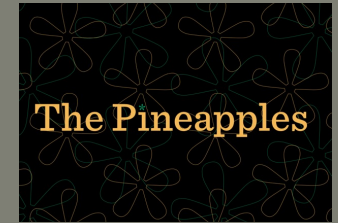
Finalist

Planning Permission of the Year, Fostering Healthy High Streets Award, Best Economic Growth, Best Community Led Development, and Planning Consultand of the Year



Winner

Mayor's Prize and Community Prize for The Nourish Hub



Finalist

Future Place Award for Pydar Street Project



Social Value Award for Nourish Hub Project



Strategy Award for Hounslow Business Case Project



Winner

Planning Consultancy of the Year



Finalist

Planning Permission of the Year



Data and Innovation in the Public Sector



Outstanding Achievement for Chris Twigg



Highly Commended

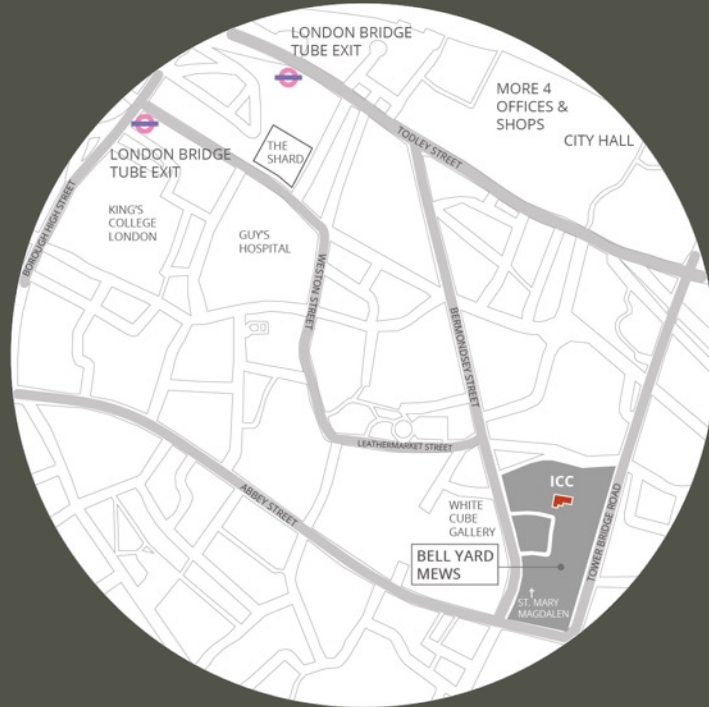
Planning Consultancy of the Year



Finalist

Regeneration Award

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MONDAY, 5 DECEMBER 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

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Communities, Environment and Highways Select Committee Forward Work Programme 2022 - 2023

**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 |
|-----------------|------------------|--|--|---|----------------------------------|--|
| 8 February 2023 | Scrutiny | Partnership Delivery in Localities: Towns | To receive a report in relation to the partnership delivery in localities. | The Committee to provide its feedback on the partnership delivery in localities report. | Empowering communities | Tim Oliver, Leader of the Council Michael Coughlin, Executive Director, Partnerships, Prosperity and Growth |
| | Scrutiny | Surrey Fire and Rescue Service Inspection Improvement Plan – Update | To receive a progress report about Surrey Fire and Rescue Service. | The Committee to review the progress on the action plan and provide it's feedback. | Empowering communities | Denise Turner-Stewart, Cabinet Member for Communities and Community Safety Dan Quinn, Interim Chief Fire Officer and Director of Community Protection Group |

