

Notice of Meeting

Communities, Environment and Highways Select Committee

**Date & time**

Wednesday, 8
February 2023 at
10.00 am

Place

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

Contact

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Chief Executive

Joanna Killian

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

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

Purpose of item: To report any apologies for absence and substitutions.

2 MINUTES OF THE PREVIOUS MEETINGS: 5 DECEMBER 2022

(Pages 5
- 20)

Purpose of item: 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 (*2 February 2023*).
2. The deadline for public questions is seven days before the meeting (*1 February 2023*)

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

5 DELIVERING IN PARTNERSHIP: TOWNS - THE NEXT PHASE

(Pages
21 - 48)

Purpose of report: To:

- i) set out why using a towns footprint is the optimum approach to addressing priorities in individual localities, including reducing health inequalities, improving equality of opportunity and access to services, the delta in life expectancy, community engagement, all of which are known key issues and require a multi-agency, system approach,
- ii) update the Committee on the proposed extension of the programme of delivering in partnership in towns and
- iii) seek the Committee's views and contribution to the next phase of the work, including the suggested priority towns for the next phase, and the ongoing engagement with and role of Members in those towns.

6 SFRS PROGRESS REPORT OF RECOMMENDATIONS FROM HMICFRS 2021 INSPECTION REPORT

(Pages
49 - 98)

Purpose of report: To provide the committee with an update on Surrey Fire and Rescue Service's (SFRS) progress on the recommendations made by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2021 Inspection report.

7 PROPOSAL REPORT ON FUTURE SCRUTINY OF SURREY FIRE AND RESCUE SERVICE

(Pages
99 - 100)

Purpose of report: Recommendation on the future scrutiny of Surrey Fire and Rescue Service (SFRS) by the Communities, Environment and Highways Select Committee

8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
101 -
128)

Purpose of item: 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: 20 MARCH 2023

The next public meeting of the committee will be held on 20 March 2023 at 10:00am.

**Joanna Killian
Chief Executive**

Published: Tuesday, 31 January 2023

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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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 5 December 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 8 February 2023

Elected Members:

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

(= present at the meeting)*

45/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Colin Cross.

46/22 MINUTES OF THE PREVIOUS MEETING: 6 OCTOBER 2022 [Item 2]

The minutes of the Communities, Environment and Highways Select Committee held on 6 October 2022 were formally agreed as a true and accurate record of the meetings.

47/22 DECLARATIONS OF INTEREST [Item 3]

None received.

48/22 QUESTIONS AND PETITIONS [Item 4]

1. There were three Members questions and responses were published as a supplement to the agenda.

2. With regards to the third question, Fiona Davidson asked if performance information against Key Performance Indicators (KPI) in relation to highways delays would be made available to all Councillors on a year-to-date basis. As costs continue to rise, any outstanding estimates for schemes would disadvantage Members whose estimates have been delayed. The Director of Highways and Transport confirmed that performance data was now being collected for this transition year and would be shared with the Select Committee as committed to previously. The focus was on efficient delivery of the scheme between Ringway and Surrey County Council (SCC) and the Director of Highways and Transport invited any specific concerns from Members if this was not the case. The Chairman suggested that prior to the KPIs being reported to the Select Committee, a session in January 2023 between the Highways Reference Group, Ringway and the Highways department to discuss the points raised should take place.

49/22 YOUR FUND SURREY UPDATE [Item 5]

Witnesses:

Denise Turner-Stewart, Cabinet Member for Communities and Community Safety

Marie Snelling, Executive Director of Customer and Communities

Nikki Tagg, Your Fund Surrey Programme Manager

Jane Last, Head of Community, Partnerships & Engagement

Key points raised during the discussion:

1. The Cabinet Member for Communities and Community Safety provided a summary of the work that had taken place following the constructive suggestions and recommendations provided by the Communities, Environment and Highways Select Committee (CEHSC) in March 2022.
2. The Chairman, in referring to paragraph 11 of Annex 1 of the report noted that there had been no funded applications in the first decile and queried if the new Community Link Officers, dedicated to working in the more deprived areas of Surrey, had reported any interest or identified areas of capacity building for future approval. The Cabinet Member for Communities and Community Safety said that the impact of the Community Link Officer (CLOs) and their targeted focus on those key areas had been felt immediately with one application within decile one expected at Advisory Panel this week. The Head of Community, Partnerships and Engagement added that interest from these areas had increased following 'Let's Talk' events to encourage residents to consider which projects could benefit their communities and how to organise themselves to achieve their aims with the support of Your Fund Surrey officers. The 'let's Talk events will take place in 21 key areas.

3. A Member asked how officers expected Your Fund Surrey (YFS) to develop over the five-year period since it was launched two years ago. The Cabinet Member for Communities and Community Safety said it was evident that the flow of the programme is increasing, partly due to complex projects, which had applied at the beginning of the programme, now being ready to be assessed.
4. A Member queried the scope to reduce the lower limit for applications to £1,000 to allow more groups to apply for smaller projects and to address the gap between the current Member Community Allocation (MCA) grant of £5,000 a year and the starting point for Your Fund Surrey applications of £10,000. The Cabinet Member for Communities and Community Safety explained that the minimum for the new smaller projects fund would be £1,000 and as such, bridged the gap between Members Community Allocation and the Your Fund Surrey large projects fund. The smaller projects fund was designed to enable a more flexible and simpler local allocation. A Member asked that applications made during the last two years be revisited with the new lower limit in mind and requested that all Members be notified regarding the new £1,000 minimum for smaller projects. The Cabinet Member for Communities and Community Safety Confirmed that a report to Cabinet was planned for late December 2022 followed by a full briefing to all Members adding that all previous unsuccessful applications would be revisited.
5. A Vice Chairman, in referencing that 16 per cent of current live applications were valued at £50,000 or less, queried the percentage of current live applications valued at £100,000 or less. The Your Fund Surrey Programme Manager confirmed that 32 per cent of applications in the current pipeline were under £100,000.
6. A Vice Chairman asked for clarification around the reference to projects valued under £100,000 being less complex. The Your Fund Surrey Programme Manager said that less complex projects were simpler to manage because they involved fewer partners, funding streams and planning permissions thus requiring less due diligence and governance. The Vice Chairman asked if the proposal to cap the smaller projects fund contribution could be increased from £50,000 to £100,000 for these simpler projects. The Cabinet Member for Cabinet Member for Communities and Community Safety explained that the process would be reviewed, however the current cap was considered a balanced approach at this time following an evaluation of public value, the current economic climate and the need for a directly devolved budget for Members.
7. A Vice Chairman suggested that information about the total value allocated by Surrey decile in addition to the number of applications and the average value would be useful.

8. A Vice Chairman asked why Surrey deciles were being used instead of national deciles and requested clarification between the two. The Cabinet Member for Communities and Community Safety explained that nationally, many Surrey areas sat within deciles nine or ten. There are many complexities of the county which include extreme affluence adjacent to extreme deprivation. The Your Fund Surrey Programme Manager said for national deciles, each area within the country was split into smaller areas known as Lower Layer Super Output Areas (LSOA) and ranked based on specific criteria including education and housing and allocated equally into ten equal parts (ten deciles). The data analytics team had advised that Surrey deciles should be used for YFS to consider the relative deprivation of different projects whilst using the same statistics at national level.
9. A Vice Chairman asked which decile an application from a deprived area located within an overall wealthier area would be included in. The Your Fund Surrey Programme Manager said postcodes and a broad range of additional information were used to provide an indication of ranking.
10. A Member asked if the £50,000 Members allowance was per year for two years or £50,000 over two years. The Your Fund Surrey Programme Manager confirmed that the YFS small project Fund allocated £50,000 for each Member to the end of March 2025.
11. A Member asked if the £50,000 Members allowance could be prioritised for Greener Futures projects by division. The Cabinet member for Communities and Community Safety said that a menu of choices, particularly for those applications that had not previously met the threshold was being looked at with the Greener Futures team in the hope of encouraging spend on Greener Futures projects. The Your Fund Surrey Programme Manager noted the involvement of the Greener Futures team in every project for their opinion and to ensure that applications approved complimented the green agenda.
12. A Member queried the current cost of running the scheme, including headcount deployed centrally, CLOs and interest costs. The Head of Community, Partnerships & Engagement confirmed £240,000 for the cost of the core YFS team from the Community, Partnership and Engagement budget. An expert panel formed of colleagues from other departments such as Greener Futures and Finance also assist in the assessment of applications and the organisation of funding agreements. Officers responsible for the Member Community Allocation fund were now part of the YFS team and would have capacity throughout the year to look after YFS applications.
13. A Member asked which budget area the running costs were included in and queried if interest costs and capital costs would

remain on the Council's balance sheet causing depreciation and if so, where would the depreciation appear in the budget. The Executive Director of Customer and Communities confirmed that capital allocations for YFS were treated in the same way as the wider capital programme.

14. A Member, in referencing chart 2 –the Annex of the report asked what Officers would like the final chart to look like. The Cabinet Member for Communities and Community Safety said that an even distribution of funding across Surrey was the aim with specific investment in deprived communities.
15. A Member was concerned that using deciles was not appropriate for some rural areas. The Your Fund Surrey Programme Manager agreed that whilst using deciles as one element was useful, other avenues were also considered to form the basis of decisions including Member knowledge, CLOs and the voluntary sector.
16. A Member welcomed the improvement evident since the March 2022 report to the Select Committee and asked if Members and their input would be included in marketing campaigns and events organised by CLOs. The Cabinet Member for Communities and Community Safety said web pages had gone live with contact details available in addition to regular Member updates which were being planned. Members played an integral role with their input carrying considerable weight in encouraging the advisory panel's support of applications.
17. A Member, despite having had some issues with YFS, noted their support of the ambitious scheme and suggested that more focused Surrey County Council branding was required.
18. A Member asked if officers had been in touch with organisers of the schemes already approved that involved building projects to discuss increased costs and to revisit the contingency previously approved. The Cabinet Member for Communities and Community Safety said that in addition to the original 20 percent contingency, Cabinet had approved further 10 per cent contingency given the critical inflationary period being experienced. The Your Fund Surrey Programme Manager confirmed that projects were monitored throughout their build.
19. A Member asked if YFS was exclusively for capital projects and queried if any element of revenue was permitted. The Head of Community, Partnerships & Engagement confirmed that YFS was capital money and so no revenue could be considered.
20. A Member queried if there was scope for the Cabinet Member to increase funds beyond £5,000 through the Member Community Allowance. The Cabinet member for Communities and Community

Safety said that was a discussion for the next budget round however the smaller projects fund would allow for more flexibility within the existing fund.

21. A Vice Chairman noted that in Annex A, the 'Division' heading should read 'districts and boroughs' and suggested a future breakdown by division, district and borough. The Executive Director of Customer and Communities confirmed that this information had been collated and was available on the Member portal.

Resolved:

The Communities, Environment and Highways Select Committee:

1. Welcomes the accelerated pace of Your Fund Surrey (YFS) approvals over recent months albeit the totals are somewhat short of original estimates.
2. Strongly supports the introduction (within the YFS Framework) of the new regime designed to encourage smaller capital bids by providing an allocation of £50,000 (over two years) to each Member for this purpose, with encouragement to spend on Greener Futures initiatives should they wish.
3. Urges consideration of the possibility of increasing this Member allocation up to £100,00 to facilitate larger but not complex community projects.
4. Commends the efforts of the Community Link Officers (CLOs) to raise awareness of YFS in the more deprived areas but other actions may be necessary to secure successful funding for community projects in Surrey deciles one and two. The Committee regards this as a high priority

50/22 SCRUTINY OF 2023/24 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2027/28 [Item 6]

Witnesses:

David Lewis, Cabinet Member for Finance and Resources

Denise Turner-Stewart, Cabinet Member for Communities and Community Safety

Kevin Deanus, Cabinet Member for Highways and Community Resilience

Natalie Bramhall, Cabinet Member for Property and Waste

Dan Quinn, Chief Fire Officer

Marie Snelling, Executive Director of Customer and Communities

Katie Stewart, Executive Director for Environment, Transport and Infrastructure

Lucy Monie, Director of Highways and Transport

Carolyn McKenzie, Director of Environment
Rachel Wigley, Director of Finance- Insight and Performance
Nicola O'Connor, Strategic Finance Business Partner
Tony Orzieri, Strategic Finance Business Partner
Nicola Kilvington, Director of Corporate Strategy and Policy
Louise Lawson, Strategic Finance Business Partner
Steve Ruddy, Head of Trading Standards
Sarah Bogunovic, Head of Customer Strategy

Key points raised during the discussion:

1. A Member asked where interest and depreciation costs were located in the budget. A Strategic Finance Business Partner explained that interest payable costs sat within the central income and expenditure budget which is treated as a separate Directorate budget and that capital borrowing costs form part of the calculation of the budget envelopes.
2. A Member, in referencing outcomes from the 2021 research noted in paragraph 8, asked what changes had taken place to facilitate resident's requests for a more active role around what happens in their localities. The Director of Corporate Strategy and Policy said that involving and informing residents to address the findings from the research included the 'Make it Happen' campaign where opportunities to get involved locally were shared, online engagement tools to allow residents to find out what was happening in their area in addition to efforts to look at priority neighbourhoods and locality working.
3. A Member asked if the research completed in 2021 would be compared against the research conducted in November 2022 so that the effects of the work undertaken could be evidenced. The Director of Corporate Strategy and Policy explained that there was not a direct comparison available as the qualitative element of the research conducted in 2021 had not been repeated in November 2022 due to the costs involved. However, the quantitative element of the research was currently taking place and would be compared to the 2021 data.
4. A Member queried Surrey County Councils current intention on increasing Council Tax through the Adults Social Care precept. The Cabinet Member for Finance and Resources said that the draft budget had been set against assumptions made regarding the possible funding formula and levels of efficiencies required. Final decisions would be made following the Local Government Finance Settlement, expected on 21 December 2022; however the Leader of the Council had been clear that the Council did not anticipate taking the full amount of Council tax and Adults Social Care precept permissible without a referendum.

5. A Member asked what lobbying could take place to encourage more of the business rates paid in Surrey to stay in Surrey. A Strategic Finance Business Partner said the review of business rate retention formed part of the fair funding reforms which had seen delays in terms of implementation. The Member asked that income from business rates to the County be included in recommendations suggested by the CEHSC.
6. A Vice Chairman, in reference to the four options to close the draft budget gap noted on page 48, asked for the options to be ranked in order of most to least likely. The Cabinet Member for Finance and Resources said that implementation of a small increase in Council Tax or Adult Social Care precept would be most likely to close the £14.4 million gap, followed by the identification of additional efficiencies and lastly the use of reserves, however this was not an appropriate method for funding ongoing expenditure pressures within the budget.
7. A Member asked if uncollected Council Tax had been considered to close the £14.4 million budget gap. The Director of Finance - Insight and Performance confirmed that while this might not be a method of closing the remaining gap for the 2023/24 budget, the County Treasurers Group had undertaken to draw together revenue and benefit managers from across the county to learn from each other and look at improving overall collection rates and outstanding debt.
8. A Vice Chairman asked if a robust impact analysis was being developed to consider the effect on residents of the difficulties around maintaining existing services and increased demand. The Cabinet Member for Finance and Resources said that the draft budget had been set on basis that services remain unchanged. A Strategic Finance Business Partner explained that equality impact assessments were conducted annually between the draft budget and final budget and would be set out as part of the Final Budget papers to Cabinet and Full Council. The Director of Corporate Strategy and Policy added that proposals were also subject to a cumulative Equality Impact Assessment with service users involved which were also used to identify mitigations for those with protected characteristics, the cumulative impact assessments would be published with the final budget papers.

Environment, Transport and Infrastructure

9. The Chairman suggested there was a strong case for the Members allocation to be increased by the full rate of highways inflation or a set sum. The Executive Director for Environment, Transport and Infrastructure explained that the Ringway Highways maintenance contract was linked to the Building Construction Information Service Index which considered specific activity and estimated the inflation appropriate to that activity. Work was continuing with the contractor

to try to continue to deliver as much and as efficiently as possible. The Cabinet Member for Highways and Community Resilience added that discussions with the Portfolio Holder for Finance regarding the sources of any additional money would have to take place. The Chairman said that Members would expect acknowledgement of this element of the capital budget when the final budget was presented to Council.

10. A Member was concerned at the 27 per cent increase on resurfacing costs from Ringway and asked if a ceiling to the maximum amount had been negotiated. The Director of Highways and Transport explained that the percentage increase was linked to the Building Construction Information Service Index and not set by Ringway. The price of bitumen and oil had increased due to inflation and access; however work was consistent to ensure accurate payments against the framework in addition to revisiting prices directly with Ringway each month.
11. A Member noted that the highways maintenance capital fund of £71.3 million for 2023/24 drops to £29.5 million in subsequent years with the local highway scheme drops from £11.8 million to £1 million in subsequent years and asked for the reason of these reductions. The Executive Director for Environment, Transport and Infrastructure said that the figures included time limited projects and reflected agreed acceleration of capital spending into 2022/23 and 2023/24 from future years and did not represent an overall reduction in capital investment.
12. A Member queried if roads would go back to deteriorating following use of the catch-up amount which was implemented to repair their slow deterioration. The Director of Highways and Transport confirmed that this was not the intention. Asset models were run to determine road condition with the previous level of investment based on several factors to maintain a steady state to which the recent acceleration and money over the last two years had contributed. The modelling and level of investment would be revisited to determine the future condition of roads.
13. A Member queried the real scope for making efficiencies to the services provided given the unknowns. The Executive Director for Environment, Transport and Infrastructure agreed that delivering efficiencies became more challenging each year however work continued to develop and improve assets and to drive efficiencies in specific areas, such as energy savings, working practices and particularly around the new highways contract and the current and new waste contracts.
14. A Vice Chairman queried how the Council planned to fund the future of a sustainable bus network in Surrey and was this plan included in the budget. The Executive Director for Environment, Transport and

Infrastructure explained that this was subject to a current consultation with lobbying planned for further funding and work currently underway to consider the current market and a new enhanced partnership with bus operators. The Director of Highways and Transport confirmed that there were no efficiencies set against the bus network and the bus budget included an increase of £2.1 million in response to the pandemic to help support transport ambitions.