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|-------------------------|----------|--------------------------------------|---|--|--|---|
| w/c 20 March 2023 (TBC) | Scrutiny | Future Bus Network | To receive a future bus network report that includes the findings of the public consultation and recommended next steps. | Following earlier scrutiny of Bus Back Better, the Select Committee to consider the consultation results and provide its feedback before a report is presented to Cabinet. | Enabling a greener future Empowering communities Growing a sustainable economy so everyone can benefit | Matt Furniss, Cabinet Member for Transport, Infrastructure and Economy Katie Stewart, Executive Director for Environment, Transport & Infrastructure Paul Millin, Strategic Transport Group Manager |
| | Scrutiny | Waste Infrastructure Strategy | To receive a waste infrastructure strategy report | The Committee to provide its feedback on the waste infrastructure strategy report | Enabling a Greener Future | Natalie Bramhall, Cabinet member for Property and Waste Katie Stewart, Executive Director for Environment, Transport & Infrastructure Steven Foster, Interim Director of Waste |
| 11 May 2023 | Scrutiny | Economic Growth | To receive an update report on activities taken forward to deliver on the economic opportunities set out within the economic strategy and help address the economic challenges in Surrey. | The Committee reviews the progress made to establish a core Inward Investment Programme, examples of our developing local economies and High Streets work, and the implementation of a Digital | Empowering communities Growing a sustainable economy so everyone can benefit | Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth Michael Coughlin, Executive Director, |

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| | | | | Infrastructure Programme. | | Partnerships, Prosperity and Growth Dawn Redpath, Director for Economy and Growth Rhiannon Mort, Head of Economic Infrastructure |
| | Scrutiny | Climate Change Adaption Plan | To receive a report that sets out how Surrey needs to adapt and build resilience to the impacts of climate change such as increased flooding, droughts, heatwaves and wildfires. | The committee to provide its feedback on the proposed Climate Change Adaptation Plan. | Empowering communities Growing a sustainable economy so everyone can benefit Enabling a greener future | Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director for Environment, Transport & Infrastructure Carolyn McKenzie – Director, Environment. Doug Hill, Flood and Climate Resilience Manager Glen Westmore, Flood Risk Planning Consent Team Leader Sarah Birch, Climate Change |

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|----------------|----------|---|--|--|---|---|
| | | | | | | Adaptation Specialist |
| 5 July 2023 | Scrutiny | Environment, Transport and Infrastructure (ETI) Performance Report | To provide the Select Committee with performance information on the Environment, Transport & Infrastructure directorate. | The Committee to review the performance, provide oversight and feedback. | <p>Empowering communities</p> <p>Growing a sustainable economy so everyone can benefit</p> <p>Enabling a greener future</p> | <p>Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth</p> <p>Marisa Heath, Cabinet Member for Environment</p> <p>Kevin Deanus, Cabinet Member for Highways and Community Resilience</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Natalie Fiskens, Chief of Staff</p> <p>Jo Diggins, Planning, Performance & Improvement Manager</p> |
| 3 October 2023 | Scrutiny | Climate Change Delivery Plan Annual update | To receive a whole programme assessment annual progress report on the Climate Change Delivery Plan. | The Committee to provide its feedback progress against the Plan. | Enabling a greener future | Marisa Heath, Cabinet Member for Environment |

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|-----------------------------------|-----------------|---|--|---|--|--|
| | | | | | | <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Carolyn McKenzie, Director – Environment</p> <p>Katie Sargent, Greener Futures Group Manager</p> <p>Cat Halter, Climate Change Strategic Lead</p> |
| <p>4 December 2023</p> | <p>Scrutiny</p> | <p>Budget 2024/25 and Medium-Term Financial Strategy</p> | <p>Select Committee to receive draft budget proposals for 2023/24.</p> | <p>The Select Committee scrutinises the Council’s budget proposals, provides feedback and makes recommendations, if required.</p> | <p>Growing a sustainable economy so everyone can benefit</p> | <p>David Lewis, 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,</p> |