15. A Vice Chairman queried if there was another round of government funding expected imminently. The Director of Highways and Transport said that the government had been considering several options including lower fares for a temporary period, however it was not known when the next bidding round would be available.
16. A Member said that specific figures would be useful regarding the bus network and questioned how much SCC was spending on supporting bus services in total and how was that figure expected to compare to next year. A Strategic Finance Business Partner confirmed the bus budget for 2022/23 was £9.6 million which included an additional £2.1 million added during the pandemic in response to changes to passenger numbers. The 2023/24 draft budget included an inflationary uplift for the current year and next year of approximately £1.65 million in addition to an uplift for a young persons travel scheme of approximately £0.45 million to take the total to approximately £11.7 million. Once adjusted for government grants the 2023/24 draft budget is £12.7 million. A Member asked if the figures related to supporting bus services and exclude the approximately £10 million SCC pays the bus companies to accept free or concessionary bus passes. A Strategic Finance Business Partner confirmed that the figures exclude concessionary fares.
17. A Member, in reference to the current bus consultation asked if the routes proposed as on demand services were commercial services supported by SCC subsidy or entirely owned and run by SCC. The Director of Highways and Transport explained that the Mole Valley on demand pilot had been funded by a Rural Mobility Fund government grant. All future funding options were being investigated and included commercial and full or part subsidy.
18. A Member questioned if sufficient emphasis was being given to greener future activity given that only ten per cent? of SCC's capital budget was being spent on anything climate related. The Executive Director for Environment, Transport and Infrastructure said that greener future elements were included in most capital schemes across the ETI capital programme, and that all capital spend business cases were considered in respect of their carbon or environment impact. Slide 23 of the report pack showed that, except for two, most of the capital pipeline included greener futures

elements contributing to carbon reduction. A Strategic Finance Business Partner added that the budget and the budget pipeline both included schemes in response to or contributed to carbon reduction over the five-year period totalling approximately £480 million.

19. A Member asked if there was any intention to invest in the laboratory at Merrow. The Executive Director for Environment, Transport and Infrastructure confirmed that improvement to the depot were intended. The Director Transport and Highways explained that a business case was planned to identify ways to improve the Merrow depot.
20. A Member queried how, when looking to the medium term, it was expected that Electric Vehicle (EV) on street chargepoints would contribute to the budget. The Executive Director for Environment, Transport and Infrastructure explained there was a current procurement of a provider for EV chargepoints across the county, the award for which would be recommended to Cabinet in December, and transition to the use of EV chargepoints contributed to the expectation that the Council would develop its own asset base around the new ways of residents being able to travel. An income was expected however additional impact on roads and network would have to be considered.

Jan Mason left the meeting at 12.02pm

Surrey Fire & Rescue Service

21. A Member asked how staff retention was being managed, particularly those staff that wanted to stay within the service but were not able to continue with the physical aspects required of the role. The Chief Fire Officer said that capability processes were being used to identify opportunities of redeployment for staff who reach a point where they are unable to maintain a high level of operational fitness.
22. A Member asked how the Council could improve the retention of firefighters attracted to higher salaries in London. The Chief Fire Officer explained that exit and pre exit interviews were being conducted alongside a significant cultural review to provide baseline information within the service to better understand the drivers around people choosing to leave and consider career pathways and options to transfer to positions within the organisation. In addition, discussions were taking place with trade union partners around steps to assist staff retention.

Carbon budget

23. A Member was concerned that the Carbon budget was only now being put together given the climate emergency.

Resolved:

The Communities, Environment and Highways Select Committee:

1. Broadly supports, based on the information provided, the budget proposals for those areas that fall within its remit, noting the assurance that all the savings/efficiencies identified will not lead to deterioration in the services provided to residents (subject to the Local Government Finance Settlement anticipated on 21 December 2022).
2. Recommends an uplift in the Highways Capital Programme to reflect the very high inflation specifically facing the service and its contractors – specifically in the Members’ Highways allocation.
3. Will continue to closely monitor performance throughout the year to be satisfied that expectations derived from the budget will be met in practice.
4. Asks the relevant Cabinet Members/Services that a briefing note highlighting any impact on the Council’s budget, which could impact the areas under this Select Committee’s remit, be circulated to the Committee Members following the Local Government Finance Settlement.
5. Notes that the Surrey County Council currently receives only ten per cent of Business Rates paid by Surrey Business. The Committee asks Cabinet to re-lobby the Government and all Surrey Members of Parliament (MPs) to increase the amount of Business Rates that come to the County Council.

51/22 SURREY STRATEGY FOR ACCOMMODATION, HOUSING AND HOMES [ITEM 7]

Witnesses:

Sinead Mooney, Cabinet Member for Children and Families
Michael Coughlin, Executive Director of Prosperity, Partnerships and Growth

Key points raised during the discussion:

1. A Vice Chairman asked for practical examples to show where the strategy would not infringe on the work of districts and boroughs. The Cabinet Member for Children and Families said that there were opportunities where areas of land owned by multiple partners that did not fall in the district or borough remit. This type of element

would benefit districts and boroughs housing waiting lists and housing plan targets without undermining their sovereignty with housing or the planning process.

2. A Member explained that leaders and chief executives of the districts and boroughs had recently met to discuss the approach and how to move forward whilst considering a range of issues. The leaders for the districts and boroughs had expressed their concerns around the aims, objectives and progression of the strategy in a letter to go forward to the housing summit on 8 December 2022. The Cabinet Member for Children and Families noted the strategy had not yet been written and would include a response to the baseline assessment and feedback provided at a recent housing meeting which had included all the districts and boroughs. The Executive Director of Prosperity, Partnerships and Growth added that the statutory functions of the districts and boroughs would not be affected.
3. A Member reiterated that SCC needed to accept and address the serious concerns expressed by the districts and boroughs for progress to be made. The Cabinet Member for Children and Families confirmed that the strategy was not a statutory document and that engagement with districts and boroughs would continue on the strategic priorities and benefits.
4. A Member noted the requirement for Surrey County Council to champion good quality housing to help the delivery of better health, social and environmental outcomes across Surrey. The Cabinet Member Children and Families summarised the aim to engage with multiple housing providers and registered social landlords across Surrey to encourage good quality new as well as existing housing. The housing strategy would attempt to address gaps in equalities with the possibility of lobbying central government to open funding opportunities to enable essential improvements to existing housing stock.
5. A Member queried the cost of the consultancy in this phase, the costs expected for phase two and the number of full-time equivalent staff involved. The Executive Director of Prosperity, Partnerships and Growth confirmed the total budget of £80,000 had not yet been fully spent and all costs were expected to be met within this amount with no requirement for any additional full-time equivalent staff.
6. A Vice Charman in referencing chapter 4.1, paragraph 3 and the quote “many participants pointed to a lack of partnership between key players across the county in relation to the provision of housing and accommodation” asked how the case for investment in housing was currently being made and by whom. The Cabinet Member for Children and Families confirmed that the final document would address that significant gap as the strategy was developed and would be followed by a county wide review when the strategy had

come into force. The Executive Director of Prosperity, Partnerships and Growth added that SCC would lead the call to action in its stewardship role to champion housing in Surrey within the context currently played by the districts and boroughs.

7. The Cabinet Member for Children and Families noted the Committees feedback to engage and consult with the districts and boroughs and reiterated that there had been constructive discussions and feedback arising from recent housing roadshows. The Cabinet Member for Children and Families noted that it was clear from the discussion with the CEHSC that further consideration was required around providing further clarity on the purpose of the strategy.

Resolved: (Stephen Cooksey and John Furey abstained)

The Communities, Environment and Highways Select Committee:

1. Recognises that the County Council can make a positive contribution to the many and diverse challenges relating to housing and therefore supports the principle of establishing a comprehensive Surrey-wide housing strategy founded on mutual respect and common interests of all partners.
2. Is concerned that, while no individual prospective partner should wield a 'veto' in the process, the County's 11 District and Borough Council Leaders have expressed serious concerns and therefore welcomes the Cabinet Member's i) pledge to reflect on and take further into account the views of the District and Borough Council Leaders, as expressed by Councillor Cooksey, and ii) offer to continue to engage with those Councils.
3. Urges the early development of key performance indicators to determine whether the high ambitions and expectations arising from the Strategy as listed in paragraph 14 of the report are realistic.
4. Requests that recommendation bullet points 2 & 3 above are addressed before a final strategy to Cabinet is presented.

52/22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 8]

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

53/22 DATE OF THE NEXT MEETING: 9 NOVEMBER 2022 [Item 9]

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

Meeting ended at: 1.29pm

Chairman

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WEDNESDAY 8 FEBRUARY 2023

DELIVERING IN PARTNERSHIP: TOWNS – THE NEXT PHASE

Purpose of report. To:

- i) set out why using a towns footprint is the optimum approach to addressing priorities in individual localities, including reducing health inequalities, improving equality of opportunity and access to services, the delta in life expectancy, community engagement, all of which are known key issues and require a multi-agency, system approach,
- ii) update the Committee on the proposed extension of the programme of delivering in partnership in towns and
- iii) seek the Committee's views and contribution to the next phase of the work, including the suggested priority towns for the next phase, and the ongoing engagement with and role of Members in those towns.

INTRODUCTION

Surrey's context

1. Surrey has a range of unique features, strengths and qualities as well as serious challenges which can be masked by the comparative attractiveness, and prosperity of the county. Some of these challenges include:
 - **Demography** – Surrey has a growing and aging population - 1.19 million residents is expected to grow to 1.21 million by 2030. By 2030 the proportion of working age residents (16-64) and of younger people is expected to decrease with a 29 per cent increase the number of over 85 year olds, meaning more people living with ill health and conditions such as dementia, social isolation, and loneliness, as well as impacting the local labour market.
 - **Health and wellbeing** - Life expectancy varies considerably across the county. Between wards there is a 10-year gap in life expectancy for males (76-86), and a 14-year gap for females (80-94). Average ratings of well-being have deteriorated across all indicators in the year ending March 2021, most profoundly observed with mental health. Ethnic minority groups and LGBTQIA+ people typically have poorer health outcomes and experiences of healthcare.

- **Economy** – Surrey’s strong economy has more recently grown at a slower rate than other parts of the country. While attractive to business, the rate of business births and growth are falling in comparison to regional and national levels. The ‘middle workforce’ (aged 25-44), a key driver of economic growth, is expected to decline by 8 per cent by 2030.
- **Cost of living** – While there are generally low levels of deprivation in Surrey, in some areas over 20 per cent of children are impacted by poverty. Of the 4,197 clients seen by Surrey Citizens Advice between April – September 2022, 1,184 were new to their services. Support was given on approximately 7,000 issues, in particular around benefits, debt, housing and foodbanks. Some foodbanks across Surrey stating they have seen a 300 per cent increase of demand on their services between 2020 and 2022.
- **Environment** – Surrey’s road network carries double the national average traffic flow (4th highest in the country) and is the slowest county to drive around. While CO2 emissions have fallen (by 22 per cent from 2016 to 2020), they need to fall by 46 per cent against 2019 levels by 2025 to meet targets. Surrey has the 4th highest level of transport-related emissions of all counties in England in 2020.
- **Communities** – While one of the safest places in England and Wales, (6th lowest recorded crime rate of the 43 police forces), reported knife crime among young people has increased in the previous two years by 50 per cent. Domestic violence has increased by 16.7 per cent between May 2020 and May 2019.
- **Housing** - In 2021 there were 14,134 households on the Surrey Housing Register. Surrey is second only to Greater London for house prices and has become more unaffordable more quickly, with the ratio of earnings to house prices rising by 50 per cent since 2011. Homelessness and under-occupation are worsening.
- **Education and Skills** – Surrey has generally high-performing schools and training providers. However, feedback from businesses is that the skills system is not flexible enough to respond to their needs and that businesses face significant recruitment challenges. The higher concentration of high-skilled occupations exacerbates the skills gaps for intermediate and lower-skilled occupations, particularly in terms of personal care, nursing, restaurant operations and warehousing.

(A fuller description of Surrey’s context is set out at Appendix A, including a link to the Joint Strategic Needs Assessment)

Background and Vision

2. Following engagement with a wide range of residents, businesses, universities, and organisations from the public, voluntary, community and faith sectors across the county, the Community Vision for Surrey set out that by 2030:

“Surrey would be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind. The county’s economy would be strong, vibrant and successful and Surrey would be a great place to live, work and learn - a place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other”.

3. The ambitions for people are:

- Children and young people are safe and feel safe and confident
- Everyone benefits from education, skills and employment opportunities that help them succeed in life
- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing
- Everyone gets the health and social care support and information they need at the right time and place
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.

4. The ambitions for place are:

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- Journeys across the county are easier, more predictable, and safer
- Everyone has a place they can call home, with appropriate housing for all
- Businesses in Surrey thrive
- Well connected communities, with effective infrastructure, that grow sustainably

STRATEGIC INTENT

5. In the context of the Vision 2030, partners across the county have established priorities and developed strategies and programmes of work and services that contribute to these ambitions (See Appendix B for links to a number of strategies), including:

- The Surrey Health and Wellbeing Board’s focus on three interconnected priorities, drawn from an analysis of the Joint Strategic Needs Assessment:

Supporting people to lead healthy lives by preventing physical ill health and promoting physical well-being - ensuring people are eating healthily and are active, addressing individual lifestyle factors including addiction, ensuring access to diagnostics and immunisations to prevent disease and support is available to live well independently for as long as possible.

Supporting people’s mental health and emotional well-being by preventing mental ill health and promoting emotional well-being - preventing poor mental health and supporting those with mental health needs so people have access to early, appropriate support to prevent further escalation of need, and creating communities and social environments that tackle isolation and build good mental health.

Supporting people to reach their potential by addressing the wider determinants of health - helping residents develop the skills needed to succeed in life and flourish in a safe community, including participation in their own communities and the impact of the built/natural environment on health.

- The Frimley Health and Care system and Surrey Heartlands Health and Care Partnership (formally known as an ‘Integrated Care Systems’ - or ICS for short) of organisations, including the NHS, local government, social care providers, hospices, social enterprise partners, Healthwatch Surrey and the wider voluntary, community, faith sector and charities, focus on the wider determinants of poor health – e.g. pollution, poverty, poor housing, and lack of access to education. The four overarching aims of bringing partners together in this way are to:
 - Improve outcomes in population health and healthcare
 - Tackle inequalities in outcomes, experience, and access
 - Enhance productivity and value for money
 - Help the NHS support broader social and economic development)

The Surrey Heartlands ICS strategy sets out three ambitions in pursuit of the above:

Prevention – drawing on the Health and Wellbeing Strategy three priorities focused on supporting people to lead physically healthy lives, have good mental health and emotional wellbeing, and creating the context in which those individuals and communities can reach their potential

Delivering care differently – creating a model of care which is responsive to residents’ needs and puts them at the centre of decision, with two main aims for the transformation of how we deliver care: i) Making it easier for people to access the care that they need when they need it; ii) Creating the space and time for our workforce to provide the continuity of care that is so important to our populations. The implementation of the Fuller Stocktake report (See Appendix B for a link to “Next steps for integrating primary care”) and the subsequent development of place and Neighbourhood teams will drive how care is delivered across Surrey Heartlands.

The functions needed to support delivery of the ambitions - this includes new ways of working with, and empowering communities, new

approaches to workforce development and employment practices, improved use of data to drive decisions and service provision, new approaches to assets and estates, with multi-purpose, community-oriented facilities.

The County Council, in addressing the Community Vision 2030 has set out a guiding mission ('no one left behind') and four key areas of focus:

- **Growing a sustainable economy so everyone can benefit** - creating the conditions for sustainable economic growth within Surrey, to maintain the county's position as the strongest economy outside of London and ensure all residents can benefit as a result, while tackling economic inequality across the county to make sure economic growth is inclusive.
 - **Tackling health inequality** - helping residents to stay healthy and well is key to improving residents' quality of life and tackling inequality of life expectancy.
 - **Enabling a greener future** - ensuring that Surrey remains an attractive place full of opportunities, offering clean, safe and green communities, tackling the causes of climate change and accelerate reductions in carbon emissions.
 - **Empowered & thriving communities** - characterised by more people participating, engaging and having a role and say in how things are done on matters that impact them and where they live.
6. An analysis of Surrey's 11 District and Borough Councils' strategic plans shows a high degree of commonality and alignment with the above priorities. In addition, District and Borough Councils make significant contributions to the quality of life and health and well-being of Surrey residents through statutory functions such as Planning, Housing and Environmental Services, as well as Leisure, Open Spaces and countryside management.
7. Many other organisations, bodies and agencies play key roles in the achievement of the Community Vision 2030 – e.g. Surrey Police, both strategically and at a local level through Borough Commanders; businesses, independently and in associations, guilds, chambers and forums; and local communities themselves formalised in residents' associations or more loosely coming together in the interests of their people and places.