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|---------------------------|----------|--|---|--|---------------------------|---|
| | | | | | | <p>Insights & Performance</p> <p>Nicola O'Connor, Strategic Finance Business Partner</p> <p>Tony Orzieri, Strategic Finance Business Partner</p> |
| TBC 2023 | Scrutiny | Minerals and Waste Plan | To provide a report on the preferred options public consultation. | The Committee to provide its feedback on the public consultation and preferred options in line with Minerals and Waste Development Plan. | Enabling a greener future | <p>Matt Furniss, Cabinet member for Transport and Infrastructure</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Dustin Lees, Minerals and Waste Policy Team Leader</p> |
| TBC Spring 2024 | Scrutiny | Integrated Transport Scheme Annual report | To receive a report on Integrated Transport Scheme. | The Committee to provide its feedback. | Enabling a greener future | <p>Kevin Deanus, Cabinet Member for Highways and Community Resilience</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> |

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| | | | | | | <p>Lucy Monie, Director, Highways and Transport</p> <p>Richard Bolton, Assistant Director, Operations and Infrastructure</p> <p>Zena Curry, Highway Engagement and Commissioning Manager</p> |
|--|--|--|--|--|--|--|

Member Reference Groups, Task and Finish Groups

| <i>(Dates)</i> | <i>(Type)</i> | <i>(Issue)</i> | <i>(Purpose)</i> | <i>(Outcome)</i> | <i>(Membership)</i> |
|--|--------------------------------------|--|--|--|--|
| Aug 2021 (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> <ul style="list-style-type: none"> ▪ Surrey Transport Plan ▪ Climate Change Strategy and Plan ▪ Government's Green Homes Grant Local Authority Delivery (GHGLAD) ▪ Land Management Framework & Policy | 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 • Stephen Cooksey • Jonathan Hulley • Catherine Baart • Lance Spencer |

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|--|--------------------------------------|---|--|--|--|--|
| | | | <ul style="list-style-type: none"> ▪ Green Finance Strategy ▪ EV Network | | | |
| April 2022 (on-going as required) | Scrutiny | Highways Reference Group | Local Transport Plan 4 (LTP4) (Horizon prioritisation) and other relevant matters. | To provide feedback and on-going monitoring. | | <u>Membership</u> Stephen Cooksey Colin Cross John Furey David Harmer Andy Macleod John O'Reilly Lance Spencer |
| 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 scrutiny and feedback. | | <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 | | | | | | |
| 3 October 2022 | Bus Back Better Update | | All Member Seminar | | | Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth Katie Stewart, Executive Director – Environment, Transport and Infrastructure Jo Diggins, Planning, |

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|------------------|--|--------------------------|---|--|--|
| | | | | | <p>Performance & Improvement Manager</p> <p>Paul Millin, Strategic Transport Group Manager</p> |
| 27 October 2022 | Fuel Poverty – Key winter initiatives | All Member Seminar | | | <p>Marisa Heath, Cabinet member for Environment</p> <p>Natalie Fiskien, Chief of Staff</p> |
| 10 November 2022 | Surrey Infrastructure Plan (SIP) – Phase 3 An update briefing and the draft Cabinet report sent to the Select Committee for comments. | Scrutiny briefing report | Surrey Infrastructure Plan (SIP) – Update | | <p>Matt Furniss, Cabinet Member for Transport, Infrastructure and Economy</p> <p>Katie Stewart, Executive Director – Environment, Transport & Infrastructure</p> <p>Lee Parker, Director – Infrastructure, Planning & Major Projects</p> |
| 14 November 2022 | Tree Planting | All Member Seminar | | | <p>Marisa Heath, Cabinet member for Environment</p> <p>Katie Stewart, Executive Director</p> |

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|------------------|---|--------------------|--|--|--|
| | | | | | <p>– Environment Transport and Infrastructure</p> <p>Debra Lee, Senior Woodland Management Officer</p> |
| 21 November 2022 | Changes to Public Right of Way processes | All Member Seminar | | | <p>Marisa Heath, Cabinet Member for Environment</p> <p>Katie Stewart, Executive Director – Environment Transport and Infrastructure</p> <p>Claire Saunders, Access Team Manager</p> <p>Daniel Williams, Senior Countryside Access Officer - Legal Definition</p> |
| 28 November 2022 | <p>Climate change adaption and wildfires</p> <p>Surrey Fire and Rescue Service and Environment combined session</p> | All Member Seminar | | | <p>Denise Turner-Stewart, Cabinet Member for Communities and Community Safety</p> <p>David Nolan, Area Commander, SFRS</p> <p>Glen Westmore, Flood Risk</p> |