PRACTICAL DELIVERY

8. As partners have worked on the practical delivery of the 2030 Vision and strategic priorities, a particular focus has been given to prevention and early intervention and working more locally together, and with communities. New health policies, structures, and ways of working are being implemented that have a stronger relationship with partners at a local level, with a high priority being afforded to the wider determinants of health, the services and resources that impact them, and the role of Local Government.
9. During the Covid-19 pandemic, and since then, the critical role played by Charitable, Voluntary and Faith organisations was apparent in contributing to

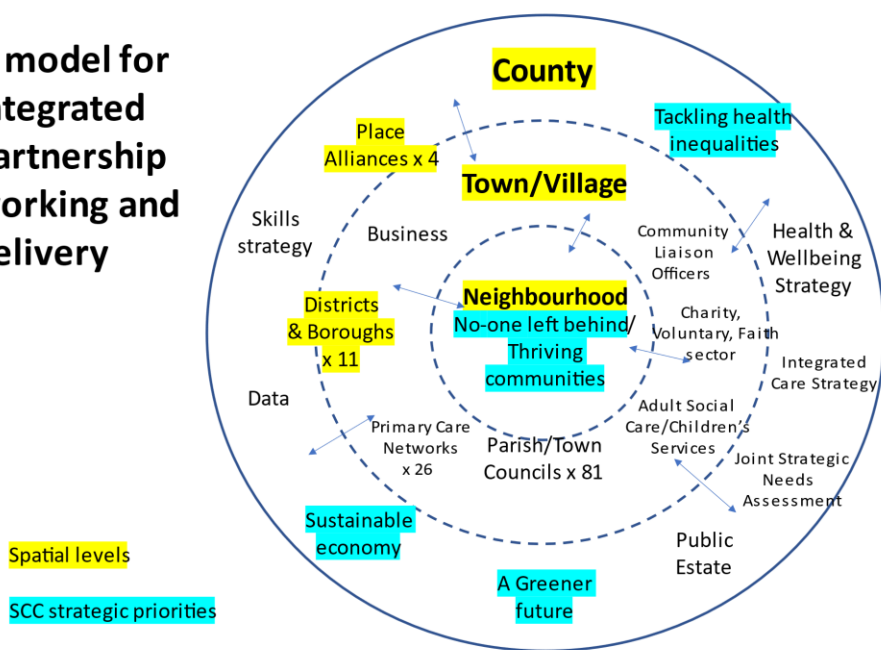
the health and quality of life of Surrey residents. There is an opportunity to build on this, which will be more readily facilitated by working in localities with a high degree of connectivity with local communities, better enabling many of the 6,000 plus charitable bodies and faith groups across the county to engage in supporting shared priority ambitions.

10. The work of the Council's Community Link Officers (CLOs) who are engaging, working alongside and supporting local communities, has clear links with any work being done across towns. Whilst each CLO is attached to a District and Borough area, they are actively focused in key smaller spatial areas to enable meaningful engagement and local activity, working closely with County Council Members and District and Borough Ward Councillors. The work of the CLOs and wider asset-based community development approach of the Communities team with partners, contributes to and can draw from (and will not be subsumed by) the partnership delivery activity, structures and member engagement associated with towns-based work.
11. Alongside this, an improved local partnership approach to asset rationalisation and optimisation, e.g. co-location, development, that draws interested parties together to better co-ordinate and align their ambitions and plans for their assets, is emerging.
12. There is an opportunity to improve the local co-ordination and delivery of public realm/'place-making' enhancements and the regeneration of the built and natural environments and communities within the County Council and between partners, including enhancing partnership work around stimulating local economic activity, especially in High Streets/Town Centres.
13. Through experience, engagement and analysis, towns have been identified as the optimum spatial level at which to do this. By working more effectively together in defined localities, health, councils, police, community, voluntary and charitable and business partners can work with residents to identify what matters to them in their local area and work to deliver on it, e.g. reducing health inequalities, protecting the environment, growing the economy, and supporting the local community.

TOWNS – THE NEXT PHASE

14. The diagram below sets out a model of defined spatial areas and some of the activity that occurs within them, that are increasingly being used and referred to as the building blocks for partnership work and delivery:
 - County-wide (x 1)
 - Health 'Place Alliances' (x 4)
 - District and Borough Councils (x11)
 - Towns/Primary Care Networks (x 26-29) – not coterminous, though broadly similar in size
 - Local Super Output Areas (x 709), 21 of which have been identified by the Health and Wellbeing Board, through an analysis of the Indices of Multiple Deprivation, as being most disadvantaged for targeted action.

A model for integrated partnership working and delivery



(It is important to note that below the county level, the spatial areas are different ways of subdividing the county and not distinct and separate from each other).

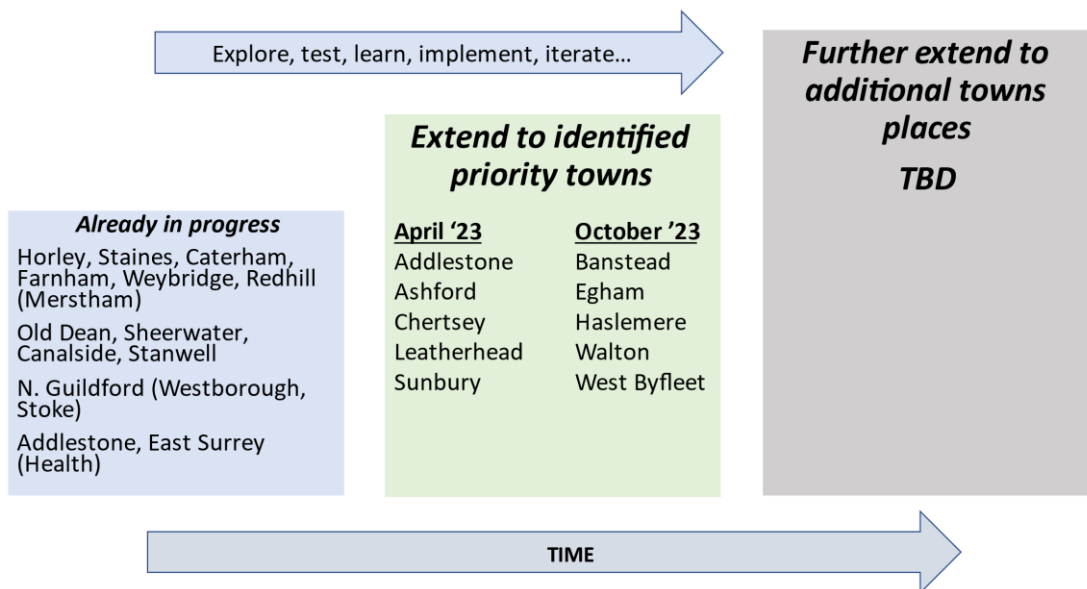
15. Good local working relationships and partnership work has already been developed and is underway in a number of towns (See Appendix C for a summary of current activities, projects and outcomes in Caterham, Farnham, Weybridge, Staines and Horley).
16. This work and the programmes, developments and projects arising from it, are founded on the following key characteristics and benefits:
 - Improved sharing of data, evidence and perspectives
 - Ensuring partner engagement with local people, in places they recognise and associate with, is happening, co-ordinated and used to drive delivery
 - Convening, co-ordinating and aligning people, finance and assets
 - Co-designing and implementing new multi-agency service models
 - Shared oversight and assurance of delivery and remedial action
 - Delivering identified partnership projects.
17. All of which is aimed at securing more effective and efficient delivery and better outcomes for Surrey residents and businesses. Some of these outcomes and the measures used to assess them might include:
 - Improved overall life expectancy and reductions in differentials
 - Levels of employment and ability of employers to recruit
 - Qualitative happiness scores
 - Reductions in smoking/alcohol/drug usage and dependency
 - Improved quality of public realm
 - Positive impacts on climate change and CO2 emissions reduction

- Community activity, social capital and civic engagement

The next phase of the towns programme

18. In order to extend the approach being taken using towns as the key building blocks and spatial level at which practical delivery in partnership with others can best be secured, an independent socio-economic analysis of our 27 strategic towns and 2 village areas, was commissioned. Appendix D shows the towns and the relationships each has with District or Borough Councils, key neighbourhoods, Primary Care Networks and Place Alliances.
19. A set of multi-dimensional, socio-economic and health criteria and data, along with local intelligence, have been used to identify the towns to be prioritised for 2023/24. This has included an assessment of the co-ordinated partnership activity already in place in localities (e.g. Cranleigh, Camberley).
20. A wide range County Council services as well as health partners, through the Surrey Heartlands Neighbourhood Board, have been engaged with and consulted and have provided helpful feedback.

Towns- a phased approach



21. The intention, subject to the consultation responses and further engagement, is to phase the roll out of five towns every six months, over the coming two years, based on updated assessments of socio-economic and health factors. As a result, all towns will in due course be included, albeit that they may come forward later in the programme.

Practical experience of delivering as part of a towns approach

22. As different towns have different histories, locations, communities, assets, issues and priorities, the following is a generalised picture, drawn from real-world examples, of how work in a 'town' can typically develop:
- A lead individual or individuals identifies and convenes partners, including health agencies, Members/Councillors and public representatives, to review and discuss the current situation 'on-the ground': e.g. key stakeholders, local issues, partnership activity, historic and existing community consultation, engagement and development, state of assets/public realm, etc. to identify priorities, ideal outcomes and performance measures.
 - This is captured in a shared narrative and statement of the community's aims and ambitions for the town (possibly a 'Vision') and the agreed approach to be taken to working in partnership.
 - A group (or 'crew') comprising representatives from local agencies, organisations, bodies and communities is formed, who lead and guide the co-ordination and practical delivery of work, including aligning existing funding, business case development, identifying funding sources and as necessary, funding applications
 - District or Borough Ward Members, County Council Divisional Members (and where applicable Town or Parish Councillors) play a critically important role. (For instance, in Tandridge, District Council Ward Councillors and County Council Divisional Members have met periodically, under the chairmanship of the Leader of Tandridge District Council, with the local MP and District and County Council officers (the 'crew') to provide local knowledge, a deeper understanding of the local community, it's people, assets, history and local priorities, to steer the progress of the work and monitor progress and any necessary remedial action, holding the crew and other partners to account for delivery).
 - The above work is carried out alongside public engagement and community development activity and has regard to other service developments, programmes, projects and 'business as usual' in the area
 - Light-touch oversight and the sharing of experiences and lessons learnt are undertaken through partner agencies' own arrangements.
23. Experience to date of working in the above way, albeit not without its challenges, when committed to by partners, has demonstrated how centring activity, resource and partners around a defined town makes the delivery of the vision more effective, more manageable and more tailored to the actual (as distinct from perceived or assumed) issues and needs of that community and locality. It enables a deeper and shared understanding of those communities and finding a way of cutting through established organisational structures and relationships that can sometimes operate in 'silos', by bringing people together to create a local eco system that really delivers.

Further considerations as the programme is expanded

24. Work is underway to address the following matters, in advance of the implementation of the next five towns from April 2023:

- where and how a light-touch oversight function would be best be located, to support connectivity, communication, learning and reporting between and from the towns to ensure effective links into other, county-wide partnership work/bodies,
- the potential benefits and need for some expert external support to help the development of an effective, empowering, co-ordinated, multi-disciplinary delivery approach in each of the prioritised towns,
- the optimum arrangements for engaging with relevant elected representatives in each town, including County Council Divisional Members, District and Borough Councillors and Town and Parish Councillors, where appropriate, (see Appendix E showing SCC Divisional Members, by 'town')
- which organisations/services and individuals are best placed to lead the work in each town.

Conclusions

25. Given Surrey's largely dispersed and discrete settlements ('polycentricity'), towns offer an optimum spatial level at which to galvanise partners and communities to work together to bring about improvements, change and empowerment.
26. A measured approach to the expansion of the current work and relationships will allow exploration, testing, learning and a more dynamic implementation over time.
27. Critical to the success of the programme, the work in individual towns and delivery of outcomes, will be the engagement, contribution and commitment of local elected representatives.

Recommendations:

28. That the Committee comment on the proposed expansion of the towns programme, especially with regard to:
 - a) the towns identified for priority implementation of the approach in April 2023 and October 2024
 - b) the approach to engagement and securing the contributions and commitment of elected representatives in each priority town.

Next steps:

29. Further work will be undertaken to reflect the engagement responses from with the Council and from partners, as well as the comments of this Committee, and a refined proposal brought forward. This will be reported to Cabinet in February, with a proposed implementation date for the next five towns of April 2023.

Report contact

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Sources/background papers

Appendix A – Our County: Strategic context

Appendix B – Links to key strategies

Appendix C – Towns: Key activities and outcomes

Appendix D – Surrey’s towns

Appendix E – Surrey County Council’s divisional Members by ‘town’

Community Vision for Surrey 2030

Joint Strategic Needs Assessment

Surrey Health and WellBeing Strategy

Surrey Heartlands ICS Strategy

Surrey Economic strategy statement

Surrey Skills Plan

Surrey County Council Organisation Strategy 2023-2028

Metro-Dynamics report on Surrey Towns

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Our County – Strategic context

As a place, Surrey has a range of unique features and qualities that can create different challenges and opportunities. The statistics and observable trends below set the strategic context that the council must navigate.

Population	Economy
<p>Surrey has a population of 1.2 million residents, made up of approximately 481,800 households. This is expected to grow to 1.21 million by 2030</p> <p>Surrey is more urban than England as a whole but some areas of the county have large numbers of residents living rurally</p> <p>Ageing population - by 2030 the proportion of working age residents (16-64) and of younger people is expected to decrease while there are expected to be more residents aged over 65, and a 29 per cent increase the number of over 85s</p>	<p>Surrey has a strong economy worth £43.5 billion with a high (and increasing) proportion of large business, contrary to a national decline.</p> <p>A low unemployment rate averaging about 2.1% in 2022, compared to 2.9 per cent in the South East, and 3.6 per cent nationally.</p> <p>Residents in Surrey have average [full-time] earnings of £38,418pa (£42,770 for men and £34,066 for women), over £7,000 above national average of £31,383pa (£33,770 for men and £28,996 for women).</p> <p>Surrey has a high proportion of ‘micro-businesses’ at around 91.4 per cent, compared to the national average of 89.5 per cent.</p> <p>Surrey is attractive to business with a 25 per cent higher business density than the national average, but the rate of business births and growth in active businesses are falling in comparison to regional and national levels.</p> <p>The middle workforce (aged 25-44), who make up a large proportion of the skilled workforce and are a key driver of economic growth is expected to “decline by 8 per cent by 2030”, with signs of this decline already starting to show an impact.</p> <p>Despite this, Surrey still seeing a much higher rate of its residents employed as managers, directors, senior officials or professional occupations (63.8 per cent compared to 51.4 per cent nationally).</p>
<p>Health and wellbeing</p> <p>Surrey residents have longer life expectancies than people across most of England (approximately two years higher than the national average).</p> <p>Life expectancy varies considerably across the county. Between wards there is a 10-year gap in life expectancy for males (76-86), and a 14-year gap for females (80-94). Health and Wellbeing Board Dashboard Tableau Public.</p> <p>Nationally, and in Surrey, average ratings of well-being have deteriorated across all indicators in the year ending March 2021, continuing a trend that was seen across most indicators in the previous period, but even more sharply and which notably takes place during the COVID-19 pandemic. This is most profoundly observed with mental health across the population.</p> <p>Across Surrey in 2019, 5.36 per cent of all-cause mortality was attributable to particulate air pollution. There is strong evidence that air pollution causes the development of coronary heart disease, stroke,</p>	<p>Cost-of-Living</p> <p>As cost of living began to rise, a survey conducted in the summer of 2022 found that around 66 per cent of residents already reduced their energy usage to reduce cost and 63 per cent of respondents said that the additional cost of fuel had negatively impacted their household finances.</p> <p>Of the 4,197 clients seen by Surrey Citizens Advice between April – September 2022, 1,184 were new to their services. Support was given on approximately 7,000 issues, in particular around benefits, debt, housing and foodbanks.</p> <p>This increased demand appears to be coming from particular groups within the county, with 66 per cent of benefits claimants supported by Citizens Advice identifying as having a disability or long-term health condition, and two-thirds of clients identifying as female.</p> <p>Demand for food support is also increasing, with some foodbanks across Surrey stating they have seen a 300</p>

<p>respiratory disease, and lung cancer, exacerbates asthma and has a contributory role in mortality.</p> <p>Ethnic minority groups typically have poorer health outcomes. GRT communities have the poorest health outcomes of any ethnic groups, not only in the UK but internationally.</p> <p>Evidence also suggests that LGBTQIA+ people have disproportionately worse health outcomes and experiences of healthcare.</p>	<p>per cent increase of demand on their services between 2020 and 2022.</p>
<p style="text-align: center;">Education and skills</p> <p>According to the 2021 Census, nearly 286,000 children and young people live in Surrey. More than half of pupils achieve a strong pass (9-5) grade in English and Maths, compared to 43.4 per cent nationally and 46.5 per cent in the South East</p> <p>The county has a highly qualified workforce with over 50 per cent of the working age population holding a degree level qualification, with over 22 per cent of residents employed in professional, technical and scientific businesses.</p> <p>There is a growing demand for services for children and young people with special educational needs and disabilities</p> <p>There are generally low levels of deprivation in Surrey, but in some areas over 20 per cent of children are impacted by poverty. Pupils experiencing deprivation and those with additional needs are far less likely to do as well at school as their peers</p>	<p style="text-align: center;">Communities</p> <p>About 70 per cent of residents believe there is a strong sense of community in their local area. This is reflected in the county's vibrant voluntary, community and faith sector, with approximately 6,000 organisations and thousands of residents volunteering each year</p> <p>Over 93.5 per cent of people in Surrey recorded that they were satisfied with their neighbourhood as a place to live</p> <p>Surrey is one of the safest places in England and Wales, with the 6th lowest recorded crime rate of the 43 police forces, and lower than average rates of victim based crime</p> <p>Reported knife crime among young people has increased in the previous two years by 50 per cent</p> <p>Domestic violence has increased during the Covid-19 pandemic with incidents being 16.7 per cent higher in May 2020 than the same period the previous year</p>
<p style="text-align: center;">Housing</p> <p>There is very strong demand for all types of housing, homes and accommodation in Surrey however the strongest demand is for affordable and social housing. In 2021 there were 14,134 households on the Surrey Housing Register, but only 4,711 social or affordable rent homes were built between 2011 and 2021.</p> <p>Average house prices in Surrey were £639,000 in 2022, placing it second only to Greater London for house prices.</p> <p>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 per cent since 2011, compared to 40 per cent across the wider South East.</p> <p>There is also a rising problem with homelessness, which local authorities have been facing for some time. Across Surrey, in 2021/2022, 1,912 households were owed a prevention duty (assessed as threatened with homelessness), and 1,366 households were owed a relief duty (assessed as homeless).</p>	<p style="text-align: center;">Environment and Infrastructure</p> <p>Surrey has one of the busiest road networks in the country, which carry double the national average traffic flow (4th highest in the country) and make it the slowest county to drive around.</p> <p>More than 40 per cent of residents work outside the county with nearly a quarter working in London. Prior to the COVID-19 pandemic additional capacity was needed on the train network to address overcrowding on commuter services</p> <p>Recycling rates in Surrey are better than the national average with 54.15 per cent of household waste in Surrey being recycled, reused or composted in 2021 to 2022.</p> <p>CO2 emissions have fallen 22 per cent from 2026 to 2020, and whilst the rate of this drop has been increasing year-on-year, there are concerns we still won't meet the council's zero emissions target by 2050 for the county and need to fall by 46 per cent against 2019 levels by 2025 to be on track for the target</p> <p>Road transport is the main cause of air pollution in Surrey, and transport emissions remain high with Surrey having the 4th highest level of transport-related emissions of all counties in England in 2020.</p> <p>Residents have good access to woodland spaces with an estimated 24 per cent woodland cover.</p>

Extract from Surrey Heartlands Integrated Care Strategy

Surrey is already one of the healthiest places to live in England. Our services also perform well with most health and care providers rated good or outstanding. Yet there are big differences between what most of us experience and what some of us can expect, for example, with a 12-year gap in female life expectancy from birth depending on where you live. Because most people in Surrey are living longer, that means more people living with ill health and conditions such as dementia, social isolation, and loneliness. Although Surrey has good outcomes generally, there were existing health inequalities that were exacerbated due to COVID-19.

We know that clinical care alone only makes about 20 per cent contribution to health and wellbeing, with a 30 per cent contribution from individual health behaviours; the rest (the wider determinants of health, excluding genetic and hereditary factors) is influenced by factors such as education, housing, employment, the environment. Recognising the interdependencies between the wider determinants of health, and the biochemical, psychological and social aspects of a person is fundamental to enabling people to remain healthy and well and how we – as a system – should engage with them.

As a partnership, we want to create a health and care system that builds on the amazing community spirit we've witnessed during the pandemic. One that builds trust and relationships with communities, and supports people to take more control in their lives and in their communities, with easy access to high-quality care when it's needed.

With a focus on prevention and support that is targeted where it's most needed, we will reduce the unfairness some people experience in accessing care, so nobody is left behind.

We will work as a system to harness innovation within business, ensuring that residents can access locally produced support, health and care which is joined up and digitally advanced.

We are focussed on improving outcomes for the people of Surrey, reducing health inequalities, and providing the best care at the right time to enable people to live healthy and fulfilling lives.

Population Insights

We have used a number of methods to ensure the views of the population of Surrey are embedded throughout this document. The Joint Strategic Needs Assessment (JSNA) forms the bedrock of these insights as it provides an in-depth assessment of the current and future needs of our local communities. This, in turn, informs the Health and Wellbeing Strategy which has identified the priority populations and set the priorities and outcomes for people in Surrey.

We have backed up the insights obtained from these documents by engaging with Healthwatch, our local providers and other Voluntary Sector organisations to understand what our populations are telling them directly. Alongside these

conversations, we have engaged with our populations directly through “on the street” engagement events and Place-specific engagement activities during the development of their local delivery plans. The voice of our population has been clear and strong; and this document reflects this.

Our population

The JSNA is an assessment of the current and future health and social care needs of the local community that may be met by the local authorities, district and borough councils or NHS.

As far as age-make-up is concerned, the largest five-year cohorts in Surrey are those between 45 and 49, and those between 50 and 54. The population of Surrey is roughly similar to England's, with a slightly higher proportion of 5 to 19-year-olds and a much smaller proportion of 20 to 34-year-olds. As a result, Surrey's working-age population is getting older, which affects both the workforce and the health care needs of the population.

Life expectancy and healthy life expectancy are useful indicators of population health and health inequalities. Surrey residents have longer life expectancies than people in the South East as a whole and this is longer than the life expectancies of people across most of England. However inequalities in life expectancy exist between the most and least deprived areas in Surrey. Spelthorne has the lowest life expectancy (80.7 years) for males, while Elmbridge has the highest (82.5 years). Life expectancy for women is also lowest in Spelthorne (84.2 years), it is highest in both Epsom & Ewell, and in Mole Valley. (85.8 years). In Surrey, circulatory diseases, cancer, and COVID-19 account for the largest gap in life expectancy between the most and least deprived quintiles.

There are also inequalities in how long a resident in Surrey can expect to spend their life in good general health. Healthy life expectancy in Surrey was 67.8 years and 69.7 years for males and females respectively. This is higher than both the South East and England. However, the inequality in healthy life expectancy varies with deprivation by 8.3 years in males and 8.4 years for females (Office for Health, Improvement and Disabilities - OHID public health profiles).

Physical environment and socio-economic factors also have a significant impact on health and wellbeing and therefore are important to consider when assessing the health needs of our population. A natural environment can positively affect mental health, physical fitness, cognitive ability, and immune function, as well as lower mortality rates. The majority (90 per cent) of private addresses in Surrey have private outdoor space, which is similar to the national average. In terms of public space, the average distance to the nearest park, public garden or playing field in Surrey is 370 metres, slightly below the national average of 379 metres. This is a positive opportunity for Surrey, and we should consider how we can leverage this access to green space to maximise the positive impact it has on residents' health.

There is clear evidence that good work improves health and wellbeing across people's lives. In Surrey 73.6 per cent of the population are economically active (people aged 16 and over who are either in employment or unemployed) and 2.8 per

cent of those who are economically active are unemployed. Just over a quarter (26.4 per cent) of the population are economically inactive (people not in employment who have not been seeking work within the last four weeks and/or are unable to start work within the next two weeks), of which 2 per cent are long term sick or disabled and 12.9 per cent are retired.

Link to Joint Strategic Needs Assessment

[Joint Strategic Needs Assessment | Surrey-i \(surreyi.gov.uk\)](https://www.surreyi.gov.uk/joint-strategic-needs-assessment)

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Links to key strategies

- Surrey Health and WellBeing Strategy
[Surrey Health and Well-being Strategy - update 2022 - Healthy Surrey](#)

- Surrey Heartlands ICS Strategy



Integrated Care
Strategy FINAL v3.doc

- Frimley Health and Care Strategy
[Designing our Planning Approach for 2019-20 \(frimleyhealthandcare.org.uk\)](#)

- Fuller Stocktake report
[next-steps-for-integrating-primary-care-fuller-stocktake-report.pdf](#)

- Surrey County Council Organisation Strategy 2023-2028
[Refreshed Organisation Strategy - DRAFT v3_for Cabinet.docx \(sharepoint.com\)](#)

- Surrey's Economic Future: Economic Strategy statement
[Surrey Economic Strategy Statement \(surreycc.gov.uk\)](#)

- Surrey Climate Change (Greener Future) strategy
[Surrey's Climate Change Strategy 2020 - Surrey County Council \(surreycc.gov.uk\)](#)

- Surrey Skills Plan
[Surrey-Skills-Plan.pdf \(investinsurrey.co.uk\)](#)

- Surrey Housing, Accommodation and Homes Baseline Assessment



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Housing, Homes & Ac

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Towns: Key activities and outcomes

In Farnham - Delivered an A road de-classification and (Heavy Goods Vehicle) HGV Ban, with town centre way-finding and town centre and surrounding roads 20 miles per hour (MPH) limit, in progress. Consultation exercise on town centre traffic management changes, improvements to public realm and associated traffic calming now complete. Review of consultation feedback now underway before commencing next phase of the project. In Development: 2 Active travel schemes (Borelli's Walk and Scholars Greenway), Local Cycling and Walking Infrastructure Plans (LCWIP) programme, A31 Corridor Major Road Network (MRN) scheme, Water Lane Roundabout improvements.

In Horley – an extensive, multi-partner co-ordinated local engagement programme on the future of the town centre (a multi-agency stall in Christmas market, face-to-face public workshops with residents, online surveys, printed surveys, face-to-face conversations with key stakeholders – retailers, local associations, largest employers, cultural institutions – face-to-face assemblies with 1200 secondary school students, open workshops with The Young Men's Christian Association (YMCA) focus groups for young people and with autism groups through County Care), leading to publication of the community-led strategic vision for the town, and a list of priority projects identified by local residents and stakeholders. Since the publication of the collective vision, work continues to progress through a multi-partner local leadership group, some of the highlights so far include:

- The Horley Town Centre public realm works are now moving into detailed design stage prior to delivery on the ground next financial year.
- Progress on design of subway refurbishment subway drainage works
- Property ownership audit of town centre units to help enable local stakeholders' initiatives in vacant units
- Ongoing collaboration with Oakwood school to secure young people involvement in the regeneration of the town centre
- Progress on wellbeing initiatives led locally by health partners, establishing community garden and social prescribing
- Development of designs for further enhancements to green spaces and local parks
- Ongoing exploratory conversations for future skills provision
- Discussions with Network Rail have been ongoing, and agreement is being reached to ensure the flooding issues in the subway are addressed. A further phase of work to enhance the perceived safety and environment of the subway is being developed.

This activity, and other support for community led projects and engagement, is being supported by the Community Link Officer for the area working alongside all partners, including through the Growing Health Together initiative with health. One of an initial set of four Local Area Coordinator roles is also established in Horley, providing additional one-to-one support for residents who are struggling.

In Caterham – Tandridge District Council (TDC), Surrey County Council (SCC) Members and officers have come together to agree interventions and investment in

identified projects/work packages based on priorities set by local residents. TDC bid to the government's Levelling Up fund, supported by SCC, focused on town centre improvements to Caterham Valley and Caterham on the Hill, including public realm improvements, integrated flood alleviation measures including signage and wayfinding to cultural and amenity spaces and a shop front grant scheme. (The bid was unsuccessful, and work is now underway to consider alternative funding and/or modifications). Improvements to Croydon Road public realm. Agreement across SCC and TDC to review assets in Caterham on the Hill and modernise community infrastructure to meet the needs of the local area. SCC in partnerships with TDC and the BID are working to deliver public realm improvements on Croydon Road which incorporates further flood reduction measures including rain gardens, electric vehicle (EV) charging, cycle parking, tree planting and seating. The scheme is due to commence summer 2023 and should be completed next financial year.

In Staines – A town partnership with local stakeholders is evolving, with an asset-based multi-disciplinary focus on cultural provision, infrastructure, and wider determinants of health.

Work is progressing with partners to consider the future location of Staines Library, aiming to deliver a modern and flexible space and multiuse building that aligns with the Library and Cultural Service transformation programme and the cabinet paper and associated funding approved in November 2021 to deliver modernisation of the library estate. Future developments on this element of the Staines partnership will be brought to cabinet at a later date. On the health agenda, partnership work is progressing through the Spelthorne Healthy Communities Partnership Board. This multi-partner group meets quarterly to continue with collaborative working on tackling both health inequalities and the wider determinants of health. Several projects are under consideration to improve infrastructure in the town centre. Community engagement took place in Autumn 2022 on the Iron Bridge Improvement Project, to seek input to developing artwork designs (depicting local history and community assets) for spaces underneath the bridge and to widen the footway under the bridge to improve pedestrian safety and create a more pleasant environment encouraging more active travel. The works have now started on site and will be completed by the end of March 2023, creating an attractive gateway into Staines town centre.

In Weybridge – Community Infrastructure Levy (CIL) Funding Application successful and secured and detailed design now progressing for a variety of highways, junctions and public realm improvements, including decluttering, active travel, speed reduction, improved crossing, new bus shelter, footway widening and improved crossings. Public and partner engagement is continuing to explore opportunities to deliver a package of localised interventions at the earliest opportunity in advance of the main works commencing next financial year. Joint vision, ambitions and plans developed with local residents and partners for the re-provision of the health centre, refurbishment of the library plus public realm improvements. All projects progressing to be delivered over the next couple of years. Health centre and library to work together as part of a 'campus' approach. This will bring together a range of health and wider community services to the town as well as creating community spaces for

local residents and groups to access and utilise. Further public engagement event to be delivered late January 2023.

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Appendix D

SURREY'S TOWNS

D&B	Town	Pop'n	HWB Areas of IMD			Place Alliance	Surrey Heartlands PCN
1 GBC	Guildford	81,100	Westborough	Stoke	Ash Wharf*	Guildford & Waverley	GRIPC/ East Guildford
2 WBC	Woking	75,200	Canalside	Goldsworth Park		North West	WISE1/2/3
3 E&EBC	Epsom	35,500	Court	Tattenham Corner		Surrey Downs	Epsom/ ICP
4 SHBC	Camberley/Frimley	25,050	Old Dean			Surrey Health*	
5 RBBC	Redhill	33,125	Merstham, Hoolley	Redhill West		East Surrey	Redhill Phoenix/Care Collaborative
6 SBC	Sunbury-on-Thames	30,375				North West	SASSE1
7 EBC	Walton-on-Thames	25,850	Walton South			North West	WPC/WHAM
8 SBC	Ashford	24,800	Ashford North			North West	SASSE2/3
9 RBC	Egham	24,250	Englefield Gr*			North West	SASSE2
10 RBBC	Horley	23,375	Horley Central			East Surrey	Healthy Horley
11 RBBC	Reigate	22,575				East Surrey	Redhill Phoenix/Care Collaborative
12 TDC	Caterham	21,775				East Surrey	North Tandridge
13 WaBC	Farnham	20,500	Upper Hale			NE Hants/Farnham*	
14 WaBC	Godalming	20,225	Godalming Central			Guildford & Waverley	East Waverley/ West of Waverley
15 SBC	West Byfleet	19,325				North West	WBC
16 RBC	Addlestone	18,675				North West	Coco
17 EBC	Weybridge	17,500				North West	WHAM
18 SBC	Staines	16,125	Stanwell N	St'well N 001B	St'well N 001C	North West	SASSE2/3
19 RBBC	Banstead	15,200				Surrey Downs	Banstead
20 RBC	Chertsey	14,975	Chertsey St Anne's			North West	Coco
21 MVDC	Leatherhead	13,975				Surrey Downs	Leatherhead
22 MVDC	Dorking	13,425	Holmwoods			Surrey Downs	Dorking
23 WaBC	Cranleigh & villages	11,675				Guildford & Waverley	East Waverley
24 EBC	Esher	11,525				Surrey Downs	East Elmbridge
25 EBC	Cobham	10,625				Surrey Downs	Leatherhead
26 WaBC	Haslemere	10,025				Guildford & Waverley	South Tandridge
27 TDC	Oxted	9,600				East Surrey	South Tandridge
28 TDC	Lingfield & villages	??				East Surrey	West Waverley
29 MVDC	Newdigate & villages	??				Surrey Downs	Dorking

* = Frimley ICS

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Surrey County Council's divisional Members by 'town'

Appendix E

DBB	Town	Divisional Members							
1 GBC	Guildford	North: Julia McShane	East: George Potter	South East: Fiona Davidson	South West: Angela Goodwin	West: Fiona White	Worplesdon: Keith Witham	Shere: Robert Hughes	Shaftord: Matt Furniss
2 WBC	Woking	North: Riasat Khan	South East: Liz Bowes	South: Will Forster	South West: Ayesha Azad	Knaphill & Goldworth West: Saj Hussain	Goldsdown E. & Horsell: Lance Spencer	Bagshot, etc.: Richard Tear	
3 E&EBC	Epsom	West: Bernie Muir	Town & Downs: Steven McCormick	Ewell: John Beckett	Ewell Court, etc.: Eber Kington	West Ewell: Jan Mason			
4 SHBC	Camberley/Frimley	Camberley East: Trevor Hogg	Camberley West: David Lewis	Heathside & Parkside: Edward Hawkins	Frimley Green & Mytchett: Paul Desch	Lightwater, etc.: Rebecca Jennings-Evans			
5 RBBC	Redhill	East: Jonathan Essex	West & Meadvale: Natalie Bramhall						
6 SBC	Sunbury-on-Thames	Sunbury Common & Ashford Common	Lower Sunbury & Halliford: Buddh Weerasinghee						
7 EBC	Walton-on-Thames	Walton: Rachael L. Lake	Walton South & Oatlands: Tony Samuels	Herham: John O'Reilly					
8 SBC	Ashford	Ashford: Joanne Sexton	Staines S. & Ashford W.: Denise Turner Stewart						
9 RBC	Egham	Egham: Robert King	Englefield Green: Marisa Heath						
10 RBBC	Horley	East: Jordan Beech	Horley West, Salfords & Sidlow: Andy Lynch						
11 RBBC	Reigate	Reigate: Viktor Lewanski	Earlwood & Reigate South: Catherine Baart						
12 TDC	Caterham	Caterham Valley: Jeffrey Gray	Caterham Hill: Jeremy Webster	Waringham: Becky Rush					
13 WaBC	Farnham	North: Catherine Powell	Central: Andy McCloud	South: Michaela Martin	Ash: Carla Marson				
14 WaBC	Godalming	North: Penny Rivers	Godalming South, Milford & Witley: Paul Follows						
15 SBC	West Byfleet	The Byfleets: Amanda Boote							
16 RBC	Addlestone	Addlestone: John Furey	Woodham & New Haw: Scott Lewis						
17 EBC	Weybridge	Weybridge: Tim Oliver							
18 SBC	Staines	Staines: Sinead Mooney	Stanwell & Stanwell Moor: Robert Evans	Laleham & Shepperton: Maureen Attwell					
19 RBBC	Barnstead	Barnstead, etc.: Luke Bennett	Tadworth, Walton & Kingswood: Rebecca Paul	Nork & Tattenhams: Nick Harrison					
20 RBC	Chertsey	Chertsey: Mark Nutt	Foxhills, Thorpe & Virginia Water: Jonathan Hulley						
21 MVDC	Leatherhead	Leatherhead & Fetcham East: Tim Hall	Bookham & Fetcham West: Clare Curran	Ashhead: Chris Townsend	Horsleys: Colin Cross				
22 MVDC	Dorking	Dorking S. & Holmswoods: Stephen Cooksey	Dorking Hills: Hazel Watson						
23 WaBC	Cranleigh & villages	Cranleigh & Ewhurst: Liz Townsend							
24 EBC	Esher	East Molesey & Esher: Steve Bax	West Molesey: Ernest Mallett	The Dittons: Nick Darby	Hinchley Wood, etc.: Mark Sugden				
25 EBC	Cobham	Cobham: David Lewis							
26 TDC	Oxted	Oxted: Cameron McIntosh							
27 TDC	Lingfield & villages	Lingfield: Lesley Steeds	Godstone: Chris Farr						
28 WaBC	Haslemere & villages	Haslemere: John Robini	Waverley Eastern villages: Kevin Deanus	Waverley Western villages: David Harmer					
29 MVDC	Newdigate & villages	Dorking Rural: Helyn Clack							

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WEDNESDAY, 8 FEBRUARY 2023

**SURREY FIRE AND RESCUE SERVICE REPORT ON THE PROGRESS OF THE
RECOMMENDATIONS FROM HIS MAJESTY'S INSPECTORATE OF FIRE AND
RESCUE SERVICES 2021 INSPECTION REPORT**

Purpose of report: To provide the committee with an update on Surrey Fire and Rescue Service's (SFRS) progress on the recommendations made by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2021 Inspection Report.