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| | | | | | <p>Planning Consent Team Leader</p> <p>Sarah Birch, Climate Change Adaptation Specialist</p> |
| 5 December 2022 | Electric Vehicle Network Procurement update | All Member Seminar | | | <p>Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth</p> <p>Katie Stewart, Executive Director – Environment Transport and Infrastructure</p> |
| TBC February 2023 | Highways workshop session | In person Member development day | | | <p>Kevin Deanus, Cabinet Member for Highways and Community Resilience</p> <p>Katie Stewart, Executive Director – Environment Transport and Infrastructure</p> |
| TBC | Community Infrastructure Levy & Place Making | All Member Seminar | | | <p>Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth</p> |

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| | | | | | <p>Katie Stewart, Executive Director – Environment Transport and Infrastructure</p> <p>Lee Parker, Director – Infrastructure, Planning & Major Projects</p> <p>Deborah Fox- Champkins, Placemaking Group Manager</p> |
| TBC | Electric Vehicle Network Procurement update | All Member Seminar | | | <p>Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth</p> <p>Katie Stewart, Executive Director – Environment Transport and Infrastructure</p> |

Standing Items

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

2023 CEH meeting dates are:

- 8 Feb 2023 10.00 am
- w/c 20 March TBC
- 11 May 2023 10.00 am
- 5 Jul 2023 10.00 am
- 3 Oct 2023 10.00 am
- 4 December 2023 10.00 am

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RECOMMENDATIONS

| Date | Item | Recommendation | Responsible Member/ Officer | Deadline | Progress check | Recommendation response accepted/ implemented |
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| 8 March 2022 | Adoption of Moving Traffic Enforcement Powers | <p>The Select Committee:</p> <p>Supports the draft recommendations to Cabinet outlined in the report.</p> <p>CEHSC4/22: Asks the Cabinet Member/Service to consider arranging an all-Member Seminar on this topic (Adoption of Moving Traffic Enforcement Powers) covering the changes, practical implications, selected sites, associated process and Members' role.</p> <p>CEHSC5/22: Requests Cabinet Member to write to the relevant Government Minister for further details about pavement parking.</p> | <p>Matt Furniss, Cabinet Member for Transport & Infrastructure</p> <p>Katie Stewart, Executive Director for Environment, Transport & Infrastructure.</p> <p>Richard Bolton, Highways & Operations Infrastructure Group Manager</p> <p>David Curl, Parking & Traffic Enforcement Manager</p> | | November 2022 | <p>CEHSC4/22: An all Member Seminar on the Adoption of Moving Traffic Enforcement Powers will be scheduled for early 2023. This will follow the appointment of the relevant supplier and will cover areas such as the policy changes and how it will be implemented, the process and site selection criteria.</p> <p>CEHSC5/22: A letter was sent to the Department for Transport earlier this year with a response provided in April 2022. The</p> |

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| | | | | | | response confirmed that Ministers were actively considering the options for addressing pavement parking following a consultation that had taken place and they wanted to ensure councils have the right powers to deal with pavement parking effectively. We are aware that this is a priority for the Department for Transport (DfT) and they will publish the formal consultation response and next steps for policy as soon as possible. The formal consultation response has not been published yet but when available you will be able to view it here https://www.gov.uk/government/consultations/managing-pavement-parking . Consideration will be given whether to write again to the DfT in light of recent government and ministerial changes. |