Introductions

- 1 In spring 2021, SFRS went through their second full HMICFRS inspection. The report, published on the 15 December 2021, showed a positive direction of travel for the service, with significant improvements having been made and both causes for concern removed. However, the service recognises that there are areas that require improvement, and these are captured within the Inspection Improvement Plan below (Annex 2). A table also showing the grading comparison between the inspection held in 2018 and this inspection is shown in Annex 1.
- 2 We were notified by HMICFRS on 28 November 2022 that the third round of inspections will commence in February 2023. The service will be issued with a document request and a self-assessment template on 6 February 2023, followed by inspection fieldwork being carried out from the 27 March 2023. For this round of inspections, HMICFRS have added an additional grading of Adequate. This means that the 2023 inspections will consist of the following grades:
 - Inadequate
 - Requires Improvement
 - Adequate
 - Good
 - Outstanding.

The introduction of Adequate has the risk of reducing the Good gradings we reached in the second inspection, and/or undervaluing the amount of effort the

service has made to move from Requires Improvement. The overall gradings assessing the three pillars of Effectiveness, Efficiency and People have also been removed. Instead, individual gradings for the 11 inspection areas within the same three pillars will be considered as stand-alone assessments.

- 3 The currently planned third inspection is due to commence sooner than the service were expecting and there is a chance it will be impacted upon by the likely industrial action, which has been recognised by HMICFRS. The Fire Brigade's Union (FBU) national ballot is ending on 30 January 2023. The service is in regular contact with our HMICFRS Service Liaison Lead and will be informed of any date changes as soon as they have been agreed by HMICFRS. In the meantime, we will continue preparations for the next inspection.
- 4 To date we have carried out a gap analysis exercise between our current activities and the inspection judgement criteria with the Service Leadership Team (SLT). The aim of this session was to ensure that we are prioritising our activities effectively. The service is also working with the Internal Audit Team who will be carrying out an independent review on the updated Inspection Improvement plan to provide a view on whether the assessment of progress is correct. This will determine progress against the Inspection Improvement Plan solely focusing on the areas identified for improvement in the previous HMICFRS report.
- 5 The Inspection Improvement Plan maps out progress within the three pillars and 11 inspection areas focused on by the HMICFRS during the inspection. These are:
 1. How **effective** is the service at keeping people safe and secure
 2. How **efficient** is the service at keeping people safe and secure
 3. How well does the service look after its **people**.

This plan is a working document and is provided to HMICFRS on a regular basis. Annex 2 provides the most recent version of the plan.

An overview of the Inspection Improvement Plan can be found in the following section.

6. Effectiveness

6.1 How effective is the Fire and Rescue Service at keeping people safe and secure from fire and other risks?

6.2 Area for improvement – The service should ensure its firefighters have good access to relevant and up to date risk information.

Update:

Our premises risk information has been updated and communicated to those who need it, not limited to firefighters. Our premises risk information is also now accessible to neighbouring Fire and Rescue Services, via a shared database. Updates will be ongoing as part of business-as-usual activities.

Following a comprehensive tender process, we have awarded a contract for a new fit-for-purpose risk database that will coordinate all SFRS data, visits, and prevention and protection activity. This is awaiting sign off and return from the successful supplier. Implementation is on target to start early 2023.

6.3 Area for improvement – The service should evaluate its Prevention work, so it understands what works.

Update:

The Brunel University London Assurance Report has been received and development of a Service Evaluation Framework is underway.

Liaising with colleagues in Kent Fire and Rescue Service, we are looking to adopt a similar evaluation methodology using an APEASE (Acceptability, Practicability, Effectiveness, Affordability, Side-effects, and Equity) framework and a COM-B model that explores customer's **C**apabilities, **O**pportunities and **M**otivations for carrying out some fire safety **B**ehaviours.

Where assessment of proposed or existing aspects of interventions is required the APEASE criteria can be used to structure this process. We are also working with the National Fire Chiefs Council (NFCC) and Fire and Rescue Service (FRS) colleagues to develop an overarching evaluation framework for prevention interventions. This is due to be finalised spring 2023.

6.4 Area for improvement – The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

Update:

Operational staff have been upskilled to carry out auditing activities to ensure both home and business Safe and Well visits are of a high quality. Once the Service Evaluation Framework is in place quality assurance will be carried out by the local Fire Station management team. This team will consist of competent officers from the central Prevention and Protection teams as well as the Station Commander. This approach will ensure that the visits are being conducted to a high standard, meet all SFRS and partners objectives and are standardised across the county.

6.5 Area for improvement – The service should make sure it has an effective system for learning from operational incidents.

Update:

A review of operational assurance has been carried out and the policy updated to reflect the outcomes. This will lead to more information being gathered by incident commanders so that any areas for development and any areas of good practice are based on increased pieces of evidence. A process has been put in place for monitoring, assuring and sharing of information. Learning has been added to the e-learning system and shared with Learning and Development to inform future training. The governance process has also been reviewed. Outcomes from operational learning are now routinely discussed and shared with Learning and Development at the Operational Policy and Assurance Working Group.

6.6 Area for improvement – The service should make sure it understands what it needs to do to adopt national operational guidance (NOG), including joint and national learning, and put in place a plan to do so.

Update:

In collaboration with the 3 Fire and Rescue Services (3Fs - Surrey, East Sussex and West Sussex), the existing plan for delivery of NOG has been reviewed and governance agreed. The review has led to an increased focus on the training and budgetary requirements to ensure NOG can be incorporated as efficiently as possible.

Service-wide communication and learning has improved, and e-learning continues to be monitored with regular reporting in place. Activity is overseen by the 3Fs Collaboration Board.

Following review timeframes for the adoption of NOG have been extended to facilitate the need for impact analysis, training packages, etc across the 3Fs. NOG implementation is to be agreed amongst the 3Fs.

6.7 Area for improvement – The service should make sure it participates in a programme of cross-border exercises, with learning from them captured and shared.

Update:

The service is currently scoping an Operational Exercise programme to include training and exercising activity and communication. A Training and Exercising group will provide continuous oversight and assurance over activity.

An Operational Exercise Framework is now in place supported by a tracker to record all operational exercises carried out across the service, including cross-border and multi-agency exercises. The framework is to be reviewed and further developed to ensure full alignment with all supporting documentation.

In the longer-term the service is looking to develop a fully automated system. This will capture activity from the exercise planning through to debrief and learning outcomes with a direct link into Learning and Development via the Operational Policy and Assurance Working Group.

6.8 Area for improvement – The service should make sure it is well-prepared to form part of a multi-agency response to major incidents, and its procedures for responding are understood by all staff and are well tested.

The service should make sure it is well-prepared to form part of a multi-agency response to a terrorist incident, and its procedures for responding are understood by all staff and are well tested.

Update:

The operational exercise programme has been reviewed and will now include multi-agency exercises. A recording system is in place to capture learning from these exercises. There is an online platform where we share our information and learn from the experiences of others and ensuring we learn from national best practice. We have a team of National Interagency Liaison Officers (NILO) and participate in daily information sharing. The service is also linked to the Local Resilience Forum (LRF) and attend monthly meetings. The Chief Fire Officer will be chairing the LRF Executive Committee.

The service is ensuring all staff refresh Marauding Terrorist Attack training. Following the publication of the Manchester Arena Inquiry SFRS is working with LRF partners to ensure recommendations are considered and improvements identified.

7. Efficiency

7.1 How efficient is the Fire and Rescue Service at keeping people safe and secure from fire and other risks?

7.2 Area for improvement – The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity.

Update:

The tri-service joint fire collaboration (Joint Fire Control (JFC) continues to evaluate benefits and outcomes. A suite of performance measures is in place and monitored through the governance arrangements.

Staffing evaluation is an ongoing activity and a review of the efficiency and effectiveness of the JFC ways of working has taken place. Recommendations have been identified for implementation and benchmarking performance is in place. Setting the longer-term strategy to agree how we evaluate the benefits and

outcomes of the tri-service joint fire collaboration has been delayed but agreed by all parties to develop in 2023.

The recommendations from the review included a review of the notice period of staff to be included within the Recruitment and Retention Project to allow for better planning and resilience. A full review of the recruitment strategy has taken place and is now fully implemented. There has also been the introduction of an additional Learning and Development training post to provide more resilience and increase training outcomes in JFC.

The 4 Fire and Rescue Services (4F - Surrey, Kent, West Sussex and East Sussex) partnership continues to align ways of working that are supported by the mobilising arrangements across the tri-service joint fire collaboration.

Work is underway to deliver (specify, procure and implement) replacement Breathing Apparatus equipment across the 4F and is scheduled for completion at the end of 2024.

A collaborative team has also been established to determine requirements for Incident Command Units across the 4F partnership to enable interoperability and cross-border working. Scoping is in progress.

7.3 Area for improvement – The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the CRMP (the Making Surrey Safer Plan).

Update:

The service changed how performance targets are calculated to targets being set against a criterion that considers all tasks needing to be undertaken so productivity levels are clear, and targets are SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound).

District and Borough Plans are published so that our communities can see how the service responds to local risk through community resilience activity. This is reported through a suite of performance indicators, alongside the outward looking plans. Team Plans are published internally and reported on a quarterly basis. The priorities within the District, Borough and Team Plans are set against the priorities in the Making Surrey Safer Plan.

A workshop is scheduled to take place in January 2023 to review these targets and performance indicators and consider lessons learned which will then be incorporated in 2023/24 plans.

We have now published our annually updated Community Risk Profile. This identifies how our areas of focus are based around our community risks, responding to the needs of those most vulnerable in our communities and the risk environment i.e., from water, the built environment etc. Outcomes of the review will be included in District and Borough plans, targets and the next Community Risk Management Plan.

The service is also part of the NFCC Productivity and Efficiency Group which is developing practices and processes for consistency and benchmarking.

7.4 Area for improvement – The service must ensure scenario plans for future spending reductions are subject to rigorous analysis and challenge, including the impact on services to the public.

Update:

Work continues with Finance and Procurement colleagues to establish both financial and value-for-money benchmarking.

In collaboration with the NFCC Fire Finance Network (FFN), Corporate Finance are working to determine how best to compare different Fire and Rescue Authorities.

Corporate Procurement are developing a training package for SFRS budget holders, to improve user knowledge on benchmarking and reporting systems with training to take place in by April 2023.

A contracts register is now in place and Contract Managers have been renewed and allocated to all live contracts. Contact was made with Cheshire FRS, who were identified as a good practice example in financial scenario planning and information has been shared.

A Business Planning Cycle inclusive of key financial and budget monitoring milestones through a performance year has now been published as part of the revised Service Governance Framework.

Internal collaboration is successfully providing procurement opportunities and benefits, for example the procurement of fleet for other services. This approach to considering 'Twin Track' options is now embedded as part of the five-year medium term financial strategy processes.

8. People

8.1 How well does the Fire and Rescue service look after its people?

8.2 Areas for improvement – The service should put in place an open and fair process to identify, develop, and support high-potential staff and aspiring leaders.

The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders.

The service should assure itself it has an effective way in place for succession planning including senior leadership roles.

The service should improve all staff understanding and application of the performance development review process.

Update:

A Talent Management Framework has been developed through engagement with staff and is now in place. Talent management includes, but is not limited to, career pathways, succession planning, performance conversations and coaching and mentoring. Some of these have been completed and others are in progress. Next steps are to embed staff knowledge on talent management via face-to-face visits to all teams within the service using a Roadshow approach and newsletter snippets to start early in the new year.

We are continuing to develop the talent management learning and development offer taking account of in-house options and also linking in with the Surrey County Council (SCC) Academy which is in early development.

Career pathways have been developed across most areas of the service and activity continues to complete the final few.

Work is being carried out to identify core skills for each rank/role across the organisation, to include both role specific skills and wider 'soft skills' needed for our leaders e.g. People Management, Health and Safety, and Equality, Diversity and Inclusion. These will become pre-requisites for individuals wanting to go for promotion.

An assessment tool is being developed to assist managers to identify critical roles across their functions.

Next steps will be to develop the learning offer further and embed the Core Code of Ethics (CCoE) across all areas of our work. We will also be focusing on the introduction of the NFCC maturity models; a tool which can be used to assess current practice against a range of different areas and drives consistency across services in becoming a leading practice organisation.

8.3 Areas for improvement – The service should assure itself that senior managers are visible and model service values through their behaviours.

The service should make sure it takes timely action in response to feedback or concerns from its staff.

Update:

The SLT weekly engagement visits are well established and are positively received by staff across the service. Feedback responding to themes that have been raised is published monthly in the SFRS Staff Newsletter.

The monthly Leaders Forum (formerly Chief Fire Officer's (CFO) Middle Managers meeting) and the Virtual Mess Table events provide additional opportunities for feedback or concerns to be addressed. The service has also put in a place 'empty chair' at SLT meetings which is an opportunity for staff (on a first come first served basis) to attend both the Change and Assurance SLT meetings and participate in the conversations.

The relationship with Trade Unions has improved. The service meets with Trade Unions both formally and informally and as a result joint communications have been sent to staff with a commitment from the service and the Trade Unions to commit to the NFCC CCoE.

The service commissioned a review of its culture in early 2021 through an independent organisation 31Ten. The outcomes were communicated both corporately and internally to all staff. A review of the Culture Change programme recently completed at the end of December 2022, again carried out by 31Ten. This review has provided a benchmark against the previous assessment of the service culture. The assessment has also considered the recent London Fire Brigade (LFB) Independent Culture Review recommendations and alignment of these with our own culture delivery plan.

8.4 Area for improvement – The service should ensure operational officers use its competence recording system and e-learning platform effectively.

Update:

There is a system in place for operational officers to affectively use e-learning and recording their competence. A review is scheduled to take place in the New Year and will explore linking up the e-learning platform with the recording platform to align systems.

8.5 Area for improvement – The service should make sure that all staff understand the benefits of equality, diversity and inclusion (EDI) and their role in promoting it.

Update:

A new Diversity and Inclusion Lead is in post and will focus on improving EDI across the Service, which will include the implementation of the outputs of the Asian Fire Service Association (AFSA) audit and the relevant findings from the LFB Independent Culture Review.

Work has commenced on the development of a standalone EDI strategy for sign off early 2023. Following engagement and approval of the strategy an action plan will also be developed. Work has started to develop governance structures for EDI ensuring a central oversight across the entire Service.

The EDI partner will also focus on building a programme of holistic EDI learning and development training for all staff. This will underpin the Talent Management framework and support the delivery of the staff networks through 2023-24.

The EDI section of the SFRS online induction is being reviewed and further work is being undertaken with SCC to develop a more holistic induction package for the future.

Fire Station-based targets for EDI are now in place as part of the Performance Management Framework encouraging staff to engage further with the communities they serve.

As previously mentioned, SFRS has committed to adhere to the CCoE which has been published by the NFCC. Using the CCoE Fire Standard implementation tool work continues to develop an e-learning module for all staff and ensure that the CCoE is fully embedded across the service, its processes and procedures.

8.6 Further service improvement

It has been recognised within our last HMICFRS Inspection Report that the service has improved its approach to investigating and recording grievances. This was an 'area of improvement' in the 2018 full inspection report. Whilst this has improved the report acknowledged that the service could do more to improve staff understanding of bullying, harassment and discrimination, including their responsibility for eliminating it. In response to this the service has continued to improve within this area by taking forward the following activities:

- The service will not tolerate bullying and harassment and has made this clear in its communications. The service has been working closely with its Trade Union partners to communicate and embed the Fire and Rescue sector CCoE.
- A Service Employee Relations Partner is now in place and positive feedback relating to guidance and support has been received, demonstrating the benefits of this appointment. All staff continue to be encouraged to report instances of bullying and harassment, through several options made available to them. These instances will be thoroughly investigated at the earliest opportunity and the relevant actions will be taken forward.
- In addition, there is a formal process to deal with Harassment and Bullying by members of the public towards staff.