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| | Outline Business Case for the re-procurement of waste treatment & disposal services-Update | <p>The Select Committee:</p> <p>CEHSC14/22: Asks Cabinet Member, as part of the Outline Business Case (OBC) for the re-procurement of Waste treatment and disposal services process and negotiation, to enable the extension of opening hours of Surrey County Council Recycling Centres (CRC) to cover the entire week; and to develop pedestrian access to recycling facilities. Also, the OBC and the final assessment of bids should also consider and include carbon impact assessments.</p> <p>CEHSC15/22: Requests Service (working with partners) to encourage more joined-up communication and outreach to residents about potential waste contaminations (and how to avoid this) in their weekly bins.</p> | <p>Natalie Bramhall, Cabinet Member for Property and Waste</p> <p>Carolyn McKenzie, Director of Environment</p> <p>Alan Horton, Programme Manager</p> <p>Richard Parkinson, Resources and Circular Economy Group Manager</p> | | November 2022 | <p>CEHSC14/22: Improved pedestrian access projects are planned for two sites (Caterham and Warlingham) and will be completed prior to September 2024. The rethinking waste team are aware of the recommendation that new contracts include the ability to readily vary CRC opening hours and this is reflected in draft contract documents. Carbon assessments will be required by bidders as part of the procurement process.</p> <p>CEHSC15/22: Work is underway with Surrey Environment Partnership (SEP) as part of the contamination board on a variety of initiatives to improve contamination within the recycling collections including, but not limited to; crew training on what contamination is, different forms of</p> |

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| Page 144 | | CEHSC16/22: A short update note about the progress, when the next stage in the process is achieved, to be provided to the Select Committee. | | | | communications for residents that have contaminated their bins, and consistent messaging for what can be recycled across Surrey. Discussions are planned with SEP/ Joint Waste Solutions (JWS) and Surrey County Council (SCC) communications departments to reinvigorate the waste communications. CEHSC16/22: The Rethinking Waste Team will prepare an update to Select Committee on progress when plans are finalised. |
| 14 June 2022 | A Devolution Deal for Surrey [Item 5] | The Select Committee: Supports the objective of Surrey seeking a County Deal on the basis of Levels 1 and 2, agrees with the principal stakeholders identified, and the proposed timetable. | Tim Oliver, Leader of the Council Rebecca Paul, Deputy Cabinet Member for Levelling Up | | November 2022 | The recommendations have been sent to the Cabinet Member for Levelling Up and Executive Director for Partnerships, Prosperity and Growth. |

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| Page 145 | | <p>CEHSC6/22: Commends a cautious assessment, including any future governance, of what a Level 2 County Deal for Surrey will mean in practice, particularly for residents, businesses, community groups and other stakeholders to avoid raising expectations that may not be satisfied. This should be reflected in all communications and engagements.</p> <p>CEHSC7/22: Requests that the Surrey County Council continues to bring boroughs and districts on board to develop a broader consensus in order to jointly support the journey for a County Deal.</p> | Michael Coughlin, Executive Director Partnerships, Prosperity and Growth | | | |
| | 6 Oct 2022 | A Skills Plan for Surrey | <p>The Select Committee:</p> <p>CEHSC19/22: Agrees that private sector employers (large, medium and small) should take the lead in improving skills with important roles for public sector organisations (Universities,</p> | <p>Tim Oliver, Leader of the Council</p> <p>Michael Coughlin, Executive Director of Partnerships,</p> | | November 2022 |

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| | | <p>Schools, National Health Service (NHS), Surrey County Council, districts and boroughs etc.) but these need robust definition and clarity of their input.</p> <p>CEHSC20/22: Accepts the ambitions of the Plan and the eventual Local Skills Improvement Plan (LSIP) but needs assurance that a robust performance measurement system and timeline (where appropriate) will be put in place to monitor progress and to adjust the strategy if evidence so requires.</p> <p>CEHSC21/22: Appreciates the inevitably limited role that Surrey County Council will play in the plan but argues that its practical role as one of the key procurers and deliverers of services, as well as of strategic leadership be better defined.</p> | Prosperity and Growth | | | |