- Information has been put into the SFRS Staff Newsletter to remind staff of the details of the SCC whistleblowing service. Additionally, the service along with SCC is looking at options to provide staff with an independent reporting line provided by an external company.
- Reminders are being placed in the SFRS Staff Newsletter of the expectations for all staff to align to the services CCoE and the importance of this.
- The Fairness and Respect (previously Ending Bullying and Harassment) policy has been revised to provide guidance to managers on how to have open conversations with their teams where sensitive issues are raised.
- Training has been developed and 'soundbites' are being delivered across the service. This is to develop and ensure that there is a consistent management approach to the Employee Relations processes. Some soundbites have been delivered this year and a programme of sessions is being developed for 2023. A part of these sessions is to assess the individuals' knowledge in these areas. Feedback in relation to these sessions has been positive. Attendance numbers are monitored.

Since these improvements have been put in place the London Fire Brigade (LFB) Culture Report has been published. Whilst the recommendations are specific to the culture within LFB we are aligning these with all current activity regarding culture and our inspection improvement plan. As an immediate response we have carried out the following:

- Internal Staff Messaging via video from the CFO to advise that the service have a zero tolerance towards bullying and harassment and remind staff of how they can report any instances.
- External Messaging via Twitter and SCC Surrey News to advise that the service will be taking the opportunity to study the LFB culture report and recommendations to assist with our own culture improvement and EDI journey.
- Seeking to outsource investigations to ensure independence.

9. Conclusions

9.1 The Inspection Improvement Plan is included below (Annex 2) and addresses all areas for improvement highlighted by the last report. This is shared with HMICFRS on a regular basis.

Additionally, areas of the Service that were graded as 'Good' during the last inspection are being closely monitored and have been captured within the judgement criteria activity to ensure they remain 'good'.

The service is also creating an overarching Improvement Plan that encompasses not only the areas for improvement identified by HMICFRS, but will also incorporate findings and objectives from several papers including:

- Fit for the Future (created by NFCC, the National Employers (England) and the Local Government Association)
- Value for Money Framework
- Fire Standards Gap Analysis
- State of Fire and Rescue Annual Assessment of FRSs (by HMICFRS)
- LFB Independent Culture Review.

This improvement plan will be shared with HMICFRS during our next inspection and progress will be monitored within our current governance structure.

10. Recommendations:

10.1 The Select Committee are informed of the changes to the grading structure for HMICFRS Inspections and acknowledges that this may mean that some 2021 inspection gradings may move to Adequate (From Good or Requires Improvement), despite the efforts made by the service to improve performance and services to the communities of Surrey.

10.2 The Select Committee continues to monitor progress on a six-monthly basis.

Next steps:

The service will provide updates to the Committee.

Report contact

Dan Quin, Chief Fire Officer

Contact details:

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Sources/background papers

Annex 1 – Grading comparison between 2018 and 2021 inspection reports

Annex 2 – SFRS Inspection Improvement Plan December 2021

HMICRS 2021 SFRS Inspection Report 15 December 2021 can be found [here](#)

[Making Surrey Safer – Our Plan 2020 – 2024](#)

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Annex 1 – Grading comparison between 2018 and 2021 inspection reports

Effectiveness

Question	2018	2021
Understanding fires and other risks	Good	Requires improvement
Preventing fires and other risks	Requires improvement	Good
Protecting the public through fire regulation	Requires improvement	Good
Responding to fires and other emergencies	Requires improvement	Requires improvement
Responding to major and multi-agency incidents	Good	Requires improvement

Efficiency

Question	2018	2021
Making best use of resources	Inadequate	Requires improvement
Future affordability	Requires improvement	Good

People

Question	2018	2021
Promoting the right values and culture	Requires improvement	Good

Getting the right people with the right skills	Requires improvement	Good
Ensuring fairness and promoting diversity	Requires improvement	Requires improvement
Managing performance and developing leaders	Requires improvement	Requires improvement

Annex 2 Inspection Improvement Plan

Surrey Fire and Rescue Service



Inspection Improvement Plan

December 2021

Please note that this report is a live document and subject to change as the plan progresses

Plan reviewed: 01 Dec 2022

Layout of the Inspection Improvement Plan:

Each of the 3 different coloured areas within the plan directly relate to the 3 key pillars focused on by the HMICFRS during the inspection. These are:

- 1. How **effective** is the Service at keeping people safe and secure
- 2. How **efficient** is the Service at keeping people safe and secure, and
- 3. How well does the Service look after its **people**

Noted underneath the key questions, the plan details the inspection Key Line of Enquiry, followed by Surrey Fire and Rescue Service’s specific Area For Improvement. The Service actions and/or projects required to address these are then listed below the numbered Area For Improvement.

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE	
INSPECTION KEY LINE OF ENQUIRY	
AREA FOR IMPROVEMENT	
HOW EFFICIENT IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE	
INSPECTION KEY LINE OF ENQUIRY	
AREA FOR IMPROVEMENT	
HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE	
INSPECTION KEY LINE OF ENQUIRY	
AREA FOR IMPROVEMENT	

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HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: UNDERSTANDING THE RISK OF FIRE AND OTHER EMERGENCIES

AREA FOR IMPROVEMENT 1: The service should ensure its firefighters have good access to relevant and up to date risk information.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
1a Page 67	Community Risk Management (CRM) replacement	KT	Data and Digital Team	Award contract in Oct 2022 Phased implementation from Jan 2023	Fit for purpose data base that will coordinate all SFRS risk data, visits, prevention and protection activity.	Managed through project board during delivery of product. Once BaU, this will be part of Data and Intelligence Team's remit.	Out to tender end of w/c 11 June 2022 – 30days for responses. Contract award to follow. Delay due to ensuring tender is comprehensive, following key stakeholder engagement. Nov: Contract awarded and with supplier for sign-off. On target for Jan 2023 implementation.
1b	Review and report on high-risk premises data (Community Intelligence)	DW	Group Commanders	Complete	Premises risk data, OPS, reviewed and up to date	Monitored through Rapid Improvement Exercise and sits in OPAWG as BaU	COMPLETE Review will be an ongoing activity via BAU
1c	Implement recommendations from High-Risk Premises Report	DW/DN	Group Commanders	Sept 2022	Updated risk premises database	Borough Commanders/Matt's team	COMPLETE Implementation of any new recommendations following ongoing review, to sit within BAU

1d	Review cross-border data/info access	DN	Data Intelligence Team	June 2022	SFRS 10km cross-border risk data on Resilience Direct Bordering FRSs to populate RD and SFRS to ensure easy access to data information	Will remain live data when complete. SEORRG Risk Data Board	<p style="text-align: center;">COMPLETE</p> <p>SFRS info now live on Resilience Direct (RD) and freely accessible to bordering FRSs.</p> <p>Alternative technology required to receive some neighbouring FRS data (LFB & Hants) is on the Data Intelligence Joint Fire Control Roadmap.</p>
1e	Risk Information Improvement Action Plan	DN	Various	Plan in place. Ongoing activity	-	-	<p style="text-align: center;">COMPLETE</p> <p>Ongoing annual activity to sit within BAU</p>

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: **PREVENTING FIRES AND OTHER RISKS**

AREA FOR IMPROVEMENT 2: The service should evaluate its Prevention work, so it understands what works.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
2a	National Fire Chiefs Council (NFCC) project - <i>on-boarding of Home Fire Risk Checks/Safelincs</i>	DW	Community Safety Team	May 2022	An online, national standardised, home fire risk check, allowing members of the public to check their risk of fire and the safety measures needed. The most vulnerable will be referred directly to SFRS to book a Safe and Well Visit (SaWV).	NFCC, Safelincs and regular review by SFRS prevention teams.	<p>Aug: Awaiting approval through SCC governance.</p> <p>Nov: Safelincs live on the website from 10 Nov.</p> <p>Preventing fires at home - Surrey County Council (sureycc.gov.uk)</p>
Page 69	Develop internal evaluation framework	DW	Community Safety Team	May 2023 (following Brunel Report)	The Service Evaluation Framework to allow teams to work effectively and efficiently	To be considered during development	<p>Aug: Brunel report received. Awaiting resources to be identified to develop the evaluation framework</p> <p>Nov: Brunel report feedback reviewed. Progressing Kent APEASE model for Service evaluation framework. Scoping exercise underway, incorporating existing methods of evaluation.</p>
2c	Feedback and review structure	DW	Community Safety Team	May 2023 (following Brunel Report)	Revised structure	The Service evaluation framework	<p>Aug: Brunel report received. Awaiting resources to be identified to develop the evaluation framework</p> <p>Nov: Dependant on 2b</p>
2d	Safe Drive Stay Alive (SDSA) evaluation	DW	Children and Young People Team	Nov 2023	Delivering road safety information and advice to young people in line with national standards	Through Service Evaluation framework	<p>Aug: Outcomes received from national research project – undergoing assessment to modify Safe Drive performances to align with recommendations</p> <p>Nov: Following national research outcomes, some modifications included in</p>

							2022 SDSA. Evaluation to take place early 2023. (Dependant on 2b)
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HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: PROTECTING THE PUBLIC THROUGH FIRE REGULATION

AREA FOR IMPROVEMENT 3: The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
3a	Continued adoption of Competency Framework	DW	Group Commander – Protection	On-going	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Virtual Learning Environment (hosted by NFCC) and continued qualifications and 3 rd party accreditation	Nov: All staff on relevant training courses or have qualified. 2 inspectors going through third party accreditation.
3b	Ensure alignment to Protection Fire Standard	DW	Group Commander – Protection	April 2023	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework and via Virtual Learning Environment (hosted by NFCC)	Aug: Awaiting resources to be identified to develop the evaluation framework Nov: Work continues to identify gaps in compliance and to develop the activity required to meet Fire Standard criteria.
3c	Peer Review (internal)	DW	Group Commander – Protection	Dec 2022	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	Aug: Awaiting resources to be identified to develop the evaluation framework Nov: Awaiting evaluation process
3d	Utilise maturity models	DW	Group Commander – Protection	Dec 2022	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	Aug: Awaiting resources to be identified to develop the evaluation framework Nov: Awaiting evaluation process

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: RESPONDING TO FIRES AND OTHER EMERGENCIES

AREA FOR IMPROVEMENT 4: The service should make sure it has an effective system for learning from operational incidents.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
4a	Continuous review delivery of Operational Assurance	RP	Operational Assurance Team	Complete and ongoing	Reviewed Ops Assurance policy	Operational Policy Assurance Working Group (OPAWG)	COMPLETE Initial review carried out and review of Ops Assurance Policy. Resulting actions complete.
4b	Improve data to National Organisational Learning/Joint Operational Learning	RP	Operational Assurance Team	Complete and ongoing	Process embedded for monitoring and sharing information SPOC in place to share information	OPAWG	COMPLETE Loop of submission, review, communicate and confirm in place.
4c	Review post event review process – ensure inclusion of all stakeholders	RP	Operational Assurance Team	Complete and ongoing	Reviewed Ops Assurance policy Use of external facilitators to maintain impartiality	OPAWG	COMPLETE
4d	Increase visibility of learning	RP	Operational Assurance Team	Complete and ongoing	Learning added to e-learning – auditable system Learning shared with L&D to inform future training	OPAWG	COMPLETE
4e	Review governance process	RP	Operational Assurance Team	Complete and ongoing	Review Ops Assurance Policy	OPAWG	COMPLETE
4f	Benchmark process against other Service who does well in this area	RP	Operational Assurance Team	Review following publication of second tranche of HMICFRS reports – July 2023	Next tranche to be published end July 2022 Ongoing collaborative work with 3 Fs for NOG implementation	Monthly and quarterly regional groups to benchmark OPAWG	Yet to start
4g	Peer review of processes via 3Fs (Surrey, East and West Sussex FRSs) network	RP	Operational Assurance Team	Ongoing to align with NOG in a collaborative approach.	Ongoing collaborative work with 3 Fs for NOG implementation	OPAWG	Tranche 1 is currently in the consultation phase with the first NOG package, risk assessments and documentation to be agreed and published. Nov:

4h	Ensure Critical Incident Stress Debrief (CISD) included in the Post Event Review	RP	Wellbeing Champion	Complete and ongoing	Control trigger CISD process Two separate processes – CISD separate from PER for reasons of confidentiality	N/A	COMPLETE
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HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: RESPONDING TO FIRES AND OTHER EMERGENCIES

AREA FOR IMPROVEMENT 5: The service should make sure it understands what it needs to do to adopt national operational guidance, including joint and national learning, and put in place a plan to do so.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
5a	Review existing plan for National Operational Guidance delivery	RP	Operational Assurance Team	This has been delayed	Ongoing work with 3Fs	Oversight from 3Fs collaboration board	Ongoing Work with 3Fs will be ongoing Project re-set December 2022 – new timeframe to be agreed
5b	Wider service communication to improve visibility across our staff	RP	Operational Assurance Team	This has been delayed	Articles in service newsletter Process to communicate urgent information by emails and e-learning to all ops staff	E-learning monitored with regular reporting	Complete Methodology in place to communicate urgent information by emails and e-learning to all operational staff. E-Learning to be monitored with regular reporting
5c	Review governance	RP	Operational Assurance Team	This has been delayed	Governance agreed across 3Fs	Oversight provided by collaboration board	Ongoing Governance agreed across 3Fs - Project re-set December 2022 – new timeframe to be agreed

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: **RESPONDING TO FIRES AND OTHER EMERGENCIES**

AREA FOR IMPROVEMENT 6: The service should make sure it participates in a programme of cross-border exercises, with learning from them captured and shared

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
6a	Develop/scope exercise programme	RP	GC Community Safety and Risk Reduction Learning and Development (L&D) Team	Sep 2022 – delayed until February 2023	Operational Exercise Framework Exercise Programme implementation plan	OPAWG	Initial plan developed – currently reviewing scope Nov – Exercise Framework in place – to be reviewed to align scoping with methodology being developed.
Page 75	Exercise programme implementation	RP	GC Community Safety and Risk Reduction L&D Team	Aug 2023	A systematic approach for planning, design, delivery of and learning from exercises within SFRS and with partner agencies Evidenced (on Sharepoint) learning from incidents and exercises	OPAWG	Aug: Implementation started November 2022 Ongoing BAU for L&D to support Nov – Target date for full implementation Aug '23

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: RESPONDING TO MAJOR AND MULTI-AGENCY INCIDENTS

AREA FOR IMPROVEMENT 7: The service should make sure it is well-prepared to form part of a multi-agency response to major incidents, its procedures for responding are understood by all staff and are well tested.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
7a	Stronger links with Local Resilience Forum (LRF)/Emergency Management Team	RP	Emergency Management Team	Sep 2022 – to ensure sufficient representation at LRF delivery group	Quarterly attendance by Area Commander or above FRS Chair LRF Delivery Group & Risk Group	LRF Minutes/Record of Attendance	COMPLETE
Page 76	Implementation of a SFRS exercise programme	RP	GC Community Safety and Risk Reduction	Aug 2023	(See Area for Improvement 6) Large scale and joint exercises learning monitored through SLRF exercise group	OPAWG SLRF Board	In progress Initial scope under review. (See Area for Improvement 6) Nov: on target
7c	Review National Interagency Liaison Officer (NILO) capability	RP	Area Commander Professionalism	April 2023	Implementation of National Maintenance of Competence (MoC) requirements Review of integration of NILO role into LRF processes Enable inter-operability of NILOs between 3F partners	Alignment to national MoC requirements Confirmation from LRF of integration of NILO roles Section 16 agreement established between 3F partners to share NILOs	MoC document issued nationally relating to NILO roles and responsibilities. To be reviewed by 3Fs to align training where possible. Nov: on target
7d	Review of Post Event Review to include cross-border issues	RP	Operational Assurance Team	Complete	Working with 3Fs – agreed BA search procedures	Collaboration Board	COMPLETE

HOW EFFICIENT IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: MAKING BEST USE OF RESOURCES

AREA FOR IMPROVEMENT 8: The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
8a	Create/develop/enhance Evaluation Skills – <i>not limited to collaboration</i>	RP	NFCC and other – TBC	Jun 2023	Brunel University London Report for Jun/Jul 2022 Service Evaluation Team as part of interim structure Use of evaluation outcomes to inform targets and activity types	Use of academically approved evaluation tool Alignment to NFCC evaluation mechanisms	Interim structure approved, to include Service Evaluation Team Final draft of Brunel Report shared with the Service AC Prevention and Protection part of NFCC evaluation workstream Nov: ongoing / on target
8b	Service Evaluation Methodology	DW	External Supplier – Brunel	Report due April 2022	See Area For Improvement no.2	See Area For Improvement no.2	Aug :Brunel report received – reviewed the feedback provided Recruitment activity put in place to recruit to Evaluation Officer – unsuccessful as no applicants. Nov: Progressing Kent APEASE model for Service evaluation framework. Scoping exercise underway, incorporating existing methods of evaluation. Brunel Report feedback reviewed.
8c	Clear processes to capture methodology and benefits at the beginning and track against success criteria	RP	Transformation Programme	July 2023	Clear guidance structure for collaboration Clear exit strategy if unsuccessful	Programme Boards	Collaboration is being monitored via boards. Evaluation methodology in development. Nov: See 8b

8d	Programme Management Framework	BB	Head of Change	Complete	Framework agreed and published	Review annually at Change SLT	COMPLETE
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HOW EFFICIENT IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: **MAKING BEST USE OF RESOURCES**

AREA FOR IMPROVEMENT 9: The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the integrated risk management plan (the Making Surrey Safer Plan).