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| | | CEHSC22/22: Requests that the final version to Cabinet on 25 October 2022 addresses the aforementioned points. | | | | |
| | Assessment of the Greener Futures Climate Change Delivery Plan | CEHSC18/22: Recognises that significant behavioural change by residents on vehicle usage, low carbon measures and active/sustainable travel has yet to take place and that while the Council itself inevitably can only play a limited role, it should intensify its efforts in this regard. | Marissa Heath, Cabinet Member for Environment Katie Stewart, Executive Director of Environment, Transport and Infrastructure | | November 2022 | CEHSC18/22: The Greener Futures team agrees that the slow uptake of low carbon measures such as EV vehicles, sustainable transport and low carbon heating is not at the level that it needs to be at. We are committed to increasing efforts to raise awareness and support residents and will be making this a key area of focus within communications and engagement in 2023-24. The Team will also be looking at how it can support across the Council to increase awareness and take up from its own staff and those of other public sector bodies through more internal communications. In addition, this will be raised with Government as part of on-going discussions, partnerships and our lobbying strategy. |

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| | | <p>CEHSC23/22: Reiterates its support for Carbon budget to be developed alongside the Council's financial budget.</p> <p>CEHSC24/22: The Select Committee Appreciates that RAG status to measure the success of a project within the constraints applied to that project is helpful for internal management purposes. However, asks that in case of Climate Change the RAG status against the 2025, 2030 and 2050 targets be included in all future reporting to make it more useful for</p> | | | | <p>CEHSC23/22: We remain committed to delivering a carbon budget for 2023/24 for both our own organisations 2030 target and the overall Surrey wide 2050 target. The plan for a carbon budget will be discussed at the Select Committees Greener Futures Reference Group prior to agreement of the formal Council budget so that recommendations can be made from the Select Committee at the Council meeting to agree the Council budget for 2023/24 in February.</p> <p>CEHSC24/22: The Greener Futures team will provide a clearer RAG status explanation for 2025, 2030 and 2050 at the next Select Committee Greener Futures Reference Group for comment and agreement by that Group and then inclusion in any further reporting.</p> |

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| | | external communication and understanding. | | | | |
| | Healthy Streets Design for Surrey | CEHSC25/22: Requests that Districts and Boroughs consider including Healthy Streets for Surrey design guide as part of their Supplementary Planning Guidance. | Matt Furniss, Cabinet Member for Transport and Growth Katie Stewart, Executive Director for Environment, Transport and Infrastructure | | | CEHSC25/22: The Healthy Streets Design Guide was endorsed by Cabinet in October 2022. As a result of this the Cabinet Member for Transport and Infrastructure will be writing to all District and Boroughs seeking their support to adopt the Design Guide as a Supplementary Planning Document (SPD) within their current design standards and guidance. The Guide will also be shared with the Surrey Planning Officers Association (SPOA) to encourage their take up of it as an SPD. |

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ACTIONS

| Date | Item | Action | Responsible Member/ Officer | Deadline | Progress check | Action response. accepted/ implemented |
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| 6 Oct 2022 | Public Rights of Way Traffic Regulation Order (TRO) Policy Review | The Select Committee: CEHSC26/22: Asks for communication plan to raise awareness about the changes. | Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director of Environment, Transport and Infrastructure | | November 2022 | CEHSC26/22: The new TRO Policy will be set out on the Countryside Access Team Surrey County Council (SCC) web Pages. The changes will also be explained directly to stakeholders, including user groups, the Area of Outstanding National Beauty (AONB), The Countryside Charity, National Trust and Forestry Commission. There will also be attendance of the next meeting of the Surrey Countryside Access Forum (SCAF) to explain the changes. SCAF is an advisory group set up under legislation to advise local authorities on access matters and is made up of representatives of user groups, landowners other interested parties. SCC Countryside media streams will also be utilised. |

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| | | CEHSC27/22: Requests for a short briefing document for parishes to inform and support them. | | | | CEHSC27/22: The Countryside Access Team have scheduled a briefing for County Council members on the changes on 21 November 2022. It will also be drafting a briefing document for Parish Councils, with a process flow chart to explain both the legislation and our process for managing byways. This will be sent to all Parish Council before the end of November 2022 with an offer for any Parish Council to discuss their concerns with an Officer from the Legal Definition Team of Countryside Access. |

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