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
9a	Performance Management Framework – including SMART targets, clear methodology, accountability, and time based.	KT	Area Commanders	Complete	Framework agreed and published Target methodology review Joint working with Station Managers and Area Commanders Borough Plans agreed and published	Workshop with Station Commanders, Group Commanders and Area Commanders September 2022	COMPLETE
Page 79	Assurance Framework	RP	Data Intelligence Team	Complete	Framework agreed and published	Review annually at Assurance SLT Working Group Chairs met December 2022 to discuss outcomes	COMPLETE
9c	Create capacity by reducing waste – Automatic False Alarms (AFA)	DQ	Group Commander Protection and Joint Fire Control	Oct 2022	Joint working strategy across the 3Fs (Surrey, East and West Sussex) Revised and implemented AFA SOP to include assurance More robust process for AFA call handling in Vision system	Call volume, calls attended and call outcomes. Prevention and Protection Programme Board	Aug: All 3Fs involved to agree call handling alignment. Vision training for Joint Fire Control scheduled for Sept 2022. SOP complete – for final review in Sept and roll-out across 3Fs. Comms plan in place. Nov: Strategy agreed across 3Fs. Revised SOP published. Vision training for Joint Fire Control complete. Call challenge now in place for all AFAs from Oct 22, reducing attendance by over 100, down to single figures for Commercial and Public

							<p>Retail. Monthly reviews in place. Continuing to support East and West Sussex FRSs to align.</p> <p>Next steps/Summer 23 - to further reduce attendance at Domestic and Residential premises AFA.</p>
9d	More efficient application of people processes eg Promotion/transfer, discipline, capability, secondary employment.	DL	All Managers	Complete	<p>Reviewed transfer process and new process in place</p> <p>New Employee Relations Advisor post</p> <p>Completed review of all named policies</p> <p>Central record of all secondary employment</p> <p>Reviewed promotions process and changes implemented</p>	<p>Workforce WG</p> <p>People and Culture Programme Board</p>	<p>COMPLETE</p>
9e	Ensuring right digital systems in place to measure and enhance productivity	KT	Data and Digital Team	Mar 2023	<p>CRM Replacement</p> <p>FireWatch upgrade</p> <p>New devices at stations</p> <p>Replacement of IGels</p> <p>Station laptops</p> <p>Replacement fleet asset management system</p>	<p>Performance Management Framework</p> <p>Assurance SLT quarterly through performance reporting</p> <p>Business Intelligence Framework</p>	<p>Aug: Research in place to define business case. Station pilot on mobile devices, laptops and tablets. Asset Strategy in place.</p> <p>Nov: CRM replacement awaiting contract sign off from awarded supplier.</p> <p>FW upgrade – initial rollout to On Call trial stations complete. Roll-out to remaining On Call stations Dec 22 – Jan 23.</p> <p>Suitable replacement for iGels have been identified. Order in place for a trial, to be installed prior to year end. To be rolled out across</p>

							<p>all stations subject to satisfactory evaluation.</p> <p>2 stations currently trialling station laptops.</p> <p>Implementation of a new Fleet Asset Management system is in progress to improve administrative processes for our fleet, and our asset tracking and management.</p>
9f	Benchmarking KPIs established – linked to NFCC workstream	KT	Data and Digital Team	Jun 2022	Benchmarking reported through Assurance SLT and included within the Service Plan	Assurance SLT	<p>COMPLETE</p> <p>Aug: Process established but finalising reporting periods</p> <p>Nov: Annual benchmarking report for Assurance SLT based on Inspectorate Data Analysis pack – reporting annually in September.</p>

HOW EFFICIENT IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE, NOW AND IN THE FUTURE

AREA FOR IMPROVEMENT 10: The service must make sure scenario plans for future spending reductions are subject to rigorous analysis and challenge, including the impact on services to the public.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
Page 8 40a	Support the development of a Corporate Horizon Scanning capability	DQ	SCC Strategy Team/NFCC Finance	Jun 2023	<p>Establishment involvement in a Corporate Horizon scanning offer</p> <p>Use of outcomes of Horizon scanning to inform Service planning</p> <p>Horizon Scanning integrated into Business planning cycle</p>	Any PESTLE analysis will be scrutinised by the Corporate Head of Strategy	<p>Aug: Meetings held with Sarah Richardson (Corp Head of Strategy) to inform development of Horizon scanning capability. Futures workshop planned for PESTLE analysis with middle managers.</p> <p>SLT members now a part of the national Heads of Horizon Scanning Network, delivered by Go Science</p> <p>Horizon scanning integrated into Business Planning cycle.</p> <p>Nov: PESTLE Futures Thinking exercise took place at Leaders Forum 14 Sep, led by Hannah Dirks and James Ashton-Bell of SCC Corporate Strategy Team (CST), to identify what future trends may impact SFRS ability to keep residents safe now and up to 2030.</p> <p>Leaders Forum 14Sep22</p> <p>A meeting took place 20 Oct to review next steps post PESTLE analysis.</p> <p>The next meeting is scheduled 23 Mar 23 to continue.</p>
10b	Review Economy Improvement Plan (EIP) – review annually as part of Value for Money (VfM) review and include scenario planning	DQ	Finance	Jun 2023	<p>New Economy Improvement Plan</p> <p>Updated VfM review</p>	EIP approved by Corp Finance	<p>VfM Review integrated into the Business Planning cycle</p> <p>In preparation for the 2023-24 Financial Year, as part of next CRMP</p>

					Economy Imp Plan includes scenario planning	Outcomes of VfM review inform Service priorities and programmes	Nov: The VfM review took place 23 Nov 22. The EIP (SFRS medium-term financial strategy) remains the same from 2021-24. The Corporate MTFFS is being developed for 2023 for 5 Years.
10c	Participate in corporate KLOEs/scenarios/twin track processes	DQ	Finance	As per each process Ongoing activity under BAU	N/A	Resources working group (RWG) SCC Finance team meeting Property and Procurement team meetings	COMPLETE Ongoing activity to sit within BAU Regularly review to look at improved economy of scales for purchasing via twin track processes – part of MTFP SCC Finance and Business partner (Rose Ellerton) attends SFRS RWG
Page 83 10d	Support from corporate procurement to develop benchmarking capability	DQ	SCC Procurement (Rob Davis)	Dec 2022	Developed user knowledge on Benchmarking and Reporting systems (Atamis) Developed SFRS budget holder procurement knowledge Comprehensive contracts register/spend profile in place (for both capital and revenue)	Strategic Procurement Manager/Procurement partner	Atamis rolled out – upskilling required. Training package being reviewed to better fit SFRS. Contracts register in development Nov: Atamis roll-out slightly delayed awaiting dedicated procurement manager now in place. Training for Procurement Manager to be completed by end of year. Review is in progress. Training package to be delivered in Q4 Contracts register now in place – DQ and SLT have had sight. Contract managers allocated to every live contract.
10e	Support from corporate finance to develop benchmarking capability	DQ	SCC Finance (Andy Tink)	Dec 2022		Fire Finance Network (FFN)	SCC attending FFN working group to determine how to compare different authorities.

					Benchmark for highlighting comparisons between FRAs	Senior Leadership Team	<p>This is linked to the review of funding for FRs. Initially reviewing drivers for costs.</p> <p>Nov: FFN have developed a draft template to capture costs – for review at the next FFN meeting 7 Dec.</p>
10f	Greater commitment to participate in the NFCC Fire Finance Network - Active not passive	DQ	Finance	<p>Complete</p> <p>Ongoing attendance</p>	<p>FFN messaging board in place – membership</p> <p>FFN News Feed providing presentations and meeting information</p>	SLT	<p>Complete.</p> <p>Attendance ongoing as BAU.</p> <p>Linked with above. SCC/SFRS are members of the FFN messaging board online - receiving and sending messaging to other FRAs.</p> <p>Monitoring agendas to determine value of attendance.</p>

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: PROMOTING THE RIGHT VALUES AND CULTURE

AREA FOR IMPROVEMENT 11: The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
11a Page 85	Create shadowing opportunities at Service Leadership Team (SLT) meetings	BB	People and Organisational Development Lead	31 July 2022	Non SLT attendance at SLT meeting monthly from September onwards	Feedback to be sought on the value of attending	<p style="text-align: center;">COMPLETE</p> <p>Aug: Invite in SFRS Newsletter for volunteers wanting to attend/shadow SLT. Working on a first come first served basis beginning with first attendance at Assurance SLT on the 20July2022</p> <p>Nov: Empty chair offer for Assurance and Change SLT in place. Positive feedback received from those who have taken the offer.</p>
11b	Adoption and embedding of Core Code of Ethics (CCoE) throughout the Service	BB	SLT	On-going – linked into Fire Standard	Joint video with unions – all in agreement to embed CCoE Revised recruitment processes Revised Performance Conversations Implementation plan being developed (DL/RP/JB) for delivering across other areas	People and Culture Programme Board	<p>Aug: Joint video published for all staff. CCoE built into the recruitment processes, induction review and performance conversations. Implementation plan being developed (DL/RP/JB) for how we will incorporate this into other areas.</p> <p>Nov: Using the CCoE Fire Standard implementation tool, gaps are being identified and actions developed. Relevant activity will be incorporated into the SFRS Culture Roadmap Delivery Plan to embed Service wide.</p>

11c	Culture sessions – SLT, Middle Managers and Joint Committee for Consultation and Negotiation (JCCN)	DL	Group Commanders, Station Commanders	Complete	SFRS Together project Action Learning Sets established to deliver against culture work ACAS session on Consultation and Negotiation JCCN Reviewed Supporting Trade Unions Policy Joint Comms (Unions and Service) on Code of Ethics	JCCN Workforce WG People and Culture Programme Board	COMPLETE
11d	Develop Culture Road Map	BB	Transformation Team	Complete	Culture Roadmap	Plan agreed at Change SLT, JCCN and Middle Managers meeting - complete	COMPLETE Culture Roadmap in place (See 11e)
11e	Review Culture Roadmap	BB	JB	Dec 2022	Revised Culture Roadmap	People and Culture Programme Board	Nov: Reviewed and revised Culture Roadmap to be agreed by end of 22.
11f	Agree actions and implementation of actions	BB	SLT	July 2022	Success measures developed	People and Culture Programme Board	Aug: Workshops held with JCCN, Middle Managers and SLT to review actions, identify any additional requirements and consider success criteria. Next steps are to look at how to measure success. Nov: The Culture Delivery Plan and full Engagement Plan to be in place by end Mar 23
11g	Evaluate culture within the service	BB	SLT	Annually	Review of actions by 31ten – report of findings. Survey and evaluation report	SLT, MMs and JCCN People and Culture Programme Board	Initial meetings held with 31ten to scope out review, detail the evaluation and determine next steps.

							<p>Nov: Following approval of the Culture Road Map, engagement will take place across the service. The Culture Delivery Plan and Engagement Plan will be developed by end of Mar23. The Delivery Plan will include success measures and evaluation methodology from 31Ten.</p>
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HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: GETTING THE RIGHT PEOPLE WITH THE RIGHT SKILLS

AREA FOR IMPROVEMENT 12: The service should make sure operational officers use its competence recording system and e-learning platform effectively.

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Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
	Restructure Learning Pool (LP) to be applicable by role	RP	L&D Team	Scoping to start September 2022	Maintenance of Competence (MoC) courses aligned to job role/rank L&D review and action plan Action Learning Set 7 MoC	Ops Assurance review SME review prior to e-learning packages going live Feedback from e learning Firewatch Project Board Firewatch Upgrade implementation group	Aug: Action Learning Set 7 presented Maintenance of Competence and Recording to SLT in May 2022. MoC project group being established as this is a long-term piece of work. Considering potential options for a link between Learning Pool and FireWatch .Link between Learning Pool and Firewatch added to the FW Roadmap. Nov: Operational competence recording system and e-learning platforms are in place and in use. Improvement being considered via a link between them. Development of these is to be progressed following a review of Learning and Development.
12b	Evolutions of Firewatch to include requisite training	RP	L&D Team/Digital and Data	Complete Ongoing for subsequent evolutions	Firewatch Roadmap Reviewed FW training document (integration of OC)	Firewatch Project Board Firewatch Upgrade implementation group	Activity to be reviewed.

						Assets Programme Board	
12c	Create capacity of internal assurance of staff activity within e-learning systems (LP and Olive) to include all line managers.	RP	All Line Managers	Complete	Captured within L&D review Captured within L&D action plan	Firewatch Project Board Firewatch Upgrade implementation group Assets Programme Board	Activity to be reviewed.
12d	Extend Firewatch training and recording to include support staff.	RP	All Line Managers	To be reviewed 2023	All staff training records in FW FW training roll out plan	Assets Programme Board	Linked to workforce planning. Discovery piece to start Q4. Linked with integration to MySurrey Yet to start Nov: to start January 2023

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: ENSURING FAIRNESS AND PROMOTING DIVERSITY

AREA FOR IMPROVEMENT 13: The service should make sure it takes timely action in response to feedback or concerns from its staff

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
13a	Feedback themes with responses published in newsletter	EL	SLT	Complete and on-going	Quarterly newsletter updates from themes raised during SLT engagement visits	Responses QA'd by People and Culture programme Project Manager	COMPLETE Process in place to capture feedback/concerns from SLT engagement sessions and VMTs and provide responses via the staff newsletter.
Page 90 3b	Ensure other ways to feedback are implemented eg. exit interviews, surveys, 121s etc	DL/EL	All Managers	Complete and on-going TBC	Exit interview offer and process in place Stay interviews offered Support for leavers Line Management Feedback via 121s Additional Culture Survey	Responses reviewed by POD team and presented to SLT Management Performance Conversations People and Culture Programme Board	Nov: Exit Interview and 121s processes in place – ongoing activity. Face-to-face SLT engagement with staff continuing. Culture Survey carried out and feedback is being collated.
13c	Publish Working Group and SLT decisions and rationale	BB	All Managers	July 2022	SLT minutes published Working Group Minutes published	Cultural Improvement Plan SFRS Together Network	Publishing the minutes as of Assurance and Change SLTs, having removed the core SLT meeting. Nov: Assurance and Change SLT minutes and working group minutes being published.
13d	Virtual Mess Table	BB	All	Complete and on-going	Monthly all staff Virtual Mess Table	Monthly session feedback offer for all attendees	COMPLETE VMT - monthly sessions taking place for all staff and feedback offer available for all attendees.

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: ENSURING FAIRNESS AND PROMOTING DIVERSITY

AREA FOR IMPROVEMENT 14: The service should make sure that all staff understand the benefits of equality, diversity and inclusion (EDI) and their role in promoting it.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
14a	EDI Training – all understand and able to vocalise the benefits	DL	DR/SCC	Feb 2024	<p>ED&I baseline training programme forming part of the induction process (SCC)</p> <p>Ongoing bite size chunks of learning around EDI</p> <p>E-learning modules</p> <p>To be incorporated into all leadership training- SCC</p>	<p>Staff feedback on training and for inclusion in future training.</p> <p>Pulse surveys on EDI</p> <p>31Ten Culture Survey</p> <p>Feedback on Training</p>	<p>Nov: eLearning in place.</p> <p>Induction package being reviewed (see 14c)</p> <p>Next steps: Pilot session to cover station banter being planned, with a view to roll out.</p> <p>Schedule ‘lunch and learn’ sessions, to commence early 2023</p> <p>Develop mandatory base level training to be delivered Q1-Q2 2023</p>
14b	Network group expansion	DL	DR/SCC	June 2023 – and ongoing	<p>Evaluation of current networks</p> <p>Introduce additional network by April-June 2023</p> <p>Evaluate again in Autumn</p> <p>Promote SCC networks alongside</p>	<p>Feedback from groups</p> <p>Evaluation findings</p>	<p>Nov: Diversity and Inclusion Officer started Aug ‘22</p> <p>3 Networks currently established. Review to take place in the new year.</p>
14c	Induction/on-boarding processes to include EDI element in behaviours	DL	POD/All Managers	Dec 2023	<p>Online Induction Package including EDI</p> <p>SCC/Service wide Induction package, to incl soft skills and behaviours</p>	<p>Learning Pool feedback from those carrying out induction</p>	<p>Nov: Online Induction package, including EDI is in place.</p> <p>A revised Induction package to be developed, in line with SCC, to be more face to face and reinforce behaviours and soft skills. To be introduced across the service and wider SCC. (SCC dependant)</p>

14d	Outreach work (engagement with the workforce and communities)	DL	D.Rai and Engagement Lead	Mar 2024	Outreach Engagement Plan	Workforce Working Group (WWG)	Nov: No response to first Engagement Lead advert. Re-advertised - closing date for applications 31 Dec.
14e	Carry out EDI Audit – feedback on gaps and recommendations	DL	External Supplier – Asian Fire Service Association (AFSA)	Complete	EDI Audit Report	SLT	EDI Audit complete Audit carried out June 22 Nov: EDI Strategy and EDI governance prioritised by SLT and in progress.
Page 92 14f	Implement actions from the EDI Audit Report	DL	All	Mar 2024	EDI action plan (incorporating outputs of AFSA audit)	People and Culture Programme Board Workforce WG	Nov: EDI strategy to be presented to SLT and Leaders Forum in Jan 23. Actions from audit to be incorporated into EDI Action Plan.
14g	Source new behaviours assessor: Arctic Shores	DL	POD Team	Complete	Implementation of Arctic Shores assessment platform	Workforce WG	COMPLETE

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 15: The service should put in place an open and fair process to identify, develop, and support high-potential staff and aspiring leaders.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
15a	Establish Promotions Framework	DL	POD Team	Complete	Evaluation of current process Reviewed process	Workforce WG	COMPLETE
15b	Identify career pathways	DL	POD Team	Stage 1 – complete Stage 2 – Aug 2022 Stage 3 – June 2023	Career Pathways Framework Process for secondment opportunities and shadowing Career pathways for each area of the Service Clear overview for staff to understand how this applies to them- Flowchart	Workforce WG	Aug: Framework launched Mar 2022 Stages 2 and 3 underway. Nov: Majority of career pathways now complete. Remaining few to be progressed early 2023.
15c	Reward and recognition	DL	POD Team	Mar 24	Programme of Reward and Recognition for staff	Workforce WG	Yet to start
15d	Leadership behavioural framework	DL	POD Team	Complete	NFCC Leadership Behavioural Framework embedded in all people processes	Workforce WG	COMPLETE Included in promotions process, interviews, recruitment, Performance Conversations and Talent Management Framework
15e	Core Code of Ethics aligned to Fire Standards	RP/DL	JB	Dec 2023 On-going – robust embedding required	CCoE included in all people policies and processes Gap analysis conducted on new policies Complete CCoE Fire Standard implementation tool to inform action areas and owners	Workforce WG	Currently reviewing following issue of revised CCoE Fire Standard Nov: Working through completing the Fire Standard implementation tool to identify gaps and activity required. Actions to be included in the Cultural Delivery Plan, with a view to embed across all processes and pathways

15f	Workforce Planning	DL	SLT	July 2023	Service Workforce Plan	Workforce WG	<p>Nov: Team plans SLT have been sent out the planning tool to capture their workforce plans for their areas by 31/12.</p> <p>All will be collated and brought together to inform overall plan.</p> <p>Workshop in Jan 23 to bring all plans together in SLT and work up overall plan for the Service.</p>
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HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 16: The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders.

Ref	Action	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
16a	Career pathways embedded	DL	POD and L&D	Jun 2023	Career Pathways Framework Process for secondments and shadowing Career pathways for each area of the Service Documentation for staff on career pathways	Workforce WG People and Culture Programme Board	Phase 1 – Career Pathways Framework complete and launched via Sharepoint.. Nov: Guidance document for Career Pathways in final draft. Flow chart being created to support individuals understanding of their career pathway and how it links into the Performance Conversations terminology.
16b	Shadowing and secondment opportunities for all staff	DL	All managers	June 2023	Process for shadowing in place Testimonials from Staff who have undertaken the option to do shadowing or are on secondment	Workforce WG People and Culture Programme Board	Nov: Guidance and support information on Sharepoint Considering how to release operational staff to undertake shadowing.
16c	Clear outline of training opportunities to enable advancement	DL	All managers	Mar 2024 – requires extensive scoping	L&D offer which underpins the Talent Management framework Understanding of which training is mandatory/stretch/core etc. Wide range of training opportunities available Definition of core skills requirements for roles	Workforce WG People and Culture Programme Board	Nov: Defining core skills for promotion and development Gap Analysis carried out looking at current Fire and SCC training. Employee Relations training soundbites delivered this year to ensure a consistent management approach and a programme of sessions is being developed for 2023.

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 17: The service should assure itself it has an effective mechanism in place for succession planning including senior leadership roles.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
17a	Creation of an approach to identification of critical roles and succession planning	DL	POD/SCC/Senior Communications Officer	TBC	Framework on succession planning for the service Guidance on succession planning for managers Process to establish critical roles across the Service Guidance and support on how to succession plan	Workforce WG People and Culture Programme Board	Nov: Supporting documents for managers, currently in progress. Next steps: Engagement with managers on identifying critical roles

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 18: The service should improve all staff understanding and application of the performance development review process.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
18a	Embedding current process and increasing qualitative/quantitative return	DL	POD Team	Complete	Review of current processes inc. Focus groups Build in behaviours to the process Build in Code of Ethics to the process- key EDI objectives for individuals Spot checks on Performance Conversations and qualitative process for assurance	Workforce WG People and Culture Programme Board	COMPLETE
18b	Ensure logging via Firewatch and alignment to needs in Learning and Development.	DL	POD Team	On-going	Part of phase 2 of the Firewatch project- HR	Workforce WG People and Culture Programme Board	COMPLETE
18c	Schedule leadership training for SLT and Middle Managers	RP	External Provider	Complete	Leadership Training – Westcott MBTI Middle Management Training – Westcott MBTI	-	COMPLETE
18d	Middle Managers to feedback additional actions against HMIC recommendations following training	RP	External Provider	Complete	Individual presentations from each group regarding specific recommendation	External Provider SLT	Nov: Feedback received. Follow up meeting scheduled for Jan 23 to present review of feedback sessions and obtain feedback for evaluation of the training provided.

18e	Watch Commander Leadership Training – Stanford Training Solutions	RP	External Provider	Complete	-	-	COMPLETE
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Who's who:

Initials	Name	Role
DW	Damian Watts	Area Commander Prevention and Protection
DN	David Nolan	Area Commander Response
RP	Richard Priest	Area Commander Professionalism
BB	Bernadette Beckett	Chief of Staff
KT	Karen Telfer	Head of Data, Digital and Special Projects
DQ	Dan Quin	Chief Fire Officer
DL	Danni Lamaignere	Head of People and Organisational Development
EL	Elizabeth Lacey	Head of Change

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WEDNESDAY 8 FEBRUARY 2023

PROPOSAL REPORT ON FUTURE SCRUTINY OF SURREY FIRE AND RESCUE SERVICE

Purpose of report: Recommendation on the future scrutiny of Surrey Fire and Rescue Service (SFRS) by the Communities, Environment and Highways Select Committee

Introduction:

1. The Government produced a White Paper 'Reforming our Fire and Rescue Services' for consultation from 18 May 2022 to 26 July 2022. The feedback from this consultation is being brought together and it is hoped that the outcomes are published in the spring of this year. The reform agenda seeks to drive improvement in three key areas:
 - People
 - Professionalism
 - Governance
2. Within the governance section of the White Paper there is a proposal that further work needs to be done to define scrutiny and oversight functions. This paper has been developed to propose a scrutiny process through the Communities, Environment and Highways (CEH) Select Committee. This follows an informal discussion with the Chairs of the Select Committee and Surrey County Council's Monitoring Officer.

Proposal

3. It is proposed that the Select Committee have a 'Fire and Rescue focus' to carry out regular scrutiny of progress against the Service's Improvement Plan, informed by the results of both the 2021/22 Inspection Report and future 2023 Inspection Report by His Majesty's Inspectorate of Constabulary and Fire & Rescue Service's (HMICFRS) and performance of the service against its Key Performance Indicators (KPI's).

4. KPI's will include current measures reported to informal cabinet and the County Leadership Team. Additional KPIs, from the existing suite of service KPIs to be agreed with the Select Committee Chairs.
5. Proposed dates for scrutiny meetings:
 - July 2023 – End of Year performance review (previous year) and improvement plan progress update.
 - December 2023 – Mid-Year performance review (current year) and improvement plan progress update.

Conclusions:

6. This proposal is anticipated to meet the requirements of the White Paper and HMICFRS's expectation of regular scrutiny by the Fire and Rescue Authority.

Recommendations:

7. That the Select Committee approves the proposed scrutiny timetable.

Next steps:

Additional KPIs, from the existing suite of service KPIs, to be agreed with the Select Committee Chairs.

Report contact

Dan Quin, Chief Fire Officer, Surrey Fire and Rescue Service.

Contact details

Email: dan.quin@surreycc.gov.uk

Sources/background papers

[GOV.UK – Reforming our Fire and Rescue Service](#)

[HMICFRS: Efficiency, Effectiveness, People 2021/22 – Surrey Fire and Rescue](#)

WEDNESDAY, 8 FEBRUARY 2023

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
20 March 2023	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 Select 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 Select 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 Infrastructure Programme.	Empowering communities Growing a sustainable economy so everyone can benefit	Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth Michael Coughlin, Executive Director, 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 Select Committee to provide its feedback on the proposed Climate Change Adaptation Plan.	Empowering communities Growing a sustainable economy so everyone can benefit	Marisa Heath, Cabinet Member for Environment Katie Stewart, Executive Director for Environment, Transport & Infrastructure

					Enabling a greener future	<p>Carolyn McKenzie – Director, Environment.</p> <p>Doug Hill, Flood and Climate Resilience Manager</p> <p>Glen Westmore, Flood Risk Planning Consent Team Leader</p> <p>Sarah Birch, Climate Change Adaptation Specialist</p>
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 Select 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 Fiskien, Chief of Staff</p> <p>Jo Diggins, Planning, Performance & Improvement Manager</p>
5 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 Select Committee to provide its feedback progress against the Plan.	Enabling a greener future	<p>Marisa Heath, Cabinet Member for Environment</p> <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>
4 December 2023	Scrutiny	Budget 2024/25 and Medium-Term Financial Strategy	Select Committee to receive draft budget proposals for 2023/24 relevant to its remit.	The Select Committee scrutinises the Council’s budget proposals, provides feedback and makes recommendations, if required.	Growing a sustainable economy so everyone can benefit	<p>David Lewis, Cabinet Member for Finance & Resources</p> <p>Leigh Whitehouse,</p>

						<p>Deputy Chief Executive & Executive Director of Resources</p> <p>Anna D'Alessandro Finance Director, Corporate & Commercial</p> <p>Rachel Wigley, Director Finance, Insights & Performance</p> <p>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 Select 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</p>

						Waste Policy Team Leader
TBC Spring 24	Scrutiny	Integrated Transport Scheme Annual report	To receive a report on Integrated Transport Scheme.	The Select 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> <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>		<u>Membership:</u>

<p>Aug 2021 (on-going as required)</p>	<p>Pre decision scrutiny and monitoring</p>	<p>Greener Futures Reference Group (GFRG)</p>	<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 ▪ Green Finance Strategy ▪ EV Network 	<p>To provide comments and steer from the scrutiny's point of view in formulating the Cabinet report.</p>		<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
<p>April 2022 (on-going as required)</p>	<p>Scrutiny</p>	<p>Highways Reference Group</p>	<p>Local Transport Plan 4 (LTP4) (Horizon prioritisation) and other relevant matters.</p>	<p>To provide feedback and on-going monitoring.</p>		<p><u>Membership</u></p> <p>Stephen Cooksey Colin Cross John Furey David Harmer Andy Macleod John O'Reilly (Chair) Lance Spencer</p>
<p>February 2022 (on-going as required)</p>	<p>Pre decision scrutiny and monitoring</p>	<p>Electric Vehicle Reference Group (EVRG)</p>	<p>To receive relevant information and to provide constructive challenge support and feedback..</p>	<p>To provide scrutiny and feedback.</p>		<p><u>Membership:</u></p> <p>John O'Reilly (Chair of the Reference Group) Andy Macleod Lance Spencer Catherine Baart Stephen Cooksey John Furey</p>

To be received in writing/informal briefing sessions/a member seminar					
3 October 2022	Bus Back Better 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> <p>Jo Diggins, Planning, 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		Matt Furniss, Cabinet Member for Transport, Infrastructure and Economy

					<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 – 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 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>

<p>TBC February 2023</p>	<p>Highways workshop session</p>	<p>In person Member development day</p>			<p>Kevin Deanus, Cabinet Member for Highways and Community Resilience</p> <p>Katie Stewart, Executive Director – Environment Transport and Infrastructure</p>
<p>TBC</p>	<p>Community Infrastructure Levy & Place Making</p>	<p>All Member Seminar</p>			<p>Matt Furniss, Cabinet Member for Transport, Infrastructure and Growth</p> <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>
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Standing Items

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

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RECOMMENDATIONS

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
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 response confirmed that Ministers were actively considering the options for addressing pavement parking</p>

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Page 116						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.
	Outline Business Case for the re-procurement of waste treatment & disposal services-Update	The Select Committee: CEHSC14/22: Asks Cabinet Member, as part of the Outline Business Case	Natalie Bramhall, Cabinet Member for Property and Waste		November 2022	

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Page 117		<p>(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>Carolyn McKenzie, Director of Environment</p> <p>Alan Horton, Programme Manager</p> <p>Richard Parkinson, Resources and Circular Economy Group Manager</p>			<p>sites (Caterham and Warlingham) and will be completed prior to September 2024.</p> <p>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 communications for residents that have contaminated their bins, and consistent messaging for what can be recycled across Surrey. Discussions are planned with SEP/</p>

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Annex B

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Page 118		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.				<p>Joint Waste Solutions (JWS) and Surrey County Council (SCC) communications departments to reinvigorate the waste communications.</p> <p>CEHSC16/22: The Rethinking Waste Team will prepare an update to Select Committee on progress when plans are finalised.</p>
14 June 2022	A Devolution Deal for Surrey [Item 5]	<p>The Select Committee:</p> <p>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.</p> <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</p>	<p>Tim Oliver, Leader of the Council</p> <p>Rebecca Paul, Deputy Cabinet Member for Levelling Up</p> <p>Michael Coughlin, Executive Director Partnerships, Prosperity and Growth</p>		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 119		<p>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>				
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, Schools, National Health Service (NHS), Surrey County Council, districts and boroughs etc.) but these need robust definition and clarity of their input.</p>	<p>Tim Oliver, Leader of the Council</p> <p>Michael Coughlin, Executive Director of Partnerships, Prosperity and Growth</p>		November 2022	The recommendations have been sent to the Executive Director for Partnerships, Prosperity and Growth

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Page 120		<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> <p>CEHSC22/22: Requests that the final version to Cabinet on 25 October 2022 addresses the aforementioned points.</p>				
	Assessment of the Greener Futures Climate Change Delivery Plan	CEHSC18/22: Recognises that significant behavioural change by residents on vehicle usage, low carbon	Marissa Heath, Cabinet Member for Environment		November 2022	CEHSC18/22: The Greener Futures team agrees that the slow uptake of low carbon measures such as EV

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Page 121		<p>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.</p> <p>CEHSC23/22: Reiterates its support for Carbon budget to be developed alongside the Council's financial budget.</p>	Katie Stewart, Executive Director of Environment, Transport and Infrastructure			<p>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.</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</p>

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Page 122		<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 external communication and understanding.</p>				<p>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>
	Healthy Streets Design for Surrey	<p>CEHSC25/22: Requests that Districts and Boroughs consider including Healthy Streets for Surrey design guide</p>	<p>Matt Furniss, Cabinet Member for Transport and Growth</p>			<p>CEHSC25/22: The Healthy Streets Design Guide was endorsed by Cabinet in October 2022. As a result of this the Cabinet Member for</p>

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5 Dec 2022	Your Fund Surrey Update	<p>CEHSC26/22: Urges consideration of the possibility of increasing this Member allocation up to £100,00 to facilitate larger but not complex community projects.</p> <p>CEHSC27/22: Commends the efforts of the Community Link Officers (CLOs) to raise awareness of YFS in the more deprived areas but other actions may be necessary to secure successful</p>	<p>Denise Turner-Stewart, Cabinet Member for Communities and Community Safety</p> <p>Marie Snelling, Executive Director of Customer and Communities</p>		January 2023	<p>The recommendations have been sent to the Cabinet Member for Communities and Community Safety and Executive Director of Customer and Communities for action and response.</p>
			as part of their Supplementary Planning Guidance.	Katie Stewart, Executive Director for Environment, Transport and Infrastructure		

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		funding for community projects in Surrey deciles one and two. The Committee regards this as a high priority.				
	Scrutiny of 2023/24 draft budget and medium-term financial strategy to 2027/28	<p>CEHSC28/22: Broadly supports, based on the information provided, the budget proposals for those areas that fall within its remit, noting the assurance that all the savings/efficiencies identified will not lead to deterioration in the services provided to residents (subject to the Local Government Finance Settlement anticipated on 21 December 2022).</p> <p>CEHSC29/22: Recommends an uplift in the Highways Capital Programme to reflect the very high inflation specifically facing the service and its contractors – specifically in the Members’ Highways allocation.</p> <p>CEHSC30/22: Will continue to closely monitor performance throughout the year to be satisfied that expectations</p>	<p>David Lewis, Cabinet Member for Finance and Resources</p> <p>Rachel Wigley, Director of Finance – Insight and Performance</p> <p>Nicola O’Connor, Strategic Finance Business Partner</p>		January 2023	The recommendations have been sent to the Cabinet Member for Finance and Resources and Director of Finance – Insight and Performance for action and response.

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		derived from the budget will be met in practice.				
Page 125	Surrey Strategy for Accommodation, Housing and Homes	<p>CEHSC33/22: Is concerned that, while no individual prospective partner should wield a 'veto' in the process, the County's 11 District and Borough Council Leaders have expressed serious concerns and therefore welcomes the Cabinet Member's i) pledge to reflect on and take further into account the views of the District and Borough Council Leaders, as expressed by Councillor Cooksey, and ii) offer to continue to engage with those Councils.</p> <p>CEHSC34/22: Urges the early development of key performance indicators to determine whether the high ambitions and expectations arising from the Strategy as listed in paragraph 14 of the report are realistic.</p>	<p>Sinead Mooney, Cabinet Member for Children and Families</p> <p>Michael Coughlin, Executive Director of Prosperity, Partnerships and Growth</p>		January 2023	The recommendations have been sent to the Cabinet Member for Children and Families and Executive Director of Prosperity, Partnerships and Growth for action and response.

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		CEHSC35/22: Urges the early development of key performance indicators to determine whether the high ambitions and expectations arising from the Strategy as listed in paragraph 14 of the report are realistic.				

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ACTIONS

Date	Item	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
5 Dec 2022	Scrutiny of 2023/24 draft budget and medium-term financial strategy to 2027/28	<p>CEHSC31/22: Asks the relevant Cabinet Members/Services that a briefing note highlighting any impact on the Council's budget, which could impact the areas under this Select Committee's remit, be circulated to the Committee Members following the Local Government Finance Settlement.</p> <p>CEHSC32/22: Notes that the Surrey County Council currently receives only ten per cent of Business Rates paid by</p>				The recommendations have been sent the Cabinet Member for Finance and Resources and Director of Finance – Insight and Performance for action and response.

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Page 127		Surrey Business. The Committee asks Cabinet to re-lobby the Government and all Surrey Members of Parliament (MPs) to increase the amount of Business Rates that come to the County Council.				
	Surrey Strategy for Accommodation, Housing and Homes	CEHSC36/22: Requests that recommendation bullet points 2 & 3 above are addressed before a final strategy to Cabinet is presented.				The recommendations have been sent to the Cabinet Member for Children and Families and Executive Director of Prosperity, Partnerships and Growth for action and response.

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